

CABINET

Date of Meeting	Tuesday, 18 th June 2024
Report Subject	Destination Management Plan
Cabinet Member	Cabinet Member for Climate Change and Economy
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

Tourism generates an estimated annual contribution to the Flintshire economy of £325m, supporting around 3,300 jobs. The draft Destination Management Plan has been co-produced with a wide partnership of businesses and partner agencies to take a co-ordinated approach to supporting the development of the visitor economy sector and responding to the challenges and opportunities that will be faced over the next few years.

RECOMMENDATIONS

1	That Cabinet consider and endorse the draft Destination Management Plan.
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REPORT DETAILS

1.00	EXPLAINING THE DESTINATION MANAGEMENT PLAN
1.01	Tourism is an important economic driver for the County and the wider region. It is currently worth an estimated £325 million to the Flintshire economy generated from 3.7 million visitors. It supports in the region of 3,300 jobs. (STEAM data 2022).
1.02	<p>Destination Management is concerned with managing the destination in its widest form for the benefit of all.</p> <ol style="list-style-type: none"> 1. It covers all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, residents, businesses, and the environment. 2. It focuses on the elements that attract visitors, as well as the infrastructure and services that support their visit. The term 'visitor' applies to those spending their holidays in an area as tourist, but it also includes local people visiting an area for a day or less. 3. Destination Management recognises the wider impact of people including those who live relatively nearby and who use services, infrastructure and enjoy local assets. It extends to all aspects of the economy and requires collaboration to run effectively and sustainably. 4. Destination Management ideally involves the physical, financial, and operational management of a destination, but also its planning, development, and marketing.
1.03	The Council, together with the Destination Flintshire Partnership, has developed a draft Destination Management Plan to take collective actions across the partners to support the development of the visitor sector, improve the appeal of the County to visitors and increase the economic impact of the sector.
1.04	<p>The Destination Flintshire Partnership brings together the key partners responsible for managing Flintshire as a destination. Representatives from: tourism businesses; Flintshire Tourism Association; Clwydian Range Tourism Group; and local food and drink groups sit alongside: Coleg Cambria; Aura; Theatr Clwyd; North East Wales Heritage Forum; town centre partners; and a range of Flintshire County Council functions including Regeneration, Countryside Services, Planning, Streetscene and Place-Making.</p> <p>The role of the group is to develop, implement and monitor an effective action plan to improve the management of Flintshire as a destination. The draft Destination Management Plan was developed in consultation with this group.</p>
1.05	The Destination Management Plan for Flintshire considers the national strategic drivers from Welsh Government including Welcome to Wales 2020-2025 and the National Events Strategy for Wales 2022-2030 as well as the Wellbeing of Future Generations Act.

1.06	Locally, the Destination Management Plan contributes to the Council Plan 2017-2030 and will be delivered in conjunction with the development of the Flintshire Coast Park and town centre Place Making Plans.
1.07	<p>The Destination Management Plan sets out four priorities:</p> <ol style="list-style-type: none"> 1. People, skills, and employment – closing skills and employment gaps in the sector and addressing the poor perceptions of working in the industry. 2. Marketing and communication – developing a clear brand for the area, extending tourism into the off-peak season and encouraging visitors to explore beyond the most popular locations. 3. Great products and places – development of the Flintshire Coast Park and Place Making Plans, supporting business investment and responding to the changing regulatory landscape for visitor businesses. 4. Partnership and engagement – continue to grow cross-border partnerships in North East Wales and North West England and with local tourism and food and drink groups.
1.08	An action plan has been produced for the period 2024-26 and is included within the Destination Management Plan. It is expected to be an organic document, which will adapt to funding, marketing and environment changes and respond to new opportunities and issues. In balance to this, it also provides an outline monitoring framework for the plan against which to review progress.
1.09	<p>The action plan will be monitored to ensure that it makes progress towards the outcomes anticipated, offers good value for the investments made and realises wider benefits from tourism to the County. Progress towards delivering this plan will be reported to:</p> <ol style="list-style-type: none"> 1. Flintshire Destination Management Partnership 2. Flintshire County Council Cabinet and Environment and Economy Overview and Scrutiny Committee 3. Relevant partner organisations or funding bodies
1.10	<p>There are a number of work streams currently underway which are contributing to the delivery of the Destination Management Plan, including:</p> <ol style="list-style-type: none"> 1. Development of the Flintshire Coast Park funded through UK Government Shared Prosperity Fund in addition to the day-to-day management of the coast for local people and visitors by the Council. 2. Development of Place Making Plans funded through a combination of Welsh Government Transforming Towns funding and UK Government Shared Prosperity Fund. 3. Tourism grant programme funded through UK Government Shared Prosperity Fund. 4. Town centre events and activities grants funded through UK Government Shared Prosperity Fund. 5. Business decarbonisation projects funded through UK Government Shared Prosperity Fund.

	<p>6. Development work in Greenfield Valley funded through UK Government Shared Prosperity Fund.</p> <p>7. Activities by individual town councils to improve and promote their towns for visitors and to run or support events.</p> <p>8. Day to day promotion of the County to visitors at both local and regional level.</p>
1.11	At this stage, the Destination Management Plan does not take any account of the proposed National Park for the Clwydian Range and Dee Valley area as it is too early to know whether it will be agreed and when. If approved, though, it could be expected to have a significant positive impact on the visitor economy of the County as well as potentially bringing destination management resources, opportunities, and pressures to manage.

2.00	RESOURCE IMPLICATIONS
2.01	No resource implications arise directly from this report. The work on Destination Management already features within the work programmes and budgets of the relevant Council teams. Development work on Destination Management will continue to be supported by externally funding wherever it can be secured.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																	
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>The approach taken to Destination Management seeks to manage the key destinations in the County in a sustainable way – reducing the impact of visitors while maximising the economic benefits.</td> </tr> <tr> <td>Prevention</td> <td>No change</td> </tr> <tr> <td>Integration</td> <td rowspan="2">The approach taken to Destination Management brings together all the relevant partners to manage the visitor destinations.</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> <td>No change</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>The approach taken to Destination Management seeks to manage the key destinations in the County in a sustainable way – reducing the impact of visitors while maximising the economic benefits.</td> </tr> <tr> <td>Resilient Wales</td> <td>No impact.</td> </tr> <tr> <td>Healthier Wales</td> <td>No impact.</td> </tr> <tr> <td>More equal Wales</td> <td>No impact.</td> </tr> </table>	Long-term	The approach taken to Destination Management seeks to manage the key destinations in the County in a sustainable way – reducing the impact of visitors while maximising the economic benefits.	Prevention	No change	Integration	The approach taken to Destination Management brings together all the relevant partners to manage the visitor destinations.	Collaboration	Involvement	No change	Prosperous Wales	The approach taken to Destination Management seeks to manage the key destinations in the County in a sustainable way – reducing the impact of visitors while maximising the economic benefits.	Resilient Wales	No impact.	Healthier Wales	No impact.	More equal Wales	No impact.
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	Cohesive Wales	No impact.
	Vibrant Wales	Destination Management includes supporting the cultural assets of the County.
	Globally responsible Wales	The approach taken to Destination Management seeks to manage the key destinations in the County in a sustainable way – reducing the impact of visitors while maximising the economic benefits.
	Risk	Mitigation
	Public sector budget pressures	Destination management already represents a series of compromises between how the visitor destinations in the County could be managed to maximise their appeal versus the available private and public sector resources. Further cuts to public sector budgets will create a need to revisit these compromises on a case-by-case basis. The Destination Flintshire Partnership, though, enables a co-ordinated approach to reviewing impacts and finding mitigation measures where possible.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The draft Destination Management Plan was co-produced with members of the Destination Flintshire Partnership.

5.00	APPENDICES
5.01	Draft Destination Management Plan.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Niall Waller (Enterprise and Regeneration Manager) Telephone: 07342 093133 E-mail: niall.waller@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Shared Prosperity Fund – UK Government funded programme with projects selected locally by the Council. Runs until March 2025.</p> <p>STEAM – Scarborough Tourism Economic Activity Model – a commercial model that extrapolates visitor information from businesses to generate an estimate of the County’s economic benefit from the sector.</p> <p>Transforming Towns – Welsh Government funding programme to support town centres.</p>