Appendix 1

Chesterfield Visitor Economy Strategy

Situation Report
(Revised / Final)

Prepared for:
Chesterfield Borough Council

by TEAM Tourism Consulting
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1. Introduction

The following report is part of the development of a Chesterfield Visitor Economy Strategy. It summarises where Chesterfield as a visitor destination currently stands.

The analysis is based on a review of available policy documentation and secondary research (including CBC's baseline analysis of the borough visitor economy), primary consumer research, consultation with key stakeholders in the borough and further afield, and site visits.

2. The Policy Context and Key Initiatives

The context for the Strategy is provided by a number of initiatives and policies.

The Chesterfield Growth Strategy (2019-23) sets out the role of the Council in supporting the growth and regeneration of Chesterfield borough. The strategy identifies three themes that sit above seven objectives. These are:

1. Supporting business growth and investment
    - Work to increase business start-ups and support the expansion of the existing business base
    - Undertake a range of marketing activities to raise the profile of the borough as a business location and attract new business investment
2. A great place to live, visit and do business
    - Secure investment in infrastructure that enables employment and housing growth and delivers a high quality of place.
    - Strengthen the distinctive role of Chesterfield town centre to ensure its longer-term vitality and viability.
    - Support the growth of Chesterfield as both a visitor destination and hub
3. An inclusive approach to growth
    - Work to raise the level of workforce skills to support future business growth.
    - Ensure that all local people are in a position to benefit from the growth which takes place in the borough.

Competitive advantages include a distinct identity, central location and strategic transport links, sub-regional centre, and historic town centre.

Broadening the appeal of the town centre is an objective and this could be potentially delivered through broadening the leisure offer to encourage 'destination' trips. The Northern Gateway, and re-development of the outdoor market are part of this process but other potential initiatives include improving pedestrian access to the station and Ravenside Retail Park.

The visitor economy potential is seen around developing Chesterfield as a destination in its own right but also as a base for visiting the surrounding area – particularly the Peak District. The town centre needs to reinforce the visitor offer. The strategy identifies that further work is needed to positively shape perceptions about the relationship of the town with the Peak District, and that PEAK Resort will help in this process.

The Chesterfield Town Centre Masterplan (2015) identifies that the town centre's distinctiveness comes from its historic core, the market, the Crooked Spire, and its 'gateway to the Peak District' role. There are a number of character areas including the Historic Core, Station Arrival, Northern Gateway, Spire Neighbourhood and Civic Quarter. The plan focuses on four themes with a range of initiatives:

- Town Centre Management including a lighting scheme illuminating key buildings, trade waste strategy, removing traffic out of St. Mary's, and heritage interpretation;
- Public Realm Projects including shared surfacing, public art;
- Major Projects and Gateways;
- Big Changes in Small Spaces including the Victoria Centre.

The Chesterfield Local Plan (2018 -35) highlights heritage assets including the Chesterfield Canal, railway heritage, and markets and events. The Plan identifies the need for a range of accommodation including country hotels, holiday cottages, camping accommodation and small-scale accommodation like B&Bs. The Plan's policy for tourism and the visitor economy is that: The Council will promote and enhance tourism development in the borough where it is:

- located in areas that can accommodate additional visitor numbers without detriment to the environment or the vitality of existing centres;
- appropriate to the local environment and context;
- contributes to sustainable economic growth and the delivery of the Local Plan;
- in locations that are well connected to other tourist destinations and amenities, particularly by public transport, walking and cycling.

In particular, proposals for tourism development will be encouraged where they are related to:

- enhancing the offer of existing centres;
- the restoration and enhancement of Chesterfield Canal;
- supporting delivery of the PEAK Resort scheme;
- railway and industrial heritage;
- connections with the Peak District National Park;
- rural diversification;
- opportunities to encourage physical activity;
- enhancing and improving access to the Green Belt, Green Wedges and Strategic Gaps.

The **Chesterfield Economic Covid-19 Recovery Plan** identifies a number of areas of new activity to stimulate the economy including:

- Supporting business start-ups and business base expansion;
- Strengthening town and district centre vitality and viability including increased promotion through a Town Centre Engagement Officer to provide / signpost support for traders and retailers, develop events, and awareness raising. In addition, CBC has £92.6k through the Reopening High Streets Safely Fund for a range of measures;
- Enhancing skills to support inclusive business growth;
- Staveley Town Deal to deliver infrastructure that enables growth;
- Supporting Climate Change Programme.

The D2N2 Vision 2030 Strategic Plan (2013) identifies the Visitor Economy as an 'Opportunity Sector'. It highlights:

- Opportunities to exploit natural, heritage, cultural and sporting assets to increase the value of the Visitor Economy. There are opportunities to boost the value and productivity of the sector by targeting new markets, offering higher value experiences, extending the 'season' and increasing the global market share of international leisure visits, business visits and the events sector.
- Potential to develop marketing and capital investment approaches to enhancing assets, such as through the Derwent Valley Mills World Heritage Site.
- Potential to exploit the opportunities of enhanced connectivity provided by East Midlands, Birmingham, and other key airports and particularly High-Speed Rail, with a focus on the most lucrative markets including the USA, China, and India.
- The need for effective marketing of key destinations and products, the roll out and effective utilisation of enhanced digital connectivity, and the development of a skills and careers approach to provide for an escalator of roles and support.

The Peak District and Derbyshire Growth Strategy for the Visitor Economy (2015 – 2020) identifies an ambition to grow the visitor economy by 5% per year each year to 2023 through six aims:

1. Maximise the impact of the visitor economy in key destinations and hubs – Chesterfield is identified as gateway city/town used as a base by visitors (but not a 'destination town');
2. Capital investment to improve the visitor offer;
3. To create a leading cultural, festivals and events destination;
4. Maximising the potential for growth through tactical marketing campaigns including a Visitor Dispersal Plan;
5. To develop a successful thriving tourism industry through upskilling SMEs, getting more out of existing websites, increased up-take of EQM and other green schemes etc.;
6. A consistent brand for the Peak District – including local destination straplines – e.g., Chesterfield – Gateway to the Peak District.

The Rescue and Rebuilding of Peak District and Derbyshire's Tourism Industry (MPDD -2021) is a recovery plan for the next 12-24 months. It identifies ten strategic priorities which are to:

- Boost domestic tourism to the Peak District and Derbyshire;
- Position the Peak District and Derbyshire as a destination for the corporate sector;
- Support businesses to bounce-back, rebuild and grow;
- Rebuild international connectivity and grow inbound tourism;
- Become a destination for active travel and transport connectivity;
- Lead the way with sustainable tourism;
- Bid to become a Tourism Zone;
- Promote the sector as a place to be proud to work within;
- Work with partners to revitalise market towns;
- Support our local authority partners to deliver their Tourism Strategies.

Within domestic markets themes and campaigns will include 'Welcome Back' (highlighting culture and creativity), 'Shine a Light on Derbyshire' (An annual programme of Son et Lumiere events), Escape the Everyday, and health and wellness.

Active travel actions include working with PEAK resort to develop sustainable transport solutions. Sustainable tourism includes the need to disperse visitors and promote 'hidden gems'. In terms of revitalising market towns the plan identifies MPDD will drive visitor footfall through the promotion

of local events, festivals and food/drink markets (creating peaks of activity from Easter, through to the summer and up to an autumn/winter peak with added opportunities offered by Christmas markets), and position market towns as special places to stay through targeted campaigns that also offer a great sense of place and civic pride for communities to come together.

The plan identifies the need to Build closer working relationship with our region's Tourism Officers to help complement local strategies and the achievement of tourism plans by aligning Service Level Agreements and agreeing Key Performance Indicators (KPIs) in relation to recovery by the end of April 2021.

The Peak District National Park Management Plan (2018-23) highlights that the vision is 'The Peak District National Park: where beauty, vitality and discovery meet at the heart of the nation'. There are three elements to this:

- An enhanced diverse, working and cherished **landscape**
- A sustainable, welcoming and inspiring **place for all**
- Thriving and sustainable **communities** and **economy.**

The plan outlines six areas of impact where actions have the potential to add value. Of particular relevance are:

- Area of Impact 4: A National Park for everyone. There are two action areas:
    - Overcome physical barriers to access through improving access to the Peak District National Park to enable everyone to enjoy its special qualities through appropriate transport systems;
    - Overcome perceived barriers to access to encourage people from a range of cultures and lifestages to visit.
- Area of Impact 5: Encouraging enjoyment with understanding by:
    - Balancing opportunities for enjoyment with conserving a fragile environment;
    - Ensuring shared responsibility – everyone understanding and caring about their impacts;
    - Developing an awareness and understanding of the benefits of the Peak District National Park.

3. The Prospects for Post-Covid Visitor Economy Recovery

All of the latest consumer sentiment tracking data, accommodation booking trends intelligence and expert commentary (summarised at Appendix 1) points to a strong bounce back for the UK visitor economy as lockdown restrictions start to be lifted from April.

The UK is set to see **a staycation boom from mid-May**, once hotels, guest houses and B&Bs are able to reopen, following the reopening of self-catering accommodation businesses from 12 April. Rural, coastal and heritage destinations look set to be the strongest beneficiaries of this staycation rebound, with many accommodation businesses in such places already fully booked for the summer, and reporting strong forward bookings for the autumn. Chesterfield hotels are likely to benefit from strong interest in the Peak District.

2022 looks set to be a strong year for staycations but **the staycation boom may not endure beyond 2023** as demand for overseas holidays returns. There are however a number of underlying trends, many of which that have been accelerated by the pandemic, which should help to sustain staycation growth, albeit perhaps not at the levels that will be seen in 2022:

- Demand for UK short breaks has steadily been increasing since 2015;
- The number of older people with time and money to spend on staycations is increasing;
- Millennials are now taking holidays independently of their parents, although have limited knowledge of, and prejudices about British destinations and very different requirements in terms of holiday experiences and the accommodation they want to stay in;
- Dog ownership has rocketed during the pandemic, fuelling demand for dog-friendly breaks;
- The visiting friends and relatives and weddings markets continue to show steady growth as the population increases. There is also growing demand for family and friend weekend get togethers and celebrations;
- Interest in rural holidays that provide opportunities for walking, cycling and other outdoor activities has strengthened greatly during the pandemic;
- There is increasing demand for experiential breaks that offer the opportunity to do or learn something new;
- Increasing interest in health and wellbeing is fuelling demand for spa, fitness and detox breaks;
- Growing numbers of disabled people are taking holidays and breaks;
- A new market for 'workations', which blend remote working with a leisure stay, has emerged during the pandemic.

These trends all point to strong prospects for continued growth in demand for holidays and breaks in the Peak District, which Chesterfield hotels should be able to capitalise on.

The COVID-19 pandemic has also accelerated two other trends that have implications for the Chesterfield Visitor Economy Strategy:

- Consumers have almost entirely shifted to online looking and booking when it comes to holidays and breaks, necessitating a total focus on digital marketing to attract these markets;
- Consumers have become much more aware of the environmental impact of their holiday and leisure choices: reducing their carbon footprint is becoming a more important factor in consumer decisions.

There are clear indications of pent-up demand for inbound tourist visits to the UK but it looks like **overseas visitor demand will take longer to recover**, from 2022 or beyond, depending on how vaccination programmes are rolled out in different countries. Overseas visitors are only a minor market for Chesterfield however, so this will not have a significant impact.

The **day and evening visitor markets also look set to rebound strongly** as attractions and retail and hospitality businesses start to open up again. Local visitor markets coming to Chesterfield to shop, visit the market, attend an event or have an evening out are likely to return fairly quickly. The pandemic has however weakened the town's offer for this market and damaged its appeal as a leisure shopping and evening out destination for visitors from further afield, with the closure of a

number of key retailers and the loss of some pubs and restaurants. KPMG's January 2021 report on the future of towns and cities post COVID-19[1] reports a likely 29% drop in Chesterfield's retail workforce, equating to a loss of 1,442 jobs in the sector. The KPMG report also puts Chesterfield as the 23rd most vulnerable town, out of 110 UK towns and cities, in terms of post-COVID recovery, identifying the weakness of the town centre cultural and recreation offer as a key factor that could hold back recovery, with Chesterfield ranked as the fifth lowest town on this metric, A key focus for the Visitor Economy Strategy will need to be about capitalising on the role that visitor demand can play in helping to revitalise and reposition Chesterfield's town centre economy.

Corporate demand for hotels is expected to take longer to recover, with a return to pre-COVID levels not expected until 2022 at the earliest. It remains to be seen whether the shift to remote working and meetings that has been seen during the pandemic will endure and how this could impact on business travel going forward. Growth in this market in Chesterfield will be fuelled more by economic growth in the borough, office development and the attraction of new companies.

4. Economic Impact of the Visitor Economy

The following table summarises the estimated economic impact of the visitor economy to Chesterfield in 2019. This is based on data from STEAM.

The Economic Impact of the Visitor Economy to Chesterfield - 2019				
	Visits ('000)	Visitor Days ('000)	Spend[1](£m)	% total spend
Overnight Visitors				
Serviced	152.8	313.7	36.92	18.2%
Non-serviced	5.6	38.8	2.17	1.1%
Staying with friends and relatives (SFR)	179.1	425.7	21.86	10.8%
Total	**337.5**	**778.2**	**60.95**	**30.0%**
Day Visitors	**3,659**	**3,659**	**142.32**	**70.0%**
All Visitors	**3,996**	**4,437**	**203.28**	

- Direct and indirect expenditure.

The visitor economy generated an estimated £203 million of direct and indirect expenditure to the Chesterfield economy in 2019. This supported a total of 2,347 Full time Job Equivalents (FTEs).

Overnight visitors accounted for 30% of total expenditure, with day visitors accounting for 70%. Overnight visitors staying in paid accommodation accounted for only 4% of visitors, 8% of visitor days but 19% of visitor spending.

[1] The Future of Towns and Cities post COVID-19, KPMG, January 2021

5. Delivery Structures, Visitor Information, and Marketing Communications

5.1 Delivery Structures

Within the Borough, **Chesterfield Borough Council** takes a lead on the visitor economy. Responsibility is primarily split between two directorates. Economic Growth takes a lead on visitor economy strategy and policy, planning, and delivery of major projects (particularly capital and infrastructure). Leisure, Culture and Community Wellbeing undertakes town centre management, operates the Visitor Information Centre (VIC) and museum, delivers events and undertakes destination marketing through VisitChesterfield. CBC pays an annual subscription to Marketing Peak District and Derbyshire.

Destination Chesterfield is a public / private sector partnership which focuses on place marketing and inward investment. It does not have a specific visitor economy role but does interact with the visitor economy through its promotion of the town centre and its retail offer (e.g. through its Winter campaign). Visitor economy businesses (approximately 30-40) are part of its 'Champions' scheme.

Marketing Peak District and Derbyshire is the Destination Management Organisation for the area. It is a public / private sector partnership receiving subscriptions from Local Authorities (on an SLA basis) and membership subscriptions from operators. It has a remit for promoting and developing tourism across the whole of Derbyshire (see below for details on their website/social media). CBC operations (e.g. the theatres and museum) and the Crooked Spire Church are included as part of the Council's subscription but membership among the borough's hotels and other visitor accommodation businesses is limited (which limits exposure of the borough on the website).

5.2 Visitor Information

The council provides a year-round purpose-built Visitor Information Centre (VIC) located in Rykneld Square adjacent to the Crooked Spire Church. It typically has around 135,000 customer contacts a year. Two thirds of users are Chesterfield residents, with 10% day visitors from outside Derbyshire, 7% on a short break / holiday and 5% visiting family and friends in Chesterfield.

A number of car parks in the town have orientation boards and map dispensers. There are pedestrian fingerpost signs directing people from the main carparks and at key junctions and some interpretation panels. Maintenance is an issue in places.

5.3 Marketing Communications

Promotion of the offer is via the **Visit Chesterfield Area** website. This covers the three districts of Bolsover, Chesterfield and North East Derbyshire. Chesterfield is also promoted via the Destination Chesterfield and the Visit Peak District and Derbyshire websites.

These websites focus on the Crooked Spire as the main heritage attraction and USP. The other key one is the Chesterfield market (one of the largest open-air markets in England) and shopping from high street brands and independent boutiques.

VisitChesterfield showcases a good mixture of history, culture, family friendly and open space attractions that are available to visitors. VisitPeak District and Derbyshire highlights Chesterfield as a potential base to explore the Peak District from.

There is Chesterfield coverage on third party websites (like TripAdvisor and the Crazy Tourist – see Appendix 4) which focuses on similar USPs – the Crooked Spire, the historic market, and surrounding attractions (notably Hardwick Hall – but not Chatsworth). Coverage in guidebooks (like the Rough Guide and Lonely Planet) is limited.

There is visitor focussed social media *@ChesterfieldVisitorInfo* which can be built upon. Although the posting is not consistent, engagement is high.

However:

- Destination marketing is very attraction based rather than thematic, itinerary, or cross sector (e.g. food and drink) based.
- Where there are itineraries, these are aimed at groups and not individuals, missing a wider audience.
- There seems to be limited professional photography and videography of the destination which is required for campaigns and on social media.
- Visit Chesterfield Area and Destination Chesterfield websites to some extent duplicate each other and this is potentially confusing for an audience to know which site to visit for the best and updated information.
- Some of the wording on the Visit Chesterfield area website could be more positive - e.g. 'Take a day in Chesterfield itself...' is apologetic and makes it sound like it is seen as a pass through location.

6. Product Offer

6.1 Visitor Accommodation – Supply and Performance

Current Supply

The following tables summarise Chesterfield's current visitor accommodation and hotel supply.

Chesterfield Borough Visitor Accommodation Supply – April 2021				
Type of Accommodation	**Total Estabs**	**Total Bedrooms/ Units/ Pitches**	**Total Bedspaces[1]**	**% of Bedspaces**
Hotels	7	483	966	68.1
Inns/ Pub Accommodation	4	27	54	3.8
Restaurants with Rooms	1	4	8	0.6
Guest Houses/ B&Bs	2	12	24	1.7
Home sharing (Airbnb Private Rooms)	9	9	18	1.3
Self-Catering (Airbnb Entire Homes)	26	26	78	5.5
Caravan & Camping Sites	2	90	270	19.0
TOTAL	**51**	**651**	**1418**	**100**

Chesterfield Borough Hotels			
Hotel	**Standard[2]**	**Bedrooms**	**Brand**
Chesterfield Town Centre			
The Portland Hotel	3 Star	22	Wetherspoon
Premier Inn Chesterfield Town Centre	Budget	92	Premier Inn
Ibis Chesterfield Centre	Budget	86	Ibis
Chesterfield Outskirts			
Casa Hotel, Tapton	4 Star	100	
Ringwood Hall Hotel & Spa, Brimington	4 Star	75	
Premier Inn Chesterfield North, Tapton	Budget	88	Premier Inn
Travelodge Chesterfield, Whittington Moor	Budget	20	Travelodge

Notes:

1. Estimated on the basis of 2 bedspaces per serviced accommodation bedroom and 3 bedspaces per non-serviced accommodation unit or pitch
2. Official AA or VisitBritain and/or gradings on booking.com and/or LateRooms

With an estimated 1,400 bedspaces, the borough has a total annual capacity for around 510,000 overnight stays in paid accommodation. At an assumed average length of stay of 2.2 nights this gives a total capacity in paid accommodation for around 230,000 staying visitors per year.

The borough's visitor accommodation supply is dominated by hotels. Five out of the borough's hotels are branded budget hotels, which do not have the leeway to take part in Chesterfield or Peak

District destination marketing programmes. The borough's hotel supply is split between the town centre and outer areas, with a slight bias towards outer locations. The only other significant accommodation business in the borough is the Poolsbrook Country Park Caravan & Motorhome Club site at Staveley. Much of the borough's pub accommodation and guest house stock appears to be of a lower quality and targeted primarily at the contractors' market. Some of these establishments are not fully en-suite.

Recent Changes

There has been a substantial change in the borough's visitor accommodation supply over the last six years. A number of the borough's 3-star hotels (the Chesterfield, Sandpiper and Abbeydale) have closed, most of its guest houses have ceased trading, and a number of pub accommodation businesses are no longer operating. Set against these losses, the new Premier Inn opened in Chesterfield town centre in 2019 and there has been a steady growth in the short stay letting of private rooms and entire homes through Airbnb. These are general trends across the UK, which have been accelerated by the COVID-19 pandemic.

Surrounding Hotel Supply

Immediately beyond the borough there are hotels that partly serve Chesterfield at Barlow (The Peacock), Palterton (Twin Oaks), Stonedge (Peak Edge), Eastmoor (Premier Inn Chesterfield West), Dronfield (The Manor House), Batemoor (DoubleTree by Hilton Sheffield Park), Barlborough (Ibis Chesterfield North, and Clowne (Van Dyk).

Hotel Performance

In assessing hotel performance in Chesterfield, we have focused on the data and insight that we have been able to gather through our discussions with some of the borough's hotel managers, alongside a review of the June 2017 D2N2 Visitor Accommodation Strategy findings for 2016 hotel performance in Chesterfield. While we were only able to speak to three of the borough's hotel managers due to hotel closures during the COVID-19 2021 lockdown, the intelligence that we obtained from them essentially confirmed the evidence from the D2N2 Visitor Accommodation Strategy of:

- A strong budget hotel market in Chesterfield, with the borough's budget hotels achieving high levels of occupancy for much of the year, both during the week and at weekends, and frequently filling and turning business away, particularly on Friday and Saturday nights;
- A weaker 4-star hotel market, with the borough's 4-star hotels achieving lower room occupancies and annual average room rates that are well below the national averages and the levels that would be needed to support new 4-star hotel development. There remains a significant difference in trading patterns between the borough's two 4-star hotels, with the Casa, as a business hotel, trading more strongly during the week, and Ringwood Hall, as a strong wedding venue, achieving strong weekend occupancies.

In overall terms, there is very little spare hotel capacity in the borough on Friday and Saturday nights for much of the year, and especially between April and October. This suggests that weekend leisure break demand for Chesterfield hotels is frequently constrained, displaced to hotels further afield, or frustrated entirely, although we have not been able to quantify the extent to which this is happening.

While 2020 was a very atypical year for hotel performance as a result of the COVID-19 lockdowns, it is interesting to note that Friday and Saturday occupancies for the borough's budget hotels bounced

back very strong in the summer following the lifting of restrictions in July. This confirms the strong weekend demand for budget hotel accommodation in Chesterfield, which looks likely to grow further in 2021 and 2022 as a result of the expected post-COVID boom in staycation demand across the UK.

Midweek occupancies are generally strong on Monday to Wednesday nights and budget hotels are frequently filling and denying business on these nights. There is generally plenty of hotel availability on Thursday nights, when occupancies are usually much lower.

Sundays are trough nights for the borough's hotels and very difficult attract demand for.

6.2 Visitor Attractions

The following table summarises visits to some of the key attractions in and around Chesterfield.

Visits to Chesterfield Attractions							
	2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Crooked Spire						50000	
Chesterfield Markets (Events)						23000	
Chesterfield Museum	26455	26032	25929	25142	23223	26521	23773
Chesterfield Canal (Tapton Lock Visitor Centre)						31000	
Revolution House						2500	
Barrow Hill Roundhouse						30000	
Chesterfield Area							
Hardwick Hall	205416	210898	217779	22390	279974	285379	298283
Bolsover Castle	81401	84447	88786	91880	104383	95522	101041
Creswell Crags						65000	
Wider Radius							
Chatsworth House	644817	610083	622191	641944	636655	605671	606420
Crich Tramway Village						144000	

Source: Visits to Attractions (VisitEngland- NB survey participation is voluntary so some sites will be excluded) and Chesterfield Visitor Economy Audit.

Barrow Hill Roundhouse completed a £1.2m HLF funded project in 2016, which included a new café, interpretation and infrastructure repairs to the roundhouse. It has not further major investment plans at present. The Crooked Spire operates scheduled tower tours on a Friday and Saturday, and on-demand. They are looking to develop an HLF bid to develop toilets, catering facilities and other commercial opportunities.

6.3 Visitor Offer and Product Themes

The following table outlines a series of potential experience themes for Chesterfield. These are derived from generic themes that TEAM Tourism identified as part of VisitEngland's leisure

marketing strategy. This work was based on a range of marketing related studies that identified three primary motivational themes for trips: Escapism; Relaxation; and Time (with friends and family). Underpinning these were seven core experiences: discovery/enrich; family fun; party fun; active; rest/chill; luxury/pamper; occasion/celebration.

These form a framework in which to assess Chesterfield's tourism offer. To do so we have adapted this framework slightly. For example, rest/chill (which is relatively generic) has been merged with luxury/pamper. Each theme is rated in terms of its relative strength. A score of five means the product has international appeal, four is national appeal, three is regional, two sub-regional and one is local appeal.

Themes	Product	Product strength (out of 5)
Discovery and enrichment	Attractions: • Crooked Spire Church (~50000 visitors) • Barrow Hill Roundhouse (open weekends ~30000 visitors) • Chesterfield Canal - offers cafes and boat trips from Tapton Lock and Hollingwood Hub (with 6,000 people taking boat trips annually). Its main appeal is as an informal recreation resource. • Chesterfield Market – declining appeal as a market but attracts visitors through events (Medieval Fun Day/Motor Fest/Christmas Lights -~23,000 visits) • Chesterfield Museum (23,773 visitors, 2019) • Revolution House. Other themes / narratives that Chesterfield could potentially develop include: Chesterfield's Roman and Medieval origins and sites, George Stevenson, Lady Baden-Powell.	1.5
Performance and Entertainment Includes visiting Chesterfield for theatre, concert, show, or a watching a sporting event	• Two council run theatres - the Pomegranate Theatre (590 capacity – 272 performances and 87,962 attendees in 2019/20) and the Winding Wheel (856 capacity – 126 performances and 39,864 attendees in 2019/20) which offer a year-round programme of plays (including West End shows), concerts, ballet, comedy, films, and lectures. • Other elements include Cineworld (a 10-screen cinema) and the Chesterfield Bowl (for 10 pin bowling). • National league football • Annual Chesterfield Festival of Cricket at Queens Park (see below)	2
Shopping	• Pedestrianised town centre with national multiples and an independent retail offer particularly in the Yards and Shambles. Vacancies have been relatively low (compared to national averages) and	1.5

Non-essential retail	the shopping is not dominated by charity shops or discount stores. Vicar Lane is a purpose built 1990s shopping development that blends in well to the town centre. • Market Hall and Outdoor Market form a centrepiece of the town centre but have low occupancy across market days (Monday, Thursday, Friday, Saturday) and declining visitor numbers (and associated coach trips). The Thursday Flea Market however remains popular.	
Social Fun Fun trip with a group of friends for an evening or night out	• Food and drink offer is largely comprised of independent cafes, bars and restaurants located mainly in the town centre and along Chatsworth Road. Some national chain representation on Alma Leisure Park, adjacent to Cineworld. • The Elder Way leisure development (former Co-op department store) includes a number of restaurant units (still to be let)	1.5
Romance/Luxury/Pampering Time with partner (or a close friend) with a focus on treating yourself	• Ringwood Hall Hotel (Garden Secret Spa) • Casa Hotel (hot tub suites)	3 (but small capacity / volume)
Active Outdoor and fitness related activities	• Trans Pennine Trail – national cycle (and walking/horse riding) trail • Chesterfield Canal / Cuckoo Way – a 46mile walking/cycling route with canoeing opportunities. Includes the Hollingwood Hub, Staveley Town Basin and Town Local, and Tapton Lock Visitor Centre • Other Greenways / hub sites– e.g. Holmebrook Valley Park and Greenway, Hipper Valley Greenway Pools Brook Country Park.	1.5
Occasion / celebration An event specific to a visitor/family – e.g. weddings	Ringwood Hall Hotel / Staveley Hall for weddings	3 (but small capacity / volume)
Events	A number of events including the Chesterfield Area Walking Festival; the Chesterfield Festival of Cricket at Queens Park; events at the outdoor market (e.g. the Medieval Fun Day, the 1940s Market and the Christmas lights switch-on); Chesterfield Canal Festival at the Staveley Town Basin; the Chesterfield Half Marathon; and the Rail Ale Festival at Barrow Hill Roundhouse.	3

	CBC is moving towards a more regular programme of animation with more but smaller events which will be both Covid-safe and provide ongoing support to the town's retailers.	
Business Tourism	Business tourism splits into two broad groups – non-discretionary (e.g. corporate travellers, contractors) and discretionary (conferences and exhibitions). Non-discretionary business visitors (both corporates and contractors) are a key midweek market for Chesterfield's hotels of all grades(see section 6.1) There are a range of conference venues. The main ones are: Casa Hotel (17 rooms / 860 capacity), Ringwood Hall Hotel (7 rooms / 250 capacity). Others include: the Proact Stadium (3 rooms / 300 capacity), the Winding Wheel Theatre (3 rooms / 900 capacity), Donut Creative Arts Studio (4 rooms / 200 capacity), Parish Centre Stonegravels (5 rooms / 90 capacity), IKON Church (3 / 250), The Olde House Hotel (2/120), The Arkwright Centre (6/200), St Barnabas Centre (3/120) Meeting venues (with less than 50 delegate capacity) include: ibis Hotel, Premier Inn, IA Academy, Markham Vale Environment Centre.	2
Surrounding destinations and product	Immediate area: Hardwick Hall (National Trust ~298k visits, 2019) and Bolsover Castle (English Heritage ~101k visitors, 2019) Wider area: • The Peak District (~13m visits). Chesterfield is close to Chatsworth House (~606k visits), Bakewell and Matlock. Chesterfield (via the A619) is major gateway to the eastern Peak District • Sherwood Forest and associated attractions (i.e. Sherwood Forest and Clumber Country Parks) • Sheffield – with cultural facilities and regional shopping.	4.5

6.4 Future Infrastructure and Product Development

PEAK Resort

PEAK's primary markets are drawn from regional and national urban centric visitors seeking access to the outdoors for wellness, sport, nature and culture. PEAK will also provide a base for international visitors seeking access to the great British countryside. PEAK will be available to local visitors and has permission for day or stay occupation.

The PEAK proposition is all year, supporting leisure, education, wellness and entertainment interests; its buildings and facilities set in 300 acres of fully reclaimed and re naturalised parkland to the north of Chesterfield.

Outline and Reserved Matters Approvals have been granted for the development. Phase One comprises approximately half of the approved built area and has three main components:

- The Gateway @PEAK

  The Gateway @PEAK is the core component of the development. Like a ski resort offers access to the ski runs and mountains, the Gateway @PEAK offers zero carbon access to the Peak District National Park and the medieval market town of Chesterfield on its eastern boundary. The zero carbon transport system will be linked to the station and the town centre. The Gateway Terminal has the potential to share the economic benefits of the visitor economy across the region and in particular Chesterfield.

  The Gateway is made up of five core attractions, the zero carbon transport system and car park, a 200 room hotel, a sport and outdoor pursuits destination, a horticultural destination and a food destination all supported by a range of retail operations; learning opportunities, restaurants, bars and cafes.

  The Gateway is designed to support the natural landscape and aims to be an exemplar for sustainable tourism. Through education and learning, outdoor pursuits, co-working and events, it will provide visitors and the local community with unique experiences connected with the region's rich heritage.

- Wellness @PEAK

  A world class health and wellness destination based around clinical rehabilitation body mechanics, cosmetics and nutrition. The Wellness has Reserved Matters Planning Approval for a two theatre clinic and diagnostics facility, a 100 room luxury hotel, specialist rehabilitation accommodation units and therapeutic gardens all set within 15 acres of the PEAK parkland.

- Summit @PEAK

  An 8-acre all weather adventure activity park centred on two domed/tented structures offering the outdoors indoors, climbing walls, caving courses, e-karting and adventure golf for all ages and standards. This facility is underway on site and scheduled to soft open Christmas 2021 subject to discharge of planning conditions.

The landowner, Birchall Properties is currently progressing negotiations with developer partners for all components of Phase One. The preferred developer of the Gateway has been selected and they are in discussions with potential operators of the attractions and hotel.

Further consented phases include a Phase Two development of aparthotels and holiday lodges, with conferencing facilities as Phase Three. The outline planning permission for the site includes consent for 2,000 hotel rooms and 250 holiday lodges.

The completed development footprint for the entire resort is planned to not exceed 30% of the reclaimed site. The remainder will provide managed and naturally managed landscapes to include a national bicycling school and spaces for wildlife and nature engagement.

An access roundabout to the site from the A61 was completed in 2019 with £2.85m of funding support from the Sheffield City Region Infrastructure Fund.

The final mix of facilities is still an evolving picture, however information on the PEAK website indicates a planned completion of Phase One of the resort in 2023.

The entire scheme is forecast to create 1,300 FTE jobs.

The Northern Gateway
This has included the rebuild of Saltergate MSCP (secure parking for 526 vehicles) and a 92-bedroom Premier Inn. The ground floor of the Co-op building will provide a food and beverage offer for the town centre.

The next phase of the scheme includes an upgraded public realm (currently under-development) which will improve pedestrian connectivity between the car parks of the Northern Quarter and the retail core.

Outdoor Market
As part of the Revitalising the Heart of Chesterfield (RHOC) scheme funding has been secured to support the redevelopment of Chesterfield's Outdoor Market. Occupancy has declined in recent years – partly reflecting changing patterns of consumer behaviour but also the nature of the market itself.

The redevelopment will seek to address the limitations of the current layout and enable flexible use of Market Place for both markets and events.

Pavements Shopping Centre
The Pavements Shopping Centre is now owned by CBC. At present, there are no specific development plans but ownership gives CBC control and opportunities for future development.

Cultural Quarter
Potential cultural quarter centred on the Crooked Spire, Chesterfield Theatres, the VIC and the proposed refurbished Stephenson Memorial Hall (Chesterfield Museum and Pomegranate Theatre). A number of options are under discussion for the site.

Chesterfield Canal
The restoration and development of Chesterfield Canal is more of a regeneration project rather than a visitor economy project, although visitor economy benefits have a role to play in securing public sector funding and attracting commercial developer interest. Three planned marinas with housing, retail, leisure and commercial development at Staveley Town Basin, Staveley Works and Basin Square (as part of the Chesterfield Waterside regeneration scheme which could include hotel and leisure developments) will be key focal points for regeneration along the canal corridor in the borough and will provide opportunities for new visitor facilities and visitor spend opportunities, and the eventual introduction of boating on the canal.

Boating activity will play a key role in animating the marinas and canal, although in itself is unlikely to generate significant economic benefit. The completion of the missing stretches of navigation between Tapton Lock and Basin Square and Staveley Town Basin and Kiveton Park will be key to introducing boating. The Chesterfield Canal Trust is hoping to complete the Staveley to Kiveton Park section by the 250th anniversary of the canal in 2027, although recognises that this is a challenging objective. There are no firm plans currently to complete the missing link between Tapton Lock and Basin Square, which we understand requires the dredging of the River Rother at this point to allow navigation.

Staveley Hall
Staveley Hall is operated by Staveley Town Council. It currently functions as a wedding venue and there are proposals to develop it as a conference venue.

HS2
Chesterfield will be served by HS2. A new masterplan for the station area will deliver a high-quality urban realm, including a 'feature' bridge providing an appropriate pedestrian gateway to the town centre.

7. Visitor Markets

7.1 Introduction

Visitors can be divided into two groups:

- Those **staying overnight** in the Borough – either with friends and relatives or in commercial accommodation (e.g., a hotel, caravan site or Airbnb)
- **Day visitors** – tourism day visitors as defined by the GB Day Visitor Survey must:
    - Involve participation in one of 15 leisure activities;
    - Have lasted at least three hours (including travel);
    - Not be an activity which is undertaken 'very regularly'; and
    - Be in a destination outside the respondent's place of residence (or place of work if this was the start point of the trip). The exceptions to this are trips to special public events, live sporting events and visitor attractions.

Key to the definition of day visitors is that people are undertaking a non-regular experience away from their normal place of residence. Visitors will generally be less familiar with the borough but will also but looking for different experiences from a resident. Their emotional investment (in terms of what they want out of a trip) and time investment in a trip will probably be different from a resident.

7.2 Hotel Markets

The markets for Chesterfield's hotels differ between weekdays and weekends and by standard of hotel.

Midweek Markets
Key midweek markets are corporate demand from Chesterfield companies for 4-star hotels and a mix of contractor and business visitor demand for budget hotels. The borough's hotels attract some midweek leisure break stays between June and September, primarily from empty nester and retired couples visiting the Peak District and Chatsworth. Chesterfield's 4-star hotels attract very little residential conference business. Ringwood Hall attracts some demand for midweek weddings in the summer.

Weekend Markets
Key weekend (Friday and Saturday) markets are wedding parties and people visiting friends and relatives in the borough (VFR demand). Town centre budget hotels also attract demand from people staying over after a night out in the town. This includes some people that are attending shows and productions at the two theatres, together with those that are having a night out in the town's nightclubs and bars.

Chesterfield hotels also attract some weekend leisure break stays, again primarily from people that are using them as a base to visit the Peak District and Chatsworth. Hardwick Hall and Bolsover Castle were not identified by hotel managers as key drivers of weekend break stays. The borough's hotels rarely attract any displaced weekend leisure business from Sheffield. The view from hotel managers was that there is plenty of hotel capacity in Sheffield to satisfy leisure demand there. Our discussions with hotel managers identified that weekend leisure break business is frequently being squeezed out by weddings and VFR demand as it tends to book later. As we noted in Section 6.1., weekend leisure break business thus appears to be being displaced to hotels further afield or frustrated entirely, although we are unable to quantify the extent to which this is happening.

Sunday demand for hotel accommodation is Chesterfield comes primarily from corporate and contractor arrivals.

Reasons for using Chesterfield hotels as a base for the Peak District and Chatsworth
Our evidence suggests that Peak District and Chatsworth visitors are choosing to stay in Chesterfield for one or more of the following reasons:

- They can not get in at hotels in or closer to the National Park, which has a very limited hotel stock;
- They want to stay somewhere more affordable: the hotels in the National Park are very expensive;

- They only want to stay for one night: the hotels in the National Park all operate minimum 2-night stay policies on Friday and Saturday nights for much of the year;
- They want to stay in a branded hotel: there is very little branded hotel provision in the National Park;
- They want more to do in the evening.

7.3 Market Overview

Data on existing markets is relatively limited but CBC has undertaken customer surveys at the VIC, museum, and theatres. Some key points from these sources include:

- Markets for the VIC and museum are primarily local.
- The Pomegranate Theatre attracts a high level of return visitors - 99% had visited in the 12 months and had visited 2.8 times on average. The Windmill's audience was less frequent – 67% had visited in the last 12 months – once on average. The audience was typically 45 to 74 years old (74%) – the commonest age group was 55 to 64 years (29%)

CBC (in association with NE Derbyshire and Bolsover) undertook evaluative research into the 2006 Peak District's Historic Border guide (an ERDF Funded campaign). Some caution should be exercised in the interpretation of these results given the strong association among respondents with the Peak District (rather than the surrounding area) and respondents were drawn from a database of brochure enquiries (so not necessarily representative of all visitors). Interesting points arising from the research included:

- The audience was couples not families - 70% were couples, 8% of parties had children;
- Most common age was 55-64 years (43%);
- In terms of places visited, the most popular were Bakewell, Buxton (both 56%), Matlock/Matlock Bath (44%), Chatsworth (42%), Castleton (33%), Chesterfield Market (20%), the Crooked Spire (19%) and Hardwick Hall (19%);
- Key activities included visiting the countryside, market towns, walking, historic houses, shopping.

Chesterfield Canal is currently largely a local recreation resource used for walking and cycling by the borough's residents for exercise, leisure and dog walking. It attracts some visiting cyclists from Sheffield who bring their bikes on their cars to park up at Hollingwood Hub to do a few hours cycling along the canal. The boat trips that run from Tapton Lock and Hollingwood Hub at weekends and in the summer attract good visitor demand. The canal also attracts a few visitors that come to canoe and increasingly paddle board. The Chesterfield Canal Trust is planning to grow this market with the opening of a canoe and paddle board hire operation at Hollingwood Hub in the summer. The Chesterfield Canal Festival attracts 4-5,000 visitors when it is held, including a high number from across the country. The Chesterfield Canal Walking Festival attracts a few visiting walkers from Worksop and Retford. The visitor economy benefits of the canal are currently very limited as visitor spend opportunities are limited to the cafes at Tapton Lock and Hollingwood Hub and some spend in the two canalside pubs.

Barrow Hill Roundhouse currently attracts day visitors from within a 50-mile radius that will spend two to three hours at the attraction as part of a day out. Three quarters of visitors are families, including grandparents with grandchildren, and a quarter are rail enthusiasts. The Rail Ale Beer &

Music Festival attracts a significant number of visitors from further afield when it is held, a proportion of whom stay overnight in local hotels and visitor accommodation.

The following table provides a conceptual framework of Chesterfield's main visitor markets based on the type of visit (as opposed to demographic groups or motivation factors). It highlights, out of five:

- Current Importance. This is based on a combination of likely spend and volume. One is currently an unimportant market, five very important.
- Potential influenceability – the ability for potential interventions in marketing and product development to impact on the market. One is low influenceability and five is high influenceability.
- Growth Potential. This is based on the potential to grow a market in the next five years (subject to suitable interventions). One is limited, and five very strong potential.

Market	Description / Potential Motivators	Current importance	Potential Influenceability	Growth Potential
Day Visitors				
Local day visitors	People travelling from home from approximately half an hour to three quarters of an hour away. Motivations will vary but will tend to more 'functional' activities like retail/market, night/meal out, cinema, recreational activities (walk/bike ride) but other less regular activities (like theatre or events). This market is influenceable through marketing and an improved offer (particularly in terms of evening economy). It is a mature market that is currently the target audience for a range of promotional activities (e.g. theatres, Destination Chesterfield and their Xmas campaign). Growth potential is limited in the short term but new initiatives (revamped market, evening economy, town centre animation) would stimulate this market.	5 (high volume but probably low additionality)	4	2

Market	Description / Potential Motivators	Current importance	Potential Influenceability	Growth Potential
Regional Day visitors	Similar to the previous market but travelling from further afield. Motivations are likely to be less functional and focused more on the out-of-the-ordinary – e.g. theatre, events, special markets, attractions / the Crooked Spire. This will be a lower volume group but additionality will greater (in that it brings spending that would not otherwise take place). An improved product offer would stimulate this group but marketing can also play a role.	3	4	3
Day visitors staying in the Peak District and at PEAK Resort	This group is staying in the Peak District for a holiday/short break and visiting Chesterfield for part of a day. Influences are likely to be the Market, retail and the Crooked Spire. It is probably a day time (as opposed to evening/night) visit. Visitors staying at PEAK Resort will, in time, represent a potential additional audience that will be an opportunity for the evening economy. As per the regional day visitors group, this group will be influenceable through marketing activity and product development, and there is scope to grow it over time.	2	4	3
Pre and post Peak District and PEAK Resort day and evening visitors	This group is similar to the previous group but passing through Chesterfield en-route to the Peak District or Chatsworth and, in time, PEAK Resort, or calling into the town en-route home after a day out in the Peak District or at PEAK Resort.	1	2	3
Coach/travel trade	An existing market for Chesterfield but one that has (Based on anecdotal evidence) declined in recent years). This is a market that can be readily	1	5	3

Market	Description / Potential Motivators	Current importance	Potential Influenceability	Growth Potential
	reached through direct marketing activity but the re-development of the market and the wider town centre offer will be key to its growth.			
Day conferences/meetings	Delegates coming for a small meeting or conference. Communication links close to the M1 are a strength but not unique. Conference business is likely to go direct to a venue and it will be a difficult market for CBC to influence.	1	2	2
Staying Visitors				
Business	Business visitors (corporate and contractor) are the key midweek market for Chesterfield hotels. This is a non-discretionary market and therefore difficult to influence (except in the choice of accommodation). Its growth potential will be dependent on broader economic growth in Chesterfield.	4	1	2
VFR	Visiting friends and relatives is both a day and staying market (but typically not staying in commercial accommodation – although some do). It is generally non-discretionary but can be influenced to undertake activity (and spend) locally. Residents are a conduit for this decision making.	4	2	2
Residential conferences / meetings	The borough's hotels attract very little residential conference business. This is a market that will book directly with the hotels or via agents. There is very little that CBC can do to influence demand.	1	1	1
Occasion	Includes weddings and family occasions (birthdays, anniversaries etc). It is both a day and staying market. As a staying market, it is important for	3	1	1

Market	Description / Potential Motivators	Current importance	Potential Influenceability	Growth Potential
	Chesterfield's hotels at weekends – and not just for venue hotels (like Ringwood Hall Hotel). Influenceability is generally venue (rather destination) specific. Growing the market will depend on new venue development.			
Short break / holiday	Chesterfield hotels are attracting some weekend and summer midweek short break business – primarily as a base for the Peak District and Chatsworth. Proximity, the lack of hotel stock in the Peak District, accommodation cost and flexibility in terms of duration of stay, and branded hotel provision are all factors. This group is potentially influenceable but is as likely to find Chesterfield itself (via google and accommodation brands). Weekend demand is currently constrained by a lack of hotel availability on Friday and Saturday nights. Growth potential is largely dependent on more hotel stock.	2	2	3
Post Night Out Stays	Chesterfield town centre budget hotels are currently attracting some weekend overnight business after nights out in Chesterfield. This group will be difficult to influence and will late book. Growth potential is likely to be linked to population growth, the development of the town centre night-time economy, and town centre budget hotel development.	2	1	2

8. Consumer Associations and Opportunities

Consumer research was undertaken with short break and day trip takers in a regional catchment area (see Appendix 2 for an overview of the methodology and detailed results).

Key points arising from the research were:

- Chesterfield is not strongly established in the market place as a visitor destination – either for day visits or staying visits.
- However, there is some interest – over a third of respondents (37%) expressed some potential interest in visiting Chesterfield. A slightly lower proportion (33%) were rejectors – not interested in visiting.
- The strongest association with Chesterfield was the Crooked Spire Church – highlighted by 68% as a strong or very strong association. Other strong associations were geographical factors – i.e. proximity to the Peak District, and surrounding attractions like Chatsworth House and Hardwick Hall.
- Reflecting this association, proximity to the Peak District and surrounding attractions was seen as a key potential reason to stay in Chesterfield. There was also some interest in staying in Chesterfield for its own sake.
- The strongest factors that emerged as potential reasons to use Chesterfield as a base were its heritage, good choice of restaurants etc, and artisan markets.
- A similar set of factors emerged for encouraging day visits. The key one was speciality markets, followed by Chesterfield's heritage and the Crooked Spire, Chesterfield Market, restaurants etc. and shopping.
- The main factors that might discourage a visit were 'other more interesting places to' and 'I'd rather stay in the countryside'.

9. Strengths and Challenges

The following section provides a summary of key strengths and challenges for tourism in Chesterfield.

9.1 Strengths

- Accessibility and catchment population - with 23 million people living within a two-hour drive of the borough, and good transport access particularly proximity to the M1 and mainline train services. The A619, running through Chesterfield, is a key access route into the Peak District from the east and M1 corridor.

- Surrounding destination and attractions – the Peak District and its key attractions / sub-destinations like Chatsworth House, Matlock Bath and Bakewell (all within 12miles) but also Sheffield (~11miles away).

- Town centre – Chesterfield town centre is compact and easy to navigate. Architecturally, while not exceptional, it is pleasant with its medieval street pattern and highly recognisable black and white Tudor Revival buildings and distinctive quarters (like the Shambles and Rykneld Square). The town centre also has good car and coach parking.

- Chesterfield Market – although declining, Chesterfield Market is an asset (and opportunity) with its exceptional spaces, heritage and profile.

- Iconic Church - the Crooked Spire is a distinctive and iconic feature for Chesterfield, and well known. However, the visitor offer could be strengthened

- Accommodation – the accommodation offer, while not of exceptional quality or significant in terms of capacity, is an asset. It is modern, of a good standard and has a number of key UK brands.

9.2 Challenges

- No major attractions – the Borough lacks any major attractions that have a high profile and volume of visits. The Crooked Spire is an iconic image but is a small to medium attraction with a primarily local and sub-regional appeal. Other attractions in the Borough have a similar draw.

- Limited critical mass of product – the Borough does not have a significant concentration of product either thematically (e.g., heritage or culture) and geographically. This impacts on its profile as a visitor destination and also the dwell time for a visitor which, at the moment, is relatively limited.

- Limited hotel capacity and accommodation choice – most of the borough's hotels are consistently fully booked on Friday and Saturday nights for much of the year. This limits opportunities to grow certain markets – particularly short breaks using Chesterfield as a base.

- Town Centre – while a strength there are some 'hygiene' and public realm issues – e.g., bins, pigeons, and anti-social behaviour. The railway gateway and entrance into the town centre is not welcoming from a visitor perspective (but this will be addressed through the Station Masterplan). Road signing for visitors (particularly white on brown signing to the town centre) and interpretation need to be strengthened.

- Two-dimensional town centre offer – the town centre offer falls into two distinct elements. Firstly, a daytime retail offer (primarily comparison / functional shopping) and, secondly, a night-time offer of bars and clubs. With the exception of the theatres, there is not a blended or graduated offer than runs from daytime, through early evening, evening, to night-time. The early evening economy is particularly weak.

- Limited family offer – the visitor offer for families, particularly in the town centre is limited. Across the borough there is some family offer (e.g., Barrow Hill Roundhouse, and recreational opportunities) but nothing significant.

- Destination marketing – destination marketing is delivered through three different organisations (see section 5) but no one organisation is 'owning' the marketing responsibility. As a consequence, it is tending to be reactive and slightly fractured.

- Delivery – A number of CBC functions are visitor facing – e.g. theatres, market, events, museum but these are typically operationally driven. Visitors may be part of their market but are generally a subsidiary element. At an officer level, delivery responsibility for the visitor economy is split across a number of positions.

Appendix 1: Covid-19: From Survival to Recovery

Consumer Sentiment

The latest BVA BDRC Clearsight Recovery & COVID-19 report (March 2021) https://hcontent.bva-bdrc.com/clearsight shows a significant improvement in consumer optimism. 46% of people now believe that the worst of the pandemic has passed, compared to just 8% at the end of December. This figure rises to 58% among those that have received their first does of the vaccine. There remain some variations in sentiment between attitudinal segments however, reinforcing the need for messaging strategies that are carefully calibrated for different audiences.

The release of the Government's roadmap to lifting lockdown restrictions and the continuing positive headlines about the rollout of the national vaccination programme have significantly shortened anticipated timelines to normality. Half of those surveyed now believe that life will return to something close to normality by the end of Q3 2021 or sooner. More than a third of respondents still believe that it is too optimistic to expect normal life to resume before the end of the year, however.

More consumers now feel ready to go on a UK holiday, visit an outdoor attraction or go to a shopping centre. Consumers are also gradually becoming more confident about visiting indoor attractions again. The uptick in UK holiday booking activity seen in the previous Clearsight survey has continued but not accelerated. Levels of comfort about staying away from home have dramatically increased, but remain higher for self-catering accommodation and caravan and camping sites than hotels. Confidence is strongest for taking staycations but increasing for overseas holidays. There is a broadly even split between returning to known destinations and visiting new ones. Older and more cautious segments are drawn more towards places they have visited before, while those under the age of 45 are keener to discover somewhere new.

BVA BDRC's previous Clearsight report (February 2021) included some assessment of business sentiment. This showed that business leaders expect a gradual return of corporate travel, but do not expect it to return to pre-COVID levels until at least 2022.

Expedia Group has published a report into traveller sentiment and influences during the pandemic in 2020 and into 2021 https://info.advertising.expedia.com/traveler-sentiment-and-influences-research Key findings were as follows:

- Pandemic fatigue is setting in and there is growing pent-up demand for travel to help people rejuvenate and recharge;
- One in two people feel optimistic about taking a trip in the next 12 months. The other half need reassurance on COVID-19 safety protocols and cancellation policies;
- Younger generations (Millennials and Generation Z) have a more positive outlook about travelling in the next 12 months than older generations;
- 8 in 10 travellers expect to make accommodation booking decisions based on COVID-19 safety measures being in place;

- Travellers are increasingly turning to online travel sources for trip planning;
- Pictures and reviews have become more important to people when they are planning a trip.

2021 Predictions

Travel Weekly has polled experts across the travel industry to find out what travel trends are likely to gather pace in 2021 www.travelweekly.co.uk/articles/395894/top-travel-trends-to-expect-in-2021 Trends that are of most relevance to the UK hotel and visitor accommodation sector are as follows:

- Demand for self-catering accommodation is likely to be strong;
- Demand for family and friend get togethers will increase as people seek to reconnect with loved ones that they have not seen for so long;
- With little to do during lockdown other than go on walks or cycle rides, many people will embrace a more active outdoor lifestyle, which will translate into holiday preferences;
- Staycation demand is set to grow strongly;
- The desire to travel responsibly and minimise our environmental impact has become a much more significant factor in holiday choices as people have seen wildlife and the environment flourish during the pandemic.

ABTA has identified six key trends that are shaping people's travel plans for 2021, based on information from its members www.abta.com/industry-zone/reports-and-publications/six-trends-for-travel-in-2021:

- 2021 will see many people return to familiar destinations rather than go somewhere new;
- Others will indulge their pent-up wanderlust with a bucket list trip in 2021;
- Holidays that enable people to embrace the great outdoors are expected to prove popular in 2021;
- Consumer demand for responsible tourism has been boosted by the pandemic, with people becoming more aware of the impact that their holiday has on the places they visit and the people who live there.

A Summer Staycation Surge

New research from Mintel www.mintel.com/press-centre/travel/were-all-going-on-a-summer-staycation-demand-for-this-summers-staycations-is-expected-to-exceed-pre-covid-19-levels shows that **Britain's holiday industry is set for a bumper summer in 2021**, with **domestic holiday sales expected to reach a 10-year high**. UK holidaymakers are set to spend an estimated £7.1 billion holidaying at home this summer, a 22% increase from 2019 when Brits spent a record £5.8 billion on staycations. Although the total value of domestic holidays taken by Brits during the whole of 2021 (£12.9 billion) is forecast to be 11% short of pre-COVID-19 levels (£14.5 billion in 2019), Mintel expects the domestic market to fully recover by 2022, when it will reach an estimated £15 billion.

With growing consumer confidence as a result of the national vaccination programme, **the vast majority (83%) of UK travellers would like to return to their typical holiday behaviour once the threat of COVID-19 has fully subsided. The UK holiday market will continue to benefit from cautious and price-sensitive consumers who will opt to stay closer to home**. The introduction of quarantine hotels and compulsory testing for all arrivals adds another layer of uncertainty for overseas holidays in what would normally be an important booking period. As a result, more travellers will choose to book a staycation.

The fourth quarter of 2021 also has potential to exceed pre-COVID-19 levels too, provided the virus can **be kept under control.**

British countryside holidays have seen the greatest rise in popularity. Over a third (34%) of those who are planning to take a staycation in 2021are planning to go to a rural destination, up from around a **quarter of domestic holidaymakers that went to the countryside in 2019. In contrast,** the desire to escape the crowds has dampened interest in city breaks, while demand for seaside holidays remains largely unchanged. **Interest in cultural/historical sightseeing holidays within the UK is however growing**. Limited options to travel overseas is boosting people's desire to explore sights closer to home or to discover what's on their own doorstep. These areas of growth provide opportunities to combine nature-based holidays with culture, for example, by developing and/or promoting walking and cycling trails or self-drive routes.

Europe's leading managed vacation rentals and holiday resorts agency, Awaze, the company behind brands including Hoseasons, cottages.com and Landal GreenParks, is predicting **a 2021 staycation boom**, with UK holidaymakers expected to once again book breaks closer to home when restrictions are lifted. Brands represented in the UK saw record bookings last summer following the lifting of restrictions and are already seeing a surge in bookings since the Prime Minister unveiled the Government's roadmap out of lockdown at the end of February.

According to data from Profitroom, the first two weeks of February saw **hotel bookings rise by 19%,** with people starting to look beyond lockdown to when the hospitality sector is permitted to reopen. The data suggests that people are looking to get away for longer, with the average length of stay having increased from 2.1 to 3.1 days year-on-year. It also shows that people are prepared to book more expensive stays.

Booking.com has seen twice as many searches for UK locations as it did in 2020 following the Government's announcement at the end of February, with Cornwall, Devon, Yorkshire and the Scottish Highlands among the top trending destinations. Cornwall and Devon in particular have seen a noticeable increase in searches. Other popular destinations are Bath, Edinburgh, York and Brighton. Despite the focus being on UK destinations, interest is still strong for European breaks however, with Croatia, France and Spain the top searched for European destinations.

Holiday cottage letting agency **Original Cottages revealed that bookings were up 1026%** on 22 and 23 February compared to the same days in 2020, as a result of the Government's announcement that self-catering accommodation can reopen from 12 April. While all months are booking well, Original Cottages reported particularly strong demand for April, with customers keen to get away as

soon as they can, and May, with people looking to escape for the May half-term holiday. Cornwall is a very popular destination. Norfolk and Suffolk both saw four times the number of bookings as they saw at this time last year.

Potential for Some Recovery in Inbound Visits

VisitBritain's Inbound COVID-19 sentiment tracker survey www.visitbritain.org/inbound-covid-19-sentiment-tracker , undertaken in December across 14 markets found that 70% of respondents said that they would consider an international leisure trip in 2021, despite the uncertainties surrounding the pandemic. Overall, about 4 in 10 (38%) had a clear plan about where they want to go, but only 7% had booked already. 63% of respondents said that they would leave bookings until the last minute. Vaccination is the top driver to international travel in the next 12 months, followed by a significant reduction in coronavirus cases at a destination, a money-back guarantee should people need to cancel their trip, and the removal of quarantine policies in the destination country. 74% of respondents said that they would look for less crowded places. While holidays are the primary motivation for leisure trips, 35% of respondents expressed an interest in visiting friends and relatives.

Appendix 2: Consumer Research

Introduction and Methodology

Consumer research was undertaken among potential visitors within a defined catchment area (see below). The aim of this research was:

- To assess awareness of, and associations with Chesterfield;
- To test interest in visiting Chesterfield and elements / developments that might encourage either a staying or day visit.

The research was conducted in April 2021 through an online panel of respondents. The valid sample size was 977 respondents. These respondents had all taken a UK short break/holiday or day trip in the last five years. They were drawn from the following postcodes.

- DE - all
- S – all **except** S17, S18, S21, S40, S41, S42, S43, S44, S45
- NG - all
- HD - all
- WF - all
- DN - all
- LE - all
- LN1, LN2, LN3, LN4 LN5, LN6, LN7, LN8
- SK17

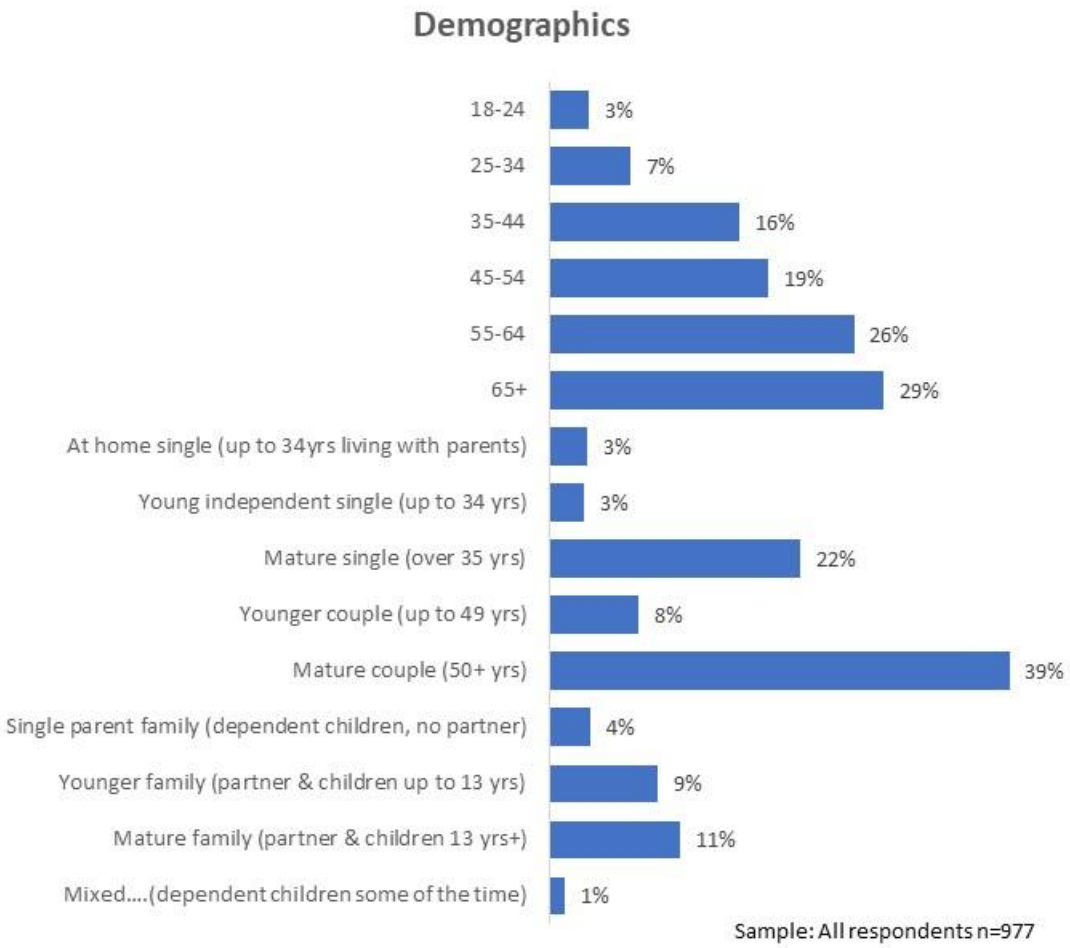
No quotas were put on the data collection.

Demographic Characteristics

The table right summarises the origin of respondents by postcode. These were summarised into two broader groupings – more local respondents (from DE, S, SK, and NG postcodes) and respondents from further afield (LE, LN, DN, WF, and HD postcodes).

Origin of respondents (by postcode)	
NG	24%
LE	18%
DE	16%
DN	14%
WF	10%
S	7%
HD	7%
LN	5%
SK	1%
Local (DE, S, SK, and NG postcodes Further afield (LE, LN, DN, WF, and HD postcodes)	

The demographics of respondents, in terms of age and lifestage/household status are summarised in the following chart. The sample shows a high proportion of older age groups (particularly 65+ but also 55-64 year-olds). As a consequence, the commonest lifestage/household group was mature couples (50years+).



Five demographic groups based on children in the household and age Are shown in the table right. These were used in the following analysis to identify potential differences in attitudes to Chesterfield.

Demographic Groups	
Children	25%
No children	75%
Younger (up to 44 years)	27%
Middle (45-64 years)	45%
Mature (65+ years)	29%

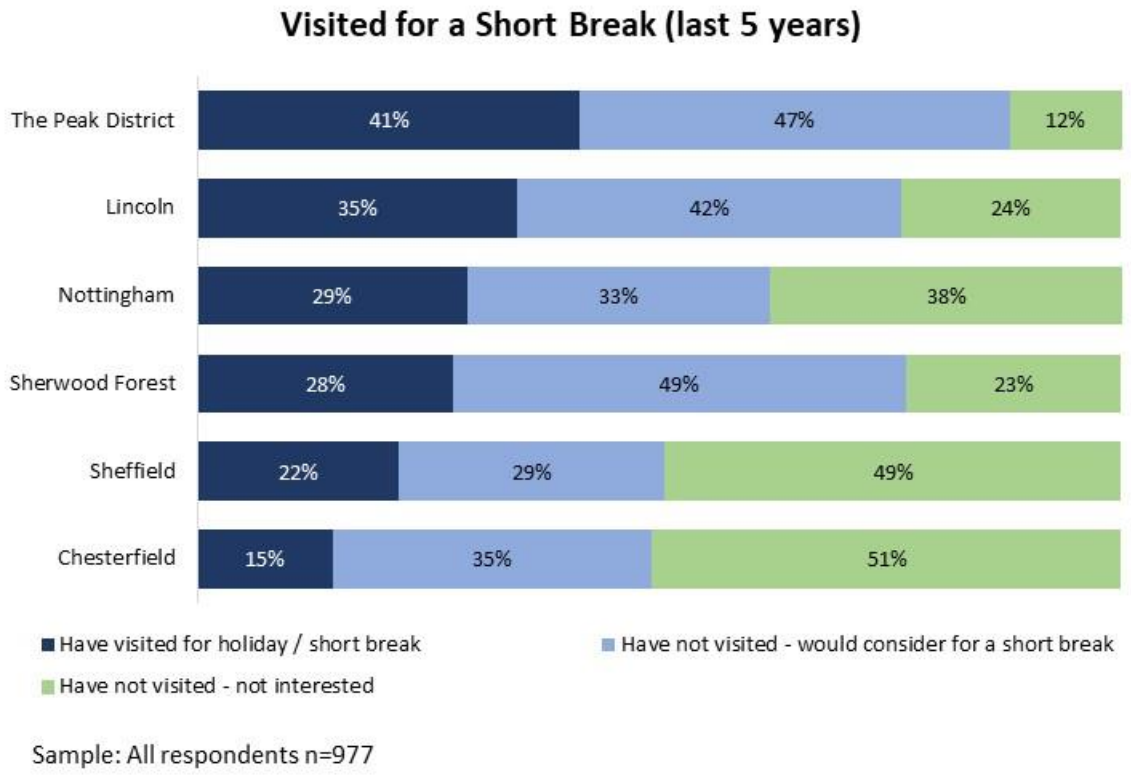
Income per household varied – the commonest was £20-39k per annum.

Income Groups	
£100k+	5%
£60k-99k	11%
£40k-59k	19%
£20k-39k	33%
Up to £20k	22%
Prefer not to say	10%

Destination Visits

Short Breaks

Respondents were asked whether they had visited a range of destination in the vicinity of Chesterfield for a holiday / short break in the last five years or whether they would consider them in the future. The results are summarised below:

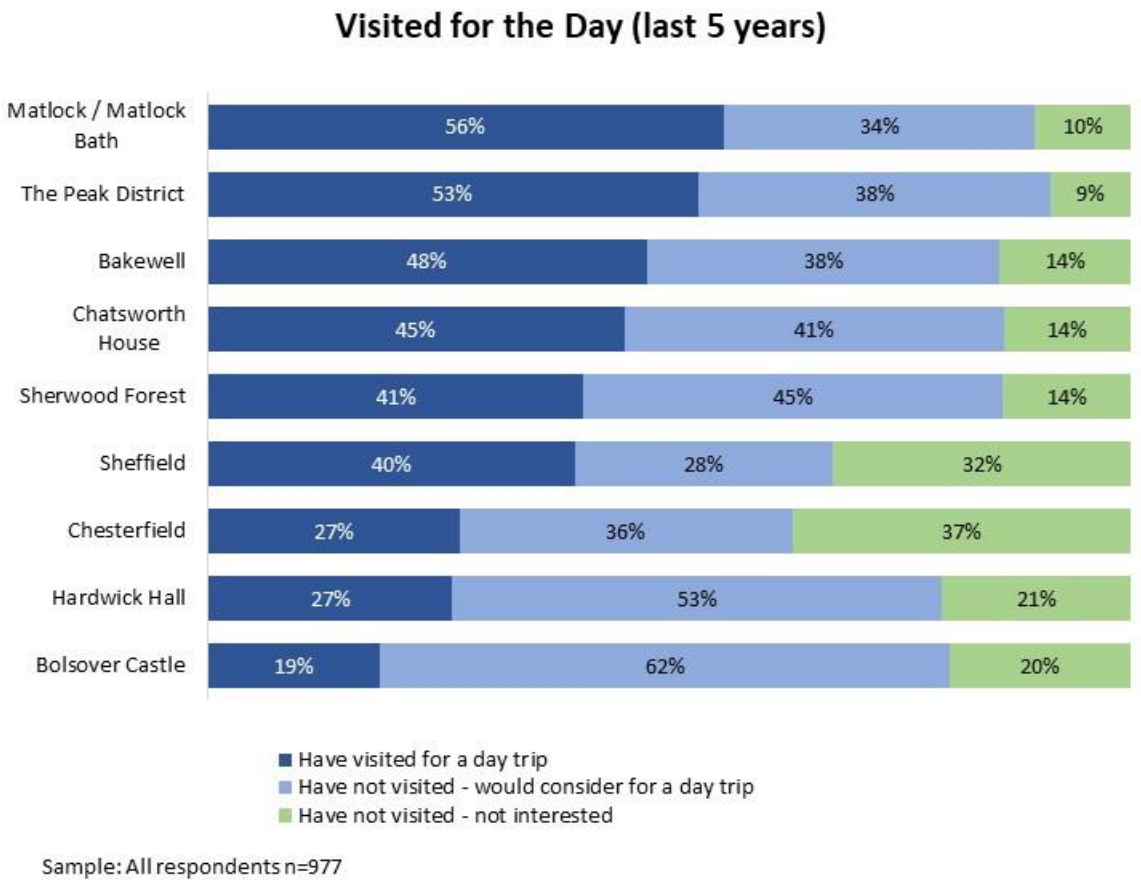


Key points:

- The Peak District is the most visited destination, and the one that respondents would be most interested in visiting.
- Chesterfield was the least visited for a short break (just below Sheffield). It was also had the highest proportion of 'rejectors' – i.e. respondents that had not visited and were not interested. This reflects its current position in the market place.

Day Visits

A similar question was asked in relation to visits with a slightly different set of destinations.



Key points:

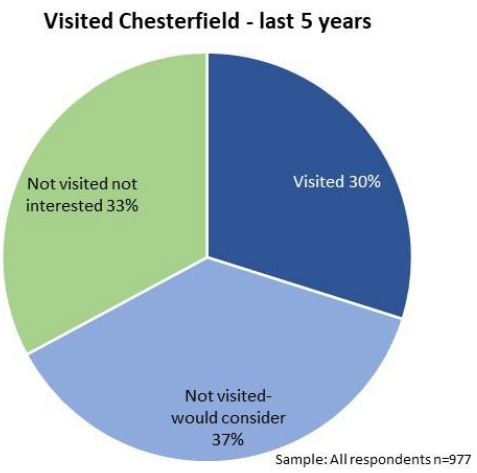
- The Peak District, and its constituent destinations and attractions (like Matlock/Matlock Bath, Bakewell, and Chatsworth House) were the key places for day visits with a high penetration among respondents.
- In terms of visits, Chesterfield was on a par with Hardwick Hall, and slightly above Bolsover Castle.
- However, it had the highest proportion of rejectors – slightly above Sheffield and significantly above other destinations/attractions like Hardwick Hall and Bolsover Castle.

Visits to, and interest in, Chesterfield for short breaks and day visits were combined into the following chart.

Respondents broke down broadly in thirds between those who visited (30%), those potentially interested (37%) and rejectors (33%).

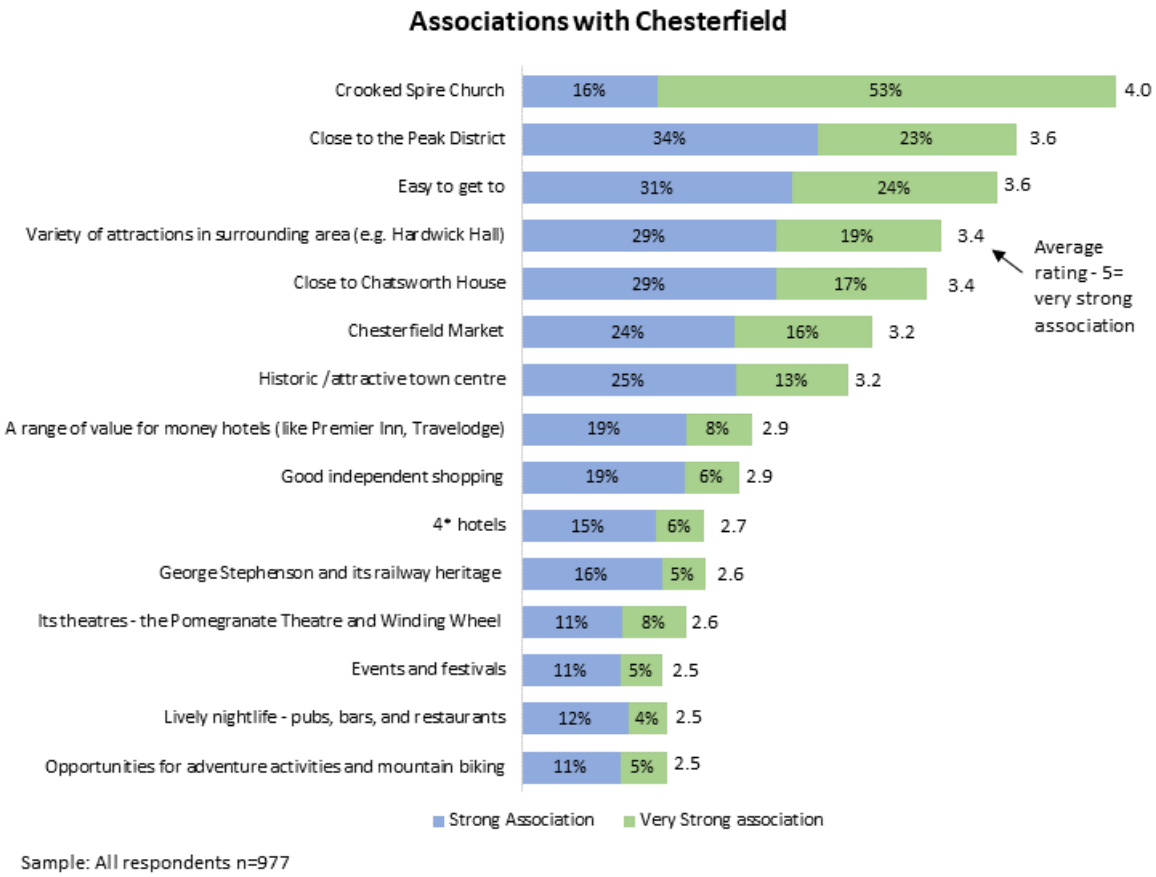
Respondents without children were more likely to have visited than those with (32% compared to 23%).

The main difference was by origin of respondents. Respondents from more local postcodes (DE, S, NG, and SK) were more likely to have visited than those from further afield (41% compared to 20%).



Associations

Respondents were asked the extent they would you associate a range of elements with Chesterfield.

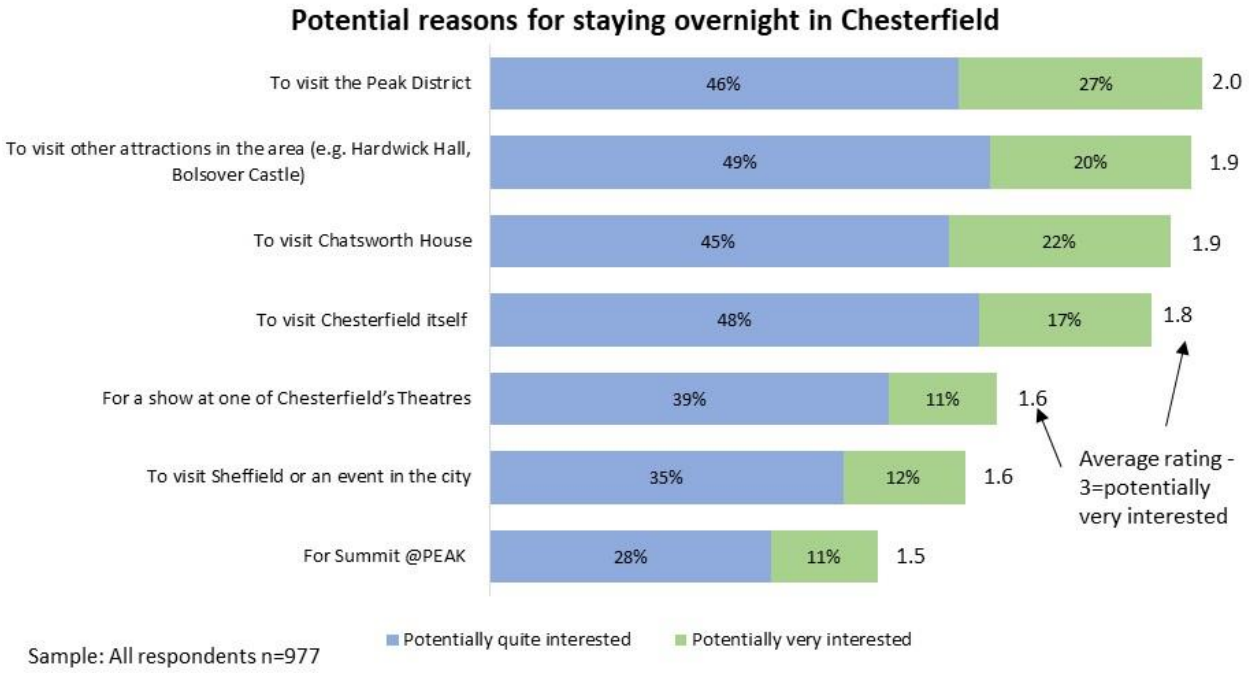


Key points:

- The strongest association was the Crooked Spire – over half associated this very strongly with Chesterfield.
- Other strong associations were geographical factors – close to the Peak District, easy to get to, variety of attractions in the surrounding area, and close to Chatsworth House.
- Chesterfield Market and a historic/attractive town centre were also rated as strong associations
- All these factors would have some traction in the market place.
- Other factors – particularly opportunities for adrenalin activities, lively nightlife, events and festivals, theatres and railway had weaker associations.
- Associations correlated with a visit or interest in visiting. Previous visitors had the strongest associations, rejectors the weakest.

Chesterfield as a staying destination

Respondents were asked potentially how interested they would be in staying overnight in Chesterfield for a number of reasons.



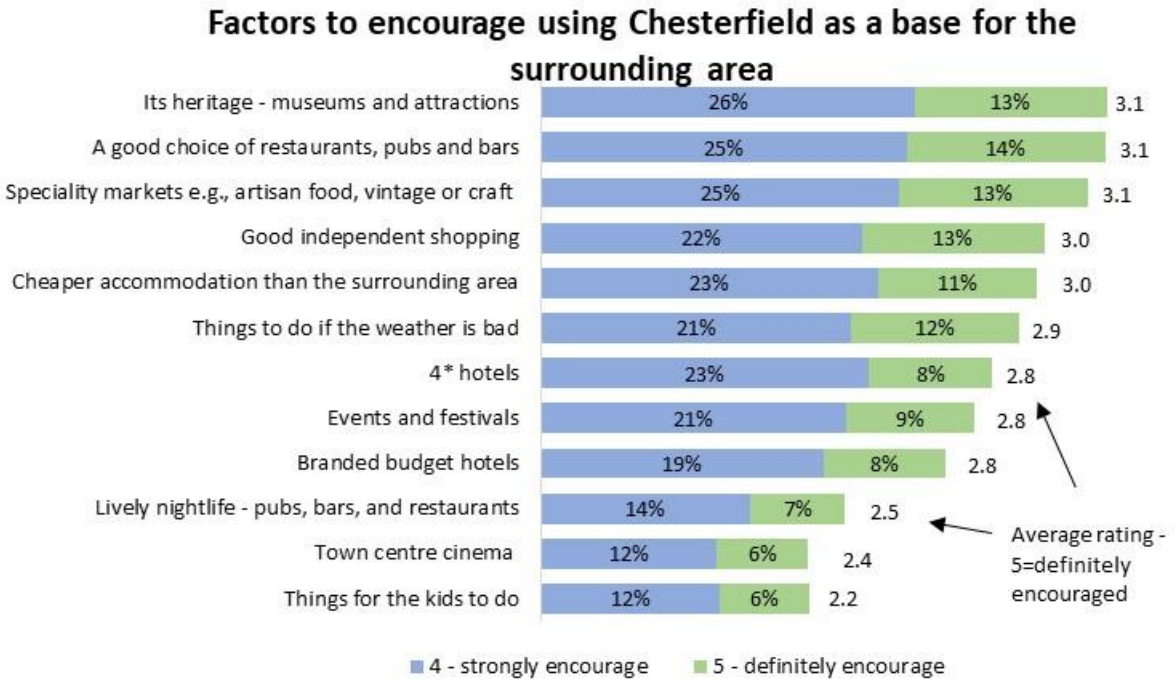
Key points:

- Visiting the Peak District was seen as the strongest potential reason to stay in Chesterfield;
- Visiting for Chatsworth House and other surrounding attractions were also strong factors;
- Visiting for Chesterfield itself also had some traction – 65% of the sample were potentially quite or very interested.
- This was higher than theatre, using Chesterfield as a base for Sheffield, or for Summit@PEAK. The low interest in the latter may be explained by low brand awareness and

the age profile of respondents (under 45 year olds respondents were more interested in this as a reason to visit).

- Respondents that had not visited Chesterfield but were potentially interested were the most to cite the Peak District and Chatsworth House as reasons to stay in Chesterfield.

Respondents were also asked what factors might encourage them to use Chesterfield as a base for the surrounding area.



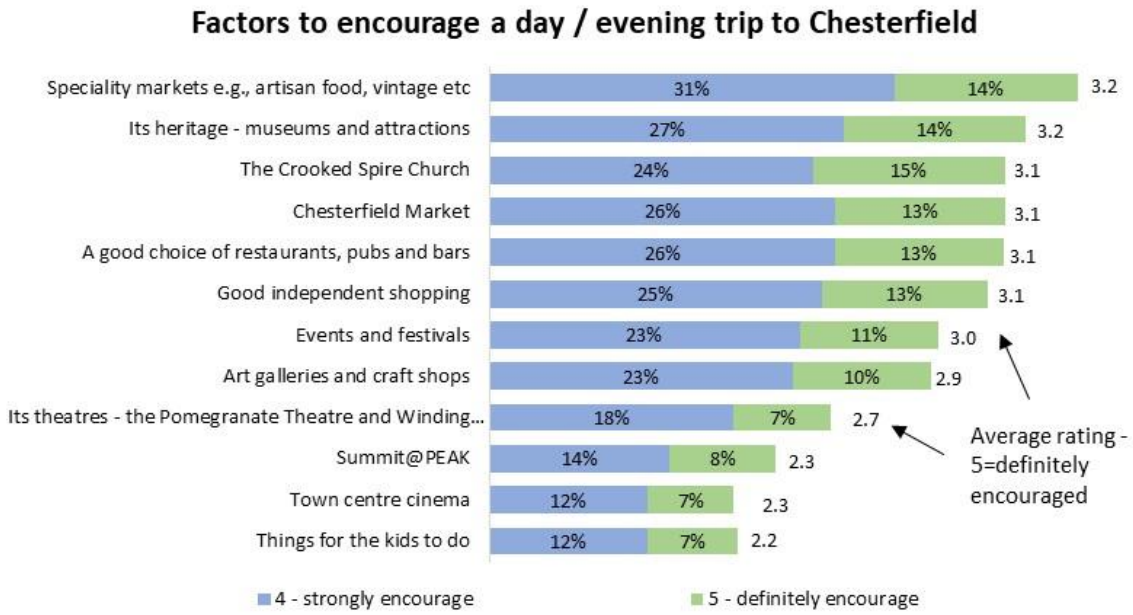
Sample: All respondents n=977. Question was a five point scale - chart shows proportion strongly and definitely encouraged.

Key points:

- The strongest factors that emerged as potential reasons to use Chesterfield as a base were its heritage, good choice of restaurants etc, and artisan markets. Independent shopping and cheaper accommodation than the surrounding area were also potential factors.
- Lively nightlife, things for the kids and a town centre were not strong factors that would encourage people to use Chesterfield as a staying base.
- These factors, not surprisingly, were less likely to encourage rejectors. Among demographic groups, younger audiences were more likely to be encouraged. Particularly factors for them, compared to other groups, were cheaper accommodation than the surrounding area, good restaurants etc, and events and festivals. They also rated lively nightlife, cinema and things for kids much more highly than other demographic groups albeit these were not necessarily as strong as other factors (e.g. heritage, or artisan markets) for encouraging using Chesterfield as a base.

Chesterfield for day / evening visits

Respondents were also asked to what extent certain factors would encourage them to consider visiting Chesterfield for the day or evening (either from home or while on holiday).



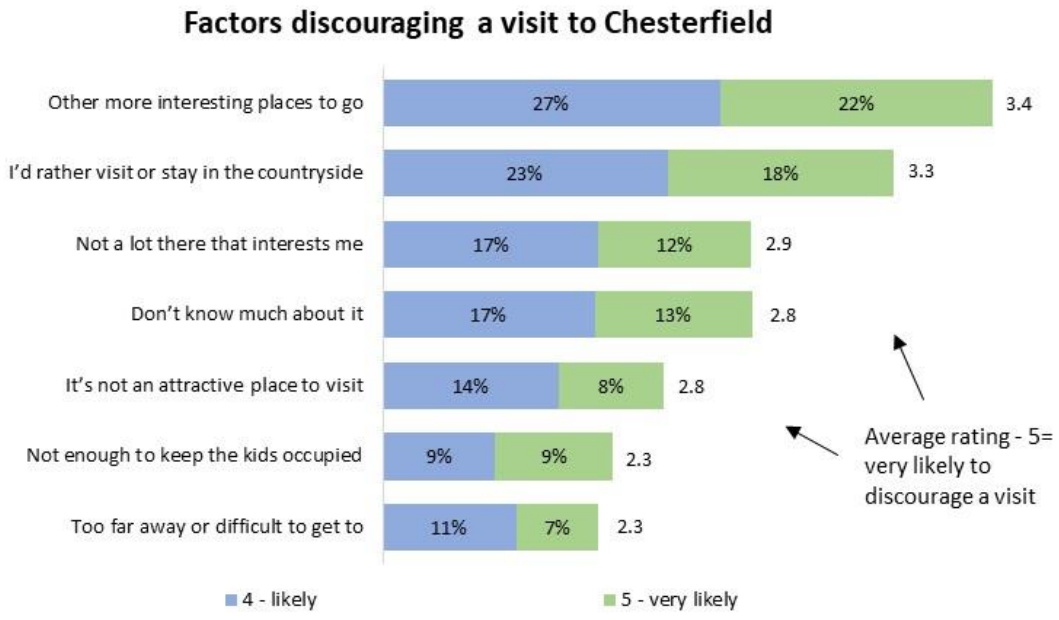
Sample: All respondents n=977. Question was a five point scale - chart shows proportion strongly and definitely encouraged.

Key points:

- Speciality markets was the strongest potential factor to encourage a day trip.
- Chesterfield's heritage and the Crooked Spire, Chesterfield Market, restaurants etc. and shopping were also factors.
- Similar to factors potentially encouraging a staying trip (see above), Summit@PEAK, cinema, and things for kids to do were not strong factors.
- In general, these factors were more likely to encourage previous visitors, potential interested respondents and younger age groups.

Barriers

Respondents were asked how likely a range of factors might be in discouraging them from visiting Chesterfield at some point in the future



Sample: All respondents n=977. Question was a five point scale - chart shows proportion likely and very likely to be discouraged.

The key ones were 'other more interesting places to' and 'I'd rather stay in the countryside'.

'Don't know much about it', 'Not enough to keep the kids occupied' and 'too far away' were all factors that younger respondents were more likely (than other groups) to cite.

Summary

Key points arising from the research were:

- Chesterfield is not strongly established in the market place as a visitor destination – either for day visits or staying visits.
- However there is some interest – over a third of respondents (37%) expressed some potential interest in visiting Chesterfield. A slightly lower proportion (33%) were rejectors – not interested in visiting.
- The strongest association with Chesterfield was the Crooked Spire Church – highlighted by 68% as a strong or very strong association. Other strong associations were geographical factors – i.e. proximity to the Peak District, and surrounding attractions like Chatsworth House and Hardwick Hall.

- Reflecting this association, proximity to the Peak District and surrounding attractions was seen as a key potential reason to stay in Chesterfield. There was also some interest in staying in Chesterfield for its own sake.
- The strongest factors that emerged as potential reasons to use Chesterfield as a base were its heritage, good choice of restaurants etc, and artisan markets.
- A similar set of factors emerged for encouraging day visits. The key one was speciality markets, followed by Chesterfield's heritage and the Crooked Spire, Chesterfield Market, restaurants etc. and shopping.
- The main factors that might discourage a visit were 'other more interesting places to' and 'I'd rather stay in the countryside'.

Appendix 3: Consultation Summary

Depth Interviews

Introduction/Methodology

A series of depth interviews were undertaken with stakeholders in Chesterfield's visitor economy. This is a brief summary of those findings in bullet point form.

Consultation took place using a variety of methods including one to one discussions and team conversations over, primarily, video conferencing technology. The conversations were structured using a standard discussion guide – albeit this would be adapted for the respondent in question. This summary is organised by the broad subject areas of the discussion guide.

A full list of consultees and their involvement in developing the strategy can be found at the end of this summary.

Key Findings

Strengths, key products and reasons to visit Chesterfield? What type of visitor is currently coming to Chesterfield?

Strengths

- **People** – high quality, skilled, enthusiastic and responsive CBC team, pro-active leadership team. Destination Chesterfield was also a strength.
- **Products** - Event programme (pre-Covid), theatres including daytime (meetings/conferences) and cinema uses, unusual Black & White 1930's buildings, independent retail, provision and cost of car parking
- **Location** – large catchment and excellent access but downside is too easy to drive through. Proximity to Peak District and national/international attractions like Chatsworth and Hardwick Hall.

Key Products – The market and public spaces, Church and Crooked Spire (USP), theatres (evening), town centre retail.

Visitors – Primarily day visitors, groups (pre-Covid) and 'families'. Key staying visitor markets are business visitors and contractors in the week and wedding parties, people visiting friends and relatives, and people having a night out in the town at the weekend. Chesterfield's hotels attract some leisure break stays but this market is usually constrained on Fridays and Saturdays by the other weekend markets. Leisure break visitors primarily choose to stay in Chesterfield hotels as they are much more affordable than hotels in the Peak District.

Views on current destination-level activity – marketing, product development, event programming, visitor welcome, partnerships and networks etc.

- Private sector relationships and networks could be improved
- Not making the most of partnerships
- Trying to do too much with too little and visitor economy is fragmented across CBC
- Reactive not proactive marketing
- Destination Chesterfield role – no visitor economy remit but current activity working well and could do more
- Walking Festival with NE Derbyshire and Bolsover is a success. Its potential is more project-driven than strategic

Key challenges for the borough? What can be improved?

- **CBC/Internal** - Resources are a challenge with a mismatch with ambition. Resources may not be in the right place, marketing not 'joined up' or maximised, and some concern around duplication
- **Product** - need to revitalise the market, develop 'twilight' economy with later retail and earlier restaurant opening, anti-social behaviour, post-Covid retail decline and fragmented town centre, and very short dwell time (2 hours max)
- **Image/Positioning** - Low national awareness and lack of knowledge, suffers from proximity to Peak District and mismatch with core PD product
- **Hotel capacity** – high pre-Covid hotel occupancies give little spare hotel capacity to grow short break demand, particularly at weekends.

What should the Strategy seek to achieve? e.g spend and jobs, enhancing Chesterfield's image, creating town centre footfall

- **CBC/Internal** - Address staffing issues, thoughts on brand and proposed target markets. Build on the December 2020 CBC restructure to create an integrated 'Team Chesterfield' approach with a clear action plan and way of working including amalgamation of budgets. Provide clarity on roles and responsibilities, an opportunity to increase the profile of VE within the council.
- **Focus** - Describe what success looks like with KPI's, definition of visitors and agreed approach to evaluation with additional technology (e.g. town centre footfall cameras).
- **Partnerships** - Be a catalyst for better private sector relationships, enhance partnerships (other boroughs, MPD&D) to Chesterfield's benefit, bring town together, develop a distinctive 'offer' that fits within overall Derbyshire (VPD&D) approach

- **Prioritise** – e.g. note HS2 but a long time away, increase footfall (volume) or spend (value) of visitors?

What are the key opportunities for Chesterfield in the future?

- Revitalising the Heart of Chesterfield and new uses for public spaces - 'be brave with the markets' and more experiential
- New museum and George Stephenson Memorial Hall project
- PEAK Resort
- Northern Gateway
- HS2
- Revitalised Market Hall
- Council ownership of Pavements Centre (and other town centre properties), Elder Way hospitality offer
- More accommodation to meet frustrated demand and provide for Peak District
- Develop voids to showcase creatives and arts/culture in the area
- Enhanced events programme and dedicated performance spaces, Green Spaces for events (e.g. Queens Park)

Which of the following should be a priority for Chesterfield in the future?

Note: consultees were asked about the relative importance of a number of strategic priorities which fed, particularly, into the options analysis and discussion with the Steering Group.

Potential Priority	Consensus View	Notes/Comments
Attracting visitors to PEAK? And from PEAK to the town centre? How?	Very Strongly supported	Marketing partnerships and transport seen as key, potential to offer night-time experience to younger Peak district visitors
Developing the market?	Crucial	Rethinking required for new uses and customer (e.g. Millennials), safer streets and 'better by design'
Positioning Chesterfield as a centre for the Peak District and surrounding area? How?	Supported (qualified)	View that night time offer for younger Peak District visitors is an opportunity but also that markets do not 'fit' and that the flow is from Peak District to Chesterfield for day visits rather than vice versa. Chesterfield as a centre/base not a gateway – but there is limited hotel capacity to exploit this opportunity

Potential Priority	Consensus View	Notes/Comments
Developing the cultural quarter (Crooked Spire / Museum etc? How/what?)	Supported (cost and complexity noted)	By developing a joined-up programme of indoor and outdoor events, pedestrianising Corporation St and resolving nightclubs use conflict.
A new attraction? What?	Cautious – not a priority	Not really (ice rink suggestion-leisure), emphasis on GSMH project rather than new permanent attractions (e.g. Big Wheels)
Developing Chesterfield's heritage? What / how?	Supported but not major impact	Updated and modern interpretation scheme to be implemented with public realm improvements
Theatre and the evening economy?	Strongly supported	Build on existing strength and work to stimulate new restaurants/encourage later or earlier opening of businesses Town centre living should also help
Events and festivals?	Strongly Supported	Need clarity on whether this should be smaller and more often (footfall) or larger and less frequent (image/profile) events, or both.

Where do you think the positioning for Chesterfield should focus on?

- Independent retail is an emerging theme
- Heritage incl. Spire, culture, and leisure themes
- Transport links and access
- Audience is families (daytime) and older couples (evening)
- Potential link to Sheffield 'Outdoor City' theme

What can CBC do to develop and market the visitor economy? What else does it need to do? What's the best structure to achieve this? Who should be the key partners (e.g Bolsover, NE Derbyshire, VPD&D) and what's their role?

- CBC become more of a facilitator, especially of events/markets rather than direct delivery
- Destination Chesterfield to have enhanced role (with resources)
- VPD&D relationship requires clarity and articulation of benefits

List of Consultees

Organisation	Contact Name	Contact Role	One to One	Joint Meeting	Steering Group Member	Contact Group Member
Chesterfield BC	Cllr Kate Sarvent	Cabinet Member Town Centres and Visitor Economy	●		●	
	Cllr K Caulfield	Project Group Lead Member		●		
	Cllr H Borrell	Scrutiny Committee Project Group		●		
	Cllr S Brittain	"		●		
	Cllr I Callan	"		●		
	Cllr B Dyke	"		●		
	Cllr S Niblock	"		●		
	Ade McCormick	Executive Director	●		●	
	Neil Johnson	Service Director – Economic Growth		●	●	●
	Ian Waller	Service Director – Leisure, Culture, Community Well-Being		●	●	
	Anthony Radford	Chesterfield Venues Manager	●		●	
	Alyson Barnes	Tourism, Museums and Events Manager	●		●	●
	James Branson	Promotions And Events Officer	●			
	Andy Bond	Town Centre Operations Manager	●			
	Lynda Sharp	Economic Development Manager		●	●	●
	Matthew Southgate	Senior Economic Development Officer		●	●	●

Organisation	Contact Name	Contact Role	One to One	Joint Meeting	Steering Group Member	Contact Group Member
Destination Chesterfield	Dominic Stevens	Destination Chesterfield Manager	●			
D2N2 LEP	Frank Horsley	Head of Business and Innovation	●			
Derbyshire County Council	Allison Westray-Chapman	Interim Head Of Economic Development		●		
	Alison Foote	Senior Economic Development Officer (Culture, Heritage and Tourism),		●		
Derbyshire Culture Heritage and Tourism Board	James Berresford	Chair	●			
Bolsover DC	Jon Hendy	Tourism and Town Centre Officer	●			
Marketing Peak District and Derbyshire DMO	Jo Dilley	Chief Executive	●			
Peak District NPA	Sarah Fowler	Chief Executive	●			
Marketing Sheffield	Wendy Ulyett	Chief Executive	●			
Birchall Properties	Rupert Carr	Director	●			
Tom Swallow	Bolsterstone Group		●			
Mark Williams	West One Capital		●			
Parish Church (Crooked Spire) Church	Rev. Patrick Coleman	Vicar	●			
Chesterfield Canal Trust	George Rogers	Development Manager	●			
	Rod Auton	Publicity Manager				
Barrow Hill Roundhouse	Mervyn Allcock	Manager	●			
Casa Hotel	Luke Smithson	General Manager	●			
Ringwood Hall Hotel & Spa	Tim Cadman	General Manager	●			
Ibis Chesterfield Centre	Olivier Denis	General Manager	●			

Organisation	Contact Name	Contact Role	One to One	Joint Meeting	Steering Group Member	Contact Group Member
IHG	Anna Corkhill	Hotel Development Manager	●			
Hilton	Graham Dodd	Hotel Development Director	●			
Travelodge	Nick Howard	Hotel Site Finder	●			
Easyhotel	St John Harvey	Hotel Development Director	●			
Premier Inn	Rebecca Taylor	Commercial Analyst	●			

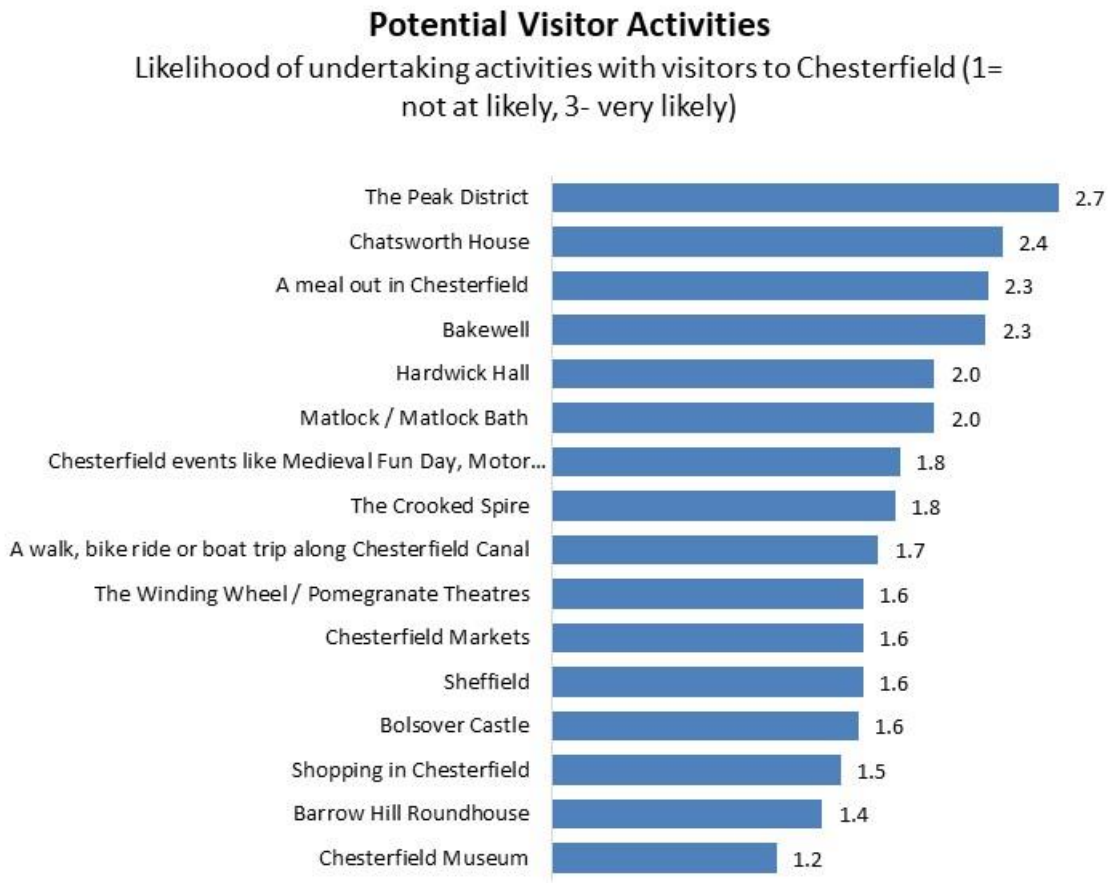
Destination Chesterfield: Champions Survey

Introduction

As part of the wider consultation on the emerging Chesterfield Visitor Economy strategy, TEAM Tourism Consulting attended, and presented at, a Destination Chesterfield champions' event on the 19th of May 2021. As a follow-up to that event, an online questionnaire was distributed to champions. It asked a small number of questions about the visitor economy and received 39 responses. The following paper provides a summary of the results of that survey.

Visitor Activities

Respondents were asked: 'If you have friends or relations staying with you and wanted a day out with them, how likely would you be to visit or do any of the following?'



Potential activities that someone would undertake with a friend or relative coming to Chesterfield tended to focus on out of borough activities. Visiting the Peak District, Chatsworth, Bakewell, Hardwick Hall, and Matlock were the most popular things to do.

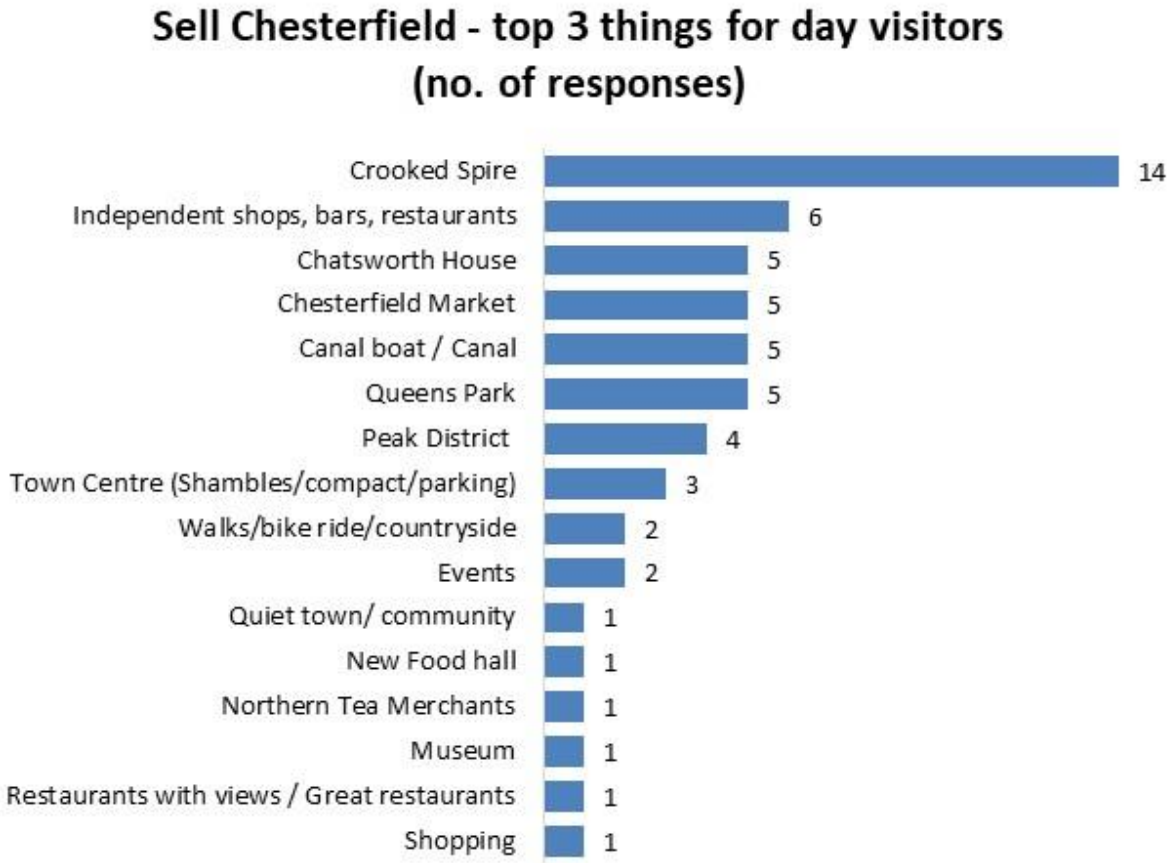
The most popular element within Chesterfield was a meal out – primarily an evening activity. Respondents were quite likely to take friends/relatives to a Chesterfield event.

This suggests a pattern of taking out of Chesterfield during the daytime, but possibly using Chesterfield in the evening (albeit Chesterfield's theatres did not score strongly in this question).

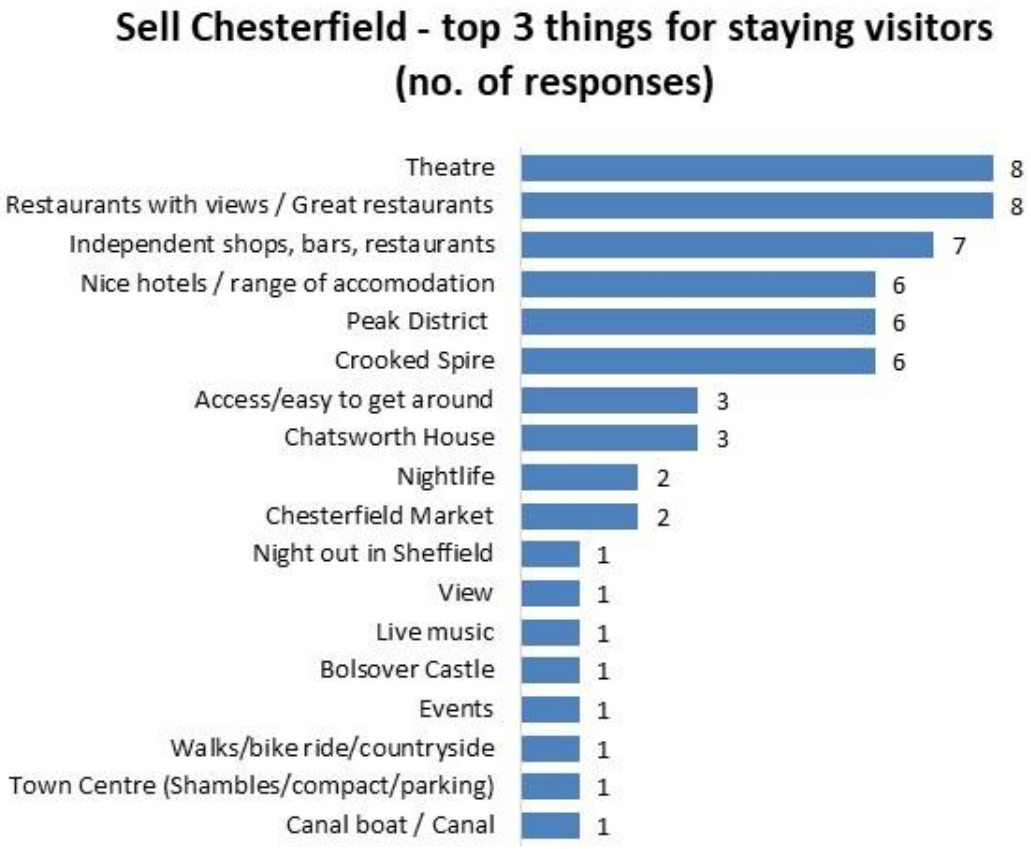
How to 'Sell' Chesterfield

Respondents were asked how they would sell Chesterfield to day visitors and staying visitors in terms of the top three things to see or do.

The following chart summarises how they would sell to day visitors. The overwhelming element was the Crooked Spire. Independent shops, bars, and restaurants (along with general food and drink) was the second most mentioned element.



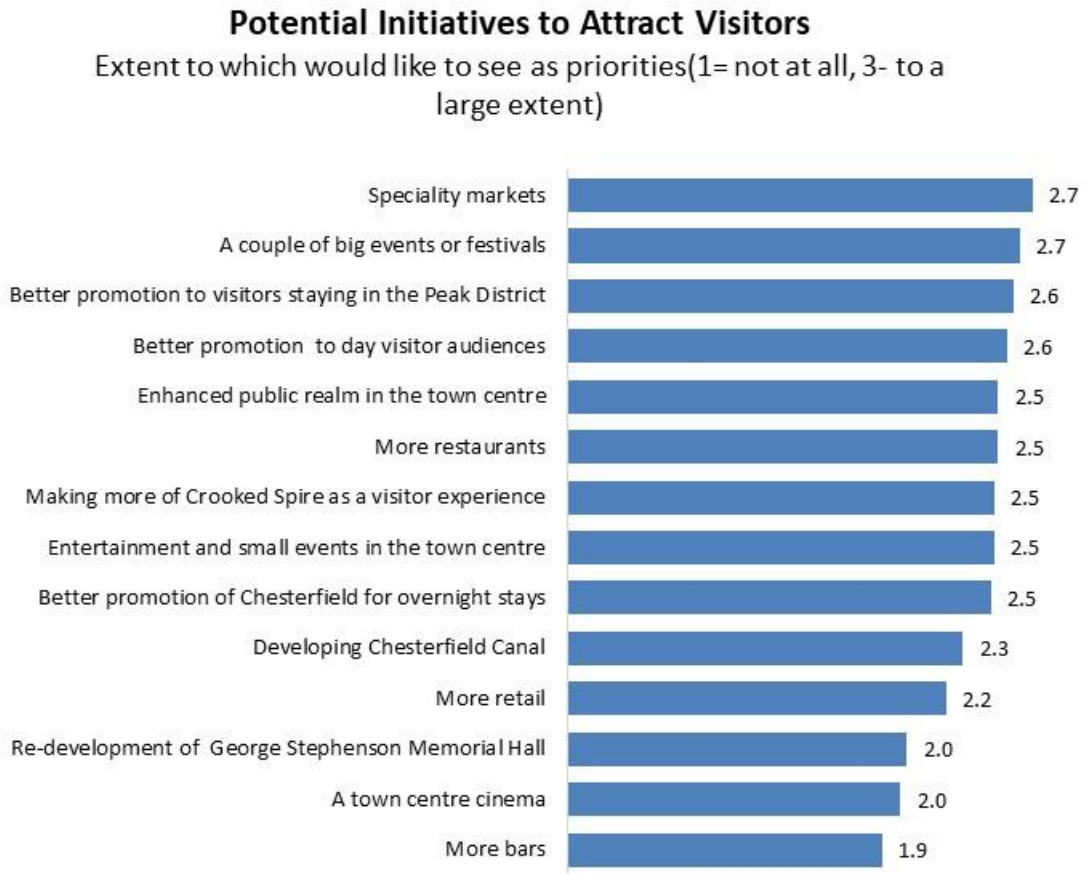
Results were different for what would attract staying visitors where the emphasis was much more on the evening economy with theatres, restaurants (mentioned in a couple of different ways), and hotels the most frequently mentioned elements. The Crooked Spire was not highlighted as such a draw as it was for day visitors.



Potential Initiatives to Attract Visitors

Respondents were asked the extent to which they saw a range of initiatives as priorities to attract more visitors to Chesterfield. There was consensus with most of the proposed initiatives – less popular ones were more bars, a town centre cinema and re-development of the George Stephenson Memorial Hall.

The key ones were seen as the development of speciality markets, a couple or big events or festivals, and better promotion (to day visitors and visitors staying in the Peak District).



Final Comments

Respondents were asked if they had any other comments or thoughts about developing or promoting Chesterfield. The following verbatim responses were received:

- Great place to cycle in the peak from. Use the train and cycle from the station. Stay in town and cycle in the Peak. East West cycle route will help.
- Maps to show where things are at key points in town to give people ideas of what else to see
- More awareness to what we have to offer in and around Chesterfield
- I think if you could summarise "to a large extent" answers in question 5 then you aren't far off...fantastic potential, and although the Peak District is a big pull I wouldn't dwell on it too

much...you need people spending in the town & staying in the tow...the Cinema is a great idea... <3 that....make a day/evening of it then...pre-drinks/food or post drinks/food....kids parties etc...Thanks, PG.

- Chesterfield needs to be made cleaner, especially its entrances from bus, coach, and rail.
- More Family orientated activities maybe even a statue / book character trail around the town and Queens Park with a map on mobile Cafes that are open into early evening offering light bites and theatre price menu etc Develop a reputation for arts and crafts market / artisan market that falls more regularly around weekends. Summer festivals - beach in the town maybe food festivals - we have some great independent food places live music festival. Pop up shops. A retro activity place for all ages - like bowling, crazy golf indoors, skittles etc An Independent Cinema with eatery that also has exhibits etc
- "Gateway to the Peaks"... do not think I've ever seen it sold as such
- Get rid of the drug users from the town centre. Arrest, confiscate and detain. It is not just an occasional sight in Chesterfield, sadly - even yesterday (Sunday 24th May) I was in the town centre and there were two addicts lying flat out on the empty market stalls and actually using drugs openly. I was ashamed to think that this is what visitors to our lovely town would see and horrified that nothing is being done about it.
- Need a better retail offer in the town centre. Needs to be more fun/interesting/leisure shops for visitors and plenty of cafes and restaurants. Maybe more for children. More art.
- Parking nearer to retail. Better access to people who cannot walk well but are not able to have a blue badge.
- Making crime reduction part of all high street plans to make visitors and town centres feel safe and welcoming
- I think Chesterfield is a fantastic town, which is why I chose to move here. There is so much potential here and a lot of that has to do with accessibility and aesthetic in the town centre, which is being improved and can be improved even further to make a genuinely attractive place to visit and bring a LOT of money into the town. Outdoor seating for bars and restaurants is something I think needs some more consideration.
- Town centre is dead in the evening. Even people living in Chesterfield socialise elsewhere. WE need some really decent restaurants.
- Cheaper / more free parking within the central car parks to attract visitors and to also stay longer - initial 2 hours free? Concentrate focusing on the town centre as a visitor attraction from the hub - the town centre itself, then look to layer it up to link up to surrounding attractions. Stop CBC from consenting to so many drive thru's, takeaways, out of town retail, food halls etc, which take away footfall from the town centre.
- There is a need for more restaurants of good quality using local produce rather than chain restaurants. The retail offering is weak and becoming weaker.
- Reduce the footprint of the market and create a cafe environment. Make town centre more wheelchair friendly
- There needs to be more unique evening experiences. I have travelled to Sheffield in the evenings for art lessons and craft workshops etc and in doing so have also gone for a meal out after/before. I think Chesterfield also lacks night life such as plays and music performances which are more common in Sheffield and encourage people to stay over.
- Reduce the takeaway shops in the town centre and let small independent shops have a chance - it appears that the most shops I saw last time I went to town were fast food suppliers and big stores like Primark - all the little shops seem to have moved away or have closed.

- Packaging and linkages to the Peak District. More experiential activities e.g. escape rooms, Axe Throwing. More family focussed activity. Linkages between the product.

Appendix 4: Current Marketing Activity

Local Visitor Websites

Visit Chesterfield Area: www.visitchesterfield.info

Who? Collaboration between Chesterfield, Bolsover District Council, North East Derbyshire District Council.
What? Website

USP's/ Key phrases (from introductory paragraph):

- Crooked Spire
- Chesterfield Market
- Chesterfield Museum
- Theatre
- Take a short break and explore the area

Overview: on the homepage it says 'Take a day in Chesterfield itself...' making it sound like it is not a desired tourist location.

However, the rest of the website showcases lots of attractions and things to do in the Chesterfield area, along with a good events' listing. Accommodation and eating out listings are sparse – probably a reflection of supply.

The website showcases a good mixture of history, culture, family friendly and open space attractions that are available to visitors.

Itineraries: Some basic themes itineraries have been created but aimed at group tours not individuals https://www.visitchesterfield.info/groups/itineraries These could be expanded to a wider audience.

Destination Chesterfield www.chesterfield.co.uk

This is mainly focused on inward investment but also covers some aspects of tourism and local events.
Who? Developed from European Regional Development Fund, Local Businesses and Chesterfield Borough Council.
What? Website

One key aim of the Destination Chesterfield group is to improve the messaging of Chesterfield. There is a 'Visiting' section under **https://www.chesterfield.co.uk/visiting/**

USP's/ Key phrases relating to Chesterfield:

- Famous for its 800 year-old open air market
- Crooked Spire church
- Talks about what is on the outskirts of Chesterfield to see - Peak District and other nearby towns and cities.

Overview:
They promote the VisitChesterfield website. A link at the bottom of the homepage says 'plan **to visit Chesterfield**' this then links to visitchesterfield.info) and Experience Peak District & Derbyshire website.

There is a sense that the 'Visiting' part of chesterfield.co.uk is competing with visitchesterfield.info with shopping, eating out, what to do, events and accommodation pages.

Destination Chesterfield lists 11 places to visit in Chesterfield*:*
1. Chesterfield Canal
2. Chesterfield Town Centre
3. Queen's Park
4. Chesterfield Theatres
5. Chatsworth House (nr Bakewell)
6. Chatsworth Road
7. Barrow Hill Roundhouse Railway Centre
8. Holmebrook Valley Park & Linacre Reservoir
9. Hardwick Hall
10. Revolution House
11. Matlock Farm Park (in Matlock)

Destination Chesterfield promotes 'The Ultimate Peak District & Derbyshire Bucket List: 101 Great Things To Do guide'. Chesterfield is mentioned three times in this list.

Experience Peak District and Derbyshire https://www.visitpeakdistrict.com/

Who? Marketing Peak District and Derbyshire
What? App, website, e-newsletters.

USP's/ Key phrases relating to Chesterfield:
- Derbyshire's most well-known market towns
- Famous 'Crooked Spire'
- Ideal base for any Peak District or Derbyshire holiday

Overview:
Explore towns and villages> Chesterfield> https://www.visitpeakdistrict.com/explore/towns-and-villages/chesterfield-p689791
Page of information about shopping, history, eating out,

Searching 'Chesterfield' shows lots of results sectioned into: Accommodation, event, attraction, activity, eating out, entertainment, shopping, tourist information, transport, conference and wedding, towns and villages, and general search which includes: 24 hours in Chesterfield (2017), Town of the month (2017), Chesterfield canal.
Chesterfield can also be searched for under seasonal breaks.

Hotel Local Area mentions/USP's

Casa Hotel
Mentions Chesterfield. *'The market town of Chesterfield has lots to offer'*:
- The unique 'Crooked Spire' Church
- Market Days – Thursday, Friday, Saturday & Mondays
- Pomegranate Theatre
- Winding Wheel Theatre
- Chesterfield Museum
- Chesterfield Canal

Ringwood Hall Hotel
No mention of Chesterfield specifically, *'explore the delights of the Peak District, Derbyshire, South Yorkshire and even Nottinghamshire, which are all within striking distance.'*

Premier Inn Chesterfield Town Centre
Mentions Chesterfield. *'Set right in the heart of this historic market town, our Premier Inn Chesterfield Town Centre hotel is in the perfect spot for getting the most out of your stay. The Vicar Lane Shopping Centre is just up the road - ideal for bargain-hunting - and Chesterfield train station is only a short walk away, too. Tee off at the Tapton Golf Course, enjoy a visit to the famous Chatsworth House, or soak up the amazing scenery at Peak District National Park.'*

Peak Edge Hotel
Mentions Chesterfield briefly, but more as a base for exploring '*Chesterfield is on the doorstep of the Peak District National Park, which was the first of Britain's National parks founded in 1951 and is one of the most popular national parks in the UK attracting many tourists every year for a range for activities; Walking, climbing, cycling, mountain biking, caving, angling, photography, nature-watching, gliding, visiting historic houses, country pubs and tearooms*'.
Chesterfield is also mentioned under 'Towns and Villages of interest' (same text as Casa Hotel which suggests they use the same widget).

Twin Oaks Hotel
No mention of Chesterfield or local/ surrounding area.

Old Rectory Guest House
Chesterfield mentioned in the 'Local Guide' Text pulled through from the Visit website and links through "Take a day in Chesterfield itself to find out how the 'Crooked Spire' got its twist. Or go

bargain hunting on Chesterfield Market every Monday, Friday or Saturday. Get a taste of history at Chesterfield Museum or spend an evening at the Theatre."

Mentions on Popular Websites

Picniq - paid for listings site
Things to do - Searching Chesterfield on Picniq shows 69 attractions near Chesterfield but only a couple are actually in Chesterfield (notably Chesterfield Museum).

Day Out With The Kids - paid for listings site
Things to do - The results show 1035 things to do found in Chesterfield, but the results go to a 50mile distance! Actual Chesterfield shows 8 results (Queens Park, Queens Park Sports Centre, Cineworld, U paint it pots, Chesterfield Bowl, Jungle soft play, Chuckles soft play, Hardwick Hall)

Tripadvisor https://www.tripadvisor.co.uk/Attractions-g209967-Activities-a_allAttractions.true-Chesterfield_Derbyshire_England.html
Highlights 51 things to do in Chesterfield. The top 10 being:

1. **The Parish Church of St Mary and All Saints**
2. **Linacre Reservoir**
3. **Chesterfield Canal**
4. Barrow Hill Roundhouse Railway Centre
5. Stansbury Mill at Hardwick Estate
6. Queens Park
7. Chesterfield Museum
8. Pomegranate Theatre
9. Hardwick Old Hall
10. Holmebrook Valley Park

Wikipedia

- Chesterfield is sometimes described as the "Gateway to the Peak."
- Town centre of Chesterfield has retained much of its pre-war plan.
- Information for visitors on shopping, things to visit, food and drink.
- "The Pavements" shopping centre, known by some as The Precinct, was opened in November 1981 by the Prince and Princess of Wales.
- External link to Destination Chesterfield www.chesterfield.co.uk
- Text seems a bit dated.

The Crazy Tourist
https://www.thecrazytourist.com/15-best-things-to-do-in-chesterfield-derbyshire-england/
Lists 15 things to do in Chesterfield.
The narrative includes: A mining town until the 1980s, Chesterfield's industrial sites have been regenerated and the town is almost unrecognisable from just a generation ago. The Medieval alleys

and courtyards in the old centre are commanded by the postcard landmark, the crooked spire of the Parish Church. At Chesterfield you're on the east flank of the Peak District National Park, while Hardwick Hall, one of the England's finest Elizabethan estates, is tantalisingly close. The town's most distinguished resident was the 19th-century civil engineer, George Stephenson, described as the "Father of Railways" and remembered with an inspiring exhibition at the Chesterfield Museum.

1. **The Parish Church of St Mary and All Saints**
2. Chesterfield canal
3. Hardwick Hall
4. Hardwick Old Hall
5. Stansbury Mill at Hardwick Estate (National Trust)
6. Bolsover Castle
7. Chesterfield Museum & Art Gallery
8. Queens Park
9. Barrow Hill Roundhouse Railway Centre
10. Revolution House
11. Poolsbrook Country Park
12. Sutton Scarsdale Hall
13. Holmebrook Valley Park
14. Chesterfield Open Market
15. The Yards and Shambles

Social Media Presence

Facebook

@chesterfielduk Managed by Destination Chesterfield
26956 likes and 27971 follows
Business focussed - updates on openings, business campaigns, education.
Mix of visitor focused and resident / business with links to chesterfield.co.uk pages
Posting 2 - 3 times daily, the engagement on each post is low.
Use of #lovechesterfield

@ChesterfieldVisitorInfo
4648 likes and 4695 follows
Visitor focused.
Posts relate to events, visitor activities, openings and links to national days.
The posting is not consistent but engagement is high. There is a mix of call-to-action posts (including links) and more generic posts.
Would benefit from some campaign driven work and being able to promote links

@VisitPeakdistrict

50,602 people like this and 54,186 people follow this

- Five mentions of Chesterfield in 2021. Although Chesterfield appears six more times in the comments from others suggesting other attractions, sites and trails within or near Chesterfield.
- Chesterfield's crooked spire was mentioned 12th March (1000 likes, 65 comments and 140 shares) and on 25th January.
- Christmas in Chesterfield mentioned 30th November.
- Main focus is the crooked spire with some mentions of cycle trails.

Instagram

@chesterfielduk
4,652 followers
Managed by Destination Chesterfield
Daily posting

@VisitPeakdistrict
84,000 followers
Image of Crooked Spire 27th July