

Area of work	Timescales to start work	Cost/ Funding identified	Measurable outcomes	Wider Outcomes	STRATEGY THEME: THEME 1: BUILDING CULTURAL HABITS – IMPROVING THE EXPERIENCE FOR EVERYDAY RESIDENTS AND VISITORS
Develop Memorandum of Understanding for Stowmarket and Sudbury Culture Groups and provide funding to enable event delivery.	6 - 12 months	Town Centre Vision budget	Attendance figures (by segment / demographic) / online sentiment / secondary spend anecdotal/ number of (new) venues/organisations involved	Culture group decide on priorities and programme through creation of delivery plans. Improved autonomy for cultural partnerships, deliver of plans to increase placemaking, attract grants and improve civic pride	
Review internal grants to culture and heritage organisations and amalgamate funding streams to simplify process.	6 - 12 months	Existing resources working with Communities and CIL teams	Regularly funded cultural clients streamlined	To include community grants, CIL, S106, business grants.	
Scope out Visitor Economy and Cultural business existing supply chain and undertake gap analysis to develop plan for local purchasing. Aligning with B2B network. Work with Suffolk County Council and Chambers to link to B2B network that is in development	6-9 months	Existing resources	Amount of funding spent within local supply chain, no of traders participating, no of CHVE businesses participating	Partner up with Suffolk County Council and Chambers. Developing local pride, supporting local businesses and skills, positive environmental impact	
Appointment of Culture and Visitor Economy Project Coordinator (FT, 2-year fixed term)	0-3 months	Internal budget	No. of projects supported, no. of project receiving external funding, increased participation, awareness and involvement	Resource to ensure B&MS is positioned within county/region wide campaigns and projects to ensure B&MS benefits from destination development	

Commence delivery of Sudbury and Stowmarket Wayfinding and Public Art programmes.	0-3 months	Shared Prosperity Funding. Town Centre budget. Town council match.	5 boundary welcome signs delivered by Differentia, delivered by October 2024. Stowmarket wayfinding schemes - 4 options - green space and lighting, street furniture and planters town wide interpretation and station welcome	Ensure creative heritage interpretation opportunities are maximised within the public realm e.g., Wayfinding
Explore the viability of a South Suffolk Creative Forum including online directory, jobs, news, training and networking	6 – 12 months	Phase 1 for development of Creative Forum to enable business to business networking is to be done within existing resources Funding for Phase 2 of online directory etc to be identified externally via Sudbury Culture Group.	Attendance figures, directory listings, (new) partnerships, funding generated. 50 businesses registered by the end of 2024 and 2 networking events	Building autonomy of South Suffolk Creative Forum, building local pride in place, launching new partnerships/collaborations, social/wellbeing benefits of participating in activities, building skills & talent, opportunity to generate funding investment
Develop a business 2 business network for the Visitor Economy, using best practice from NAAME and FIPS groups. Link with previous action around creation of South Suffolk Creative Forum	6 - 12 months.	Existing resources	No. of businesses accessing support (up to 40 by 2025) No. of shared collaborative projects (up to 5 by 2025)	
Destination Management Organisation Coalition. Shared Suffolk marketing campaigns led by Visit Suffolk, Masters of the Air promotion, Visit England PR events - making sure Suffolk is covered and investment in North America marketing.	Ongoing	Existing resources allocated to support Visit Suffolk marketing activities	20% increase in no of visitors accessing Heart of Suffolk content on the Visit Suffolk site, No. of overnight stays booked	Increased national and international visitors accessing and enjoying B&MS, generating economic impact, new partnerships and collaborations, improved perceptions and repeat visits.

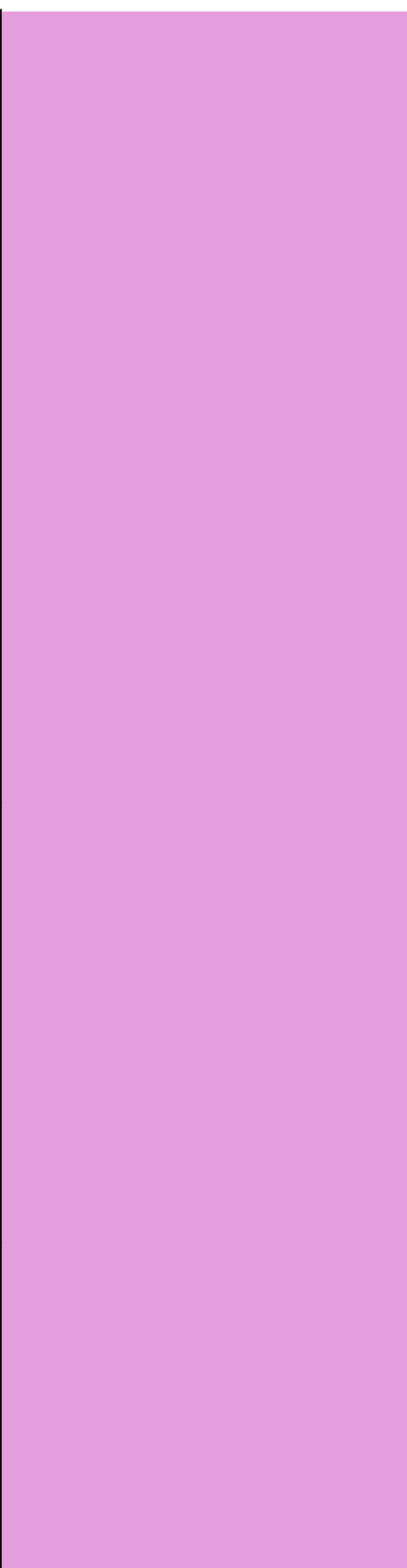
HEADEAST - cultural tourism website and newsletters promoting Suffolk and Norfolk.	Ongoing	Existing resources - no financial contribution required	Develop 5 itineraries in partnership with HEADEAST per year. Content for monthly newsletters distribution. Develop The Audience Agency Dashboard prototype - data sharing across consortium venues.	Driving email subscribers / website visitors to consortium member websites to book / visit. Increased visits from outside the region: Specifically focusing on the pre-defined areas (Cambs; Lincs; East Midlands; Essex and London).
Review the opportunity to pilot Stowmarket a calendar of events, activities and festivals for residents and visitors. To include communications and ongoing maintenance plan.	6 - 12 months.	Town Centre budget	Attendance figures (by segment / demographic) / online sentiment / secondary spend anecdotal/ number of (new) venues/organisations involved	Building autonomy of Stowmarket Culture Group, building local pride in place, launching new partnerships/collaborations, social/wellbeing benefits of participating in activities, building skills & talent, opportunity to generate funding investment
Review the success of Local Cultural Educational Partnership (Periscope) and make recommendations for future work with Arts Council and partnership organisations to help embed arts and culture across education.	6 - 12 months	Lottery fund bids to be determined as appropriate for specific projects	No of schools participating, no of teachers completing skills development programmes, no of artists participating.	Creative thinking skills development within local young people, helping them to become work-ready, greater awareness of creative careers, more young people enjoying creative participation, social/health/wellbeing benefits
Develop and promote a standard toolkit for small-medium scale events planning for local communities	6-9 months	Existing resources.	Over 25 groups per year benefitting with delivery of small-medium scale events.	Improved outcomes of small-medium events such as positive environment impacts, skills development, placemaking

Audit existing events and produce recommendations on gaps in provision for improvement, ensuring that events are spaced throughout the year to offer year-round activity	6-9 months	Existing resources (for gap analysis) and Rural England Prosperity Fund to pump prime cultural activities and £30k SPF for activity.	No. of events / venues participating, no. of new targeted attendees at events & their feedback	Improved events programme to build engagement for residents, and attract visitors in should/off season to support CHVE businesses throughout the year
Support partners to showcase emerging talent at key venues	12-24 months	Support cultural venues to apply for lottery funding	No. of local talent performing	Retention of local talent, increased skills, improved civic pride, better partnerships with venues
Develop options to incorporate more creative programmes through Holiday Activity Fund	12 - 18 months	HAF funding	5 organisations listed	Creative thinking skills within local young people, helping them to become work-ready, greater awareness of creative careers, young people enjoying creative participation, social/health/wellbeing benefits
Develop bespoke volunteering programme with partners to meet the needs of organisations and residents in B&MS (<i>working with Communities Team</i>)	12 - 24 months	Support cultural venues to apply for lottery funding	No. of partners engaged / participating, no of volunteers, funding attracted	Better social, health & wellbeing outcomes for residents, skills development potentially leading to work, increased resource for CHVE organisations
Scope venue specific and district wide residents first schemes and explore national initiatives with ambition of launching a BMS specific scheme.	6-12 months	Existing resources	Minimum of 20 venues involved in scheme by summer 2025, attendance figures, return visits to be determined	Building local awareness of offer (for residents and tourists), understanding of local cultural heritage, pride in local area, new audiences for venues, new partnerships, positive environmental impact
Work with partners to deliver	12- 24 months	Support cultural venues and event	No of events and group to be	Social/health/wellbeing benefits for

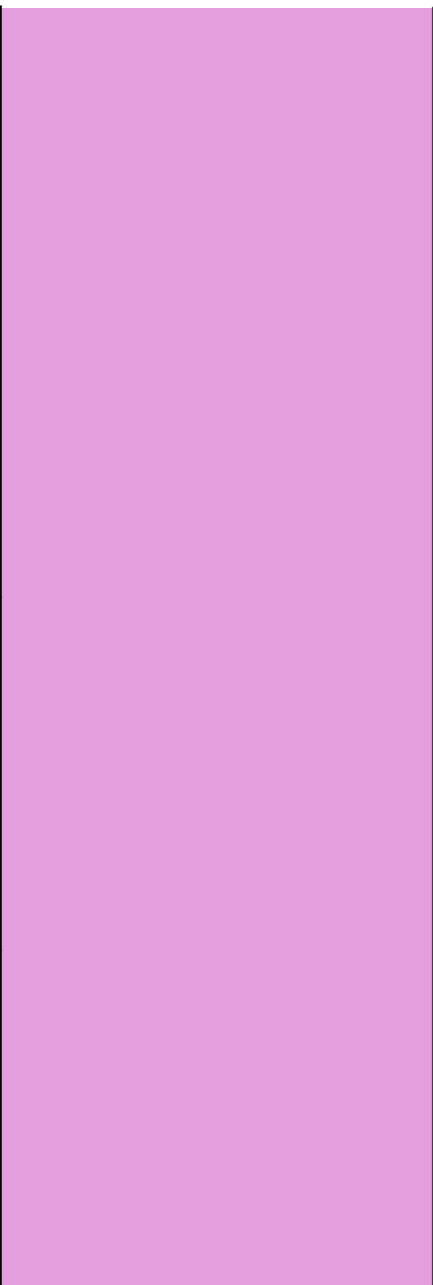
social inclusion programmes to support access to culture for marginalised groups expanding on work started by Primadonna Festival		organisers to apply for lottery funding		'marginalised' groups, skills development, reduction of impact on other services	
Map venues who are already delivering social prescribing and develop future programme to expand provision	12-18 months	Existing resources	Feedback from host organisations	Better intelligence to support increased social prescribing, reducing demand on other services and improving health & wellbeing outcomes for residents	

Area of work	Timescale to start work	Cost/Funding Identified	Measurable outcomes	Wider Outcomes	THEME 2.1: ACCELERATING PROGRESS – DEVELOPING THE SECTOR AND ITS RESILIENCE
Develop and deliver Comms Plan using relevant brand identities – <i>working alongside Communications Team</i>	6 - 12 months	Existing resources and partnership with Visit Suffolk	Sub-brands identified - Wool Towns, Food and Farming, Painters Valley Launch new comms "tag" by Easter 25 and measure followers - target 1000 by end of Summer	Leading to development of visitor base, promotion of HoS as a destination leading to increased visitor economy	
Relaunch monthly Heart of Suffolk Newsletter for existing subscribers and review existing comms channels - <i>working alongside Communications Team and</i> Launch HoS Instagram and FB accounts as part of wider comms plan development	6-12 months	Existing resources - no financial contribution required	Monthly HoS newsletters to 4,500 current subscribers. Increase reach by 2000 by 2025 . Active social media handles	As above	
Create and launch new thematic offers and itineraries such as Food and Drink, Visual Arts and Landscape, Screen Tourism, 'Little America' military Heritage, Dark Tourism, and accessible tourism and ensure this is promoted to specialist audiences.	6 - 12 months.	Any capital works funded via Rural England Prosperity Fund. Promotional activity funded via Core Visitor Economy Revenue budget.	Number of itineraries produced; number of independent contributors; match funds / resources generated; public take-up of itineraries per channel / market. Focus on developing one new thematic product every 6 months	Increased visitors accessing and enjoying B&MS, generating economic impact, new partnerships and collaborations, improved perceptions and repeat visits from loyal markets	

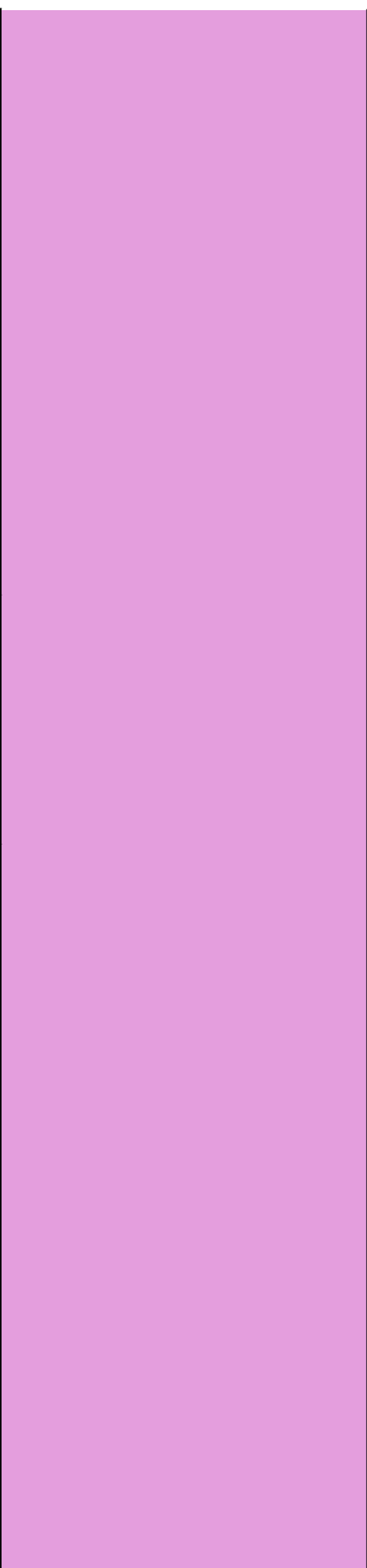
<p>Develop seasonal sustainable travel options, linking stations to villages and attractions, alongside better promotion of existing Community Rail Partnership in Babergh and set up of new partnership in Mid Suffolk. Good Journey scheme to promote car free visitor travel in Suffolk through discounted fees at attractions, travel planning support (supported by Traveline), car free itinerary development and associated marketing with partners.</p>	<p>6 - 12 months</p>	<p>Suffolk on Board - Bus Service Improvement Plan Plus: Good journey scheme for 2024-2026 - Funded through Suffolk Growth.</p>	<p>No. promotions and deals on rail line. 7 new operators offering travel options via Good Journey Scheme. No. of new bus services linking towns and village and attractions.</p>	<p>EOI for Suffolk on Board - News / Bus Service Improvement Plan Plus: Dedham Vale Hopper Bus. Further connectivity across districts, linking assets to people, higher footfall and increased spend, promoting car free travel. Support and influence potential transport and infrastructure conversations and planning for destinations.</p>
<p>Continue to support Screen Suffolk to promote Babergh and Mid Suffolk as excellent locations for filming and develop work experience and Set Ready skills opportunities for young people through Careeriosity and Set Ready Training.</p>	<p>Ongoing</p>	<p>SCOLT funding of £80k confirmed for 2022 – 2027.</p>	<p>25% increase no. of shooting days in BMS by 50%, increase no of locations by 25% by 2027. Maintain and develop an exemplary film licensing service. Generate at least 20 work experience placements and at least 10 paid marshalling jobs per year.</p>	<p>Development of screen tourism, supporting the visitor economy. Promoting local environment & heritage and building civic pride. Building local skills and creating jobs in screen & associated industries.</p>
<p>Remove barriers for Cultural, Heritage and Visitor Economy organisations to access business support programme.</p>	<p>Ongoing</p>	<p>Shared Prosperity Fund, Growth Hub</p>	<p>Up to at least 20 CHVE businesses accessing support by end of 2024</p>	<p>Building skills within CHVE sector, improving business resilience and financial acumen, diversification of income, sector growth</p>



<p>Review the success of existing art studio scheme in Stowmarket and commence delivery in Sudbury</p> <p>Explore expansion into 2 further units following review</p>	6 – 12 months	<p>Suffolk Growth for deliver of the Sudbury scheme.</p> <p>Town Centre vision budget to be used for any further delivery</p>	6 artists per year and public programme for over 600 direct participant attendees plus footfall	Improved high streets by occupying vacant units, increasing footfall and spend on high streets, increasing attraction for commercial traders, improving civic pride, retaining creative talent locally and building cultural./creative economy
<p>Grow relationship with Arts Council England to secure greater level of investment from funders.</p>	6-12 months	As appropriate	No. of new applications submitted, no of new applicants, success rates, and amount of funding secured	Leading to development of cultural sector and increased opportunities for skills, jobs, participation and consumption of quality cultural offer within B&MS
<p>Identify one unit in each district for use of permanent creative hubs/workspaces in rural settings</p>	24 - 36 months	Full project plan to be developed identifying possible costs and funding sources	Mapping of spaces; recommendations made and costed	Retaining creative talent locally, building cultural/creative economy, positive environmental impacts



Review and comment on planning applications that support development of the tourism, heritage and visitor economy sectors.	Ongoing	Existing resources	No. of planning application comments. No of planning applications with tourism/cultural focus. No of new attractions/accommodation units receiving planning approval	Increased in number and variety of holiday accommodation, visitor attractions and facilities. Increase in visitors accessing and enjoying B&MS, generating economic impact, new partnerships and collaborations, improved perceptions and repeat visits
Develop, deliver and monitor grant programmes to support investments in environmental sustainability and accessibility.	Ongoing	Rural Communities Fund, Suffolk Small Business Grant Fund, BISS GRANTS	Create phased list of target areas for support / investment	Improved environmental impacts from heritage sites, building business resilience and sustainability
Scope out establishing a skills development programme against local business needs.	9 - 12 months	Allocation of SPF Skills fund. SPF to be spent by the end of March 2025.	Creative Careers project delivered in 2025 (with view to providing an annual event) with over 1500 attendees and 20 CHVE businesses engaged.	Skilled workforce, leading to greater business resilience and sustainability, business diversification
Work with partners to develop a refreshed skills plan for creative, heritage and tourism businesses to develop programme of targeted support to include:				
Growth and Upskilling				
Retaining Talent				
Challenging perception of the sector				



Develop a proactive approach to offering work experience placements e.g., Visitor Economy Network Initiative via Suffolk Growth	9 – 12 months	Existing resources	No. of businesses engaged and people completing work experience/training	Social, health, wellbeing and financial benefits for 'hard to reach' groups reducing impact on other services. More people in work and economically active. Reduced CHVE sector skills and vacancies gaps	
Roll out Disability Essential training to venues and BMS staff	3-6 months	Suffolk Growth funded	80 CHVE staff trained by end of 2024	More residents and visitors enjoying and appreciating CHVE businesses in B&Ms, new visitor audiences	
Deliver Access Able to first cohort of Visitor Economy and Cultural Businesses and organisations	3 - 6 months	Suffolk Growth funded	50 site audits listed on Access Able website, increased visitor numbers from target segments	As above	

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Commission strategic review of Suffolk Visitor Economy. Take recommendations to SCOLT on whether to submit application to Visit Britain for LVEP status – Jan 2024	3-6 months	Existing resources	Report by Jan 2024	Support to better understand the role of Destination Management Organisations, Local Visitor Economy Partnerships and Visit Suffolk, and implement recommendations.	
Commission accommodation study as part of Town centre and Hospitality Review to understand supply and demand across services and self-catering provision and demand for new hotel accommodation in each district	9-12 months	Existing resources (Planning Policy - part of the evidence base for JLP Part 2)	Map of accommodation offer and gaps Support business case for new hotel development in Stowmarket and Sudbury	Enabling existing and predicted demand to improve visitor experience of B&MS, future-proof the offer, build new businesses in the visitor economy, improve external perceptions of B&MS	
Annual reports to examine the volume and value of tourism and the impact of visitor expenditure on the local economy each year and provide comparative data	Ongoing	Existing resources	Annual volume and value reports for Babergh, Mid Suffolk, Stour Valley and Dedham Vale.	Using data evidence for booking trends, exploring new products and analysing district spend.	
Work with Visitor Insights to gather new tourism and town centre data to better inform decision making and project planning	6 - 12 months	Existing resources	5 locations across BMS agreed.	Enabling case-making for investment in growth of this sector, in turn building inward investment, improving place perception, regeneration & town centre improvements, post-pandemic recovery	
Draft data sharing agreement for attractions to	1 year +	Existing resources	Target of 10 attractions by	Using data evidence for booking trends,	

share live trends to enable better planning and integration,			the end of Year 1	exploring new products and encouraging cross promotion of activities. Could make it a requirement of a grant application.	
Undertake comprehensive digital skills audit of cultural organisations and identify available funding	12-24 months	SPF skills programmes funding.	Map of needs within the sector and identified funding packages	Skills development in cultural sector to improve audience experiences, increase bookability and spend, improving businesses resilience and sustainability, potential for collaborative working	

Area of work	Timescale to start the work	Costs/Funding identified	Measurable outcomes	Wider Outcomes	THEME 3: DRIVING COLLABORATION TO EVOLVE CULTURAL HERITAGE PLACES AND DESTINATION
Identify cultural venues willing to participate in an NPO buddy scheme and manage agreement	Ongoing	Existing resources	5 organisations participating by end of 2024	Skills development, improving business resilience, collaborative working, shared learnings	
Support the retention and growth of Harwich Foot Ferry	Ongoing	Existing resources	Target 35,000 passengers per year. Inward investment. Footfall and local spend.	Improved perceptions of place, supporting sustainable travel and improved environmental impact, regional collaboration, destination positioning, economic impact for local businesses	
Build cross boundary relationships and pilot programmes with partners in North Essex and Ipswich e.g. Stour Valley, Landscape artists	Ongoing	Lottery fund bids to be determined as appropriate	No of partnerships created, amount of funding attracted. To be determined	Constable 250, South Suffolk Cultural Tourism Trail	
Develop itineraries themed around offers working with travel trade for International Visitors and Visit East of England	12 - 24 months	Existing resources and partnership with Visit Suffolk	Participate in 3 travel trade events per year via Visit Suffolk. 2 new itineraries/products per year	Improved place perception, increased spend, building awareness of B&MS as a destination	
Develop 'field to fork' campaigns with key partners - link to project around Foodie markets and food & drink festivals to promote local food and drink offers	12 - 24 months	Capital campaign assets, funded by Rural England Prosperity Funding	No. of partners, public awareness levels & impressions	Improved environmental impacts, improved air quality, health/wellbeing benefits of active travel, new visitor markets	
Understand existing and	12- 24 months	Existing resources and	3 MICE events held, no of	Improved place perception, increased	

develop new niche getaway opportunities linked to sustainable tourism - MICE - meetings, incentives, conferences and exhibitions.		partnership with Visit Suffolk	attendees, no of 'getaways' or trips to B&MS from MICE events elsewhere	spend, building awareness of B&MS as a destination. Linking with RSPB, AONB and offering an environmental volunteering package	
Promotion and expansion of Love Exploring Trails	Ongoing	Shared Prosperity Funding	No of app downloads, 30 trails by end of 2024	Positive environmental impact, improved pride in place, placemaking, increased awareness of local offer, health and wellbeing benefits,	
Support delivery of Constable 250 in 2025: A celebration in the East	Ongoing until 2027	Lottery funding £250k to be submitted (Feb 2024).	25 events delivered across BMS in partnership with Ipswich and Colchester Museums Service and other CHVE businesses and organisations.	Improved collaborative working across region for strategic programmes, place perception impact, legacy outcomes for Painters Valley brand and associated businesses, economic impact, increased understanding of cultural heritage by local residents, increased pride in place, skills development opportunities, new partnerships created	
Work with organisations and artists to deliver events and experiences that are centred around place and offer cultural experiences in main markets towns and rural communities.	Ongoing	Lottery bids submitted depending on nature of the project. Existing resources, Shared Prosperity Fund, Rural Prosperity Funding, Town Centre budget.	At least 10 large scale events per year attracting over 30,000 participants/attendees per district	Improved understanding of local cultural heritage, placemaking, social benefits of participating in cultural activities, economic opportunity for local creatives, improving pride in place, skills development	