



## Report to Policy Committee

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**Report of:** *Kate Martin, Executive Director, City Futures*

**Report to:** *Economic Development & Skills Committee*

**Date of Decision:** *08/11/23*

**Subject:** *Adoption of Destination Management Plan (DMP) for Sheffield*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? tbc				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

### Purpose of Report:

To gain committee approval for Sheffield City Council to adopt the Sheffield Destination Management Plan (with Marketing Sheffield as lead) as the official framework to continue growth around Sheffield's visitor economy and perceptions of place.

Adopting an agreed Destination Management Plan (DMP) will

- Provide an official framework around which we will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.
- Provide a framework to inform all future decisions around the visitor economy (and those that may impact on the visitor economy)
- Allow Marketing Sheffield to retrospectively meet the criteria for Local Visitor Economy Partnership status with Visit Britain/ Visit England
- Ensure Sheffield has its own robust plan to dovetail into the South Yorkshire Destination Management Plan (being led by the South Yorkshire Local Visitor Economy Partnership LVEP and SYMCA)
- Act as a springboard for increased stakeholder engagement in our visitor economy plans.

- Enable us to take longer-term decisions around the future of the visitor economy.
- Inform other key strategies and plans such as the culture strategy and the Major Events Plan and the two-way relationships between those strategies and the visitor economy.
- The DMP will provide a detailed 5 year plan with review points to extend actions into the longer 10 year plan.

**Recommendations:**

That the Economic Development and Skills Committee

- adopts the Destination Management Plan for Sheffield (to be led by Marketing Sheffield) as the framework to inform decisions within the lifetime of the DMP around the visitor economy (and those that may impact on the visitor economy)

**Background Papers:**

1. *Final Destination Management Plan (DMP) for Sheffield*
2. *Appendix 1 STEAM research infographic*
3. *Appendix 2 List of consultee organisations for the Destination Management Plan*

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Natalia Govorukhina
		Legal: Rita Collins
		Equalities & Consultation: Ed Sexton
		Climate: Kathryn Warrington
<p><i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i></p>		

2	<b>EMT member who approved submission:</b>	Kate Martin
3	<b>Committee Chair consulted:</b>	Cllr Martin Smith
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> Diana Buckley Emma France	<b>Job Title:</b> Director – Economy, Skills and Culture Service Manager – Marketing Sheffield
	<b>Date: 301023</b>	

## 1. PROPOSAL

The council has completed a full and final draft of Sheffield’s Destination Management Plan (DMP) it is therefore proposed that the Sheffield Destination Management Plan (with Marketing Sheffield as lead) is adopted as the official framework to continue growth around Sheffield’s visitor economy and perceptions of place.

### 1.1 Background

Sheffield’s current destination management plan (DMP) is out of date.

A DMP is a condition of our successful South Yorkshire Local Visitor Economy Partnership (SYLVEP) accreditation with Visit England (at EDS Committee on 15th June 2023 it was agreed to submit an application to VisitEngland for accreditation of a South Yorkshire Local Visitor Economy Partnership (SYLVEP) which was subsequently successful (with Sheffield City Council as the accountable body) and was conditional of a DMP being in place.

A DMP is a shared statement of intent to manage a destination over a stated period of time. It articulates the roles of the different stakeholders

and identifies clear actions that they will take and the apportionment of resources.

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.

A DMP can cover all the fundamental aspects of destination management, including: Tourism performance and impacts, working structures and communication, overall appeal and appearance, access, infrastructure and visitor services, destination image, branding and promotion (marketing), product mix – development needs and opportunities.

Typically, a DMP sets a strategic direction for the destination over a period of at least five years. It contains prioritised actions within an annual rolling programme and identifies stakeholders responsible for their delivery.

Sheffield needs a DMP to act as blueprint for future proposals and to secure accreditation for the SYLVEP.

A Destination Management Plan for the whole of South Yorkshire (to encompass the geographical spread of the South Yorkshire Local Visitor Economy Partnership) is being commissioned via SYMCA, this will reference and complement Sheffield's DMP and will be the lead plan for the work of the SYLVEP. The local Sheffield DMP focusses on wider, stand-alone opportunities as well as being drawn to the commonalities and shared business support opportunities which will be identified in the wider SY plan.

## **1.2 The visitor economy is hugely important to Sheffield and is at a crucial point in its development.**

Sheffield's DMP will be the framework around which the council will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.

Sheffield is at a crucial point in its development as a visitor destination. The last few years have seen enormous change – the Covid pandemic, Brexit, cost of living and inflation. We are emerging strongly from it - our brave decision to host the 2022 Women's Euros raised our profile across the continent, our city centre is experiencing transformational levels of investment, and we have been, with other South Yorkshire authorities, accredited as a Local Visitor Economy Partnership (LVEP) by VisitEngland.

Sheffield's visitor economy already makes a valuable contribution to the success and prosperity of the wider economy. In 2022, Sheffield attracted

15.8 million leisure and business tourism visits. In total, £1.35 billion was estimated to have been generated directly and indirectly within Sheffield's economy through visitor and tourism business expenditure. This activity and expenditure supported 13,285 full-time equivalent ('FTE') jobs in Sheffield.

In order to recover and grow the visitor economy, the council will need to be holistic in our approach and effectively co-ordinate all the players that have a role. We need to build upon the good work that is being delivered, find ways to address the gaps, and effectively pool resources to grow the profile of Sheffield and the value of visitors to our great city.

This Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield.

Other key strategies in development influence and impact Sheffield's visitor economy e.g. Sheffield's Culture Strategy, our Major Events Plan and our Brand Development Plan. Having a DMP will provide a framework to inform all future decisions around the visitor economy.

As the local Destination Management Organisation ('DMO') and now the accountable body/key partner for the SYLVEP, Marketing Sheffield plays a key role in supporting the visitor economy and leads the development of the DMP. A Destination Management Organisation is the lead body for the marketing and management of a destination. Marketing Sheffield is part of Sheffield City Council's City Futures portfolio. Its tourism-related activities include place management, product development, branding and campaigns and commissioning/bidding for conferences and events.

### 3.3 Sheffield's DMP: Key findings, Aims and Objectives

The DMP identified some key findings:

- We have considerable **strengths**: our programme of sport, music, media, conference, theatre and University related events; our venues; our compact visitor friendly city centre and the range of things we can offer; our proximity to the Peak District; and the expertise and partners we have across (and beyond) the city.
- We have a number of **challenges**; a lack of a sizeable purpose built (or dedicated) conference facilities; the lack of a high profile attraction with national status and our profile as a short break destination; the available resources we have for developing the visitor economy. Our partnerships and co-ordination are improving but could still be better.
- Looking forward, we have a number of exciting **opportunities**; our distinct and diverse areas and neighbourhoods with a strong

independent offer; the potential for further development of the National Videogame Museum and Graves Gallery; our major city centre developments like the Castlegate and Heart of the City developments; our conference Ambassador Programme; developing strategic partnerships and collaborations e.g. within the South Yorkshire LVEP, our major institutions (like the Universities) and our stakeholders and businesses.

This Destination Management Plan has two primary aims:

1. To use the visitor economy to continue to develop Sheffield's brand and image and enhance our appeal to a range of audiences.
2. To drive overnight business to the city – focusing particularly on our shoulder months when our occupancies and rates could be improved.

A third (underlying) aim is to:

3. Enhance the quality of life and social value of the visitor economy for residents of Sheffield.

This will be achieved through the delivery of five objectives:

- Objective 1: Diversify and strengthen our events programme;
- Objective 2: Grow our conference market;
- Objective 3: Develop our city breaks offer
- Objective 4: Develop a world class, competitive product;
- Objective 5: Manage our visitor economy effectively.

## **2. HOW DOES THIS DECISION CONTRIBUTE?**

- 2.1 With an agreed Destination Management Plan, Sheffield will be in a better position to grow the volume and value of visitors to Sheffield, whilst also supporting added benefit in South Yorkshire.

A successful visitor economy directly contributes to the strategic goals identified in SCC's delivery plan for economic growth:

- Tackling inequalities and supporting people through the cost-of-living crisis: Sheffielders live in a city where inequality and discrimination are actively challenged, respect and diversity are valued and we strive to make our economy and our city work better for everyone
- Clean economic growth: Sheffield seizes on the opportunity for clean, sustainable and inclusive growth and supports an innovative and creative city economy with thriving businesses and good jobs

Furthermore, development of the visitor economy supports the priorities of the Business Recovery Plan as it:

- Stimulates demand in the local economy
- Stimulates investment in culture to help rebuild confidence and visitor numbers

It provides a framework for Sheffield to look to a revised long-term structure and funding arrangements for visitor destination management and marketing to build on the great work already done.

### **3. HAS THERE BEEN ANY CONSULTATION?**

- 3.1 There has been an extensive private sector consultation in developing the DMP where c.50 businesses/organisations in the sector have been consulted and interviewed. Appendix 2 gives a summary of these organisations.

This includes a wide range of both public sector, private sector, 3<sup>rd</sup> sector and agencies who are engaged in the visitor economy agenda including Universities, key organisations in the culture sector, Sheffield Chamber of Commerce, and individual hospitality businesses as well as venues and service providers who make up the visitor economy 'product'.

A large number of SCC officers have also been involved in the consultation beyond the Marketing Sheffield team to include officers working in regeneration, culture, climate change, parks and leisure and transport.

A workshop for the Chair and Vice Chair of EDS Committee took place on 5<sup>th</sup> October and an early draft of the DMP was brought to EDS committee earlier in the year as part of decisions around the South Yorkshire Local Visitor Economy Partnership (LVEP) application. A workshop for the wider EDS committee members took place on 26<sup>th</sup> October 2023

The Marketing Sheffield team have also recently undergone some specific consultation with those involved in the development of the Major Events plan and the Culture Strategy to ensure all strategies are 'talking' to each other.

### **4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

#### **4.1 Equality Implications**

- 4.1.1 Decisions need to consider the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010.

This is the duty to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Act 2010 identifies the following groups as a protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

An Equality Impact Assessment has been carried out and highlights that the work of Marketing Sheffield promotes the city as a diverse and inclusive destination. It also brings additional campaign opportunities to work with services such as 'AccessAble Sheffield' to identify Sheffield as an accessible destination.

## **4.2 Financial and Commercial Implications**

- 4.2.1 Any financial implications of this decision would have to be managed within existing City Futures service revenue budgets if other funding has not been secured.

By adopting the plan Sheffield CC are not committing to any financial obligations identified in the Action Plan, and activities will only be delivered if funding has been secured or it can be managed within existing City Futures revenue budgets and not leading to an overspend.

Officer time from within existing duties has been used to complete the process. Some of the Objectives are already focal points for the work of the Marketing Sheffield team (and in some cases other SCC teams e.g., Business Sheffield or Major Events).

In order to fulfil the aims and objectives of the Destination Management Plan in the longer term, City Futures services will explore new models for funding and private sector engagement including developing a commercial growth plan, and any financial implications for Sheffield CC would have to be approved by the Policy Committee.

A strong Major Events Plan will be needed to enable us to deliver against the events- led objectives of the DMP and a strong Cultural Strategy and the associated resources to deliver on these plans. We can use it to develop and bid for funding, and to strengthen Sheffield's relationship with SYMCA (and the SY DMP) and with VisitBritain/VisitEngland.



### **4.3 Legal Implications**

There is no legal requirement to have a Destination Management Plan. However the Authority has the power under section 144 of the Local Government Act 1972 to promote tourism and encourage visitors and this step would fall within that power. SCC has a requirement to meet the criteria for the LVEP collaboration agreement with Visit Britain/ Visit England – the DMP is a condition of this agreement.

### **4.4 Climate Implications**

- 4.4.1 Whilst this specific decision does not have any direct climate implications it does present some opportunities to enable us to embed some key impacts on the city's Visitor Economy. We will access and promote Visit Britain's Sustainable Business and Net Zero Toolkit, Training and Advice hub. This will allow us to align to the national strategies and complement localised campaigns. This will include us focussing on key categories including Transport - encouraging visitor economy businesses to promote active travel options to customers; Economy - supporting our local green economy, encouraging venues and attractions to promote their green credentials; Influence – promoting Net Zero guidance with partners/venues; Resources – food & drink impacts as specific issues for events and at visitor attractions. We will continue to develop Sheffield relationship with the GDS- an international body which works with cities (using the GDS-Index) to measure and benchmark the sustainability performance of tourism destinations, to drive innovation and regeneration of the tourism industry. Sheffield participated in the GDS Index for the first time in 2023 through a Core Cities partnership with Visit England.

### **4.5 Other Implications**

The DMP is a framework. In operationalising the aims of the DMP, SCC will need to ensure alignment to the emerging cultural and events strategies, so the 3 strategies are interlinked.

Events are a key objective for growth in the Destination management plan. The co-dependency of the DMP and the cultural strategy is critical. As these other strategies emerge, we must ensure we take the opportunity in the foundational phase to expressly and intentionally do that active alignment.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 Sheffield City Council could choose not to adopt a longer-term destination management plan which would likely result in our LVEP accreditation being rescinded due to the lack of a wider south yorkshire destination management plan. Sheffield would then lose its seat at the table within the new national framework. Sheffield will not be included in the national agenda for tourism impacting both national and domestic marketing opportunities. This would have a detrimental impact on working across the South Yorkshire geographical area leaving the region with no interface with Visit England.
- 5.2 Sheffield City Council could choose not to adopt a longer-term Destination Management Plan and deliver short term campaign style activity. This would likely stifle the opportunities for growth in the visitor economy through lack of a clear vision. It would reduce the likelihood of significant private sector engagement through what could be perceived as a lack of ambition or credibility. Other key strategies would suffer without a holistic view of how Sheffield can grow its visitor economy.

## **6. Reasons for Recommendations**

- It provides an official framework around which we will develop strategic partnerships and cohesive planning to continue growth around the city's visitor economy and positive perceptions of place.
- It provides a framework to inform all future decisions around the visitor economy (and those that may impact on the visitor economy)
- It provides a plan to inform some of the council's other plans in this space eg culture, events and city brand.
- It allows Marketing Sheffield to retrospectively meet the criteria for Local Visitor Economy Partnership status with Visit Britain
- It ensures Sheffield has its own robust plan to dovetail into the South Yorkshire Destination Management Plan (being led by the SYLVEP and SYMCA)
- It acts as a springboard for increased stakeholder engagement in our visitor economy plans.
- It enables us to take longer term decisions around the future of the visitor economy.
- It is another step towards assessing future needs within the current Marketing Sheffield structure (and addressing the financial and capacity challenges)