

Flintshire Destination Management Strategic Plan

2020



Introducing the Destination

A key element of the approach to regeneration and tourism in Flintshire is focussed on creating high quality places: places where people want to visit, to spend their leisure time and to work. High quality places attract investment, they are sustainable and they generate their own energy and success.

For visitors, both from outside the area and from within, the focus is on managing the key destinations so that every piece of the jigsaw that represents their experience in Flintshire is a positive one. From their accommodation, to the welcome on the High Street, to the cleanliness of the public conveniences – all of these contribute to the overall experience and determine whether they will return and what messages they will give to their friends at home.

Further, raising the quality of the destination raises its competitiveness. In an age of ever-increasing expectations, destination management is essential to competing in a crowded marketplace. With 4.7 million people living within a 60 minute drive time, the ideal catchment for day visitors, Flintshire has a huge and relatively untapped market close to hand.

The tourism sector is currently estimated to support 3,273 direct jobs. It is estimated to generate £252m annually from 3.7m staying visitors and 2.7m day visitors. **(STEAM 2016).**

Strategic Context

Destination Management is wider than the traditional tourism sector but the main thrust for the approach in Wales is given by Welsh Government's Strategy for Tourism 2013-2020 'Partnership for Growth'.

The Strategy focuses on 5 key areas:

1. Promoting the brand
2. Product Development
3. People Development
4. Profitable Performance
5. Place building

The Strategy takes on a product-led approach to developing and marketing tourism in Wales adopting the following vision:

Wales will provide the warmest of welcomes, outstanding quality, excellent value for money and memorable, authentic experiences to every visitor.

The **goal** is for:

Tourism to grow in a sustainable way and to make an increasing contribution to the economic, social and environmental well-being of Wales.

Wales' Partnership for Growth strategy's **ambition** is to:

Grow tourism earnings in Wales by 10% or more by 2020.



1. A Competitive Flintshire

Managing high quality places in Flintshire will contribute to the success of visitor economy businesses but also to the wider business community, for example, town centre retailers and service providers, transport companies and hospitality providers. The approach to destination management will need to include action to support visitor facing businesses to raise their quality and to work together to develop new ways to market the County and provide new products to customers. In addition, action to raise the quality of the key places in Flintshire will help to encourage investment into the County.

2. Sustainable Communities

Effective destination management will have an important role to play as part of the wider approach to rural and town centre development. Visitors have a crucial role to play in increasing the viability of rural services and businesses and High Street retailers. The Destination Management Plan will need to identify how customers can be encouraged to visit and return to key destinations in the County, how the value of their visit can be maximised and how the potential impacts on local people minimised.

3. Employment and skills

At present, 3,163 people are employed directly and indirectly in the visitor economy. The sector provides a full range of career options and can play a significant part in supporting people into work and to progress once there. High levels of skills in the sector will improve the success of businesses and improve the experience for visitors. The sector will need to play an active part in tackling the high levels of youth unemployment in Flintshire.

Flintshire County Council's Improvement Plan sets out the priorities for the 2016/17 year and what we aim to achieve. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plan. Tourism has been added to the 2016/17 Improvement Plan as a reflection of the role of the sector in the economy of the County.

Action Plan

The Flintshire Destination Management Plan is intended to be a practical document setting out achievable and measurable actions. We will adopt an 'agile' methodology for its delivery as it will evolve rapidly over time to reflect external changes and progress made and will be subject to regular review with stakeholders.

The work of the Partnership is intended to contribute towards **All Tourism Businesses in Flintshire Fulfilling their Potential and Visitors Reporting a Consistently High Quality Experience.**



Indicators

- Increased employment
- Increased visitor numbers
- Increased visitor spend

It is the **role of the Destination Management Partnership** to consult with partners and **endorse Welsh Government, Economic Ambition Board and Mersey Dee Alliance strategic cross-border priorities** that will positively impact on tourism and Destination Management across Flintshire and the wider region including infrastructure, skills, workforce development, supply chain development and major project development.

STRATEGIC THEME 1: PROMOTING THE BRAND

Key Actions	Lead		Priority			
			2017	2018	2019	2020
1A) Highlight facilities adjacent to the Leisure Tour through signage and web information	FCC	ST	■	■	■	
1B) Continue to enhance Flintshire's involvement with the Marketing Cheshire Gateway's Partnership	FCC	ST	■	■		
1C) Ensure that the promotional material integrates with digital work, promoting the website and social media channels and continue to distribute through key outlets and online as digital media brochures	FCC	ST	■	■	■	
1D) Identify distribution services for use by all partners in regards to printed promotional materials	FCC, FTA, CRTG	ST	■	■		
1E) Maintain website content to ensure that all our key iconic products, events and destinations are covered and up to date	FCC	ST	■	■		
1F) Work with key partners to support a co-ordinated presence at key travel exhibitions and trade shows	NWT, FTA, CRTG, CRFT, AONB, FCC	MT	■	■	■	
1G) Develop North East Wales Promotional Offer	NEW	MT	■	■	■	■
1H) Tourism Industry Awareness	FCC	MT	■	■	■	■

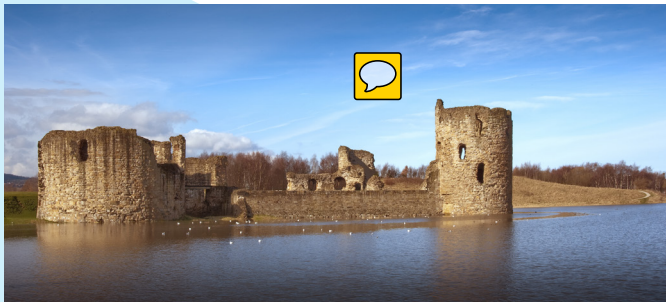
STRATEGIC THEME 2: PRODUCT DEVELOPMENT

Key Actions	Lead		Priority			
			2017	2018	2019	2020
2A) Support the development of a Flintshire Coast Park including the creation of small scale visitor infrastructure along the Dee coastline	FCC (countryside services)	LT				
2B) Focus on strategic regional areas of growth in specialist sectors – group tour operators, cruise market and business tourism	NEW	MT				
2C) Increase Flintshire’s reputation and profile as a high quality food destination	CRFT, FTA, CRTG, NE Wales	ST				
2D) Promote the towns, heritage, culture and countryside around the county and continue to support works to develop innovative products	FTA, CRTG, AONB, TC, FCC	MT				
2E) Undertake research on other tourism destinations in the UK and benchmark to identify opportunities for improvement in Flintshire	Coleg Cambria, Glyndwr University	ST				
2F) North East Wales product development	NEW, MDA, NWEAB	MT/LT				



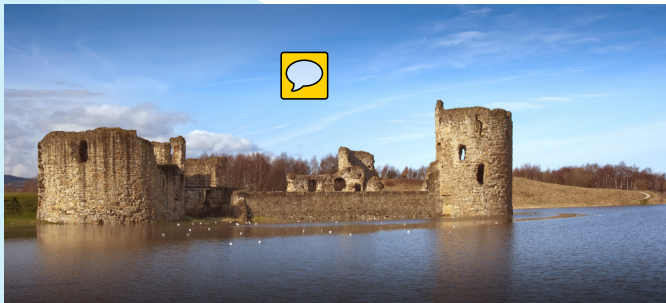
STRATEGIC THEME 3: PEOPLE DEVELOPMENT

Key Actions	Lead	Priority	Priority			
			2017	2018	2019	2020
3A) Continue to develop the North East Wales Ambassador programme and role of ambassadors	NEW, FCC	MT				
3B) Promote tourism and related subjects onto local education providers' current curriculums	Coleg Cambria, Glyndwr University	MT				
3C) Continue to work with local schools, HE / FE providers regarding workforce development opportunities for tourism sector businesses	Coleg Cambria, Glyndwr University	LT				
3D) Investigate Global Greeters programme	FTA, CRTG, CRFT, AONB, TC	MT				
3E) Provide career guidance to schools and colleges from tourism sector businesses	FCC, Coleg Cambria, Glyndwr University	MT/LT				



STRATEGIC THEME 4: PROFITABLE PERFORMANCE

Key Actions	Lead		Priority			
			2017	2018	2019	2020
4A) Support local, regional and national clusters	FTA, CRTG, CRFT, AONB, NWT	ST	■	■	■	
4B) Create a calendar of major events in Flintshire and estimate the impact to the local economy based on available data	FCC (Arts & Events)	MT	■	■	■	
4C) Identify periods when there is less activity, lower visitor numbers, lower spend when events and celebrations would provide a boost to footfall and the visitor economy	TC, TP	MT	■	■	■	
4D) Increase the participation rate of businesses in STEAM plus additional profiling tools	FCC	ST	■	■	■	
4E) Explore opportunities for increased productivity and performance in the tourism sector	Coleg Cambria, Glyndwr University, FTA, CRTG	MT	■	■	■	



STRATEGIC THEME 5: PLACE BUILDING

Key Actions	Lead		Priority			
			2017	2018	2019	2020
5A) Continue to implement works associated with: <ul style="list-style-type: none"> Talacre & Gronant Masterplan Developing physical & thematic linkages between Holywell Town Centre, St Winefride's Well, Greenfield Valley, Greenfield Docks and the coast Flint Masterplan and maximising the potential of Flint Castle to the town and wider region Supporting the delivery of the Clwydian Range and Dee Valley Management Plan 2014-2019 Supporting the implementation of the Bailey Hill Management Plan Supporting the Mold Town Plan 	FCC	LT				
5B) Review Flintshire's policy for the provision of brown & white signage to improve visibility of visitor facilities and infrastructure	FCC, WG	ST				
5C) Develop an industry section on the Explore Flintshire website	FCC	ST				
5D) Review and improve the physical environment of key arrival points and corridors across the county	FCC	MT				
5E) Review transport links from tourism and visitor perspective	FCC, WG, MDA, NWEAB	MT/LT				
5F) Explore potential locations for the return of the Gold Cape to Flintshire from the British Museum	FTA, CRTG, FCC	MT/LT				

Key					
FCC	-	Flintshire County Council	CRTG	-	Clwydian Range Tourism Group
NEW	-	North East Wales Marketing Area Partnership	NWT	-	North Wales Tourism
WG	-	Welsh Government	CRFT	-	Clwydian Range Food Trail h
TP	-	Town Partnerships	FTA	-	Flintshire Tourism Association
TC	-	Town Councils	MDA	-	Mersey Dee Alliance
NWEAB	-	North Wales Economic Ambition Board			