

MARCHES INVESTMENT FUND (MIF) SUPPORT FOR STRATEGIC TOURISM AND BUSINESS INITIATIVES

BUSINESS CASE TEMPLATE

Local Authorities need to complete the below template and submit it to the LEP CEO **no later than close of play on Thursday 21 May 2020.**

The business case should provide specific details on the how the funds will be distributed to support strategic tourism and business initiatives which will support businesses which have been severely affected by flooding and/or COVID-19. Funding must be committed by 1 September 2020 and defrayed by 30 October 2020. A final report, which must include a statement from your Section 151 Officer confirming the funds have been defrayed, should be submitted to the Marches LEP by 13 November 2020.

The LEP Chair, the LEP CEO and another private sector Board Member will review your business case. Your business case should be submitted to gill.hamer@marcheslep.org.uk no later than close of play on 21 May 2020.

1. Name of Local Authority	Herefordshire Council
2. Key contact for the Business Case (name, email and telephone number) Key contact for delivery of the project if different to above (name, email and telephone number)	Roger Allonby, Head of Economic Development, Herefordshire Council roger.allonby@herefordshire.gov.uk 01432 260330/07792881821 Nick Webster, Economic Development Manager, Herefordshire Council, nick.webster@herefordshire.gov.uk 01432 260601
3. Your allocation of funds as agreed by the Marches LEP Board on 20/04/20	£ 444,220
4. Business Need Outline the evidence used to inform the business case e.g. enquiries from	The MIF funds kindly allocated by the LEP are for strategically supporting businesses affected by either the flooding in February 2020 and/ or Covid 19. Whilst Herefordshire was severely impacted by the flooding directly affecting circa 200 businesses, the severity of the Covid 19 crisis has had an impact on almost all businesses. As

<p>businesses, business surveys, key account discussions, views of Business Board etc</p>	<p>the soonest possible recovery will support all businesses in the county, this business case primarily focuses on considering the impacts of and the support required in response to Covid 19.</p> <p>A wide range of national, regional and local information is now available the outlines the unprecedented impact of Covid 19 on the economy.</p> <p>The Purchasing Managers Index¹ indicates the service industry has experienced their fastest ever decline in business activity (based on records available for last 20 years). An Office of National Statistics survey of businesses² carried out between 6 April and 19 April showed 58% of businesses that were still in operation during this period indicated their turnover had decreased, with around a quarter of businesses still operating seeing a sales decline of over 50%.</p> <p>At a Midlands Engine level the Business Registered Employment Survey shows that across the East and West Midlands 741,000 jobs are in sectors affected by Covid 19 (15.8% of employment). At a Marches LEP the analysis suggests that 44,205 jobs are impacted (15.3% of employment). Although it is recognised that there will be significant variation by sector and location. Midlands Engine's analysis of the UK Business Count Survey estimates that 87,080 businesses are affected by the lockdown which accounts for 18.8% of businesses. At Marches LEP level the analysis suggests that 6,425 businesses will be impacted (17.9%).</p> <p>The Midlands Engine Economic Impacts of Covid report indicates that KPMG's GVA forecasts for 2020/ 21 indicate that the West Midlands could be the worst affected region, with the economy annual forecast to contract by circa 10%, although largely recovering in 2021. The analysis indicates that Herefordshire's GVA will decline by 37% in the second 2020, ranked 187 out of 382 local authority areas (District and county) in Great Britain.</p> <p>The PWC UK Economic Update 6th May³ indicates that subject to the nature of the exit ('smooth' or 'bumpy' from current lockdown conditions the sectors worst affected by Covid will be;</p> <ul style="list-style-type: none"> • Food Services estimated 20% to 37% reduction in GVA in 2020 • Hotels 18% to 34% reduction
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¹ https://ihsmarkit.com/research-analysis/pmi-collapse-confirmed-as-uk-economy-suffers-record-slump-in-march-0520.html?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+MarkitPMIsAndEconomicData+%28IHS+Markit+PMIs+and+Economic+Data%29

² <https://www.ons.gov.uk/businessindustryandtrade/business/businessservices/bulletins/coronavirusandtheeconomicimpactsoneuk/7may2020>

³ [PWC UK Economic Update 6th May](#)

- Leisure and Arts 15% to 28% reduction

The forecast GVA impact on retail is slightly lower (estimated GVA reduction of between 10% and 18%). However there will be significant variations across the retail sector, from some food retailers experiencing an increase in trade compared with those considered non-essential who have been closed for a number of weeks.

The Marches LEP's own survey has been very helpful in determining local impacts. As of the 27th April 257 Herefordshire businesses had responded. The following are some of the headline results;

- 98% businesses impacted by Covid-19
- Most respondents from tourism, manufacturing, logistics, professional services, food & drink, retail
- 40% have furloughed staff
- 44% experienced a complete loss of sales/revenue
- 14% experienced a drop in sales/revenue
- 31% highlighted significant cashflow issue.
- 75% stated they need further financial support and advice
- 19% more information about the help available
- 2% would like business planning advice

Therefore, in terms of the impacts and needs on the Herefordshire economy based on the above research and the anecdotal feedback through the Herefordshire Business Board;

- Tourism, leisure, hospitality, cultural and sporting venues have lost all trade due to enforced closure. Whilst national government support has been helpful in the short term, the longer cessation of trade continues, the viability of these businesses will be significantly threatened. Dependent on when trade resumes, seasonal businesses will have lost a critical period of trade which may mean their viability is again threatened in the off peak.
- Local retail has been severely impacted, with non-essential retailers forced to close. While there has been an uplift in retail sales of food and drink, this has primarily benefitted the supermarkets (who have well established on line purchasing and delivery services).

- Manufacturing businesses have been severely affected, either choosing to close due to difficulties in meeting social distancing requirements, or through a significant reduction in demand, or difficulties with supply chain. Those manufactures that have or can introduce social distancing measures are likely to encounter issues in terms of productivity (through staff illness, or impact of social distancing on processing).
- Agriculture/ Horticulture face issues in terms of accessing seasonal labour. There has also been a drop in demand through consumers buying less fresh produce (reduced trips to food retail), and through restaurants, cafes and hotels being closed.
- Many construction sites initially closed due to issues with meeting social distancing requirements. Where sites have re-opened they have reported issues with suppliers/ sub contractors and utility companies working at reduced levels. Social distancing is likely to require less people working on a site at any one time, reducing numbers of people employed, extending construction timeframes and associated costs. A time of economic uncertainty is also likely to reduce private investment in new long term developments.
- 90% of Herefordshire business are micros, who are likely to have lower levels of available finance to sustain them through the lockdown period.
- The overall reduction in trade has had an impact on professional services such as demand for accountants, solicitors etc.

Conclusion

In analysing the above evidence, discussions between the Herefordshire Business Board and Herefordshire Council concluded that the tourism, hospitality, leisure, cultural and elements of the local retail and manufacturing sectors have been worst affected. In order to support the soonest possible recovery, there is an opportunity to urgently establish marketing and PR campaigns (supported by a new destination website) that will encourage day visits, and take advantage of the anticipated peak in the 'staycation' domestic visitor market in the summer and autumn (subject to lockdown restrictions being lifted).

Supporting the soonest possible recovery of these sectors would also have a significant impact on all related supply chain (food and drink producers, wider retail, hotels and visitor attraction suppliers etc).

	<p>Place based marketing campaigns highlighting the county's significant cultural, natural environment and quality of life will also reinforce general messaging that Herefordshire is open for business, and a great place to live, learn, work and invest.</p> <p>The Business Board and Herefordshire Council also recognise that there is a critical need to provide businesses with access to specialist advice (legal, financial, business planning, insolvency etc) to support their recovery. There is also an opportunity to improve resilience through supporting encouraging local business networking and supply chains. It was concluded that these are areas that are likely to be supported by funding available through the Marches Growth Hub, ensuring a rounded support/ recovery programme and maximising the impact of available public funds.</p>
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	£ Amount of funds allocated (estimated)	Description – activities/resources	What is the need for the funding & the beneficiaries
<p>5. MIF funding to support strategic tourism and business initiatives affected by the impact of the floods and COVID-19 virus</p> <p>Please set out in the table the key elements of the package of support you will provide to businesses</p>	£444,220	<p>Visitor Economy</p> <p>Aim: Support the soonest possible recovery of the visitor economy, encouraging day (including residents within county) and 'staycation' visits through commissioning a marketing and PR campaign and establishing a new destination website.</p> <p>Visitor economy defined as accommodation, attractions, hospitality (restaurants, cafes, entertainment etc), leisure, local retail, and cultural businesses/ organisations.</p>	<p>Need</p> <p>On the 20th March the government ordered tourism and hospitality businesses to close, and on the 23rd March lockdown began for all non essential workers. These measures had an instant impact on tourism and hospitality businesses across the country, including Herefordshire. From the 20th March businesses have been closed and have lost all trade.</p> <p>As above, the PWC Covid 19 Economic Update ⁴report suggests that the tourism and hospitality sector could lose up to</p>

⁴ [PWC Covid 19 Economic Update](#)

		<p>Lockdown Exit/ Assumptions</p> <p>The project will look to support the recovery of the visitor economy, <u>but only as national guidelines regarding lockdown allow.</u></p> <p>There is a risk that the movement of people could help spread the Covid 19 virus, <u>so it is critical that any activity to promote tourism opportunities is in accordance with government guidelines.</u> The rural nature of the county also lends itself to supporting dispersed outdoor activities such as walking and cycling. We will communicate to all visitor economy businesses that it is critical they follow the social distancing guidance issued by government.</p> <p>In terms of the assumptions made in this business case in terms of the timing of proposed activity, these are based on the government announcement on 10th May that some local day visitor activity may recommence in May/ June as people are able to travel for exercise. From July tourism and hospitality businesses may be able to re-open where they can comply with social distancing requirements.</p> <p>However, this is subject to change should the rate of infections start to rise again.</p>	<p>40% of all trade in 2020 depending on when the lockdown restrictions are lifted. The Office of Budget Responsibility⁵ expects manufacturing, construction, retail, travel and food industries will see the biggest losses.</p> <p>Tourism and hospitality and some retail businesses (such as garden centres) are seasonal, with spring/ Easter the start of their peak season where the vast majority of income is generated to sustain businesses throughout the winter. The current lockdown means these businesses will potentially have lost circa 3 months of peak season if they are able to re-open in July (subject to the implementation of the government Lockdown Exit Plan).</p> <p>Opportunity</p> <p>As lockdown is lifted there is likely to be a significant peak in people seeking 'staycation' visits in the UK. Overseas travel restrictions and concerns over the safety of flying in a confined space, as well as visiting densely populated destinations (in the UK or abroad) is likely to result in a high demand for rural tourism day and overnight visits.</p>	
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⁵ [Office of Budget Responsibility Covid analysis](#)

		<p>Therefore, it is requested that the MIF funding be available over a longer period of time (not restricted to October spend deadline) to provide flexibility enabling marketing activities to change subject to circumstances (for example if there is a second wave of infections and resulting in a further lockdown marketing and PR activities are postponed until lifted).</p> <p>Objectives</p> <ul style="list-style-type: none"> • Support the soonest possible recovery of the visitor economy (such as tourism, hospitality, leisure, retail, cultural sectors) in Herefordshire through promoting opportunities for day visits (including resident spend within county) and ‘staycation’ visit to a safer less densely populated rural environment. • Extend the tourism season through encouraging visits into the autumn. • Encourage Herefordshire residents to shop local/ buy/ visit local to support recovery. • Promotional messaging will reinforce that Herefordshire is open for business, and is a great place to visit, live, study and invest (particularly given growth in home working). • Establish a public/ private sector model for collaborative working in the short term, which will provide the basis for the long term growth of an important local industry. • Multiplier effect from supporting the visitor economy will have a significant benefit to food 	<p>Therefore, in preparing for the recovery phase, Herefordshire’s outstanding natural open landscapes and wildlife, quality of life, wide range of activities (walking, cycling, canoeing etc) and culture offers fantastic opportunities for ‘staycation’ holidays as people look to avoid overseas air travel and more densely populated destinations.</p> <p>Beneficiaries</p> <ul style="list-style-type: none"> • Tourism, hospitality, leisure, retail businesses and their supply chain • Communicating the Herefordshire economy is open for business. • Place based marketing secondary messaging Herefordshire a good place to live, work, learn, invest as well as visit. 	
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		<p>and drink suppliers, wider retail and all related supply chain.</p> <ul style="list-style-type: none"> • Further developing Herefordshire's brand recognition in terms of high quality local food and drink offer and experiences to local consumers and visitors. <p>Phasing/ Indicative Milestones</p> <p>May/ June</p> <ul style="list-style-type: none"> • Procure marketing, PR and website development support. • Marketing and PR Strategy established. • As lockdown restrictions allow encourage local day visits and associated spend opportunities. Promote shop/ buy local retail and local leisure opportunities to residents, encouraging local people to support local businesses and related employment. • In preparation for promoting 'staycation visits', instigate some initial short term preliminary PR with the travel trade press to highlight tourism opportunities in the county ahead of lockdown being lifted. <p>June to October</p> <ul style="list-style-type: none"> • Destination website launched. • Marketing and PR campaign to fully commence as soon as lockdown restrictions lifted (or date to be lifted identified), to include key messages/ adverts in local and national media: newspapers, TV & radio, travel industry press, social channels etc. 		
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		<p>Messaging:</p> <ul style="list-style-type: none"> Herefordshire is rural location in the Heart of England offering outstanding natural environment and wildlife, open spaces, wide ranging outdoor activities (such as walking, cycling, canoeing etc.), away from the crowds in a safer destination, with high quality locally sourced food and drink, and wide ranging heritage and cultural opportunities in the cathedral city of Hereford (home of mappa mundi) and the market towns. Promoting the above opportunities for day visits, including local residents to encourage them to support shop/ buy locally from retail, leisure, cultural and food and drink providers on their door step. Developing and promoting walking, cycling, canoeing activity routes, linked to accommodation, public transport, and food and drink spending opportunities with information easily available on the destination website. Promoting any festivals and events that may still be able to take place in the summer and autumn (including festivals moving to on line). Additional messaging that Herefordshire is open for business and a great place to live, learn and invest as well as visit. <p>Target market:</p>	
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		<ul style="list-style-type: none"> • Day visitors within county and wider area. Following lockdown promoting local tourism, leisure, retail and cultural. There are circa 5 million people in circa 1 hour drive time of Herefordshire. • UK overnight visitor market families/ couples seeking outdoor activities, and/ or rural, cultural, high quality local food and drink experiences. <p>Routes to market: In procuring a marketing and PR, their <u>first task will be to establish a PR and marketing strategy/ plan</u> which encompasses;</p> <ul style="list-style-type: none"> • PR campaign with local and national press – seeking coverage/ features of Herefordshire as a place to visit based on the above key messages in the travel sections of national newspapers, magazines and tv programmes. • Multi-layered marketing campaign to deliver key messaging to target markets through social media campaigns, adverts in national press/ magazines, explore lower cost TV opportunities such as SkyAdsmart. • New Herefordshire destination website portal/ gateway supported by a smart phone app to fulfil marketing campaigns (source information, and potentially to book accommodation and attraction visits). All businesses who would like 	
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		<p>to participate will receive a base level entry on the website (so open and inclusive for all). In return they will be asked to share impact on visitor numbers. The website will also have benefits in terms of inward investment, and attracting people to work (aiding recruitment), live, and learn in the county by promoting the quality of life on offer.</p> <ul style="list-style-type: none"> • Establish a high quality image library of the county for anyone to use in promotional materials. • Engage public transport operators such as train companies to promote opportunities to visit Herefordshire, including opportunities for bringing bikes for cycling breaks. • Promotional materials and the destination website include access to information regarding opportunities to learn, work, and invest in the county (converting visits to investment). <p>Rural Media have recently produced three films with funding provided by the Marches LEP. These films could provide content to support visual content for marketing and the proposed website.</p> <p>Research:</p> <ul style="list-style-type: none"> • To provide a baseline, volume and value research will be commissioned based on 2019 visitor information. 		
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	<ul style="list-style-type: none">• Audit of visitor products (as identified as a need in the Marches Visitor Economy Strategy)• Evaluation of marketing and PR campaign to evidence RoI and to inform future activity. <p>Deliverables/ How Delivered: Procure a marketing/ PR/ web developer agencies.</p> <p>Procurement criteria will consider <u>local knowledge</u> as well as quality and value for money.</p> <p>Indicative deliverables/ costs;</p> <table><tr><th>Deliverable</th><th>Indicative Cost</th></tr><tr><td>Modern Destination website with book ability service (operating model) supported by a smartphone app.</td><td>£40,000</td></tr><tr><td>Marketing Strategy/ Plan Production</td><td>£20,000</td></tr><tr><td>Marketing Activity—such as purchase media space to be defined in the marketing plan (such as radio advertising, national newspaper adverts, social media advertising, TV advert, billboard</td><td>£250,000</td></tr></table>	Deliverable	Indicative Cost	Modern Destination website with book ability service (operating model) supported by a smartphone app.	£40,000	Marketing Strategy/ Plan Production	£20,000	Marketing Activity—such as purchase media space to be defined in the marketing plan (such as radio advertising, national newspaper adverts, social media advertising, TV advert, billboard	£250,000	
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Marketing Activity—such as purchase media space to be defined in the marketing plan (such as radio advertising, national newspaper adverts, social media advertising, TV advert, billboard	£250,000									

		adverts in target locations)			
		Possible support for festivals to go on line.			
		Marketing – media content (production of adverts across different media platforms, and website content walking trails, cycle routes etc). Establishing high quality photo library open for anyone in Herefordshire to use.	£50,000		
		PR – Proactive PR campaign through travel press visits, social media story content, engaging national and local press, magazines etc. Engaging tourism businesses to establish stories/ consistent use of hashtags.	£54,220		
		Research/ Evaluation • Tourism Volume and Value baseline	£30,000		

		<ul style="list-style-type: none"> • Visitor Economy Product audit • Evaluation of campaign 		
		Total	£444,220	
		<p>Benchmarking to Alternative Destination Marketing Budgets</p> <p>In terms of benchmarking levels of marketing budgets to other UK domestic destinations;</p> <ul style="list-style-type: none"> • Isle of Wight marketing £350,000 <i>per year</i> • English Riviera £465,000 <i>per year</i> • Inverness and Loch Ness for marketing and promotion £520,000 per year • Yorkshire Coast marketing and promotion £300,000 per year <p>Governance</p> <p>Herefordshire Council will be accountable for the delivery of the project, and as such will be responsible for the procurement, contracting and oversight of the delivery of the proposed activity.</p> <p>However to inform the delivery of the project a steering group will be formed including representatives from Herefordshire Council, Herefordshire Business Board, and businesses/ organisations from across the visitor economy (representing sectors and geography).</p>		

		<p>The development of <u>the proposed Marketing Strategy/ Plan would be the first key milestone. The plan will clearly define routes to market, media routes, timing, costs and RoI indicators.</u> Approval of the plan will be required prior to additional marketing costs being occurred.</p>	
	<p>£0 – Aligned to additional Marches Growth Hub Funding</p>	<p>Business Advice, Support and Inward Investment</p> <p>Existing services will <u>complement</u> the above, such as the Marches Growth Hub providing businesses from any sector with access to advisory services and signpost available grant schemes through the Marches Growth Hub. Partners such as Herefordshire and Worcestershire Chamber of Commerce, Federation for Small Businesses, NFU, Herefordshire Means Business, Herefordshire Rural Hub continue to provide a wide range of specialist support to their members.</p> <p>The proposed visitor economy project will also add value to the Hereford Stronger Towns initiative. It is likely that the Town Investment Plan will have a focus on further developing the city as a great place to visit, live, learn, work and invest.</p> <p>It is anticipated that the additional Covid 19 government funding allocated to the Marches Growth Hub could also provide access to specialist business advisory services across the LEP area (financial advice, business planning, legal advice</p>	<p>Need</p> <p>Surveys (outlined in section 4) and anecdotal feedback from those directly engaged with businesses indicate a critical need for information, advice and guidance. In particular, the need to the provision of specialist advisory services.</p> <p>There is also an opportunity improve resilience across the local economy by encouraging local sourcing/ local supply chain where possible. Covid 19 has affected the global economy, severely restricting trade/ movement of goods.</p> <p>The impacts of the pandemic could go on for many months to come, which could lead to cycles of countries locking down their economies should they experience future waves of infections. Encouraging residents to buy locally,</p>

		<p>etc), significantly adding value to recovery programmes. As such, no additional funding has been allocated for this activity from the MIF support provided.</p> <p>There are also range of existing grant schemes available to businesses such as the Marches Building Investment Programme, and the Business Energy Efficiency Programme. Interest in these schemes has continued, with business considering how they might need to adapt to meet changing circumstances and markets in the future.</p> <p>Local Supplier Networks</p> <p>Through the Marches Growth Hub, working key partners such as the Herefordshire Business Board, Herefordshire and Worcestershire Chamber of Commerce, Federation for Small Business, Herefordshire Means Business. Hereford BID, NFU, we will look to support the development of local supplier networks across the economy. Initially focussed on retail, food and drink producers, and tourism/ hospitality businesses as prepare for re-opening.</p> <p>Inward Investment</p> <p>One of the longer term impacts of Covid 19 is likely to be a change to the way people work - with more working from home, businesses looking to reduce central office space in larger cities, and potentially looking to relocate to areas that are</p>	<p>and local businesses to source locally will improve the resilience of their business and the local economy including local employment, as well as reducing carbon emissions.</p>	
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		<p>less densely populated, that have comparatively lower rental costs, and offer a better quality of life.</p> <p>The proposed tourism marketing campaign and resulting visits to the county will also highlight Herefordshire is a great place to live, work, learn and invest.</p> <p><u>Herefordshire Council</u> and <u>Hereford Enterprise Zone</u> will continue to provide potential investors with advice and guidance as to available opportunities.</p> <p>Tourism Skills Through a Great Place 10 young adults (16-24yrs) will receive industry based training in cultural tourism development and which could link to / lead into for example hospitality apprenticeships. The programme could include: shadowing tourism leaders; tourism content production and to become the vloggers on the new Herefordshire tourism site; design, delivery and analysis of peer surveys focussing on 'staycation' and under 24yrs enthusiasms and behaviour.</p>		
	£			
	£			
	£			
	Total: £444,220			

6. Forecast Outputs Provide details of the following No of Jobs sustained/Safeguarded No of Businesses supported (with a grant) Please also outline other KPI's to be achieved by the investment and information on how these will be evidenced.	<ul style="list-style-type: none"> i. 1 x Marketing and PR Strategy and campaign launched in June/ July 2020 ii. 1x New Herefordshire Destination Visitor Website – creating long term portal/ gateway to promote tourism in Herefordshire supported by a smartphone app. Income generated from marketing/ bookings made through the website sustaining its future operation. iii. 100,000 unique visits to the new Destination Website iv. 100,000 social media impressions, engagements, link clicks v. 200 Businesses Assisted – businesses featuring on the destination website, benefitting from trade generated by the marketing campaign. vi. 100 Jobs sustained/ safeguarded – businesses benefitting from marketing campaign/ website stating how many jobs have been sustained/ safeguarded as a result. <p>In addition to the above procurement of the marketing and PR providers will further define key metrics such as PR value, media coverage, audience reach which will be monitored, evaluated and reported to the LEP.</p> <p>Business featured on the new destination website will be required to report on additional visits generated.</p>		
7. Outcomes to be achieved i.e longer term strategic impact of the investment	<ul style="list-style-type: none"> • Enhanced brand recognition of Herefordshire as a destination for tourism, specifically offering high quality locally distinctive food and drink, cultural and rural activity experiences (relates to outputs i, and ii above) • Long term increased to day and overnight visitors to Herefordshire (relates to outputs i, ii, iii, iv) • Increased visitor spend within Herefordshire (relates to outputs i, ii, iii, iv) • Increase in trade to all supply chain and those impacted by wider multiplier effect (relates to outputs i, ii, iii, iv) • Increased recognition of Herefordshire as a place to live, learn, work and invest (relates to outputs i, and ii above) • Public/ private collaborative partnership established to support the growth of the visitor economy for the long term (beyond the lifetime of the project). The project will provide the catalyst to long terms public/ private working, and the proposed development of a Destination Business Improvement District. • Increased sponsorship and investment into Herefordshire's heritage and cultural offer. 		

	<p>Tourism visitor volume and value research will be established as a baseline at the start of the project, and re-assessed 12 months later.</p> <p>Marches Visitor Economy Strategy</p> <p>The above outcomes will deliver the following objectives within the Marches Visitor Economy Strategy⁶</p> <ul style="list-style-type: none"> • Objective 1 - To raise the profile of Herefordshire, Shropshire and Telford & Wrekin as a distinctive short-break destination within target markets, to showcase the special quality of the place and its people, and to use targeted promotion to drive more visitors and higher spend. • Objective 3 - To grow the capacity of local businesses and organisations, to support their role as ambassadors for Herefordshire, Shropshire & Telford and to raise the profile of the visitor economy as a career choice. • Objective 4 -To show leadership and direction in the public sector and lever the resources required for the visitor economy to achieve its potential. • Objective 5 - For public sector partners and businesses to work together productively to deliver a competitive visitor economy. <p>The Visitor Economy Strategy also states '<i>It is recommended that a delivery budget to cover core research, marketing activity and to provide a small match funding pot for specific initiatives requires a minimum £300,000 per annum</i>'.</p>	
<p>8. State Aid Please outline how you will ensure this grant complies with State Aid regulations:</p>	<ul style="list-style-type: none"> • Marketing activities funded through the project will generically promote tourism opportunities in Herefordshire. • All tourism businesses will have the opportunity (should they wish to) to have a basic level entry on the new destination website. Any associated value would managed/monitored via deminimis to each individual business benefitting. Businesses may then choose to purchase additional promotional packages on the website at a market rate, with profits sustaining the long term operation of the website. • All marketing, PR, website development activities would be procured in accordance with public procurement requirements. 	

⁶ <https://www.marcheslep.org.uk/new-tourism-strategy-launched-for-marches/>

**9. Signature of Business Board Chair
which confirms acceptance of the
business case**

Printed :

Date:

**10. Signature of Local Authority
Section 151 Officer**

Printed:

Date: