

**Tourism Destination Management Plan – One Year Action
Plan**

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service/Lead Director	John Foster - Head of Regeneration and Economic Development
Lead Officer and Report Author	Laura Dickson - Visitor Economy & Events Development Manager
Classification	Public
Wards affected	All

Executive Summary

The Tourism Destination Management Plan 2015-2018 has been reviewed and a new one year rolling action plan developed.

This report makes the following recommendations to the Heritage, Culture and Leisure Committee

1. That the new one year rolling action plan for the Tourism Destination Management Plan is adopted.

Timetable

Meeting	Date
Heritage, Culture and Leisure Committee	2 April 2019

Tourism Destination Management Plan – One Year Action Plan

1. INTRODUCTION AND BACKGROUND

- 1.1 The Tourism Destination Management Plan (DMP) was adopted by Heritage, Culture and Leisure Committee in July 2015 and an accompanying three year Action Plan was endorsed by the Committee.
- 1.2 In November 2018 Committee agreed that the DMP should be reviewed and a new one year rolling action plan developed.

Review

- 1.3 Destination Management Consultancy Blue Sail, who produced the original Destination Management Plan in 2015, were appointed to undertake the review and action plan update.
 - 1.4 The original plan was analysed through a series of industry consultations, surveys and workshops looking at developments and changes since 2015, including the recent Economic Impact of Tourism in Maidstone report.
 - 1.5 Key businesses from all parts of the tourism sector were invited to attend a workshop facilitated by Blue Sail on the 6th February 2019. Over 50 key tourism sector businesses and organisations took part in a series of exercises that took a fresh look at the DMP, and identified actions that could contribute to shaping the plan.
 - 1.6 Members were invited to a consultation workshop that same day. The workshop started with feedback from the morning session followed by member's input into determining the actions that aligned with the council's priorities.
 - 1.7 The final report and action plan can be found in Appendix 1.
 - 1.8 There is no dedicated DMP budget. Projects are funded through a combination of existing related budgets, funding from the Kent Business Rates pool, collaboration with the sector and bids for funding to appropriate sources. The action plan identifies the key partners required to deliver actions.
 - 1.9 The annual tourism service budget is also used to support the DMP work. The marketing budget is £31,000 and is dependent on £15,000 income target for advertising revenue on the website and publications.
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2. AVAILABLE OPTIONS

- 2.1 That the one year action plan is adopted. It provides achievable actions that stakeholders have agreed, and provides the strategic direction for the visitor economy. **RECOMMENDED**

- 2.2 That the one year action plan is not adopted. This would effectively decommission the DMP and dismiss the views of those businesses and stakeholders who inputted into the review. **NOT RECOMMENDED**
- 2.3 That the one year action plan is adopted subject to changes requested by committee. The plan was developed through wide consultation with the tourism industry locally and with members of the council through the workshop consultation. The action plan has been developed with all those views already considered. **NOT RECOMMENDED**
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3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 That option 2.1 above is approved. The action plan is for all tourism stakeholders in the borough and was agreed by the range of businesses and organisations from across the visitor economy sector who attended the planning workshop. The action plan takes into account that the main focus of the original DMP remains valid and that by introducing a rolling one year plan it is focused on achievable outputs.
- 3.2 Without a strategic plan, the potential to grow the visitor economy is reduced and may lead to disparate activity that is unconnected. The DMP has brought together Maidstone's tourism industry, working in partnership to ensure that Maidstone can increase the volume and value of an industry that is one of the few growth industries in the country. Without a plan that focuses on the growth markets, the volume and value of tourism may decline.
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4. RISK

- 4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The committee agreed that the review take place and for there to be for workshops for both tourism stakeholders and members as part of the review process
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 An MBC officer group from across relevant departments will be established to ensure actions and joined up thinking takes place. Working groups

relating to specific actions will be set up. These may be council or industry led.

6.2 The DMP Board will continue to oversee the progress of the action plan.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve the corporate priority of A Thriving Place.	Head of Regeneration and Economic Development
Risk Management	Already covered in the risk section	Head of Regeneration and Economic Development
Financial	As set out in paragraphs 1.8 and 1.9 of the report, the Destination Management Plan will be delivered within the constraints of existing available funding and so will need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Head of Regeneration and Economic Development
Legal	Each local authority has a statutory duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Tourism Destination Management Plan and the new one year rolling action plan demonstrate compliance with that duty.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	Data will be held and processed in accordance with the data	Team Leader (Corporate Governance),

	protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality.	MKLS
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Equalities and Corporate Policy Officer
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Head of Regeneration and Economic Development
Crime and Disorder	The recommendation will have no impact on Crime and Disorder	Head of Regeneration and Economic Development
Procurement	There are no procurement implications at this stage	Head of Regeneration and Economic Development

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Destination Management Plan - One Year Action plan 2019

9. BACKGROUND PAPERS

DMP 2015-18 https://www.maidstone.gov.uk/home/primary-services/council-and-democracy/primary-areas/your-councillors?sq_content_src=%2BdXJsPWh0dHBzJTnBJTJGJTJGJbWVldGluZ3MubWFpZHN0b25lLmdvdi51ayUyRmRvY3VtZW50cyUyRnM0MzIwMCUyRkRlc3RpbmF0aW9uJTJwTWFuYWdlbWVudCUyMFBsYW4lMjAtJTJwQXBwZW5kaXglMjBJJTJwLSUyMERyYWZ0JTJwRGVzdGluYXRpb24lMjBmY5hZ2VtZW50JTJwUGxhbi5wZGYmYWxsPTE%3D