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Buissness Support Guides

A Guide to Destination Management Planning

November 2023

What is the purpose of a Destination Management Plan (DMP)?

For stakeholders to agree on a set of priorities and actions to grow and benefit from the local visitor economy.

Who is this guidance for?

Organisations who want to work together with others to grow and gain more benefit for their area from the visitor economy:

- Established (or emerging) Local Visitor Economy Partnerships (LVEPs)
- Destination Management Organisations working as part of their local LVEP structure
- Consultants supporting destinations with their Destination Management Plans

What does the guidance do?

It outlines the importance of having a Destination Management plan for the geography covered by the Local Visitor Economy Partnership. It is designed to help with the creation of new plans or the update of existing plans.

It identifies the key stages and elements that should be in place – the people to involve, the evidence required, and the process of shaping and determining action. It recognises that all destinations are different and will need to interpret and adapt the processes outlined here to their own particular circumstances.

The guide is in five sections:

1   Agreeing to plan together [Why do this and who to involve?]
2   Gathering the evidence [How well are we doing now?]
3   Setting the direction [Where do we want to get to?]
4   Identifying the action [What do we need to do to get there?]
5   Measuring progress and keeping it going [Have we got there yet?]

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1 AGREEING TO PLAN TOGETHER

At the outset it is important to spend some time thinking, discussing and agreeing about the idea of developing a Destination Management Plan. Some key questions include:

What is this all about i.e. vision, aims and objectives, why should we do it, who should be involved and what do we need to put into it in terms of resources and support?

1.1 What is a Destination Management Plan?

Destination Management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment

A Destination Management Plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources. In these definitions, 'manage' and 'management' are taken in their widest sense. Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, operationally and in other ways. Broadly, a Destination Management Plan is equivalent to a Tourism Strategy and/or Action Plan for in a destination.

A DMP needs to be recognised as _**'the'**_ plan for the visitor economy in a destination, incl. by all relevant stakeholders, who would be involved in its delivery. Where a Local Visitor Economy Partnership exists or is emerging, they should be leading and overseeing the development of the DMP and its implementation.

A DMP is different to an LVEP's own business plan. Simply put, the DMP focuses on the destination and is more external in focus whereas an LVEP business plan is a plan for the organisation itself including how it is funded, staffed managed, and has an internal focus.

Destination Management Plans should cover all the fundamental aspects of destination management, including:

- Tourism performance and impacts
- Governance, delivery structures and communication
- Overall appeal and appearance, access, infrastructure and visitor services
- Destination image, branding and promotion (marketing)
- Product mix – development needs and opportunities
- Business support offer
- Staffing, skills and careers

- Government priorities for the visitor economy, such as accessibility and inclusivity, sustainability, innovation and business events
- Commercial opportunities incl. bookable product, sales and distribution

Typically, a Destination Management Plan would:

- Outline ambitions and targets for the destination over period of up to 5 years.
- Contain prioritised actions within an annual rolling programme, identifying stakeholders responsible for their delivery.

1.2 Why do you need a Destination Management Plan?

- *Address fragmentation:* The visitor economy involves a range of experiences delivered by many organisations in the public, private and voluntary sectors. It is essential that they work together to achieve a better use and management of resources
- *Recognise, strengthen and coordinate different functions:* Supporting the visitor economy is not just about promotion but about a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses
- *Manage and monitor impacts:* Tourism has a range of impacts on society and the environment and is inherently an activity that benefits from management
- *Prioritise and allocate resources*: Identify the real needs and priorities and allocate financial and human resources effectively
- *Win more support and resources*: A well-researched, argued and presented destination management plan can strengthen the case for funding and help to identify projects for support. A new funding toolkit is available to support with this

Fundamentally a Destination Management Plan will articulate the overall importance of the visitor economy to the destination, its role in place-shaping and its contribution to the wider local economy. It plays a very important role in identifying how the full range of local authority policies and services (in planning, transport, environmental management, leisure and recreation, culture and the arts) can support the visitor economy on the one hand and be supported by it on the other

- By strengthening the visitor economy, services enjoyed by local people, such as restaurants, attractions, arts and entertainment will benefit
- Looked at the other way, actions directly aimed at making somewhere a better place to live and work will also make it a more appealing place to visit
- Strengthening and promoting the image and awareness of a destination and the services available can be highly important in attracting new business and investment across all sectors

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- Tourism has demonstrated its ability to stimulate growth in jobs and is a relatively accessible sector in which to start a new business

1.3 Who should have a Destination Management Plan?

As a result of the implementation of the de Bois review of Destination Management Organisations, the destination landscape of England is changing.

The ambition of the review was to reduce the fragmentation in the DMO landscape and create a portfolio of strong sustainable destination organisations. These are named Local Visitor Economy Partnerships or LVEPs – which will work alongside VisitBritain/VisitEngland to deliver local and national visitor economy growth priorities. The review emphasises the need for DMOs to be given a more prominent role in decision-making processes and be adequately resourced to fulfil their responsibilities effectively. As such, all LVEPs need to have a Destination Management Plan for the geography they represent.

The DMP needs to be managed by the LVEP as the recognised strategic tourism organisation, however the LVEP will not deliver all elements of the DMP. They will work in partnership with all key stakeholders in the destination – both public and private sector – and the DMP needs to clearly define roles and responsibilities as part of that.

The LVEP will work with all the DMOs in their geography as part of this and the DMP is a plan which all the DMOs in an area support. If there are instances where a separate plan for a destination within an LVEP is required, it is important that it should connect into the wider DMP.

In some areas of the country, groups of DMOs or local authorities are coming together to form a partnership LVEP. Where this is the case, it is important that the partnership has a joint DMP for their geography. In the short term this could take the form of a framework which brings together existing DMPs for the specific destinations within the new LVEP geography. The aim would be for each LVEP to have one DMP that all partners subscribe to.

Where an area has a Destination Development Partnership in place, it is important that there is synergy and alignment between the DDP's strategic ambitions and the DMPs being led by the LVEPs in the area to ensure join-up and maximise opportunities.

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1.4 Who should be involved?

The Local Visitor Economy Partnership should be responsible for leading the development of the DMP. Essentially the LVEP provides the leadership and the DMP provides the context for its work – i.e. it should be seen as their roadmap and that of other stakeholders in the destination. The preparation of a Destination Management Plan must involve:

- Private sector – representative bodies and key tourism enterprises
- Local authorities and, where relevant, Combined Authorities– key departments/functions: economic development; tourism/recreation; arts/culture/heritage; planning; transport; environment/countryside. Some destinations will involve more than one authority and all should be engaged
- Civil society/ voluntary interests – community, civic, environmental
- Wider economic partners that are influenced by or have influence on tourism
- Cultural and heritage partners
- Protected landscapes (National Parks, Areas of Outstanding Natural Beauty)
- VisitEngland – or the LVEP (if the plan is for a smaller destination)

A balance of the above interests should be reflected at three levels of engagement in the preparation of a DMP:

- DMP Steering Group. A small overseeing body that meets regularly
- Key stakeholder participants. Involved in all meetings and processes that shape and agree on the DMP
- Wider consultees. Organisations and individuals surveyed and consulted. It is very important that the private sector should play a leadership role in the development of the DMP and not simply be consulted

1.5 Stages of Destination Management Plan development

Stage	Time required (months)	Key stakeholder engagement	Wider consultation	Outputs
Getting started		Initial meeting	Announcement	
Gathering evidence	2 – 6	Assistance and participation	Extensive consultation	Summary results
Establishing strategy/direction	1 – 2	Stakeholder workshop	Information as required	Strategic directions
Developing action plan	1 – 4	Agreement on tasks and responsibilities	Information as required	Draft DMP
	(1 – 2)	Approval of DMP	(Consultation on draft)	Final DMP launched
Monitoring and reporting		Quarterly reporting	Regular communication	Annual report

1.6 Getting started

Before the DMP development begins, work to prepare the ground should include:

- Getting key stakeholders together to agree on a DMP, its purpose and coverage and the process that will be followed
- Setting up the programme of work – identifying a leader, establishing a Steering Group, agreeing tasks and potentially appointing consultants
- Possibly holding an initial kick-off event or workshop
- Announcing the exercise and handling relations with the media

This period should involve some early consideration of the context and background to the DMP, including:

- The local and national policy and strategy context, including relationship to national Government priorities and the emerging visitor economy strategy for England
- Past and current work on the visitor economy in the area
- The current stakeholder structures and engagement processes
- Key issues and priorities already apparent that the DMP will need to address

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2 GATHERING THE EVIDENCE

Destination Management Plans should be evidence based rather than being built on assumptions or on limited knowledge and opinion. Some key points to bear in mind include:

- Being aware of all the available evidence that may have already been collected before starting to gather more. This may come from:
  - Evidence already collected by individual public and private stakeholders
  - Previous tourism/visitor economy plans, strategies and research
  - Plans and research for other topics and sectors – e.g. economic development, sport/recreation, transport
- Using data that may be available nationally or for a wider area, having considered its relevance and applicability
- Identifying data gaps and how these might be filled

2.1 Knowing the product

DMPs should be based on a sound knowledge and assessment of all the assets of the destination that can drive and support the visitor economy.

Elements to include in product audits:

Tourism facilities	Accommodation, catering, attractions, activities, events, retail relevant to tourists, other facilities
Heritage and culture	Historical connections, traditions, specific heritage sites, arts, crafts, cuisine, other aspects of living culture
Landscape and countryside	General qualities, appeal and distinctiveness of the landscape. Specific access sites, routes and trails, wildlife and other features. This may include the seaside and beach management
Built environment	Cityscape, towns, villages – appearance and upkeep. Specific features, distinctive architecture, parks and gardens, public realm
Access and transport	Road, rail, boat (river, sea), air links to and within the destination. Transport providers (public and private)
Visitor services	Marketing media, information provision and outlets. Signposting, car-parking availability and charging, toilets, other services.

In addition to what is currently available in the destination, it is very important to be aware of:

- **New development projects** – being constructed, planned or proposed
- **Neighbouring product** – major facilities and attractions, key strengths, new developments and initiatives, outside but close to the destination – these could be an asset (by encouraging visitors to stay longer in the destination) and help the destination remain competitive in terms of its offer, ensuring any product development compliments rather than competes.

In recording and assessing all of this product it is necessary to consider

- **Quantity** – how much is there, of what type?
- **Quality** – is it good or poor? Is it accessible and sustainable?
- **Distinctiveness** – to what extent is it special to this destination?
- **Change and threats** – does it appear to be growing/improving or declining/ deteriorating and are there any clear risks to its presence and quality?

2.2 Understanding current performance

This is about gaining a clear picture of the volume and value of tourism in the destination and the performance of tourism businesses. Different types of data sources can be considered for this purpose, for example:

1. National data applied to the area of the destination
   - The Great Britain Tourism Survey, covering domestic overnight visitors, can supply data at a county, town and local authority level in the form of three-year rolling averages. The survey was relaunched in 2021 so local authority data is not yet available. We advise using the 2017-19 data for now.
   - Information from the Great Britain Day Visits Survey, covering domestic day trips, is available at a county, town and local authority level. As with the overnights data, we advise using 2017-19 data until we have collected enough data from the new survey.
   - The International Passenger Survey outputs data on overseas visitors for counties and many towns in England. Data from 2022 is available. For smaller destinations we advise using three-year averages.
2. Local economic impact. Commercial models on the performance and impact of tourism are used by many destinations.
3. Annual information on visitor volumes at key sites.
4. Surveys of businesses and visitors in the destination. Businesses can provide information on current and recent performance.
5. Other third party sources of data for example card spending, mobile phone data or online travel agent data.

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2.3 Listening to visitors

Destination Management Plans should be market-based and fully informed by a knowledge of visitors and their experiences. Information required about visitors includes:

- Visitor profiles – origin, life stage, party make up etc. Including reference to under-represented groups and those who aren't visiting
- Information on visit – previous visits, awareness of brand, specific purpose of visit, transport, information used, length of stay, spend
- Activities – places visited, use of services, activities undertaken
- Reaction to the destination and its components – general and specific satisfaction/ dissatisfaction; recommendations.

More in-depth market research can be very helpful in informing the DMP. Focus groups, constructed to cover both previous and potential visitors and different market segments, can provide highly valuable insights into destination awareness, reactions, expectations and factors affecting decision making.

2.4 Understanding businesses

Destination Management Plans should give high priority to the performance and impact of tourism businesses and so they should be based on a clear understanding of their needs. Businesses should be encouraged to recognise that destination management is about the delivery of quality experiences for visitors and addressing the needs of enterprise and the local area in a range of ways, rather than simply promotion. Information required about businesses includes:

- Nature of the business – size, employment, management, networking etc.
- Level of performance – patterns of use, unfilled capacity
- Markets served and observed market trends and needs
- Investment intentions and issues
- Barriers to successful performance, investment and growth
- Support required - e.g. training needs, marketing
- Assessment of current destination management – what aspects are most important to them and what aspects are delivered best and least well
- Engagement and communication with the destination – how could this be improved
- Overall key issues concerning the destination that should be addressed.

Sources of information:

- Consultation with industry groups/associations
- Face to face meetings with selected key and/or representative businesses
- Questionnaire/survey of all tourism businesses

2.5 Identifying local issues

A further key requirement is to assess the range of possible local factors that should affect the context of the DMP moving forward and gathering evidence about them.

Issues may include:

- The local economic and political context for tourism development
- Community awareness and reaction to tourism, as well as possible pressure on key local services
- Local environmental impacts of tourism, including pressure on finite resources
- On-going or proposed projects and initiatives in related fields
- Transport and other access issues to and within the destination
- Generally perceived opportunities and threats
- The relationship to other sectors, such as economic linkages through the supply chain.

Sources of information:

- Local policies and strategies
- Direct consultation with a range of local authority departments and civil society bodies.
- Community consultation
- Direct surveys of residents

2.6 Reflecting external trends

Future opportunities will depend as much on the external environment, in the UK and internationally, as on the situation within the destination. Relevant knowledge and information includes:

- General economic, social and environmental trends that may influence tourism's performance in the medium term
- Tourism market trends, including domestic and incoming
- Any forecasting specifically on tourism
- Tourism product trends
- Trends in technology and its use

VisitBritain publishes a range of resources on tourism and wider trends which could be helpful.

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2.7 Assessing the destination's competitor set

As part of the evidence gathering for the DMP it is instructive to take a quick look at what other destinations are offering and their approach to tourism. This can help in:

- Aspirations to be a market leader
- Being aware of current standards to be met or surpassed
- Understanding the relative strengths and weaknesses of the destination and what makes it distinctive
- Learning and getting ideas from elsewhere
- Thinking about what could be done differently, in order to generate new tourism rather than just displacing it from elsewhere
- Considering possible future linkages and collaboration

3 SETTING THE DIRECTION

Having gathered a comprehensive set of evidence on the destination, how it is performing and the local and wider context, this stage is about using this to identify the desired direction and goals for the visitor economy over the DMP period. The Destination Management Plan, including the objectives and actions it contains, should provide a direction for all tourism stakeholders working together. It is not the same as the LVEP or DMO's own business plan, although they should be closely related. Their business plans are about the running of their own organisation while the DMP will also include actions for other stakeholders.

3.1 Alignment with existing national policy and strategy and local plans

The DMP needs to show awareness of all existing strategies and policies that have a bearing on the visitor economy in the area.

VisitBritain/VisitEngland strategies as well as DCMS policies and plans will provide useful ideas on actions that can be adapted for local application, influencing growth in the visitor economy or addressing challenges and barriers. At a local level, the DMP should be seen in the context of wider policies and plans covering the destination that may have been established by the local authority (or local authorities, if the destination crosses administrative boundaries). This could include Combined Authority plans and strategies, Local Development Plans and.other relevant plans such as for transport. Business Improvement Districts will have business plans and strategies that should be reviewed. There may also be other relevant strategies and plans affecting the visitor economy in the destination, covering matters such as heritage and the arts, sport and recreation, countryside management and access. All of these should inform, and be informed by, the DMP.

3.2 Shaping the approach together

It is very important that key stakeholders have the opportunity to work together at this stage in order to consider the evidence, identify and agree strategic priorities and start to talk about actions. This may be best achieved by a central workshop which brings together both public and private sector stakeholders in one place. The main objectives of this are to:

- Present feedback on the evidence gathering and agree on the main conclusions from this.
- Gain reaction to initial ideas for future direction – working together to develop these further, including pointing to possible principle actions.

Participants at the workshop should be carefully selected and individually invited to ensure that all the key organisations are involved and a good balance of interests is

maintained. All the remaining sections within this stage (3.3 to 3.7) could be covered in the workshop.

3.3 Summarising the situation

SWOT analysis is a useful way of summarising the evidence and distilling the messages from it in order to inform the way forward, presented as a table, as illustrated below.

	POSITIVE	NEGATIVE
INTERNAL	STRENGTHS e.g. • Key assets • Brand and product distinctiveness • Location advantages • Other comparative advantages • Accessibility or sustainability of destination / product • Product innovation	WEAKNESSES e.g. • Gaps in assets • Aspects of poor quality • Resource constraints • Organisational problems • Comparative disadvantages • Accessibility or sustainability of destination / product • Lack of product innovation
EXTERNAL	OPPORTUNITIES e.g. • Key markets • Market and product trends • Technological advances • Supportive policies • Available resources • New developments	THREATS e.g. • Economic or security uncertainties • Environmental challenges • Unsupportive policies • Lack of coordination and response • Strengthening competitors

The response to a SWOT analysis is to build on the strengths, address the weaknesses (where they are holding the destination back), pursue the opportunities and minimise the impact of the threats.

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3.4 Identifying overall principles and aims for the visitor economy

The first questions for stakeholders to consider in shaping the Destination Management Plan should be fundamental ones:

- How important is the visitor economy to the local area?
- What is it that we want to deliver?
- Why are we concerned about its development and management?

Visitor economy impacts can be both positive and negative and these need careful consideration and management. This is about taking a long-term view, meeting the aspirations for growth together with the needs of local communities, businesses, visitors and the environment. It recognises that through good planning, creative development and effective management, all can benefit.

The DMP should recognise and set out the basic principles for the local visitor economy and its role in place-shaping, such as:
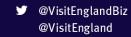
- Increasing economic prosperity and creating new jobs
- Strengthening and improving the quality of existing jobs
- Generating support for the conservation of the area's natural and cultural heritage
- Increasing income for local services and improving their availability and quality
- Minimising environmental impacts
- Providing a fulfilling and rewarding experience for visitors and local residents
- Ensuring social inclusion – maximising opportunities and access for all

In pursuing a balance of aims the destination should be creating the environment for sustainable economic growth.

3.5 Shaping the strategic direction and priorities

At this point, the strategic direction for the visitor economy over the next 5 years should take shape. It requires thought and discussion to determine priorities and key themes. Priority areas and issues to consider may include:

- The seasonality of tourism
- The spread of tourism activity within the destination – how concentrated and how dispersed; locations with the greatest opportunity and need
- The balance of volume and value – the advantage and chance of increasing spend per head
- Priorities towards staying as against day visitors, and increasing length of stay
- Issues of capacity and quality of accommodation and services – the balance between filling existing space, making improvements, filling gaps and pursuing new development

- The opportunity to make more of the destination's particular distinctiveness, in terms of attractions, local produce, events or in other ways
- Opportunities to increase the level of tourism spending retained locally
- The need to develop new services for visitors
- The need to improve stakeholder engagement and joint working
- How the destination will contribute to national priorities, e.g. for Britain to be the most accessible destination in Europe by 2025 and the UK's aim for Net Zero by 2050.

The above list is indicative, not comprehensive. A key aspect of this is a consideration of current and future target markets. These should be identified in the DMP, based on a realistic consideration of:

- Existing markets, trends and the opportunity for change
- Current product strengths and weakness
- Development needed to attract different markets
- Market access opportunities and constraints
- How different markets relate to the strategic priorities.

Equally it is important to relate strategic direction and priorities, including market selection and product development, to the destination's brand values and the way in which the brand is presented currently and in the future.

3.6 Preparing a vision statement

Vision statements may be expressed in a few clear sentences and convey simply what the DMP is trying to achieve. They should reflect the local circumstances and strategic priorities.

Elements could include:

- What the destination will be like at the end of the period in question
- The relative position of the destination and how it is viewed
- How the visitor economy will be performing
- What benefits are being seen
- Visitor levels, types, activities, and reaction to the destination
- Levels of enterprise and community engagement
- Change compared with the current situation

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3.7 Identifying strategic objectives and targets

The strategic direction and priorities should provide the basis for identifying a set of strategic objectives, which in turn provide the framework for specific actions. The strategic objectives should relate to clear outcomes. Quantitative targets for the overall DMP, whether linked to individual objectives, may be set, for example volume and value targets for tourism. It is important to remember that the objectives and targets of the DMP are not equivalent to the specific performance targets of the LVEP or DMO as an organisation, although these may be related.

4 IDENTIFYING THE ACTION

Destination Management Plans should contain clear action plans to form the basis for their implementation. Actions should be guided by the strategic objectives and relate back to them in the way they are framed, selected and prioritised. These should not just be actions for the LVEP or DMO – a key role of the plan is to coordinate actions amongst different stakeholders. In most cases the LVEP or DMO will not have the responsibility over every facet of the destination. For example, if the organisation is separate from the local authority, it will have no direct control over the public realm. Likewise individual businesses are responsible for the quality of their product, an LVEP or DMO can only influence, raise awareness and encourage improvements to be made.

4.1 Covering the ground

DMPs will be stronger if they address, and coordinate, a full range of action areas that are relevant to the visitor economy. Specific action areas may include:

- Partnership structures and communication, including a clear role for the LVEP in coordinating and leading the delivery of the DMP
- Community engagement, including advocacy
- Business Support, incl. training and advice
- Product quality and development, including innovation and investment promotion
- Infrastructure investment and improvements, including their accessibility.
- Place-making – improvements to the public realm etc.
- Sense of place – e.g. use of local produce and local stories
- Arts, culture and heritage – access, interpretation, promotion
- Strategy related to housing and short-term lets
- Skills strategy incl. staffing and career development
- Attracting, planning and managing events, incl. business events
- Destination branding and awareness-raising
- Tactical marketing, including relationships and engagement with others
- Information services – including signing and innovative approaches
- Visitor transport and access
- Environmental management and conservation
- Visitor safety and security
- Research and knowledge gathering

Again, the list is indicative, not definitive. Destinations may need to prioritise given resourcing implications.

4.2 Identifying and defining actions

Ideas and concepts for specific actions will emerge throughout the DMP development process.

- Current actions should be included if it is considered that they are important and contributing to the strategic objectives. The DMP should not be just about new actions
- Some actions will be in areas not normally directly associated with the visitor economy but very important to it.

Action plans should identify for each action:

- The timing for the action
- The level of importance
- Indicative cost and resources required (this does not necessarily have to be additional costs)
- Responsible body and others involved
- Funding source, if possible

Prioritisation is important. It can be helpful for longer term action plans to indicate early actions and quick wins. However, there is a difference in prioritisation by time and by importance – these may not always be the same. Some actions may not be initially funded. The DMP can provide a basis for seeking funding for their implementation. It can be used as evidence and justification of the need for funding.

4.3 Allocating roles and securing commitment

A key feature of actions identified in a DMP is that they will need to be carried out by a range of different stakeholders. For this reason it is important that action plans are developed in consultation and are agreed by the stakeholders.

Having the LVEP as the single lead body to take responsibility for the overall plan is important, to avoid confusion. However, many actions are likely to involve a number of stakeholders. It is important that implementing bodies are committed to the actions identified.

The table below indicates some of the different kinds of body to involve in actions and the roles they may be best placed to play.

Some actions may need to involve organisations outside the destination, including those in neighbouring areas or at a higher geographic level, including national agencies.

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Local Organisations

ORGANISATION	ROLES
Destination Development Partnerships	• Where they exist, DDPs will deliver joint action on behalf of the LVEPs they cover. This could include • Route development for overseas markets • Travel Trade engagement and strategy • A skills audit and action plan • A Business Events strategy
LVEP (or the DMO where there is no LVEP or the plan is for a smaller destination)	• Overall ownership for DMP • Lead delivery stakeholder of DMP • Delivery of annual LVEP growth plan • Local government engagement • Representing tourism and the visitor economy with national government and other arm's-length bodies (LVEP only) • Engagement with VisitBritain/VisitEngland on behalf of the destination (LVEP only) • Engagement with tourism businesses • Evidence gathering / monitoring – visitor/business surveys • Destination branding and marketing • Visitor information and orientation • Engagement with tourism businesses
Local Authority (Combined Authority, County, District or Unitary) / LEP where appropriate	• Public realm – accessible and inclusive, appearance and maintenance • Transport planning and supporting provision – infrastructure, such as EV charging points • Planning and development control (including issue of second homes and rentals) • Public health and safety • Public/visitor services – toilets, car parking, waste, utilities, changing places facilities • Certain arts, heritage, leisure and information services • Access, rights of way, countryside management • Economic/ business development, including sector support • Investment promotion • Funding of enterprise focussed initiatives
Business Improvement Districts (BIDs)	• Streetscape, including cleaning, presentation • Signage/ visitor information • Street safety • Events and animation • Other aspects of place-making not carried out by the local authority. • Establishment of local private sector partnerships and engagement • Development of better trading environment for businesses within a specific geographical area.

Protected Area Authority (National Park, AONB)	• Some of the above, depending on status • Conservation and enhancement of natural beauty/heritage • Visitor enjoyment and understanding of protected area • Economic and social wellbeing of the community
Parish / Community Council/ neighbourhood group	• Future direction for area/community • Local place-making; aspects of public realm / visitor services • Local activities, events • A host community perspective
Individual tourism businesses	• Development and operation of most visitor facilities • Employment creation and maintenance • Product development, investment and improvement • Promotion of business and link to destination brand • Visitor welcome, orientation and care
Local landowners	• Provision and management of access to key sites • Future development opportunities
Local civic societies, disability action groups, heritage groups, arts & culture groups, other local/ voluntary bodies	• Presentation / interpretation of heritage – sense of place • Local events and initiatives • Support for community engagement • Representing environmental interests • Local knowledge and expertise, including accessibility of the destination

National Organisations

VisitEngland / VisitBritain	• Advice, support and tools for DDPs, LVEPs and other stakeholders • Aspects of business support and quality standards • Tourism intelligence • Sector representation nationally • Promotion of England • LVEP networking and best-practice sharing • Promotion of Britain overseas
Other national public agencies and NGOs in heritage, arts, sport, environment, places	• Advice and support on heritage, place-making, communities • Management tools and information • Provision of, and support for, schemes and initiatives • Links and pointers to funding
Tourism Associations or other trade groups (may be local or national bodies)	• Communication with tourism businesses / representation • Member support – information, training, advocacy
Research and training bodies (may be local or national bodies	• Research and knowledge gathering • Business and staff training; advice

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5 MEASURING PROGRESS AND DRIVING SUCCESS

A Destination Management Plan (DMP) should be regarded as a living entity, kept relevant and fresh by constant use. This will require a structure with on-going reporting and communication, a process for assessing its impact and a programme of review and renewal.

a. Supporting and maintaining the DMP

The DMP should be the responsibility of the Local Visitor Economy Partnership usually supported by Steering Group or another working group which could be maintained to oversee implementation and should be connected into the governance arrangements for the LVEP.

Actions to support the implementation of the DMP include:

- Allocation of actions to lead bodies, as indicated in the previous section
- Work on securing funding and resources for the plan and individual actions, as required.
- Development of governance arrangements to oversee the delivery of the DMP, this could be a steering group or form part of the LVEP governance responsibilities

A dynamic reporting process is required, which should entail:

- The provision of information on progress on individual actions, through regular reporting by the responsible stakeholders to the Steering Group and LVEP or as part of the governance arrangements for the LVEP
- Regular reporting on the DMP, summarising progress on all actions and taking any necessary management decisions
- Preparation of an annual report, to be received by the full DMO and stakeholder partners and widely communicated
- An annual meeting and process to determine and agree the forthcoming annual priorities and action plan
- Public communication of the work, including media relations.

b. Selecting indicators and undertaking monitoring

Performance indicators should be selected for the whole DMP, linked to its strategic objectives and targets, and to individual actions. Indicators relating to the overall state of tourism in the destination, such as volume and value, seasonality etc. are important in keeping overall track of the visitor economy. However, they are affected by the limitations of available statistics (see Section 2.2)

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Key Performance Indicators should be identified for the various actions in the DMP. These should include indicators covering:

- Inputs – e.g. level of support for projects
- Outputs – deliverables completed, actions taken
- Outcomes – specific results of projects/initiatives

Monitoring processes may include, amongst others:

- Recording of actions and responses
- Observation of changes on the ground
- Informal feedback from stakeholders
- Visitor surveys, repeated – see section 2.3
- Business surveys, repeated – see section 2.4

As well as tracking changes over time, opportunities for benchmarking performance between destinations using comparable indicators and monitoring processes should be pursued.

c. Reviewing and renewing the Destination Management Plan

Through annual reporting and renewal of the action plans, the DMP will be kept up to date. The overall strategic direction of the DMP should be considered annually through this process in case there may be an early need for change and amendment. The whole DMP should be reviewed and then renewed within a regular cycle (e.g. 5 years) This should be led by the LVEP and the governance arrangements for the LVEP and the DMP itself.

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Appendix 1 - Glossary of related terms

In considering destination management and what it entails, it is helpful to have a common understanding of some related terminology.

Tourism: The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes *(UNWTO definition)*. The term 'tourist' may be taken as those persons defined above. There is some inconsistency in whether 'staying' is taken as implying overnight stays or includes day visitors.

Visitor Economy: All aspects of the economy related directly or indirectly through the supply chain to the provision of services to visitors and benefitting from their spending. The term 'visitor' has the same meaning as tourist above but unequivocally includes people visiting just for a day or less as well as overnight.

Place Shaping: The creative use of powers and influence to promote the general wellbeing of a community and its citizens (Lyon's inquiry into local government 2007). It includes components such as understanding local needs, making the local economy more successful, being sensitive to the environment, security and policing, maintaining cohesiveness and shaping destiny.

Place Making: A multi-faceted approach to the planning, design and management of public spaces. This can include aspects such as information, interpretation, events, community and business engagement etc. as well as physical appearance and facilities.

Place Marketing: The application of marketing and branding strategies and tactics to destinations in order to attract investment and income. This latter may arise from attracting new business, tourists, residential expansion and other development and activity.

Destination Marketing: An aspect of place marketing, commonly referring to the promotion of a destination to tourists.

Sustainable Tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNWTO short definition). This is an essential component of effective destination management, integral to success and not an additional facet.

Accessible Tourism: "Tourism experiences that can be enjoyed by people with physical, sensory and cognitive impairments and others with accessibility requirements"

Visitor Management: The physical process of influencing, directing and accommodating the flow of visitors to and within a destination.

Please note the Tourism Intelligence Unit of the ONS have published further information on tourism definitions, these can be accessed here.