

## Appendix Two – Outline Destination Management Plan

### Introduction

1. 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.
2. The Destination Management Plan (DMP) needs to be developed and agreed, working in partnership with tourism and visitor economy businesses, and across the relevant Council departments. While the Visitor Economy Strategy is a long term vision for developing markets and products to improve the economic impact of tourism, the DMP is a tactical action plan to:
  - Strengthen collaboration and partnership working
  - Promote the city’s image and distinctive strengths to target markets
  - Create an exceptional visitor experience
  - Champion new investment and product development
  - Create and maintain a programme of market intelligence to direct strategy and measure achievement
3. Some aspects of the DMP will be led, some facilitated and some delivered directly by the Council, while others will be delivered by sector partners, or through Visit Brighton. This outline DMP is the starting point for discussion.

### Destination Experience Group (DEG)

4. The DEG will bring together industry and public services to monitor the visitor experience and help manage day to day and tactical challenges and opportunities. It will bring together those who know and can represent the interests of visitors (the ‘Visitor Voice’) with those who deliver visitor services and the experience. The work of the DEG will be facilitated and communicated to the wider industry through the Visit Brighton.
5. Brighton & Hove has to compete for the visitors it receives and reputations, once lost, can take a long time to build back up. So this proposed group is about ensuring that the city’s reputation improves. Delivering a world-class visitor experience is something you can control and this group should identify actions which make the best use of existing resource.
6. The DEG will include senior representatives from:

<b>Visitor Voice</b>	<b>Experience Providers</b>
Brighton & Hove Tourism Alliance Hotels (Large and Small) Self-Catering English Language Sector Areas: St James/Kemp Town; Hove Retail businesses Business Improvement District Attractions	BHCC: Tourism & Venues (Brighton Centre and Visit Brighton) Transport City Environment Sports & Leisure (inc the Seafront) Royal Pavilion & Museums Community Safety Health Rail and Bus Companies/ Station South Downs National Park Sussex Police

7. Brighton & Hove has to compete with other destinations locally, regionally, nationally and internationally for visitors. It is vital that it maintains and improves its reputation as a destination. Delivering a world-class visitor experience requires action, monitoring and investment. This group should identify actions which make the best use of existing resource.

### Destination Management Activity

Working through the DEG, the Destination Management Plan will be developed in more detail. The key areas of activity to support delivery of the highest quality visitor experience will include:

- **incorporating the needs of visitors into city planning and decision making in relevant service areas**
- **reviewing destination welcome and signage/wayfinding**
- **maintaining a high standard of environment, including city cleanliness**
- **developing and maintaining improvements to the public realm to enhance appearance of public space**
- working on a regional footprint to extend stays through collaboration with neighbouring destination and attractions and help visitors navigate high quality but less explored parts of the city and surrounding areas
- supporting development of visitor accommodation that meets the future needs of visitors and maximises impact
- **focussing promotional activity in order to support delivery of the Visitor Economy Strategy**
  - **extend visitor stay and spend outside of the core season**
  - **maximise the value from day visitors**
  - **attract higher spend year round leisure and business visitors who will visit on weekdays as well as weekend**
  - **focus on thematic strengths of 'culture' and 'wellness'**
- **conference sales activity to generate conference wins**
- developing a strong destination brand that builds on the values of a single integrated place brand for the city
- **developing and curating an events programme to support visitor economy market growth**
- strengthening the role and voice of tourism by working with local and regional partners to boost Brighton & Hove's position as the city in the region and to align with the aims of a Tourism Sector Deal
- working collaboratively with tourism stakeholders, colleges and national partners to promote the visitor economy as an aspirational career choice

Actions in bold are likely to be led by the Council.