

## Presentation

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### Culture, Tourism & Sport Board

Wednesday, 7 December 2022

10.30 am

Hybrid Meeting - 18 Smith Square and Online

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Item	Page
5. Visit England	1 - 22

**Date of Next Meeting:** Wednesday, 1 February 2023, 10.30 am, Hybrid Meeting - 18 Smith Square and Online





# Implementing the DMO review



# Overview

- Purpose and recommendations of DMO review
- Government response
- The new DMO landscape
- Benefits of the new structure
- VisitEngland/VisitBritain support for the new structure





VisitEngland™

# **The purpose and recommendations of the de Bois review**

# Why was there a review into destination management in England?

- Obvious during the pandemic that the destination management structure in England is fragmented, fragile and not fully effective
- Tourism sector recovery will depend on having the right structures and partnerships in place
- De Bois review set out to examine structure, focussing on DMOs
- Widespread recognition among consultees that DMOs are needed and an important part of the visitor economy



VisitBritain/Paul Sampson: Marazion

# What does the de Bois review recommend?

- Accreditation process to create a national portfolio of DMOs
- The national portfolio split into two tiers – a top tier of ‘Destination Development Partnerships’ and a second tier of accredited Tourist Boards acting as members
- Core funding from Government for each DDP
- DDP would develop and oversee the delivery of a Destination Development Plan
- DDP to lead on advocacy, partnership working, funding bids, major events, data and business support.



VisitBritain/Hannah Argyle: Whitstable

## What does the de Bois review recommend? (2)

- VisitEngland responsible for new tiered structure
- DMOs should:
  - Be more collaborative and share best practice
  - Seek to diversify their income streams
  - Develop the skills of their staff
  - Have more diverse boards
- LEPs and local authorities to recognise the importance of visitor economy and DMOs
- LAs to recognise that DMOs need to be public-private partnerships



VisitBritain/Sam Barker: London



# The Government response

# What does the government response say?

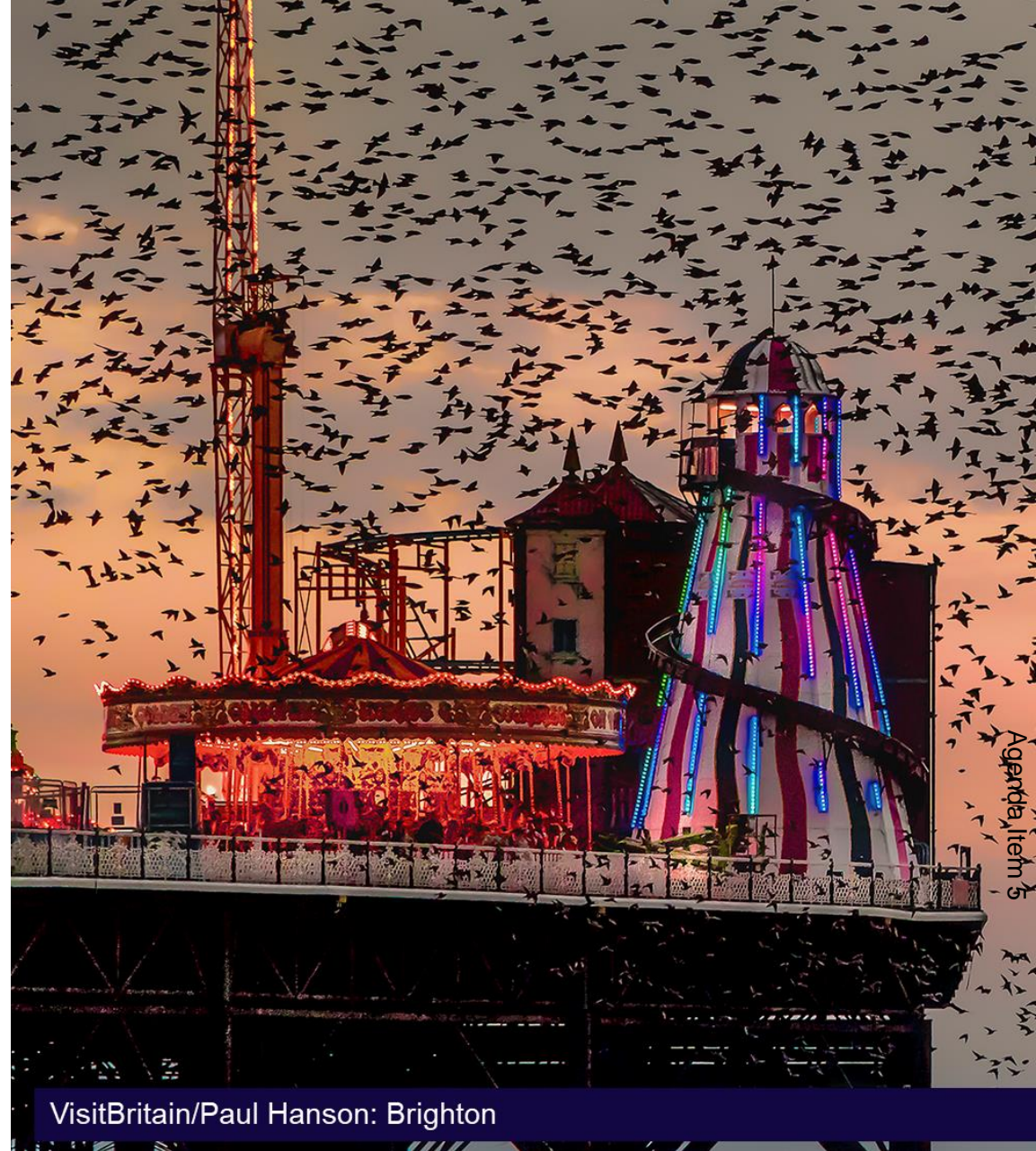
- DMOs have an important role to play in recovery and Levelling Up
- Need to address long-running concerns about the structure
- Agrees with the tiering approach
- Accreditation process to be introduced in 2022-23
- VisitEngland receiving new funding to administer accreditation scheme and pilot the DDP concept in one area
- Provision for VisitEngland to establish a regional team to support
- Accredited tier 2 DMOs to be called Local Visitor Economy Partnerships (LVEPs)



VisitBritain/Simon Palmer: Whitby

# What does the government response say? (2)

- Pilot for multi-year core funding for one DDP
- Tourism Minister will decide
- Criteria for the pilot:
  - rural, urban, coastal tourism
  - Accredited LVEPs, but also gaps in coverage
  - Alignment with devolution deal
  - Growing business and events offer
  - Visitor economy growth potential
  - Proof of concept for a future national roll-out of DDP model



VisitBritain/Paul Hanson: Brighton

# The new DMO landscape

# What does the proposed future structure of the DMO landscape look like?

**DDPs**  
**Destination Development Partnerships (tier 1)**

15-20 in total - eventually, but only 1 pilot DDP in current funding period (2022-25)

**LVEPs**  
**Local Visitor Economy Partnerships (tier 2)**

c. 40 in total, accredited and supported by VE

**Non-accredited DMOs (tier 3)**

Limited support from VisitEngland

# Timeline

- DMO roundtables throughout October to develop accreditation criteria and process in partnership
- Support to prospective and accredited LVEPs from our regional development team – from November onwards
- DDP pilot set-up and LVEP accreditation in DDP pilot area – November/ December
- LVEP Expressions of Interest – December/ January
- Launch of nationwide LVEP accreditation – February
- Ongoing assessment of LVEPs – from February onwards



# Role of the Destination Development Partnership (DDP) pilot

- Government will be funding one DDP pilot for the 2022-25 CSR period to prove the case for wider public funding of the new DMO structure.
- This pilot will take place in the North East of England and be led by NewcastleGateshead Initiative.
- The pilot was not awarded as a result of a competitive bid-process, but was chosen by the Tourism Minister based on the criteria published in the government response:
  - a visitor offer that encompasses rural, urban, coastal tourism
  - includes a number of accredited LVEPs, but there should be gaps in coverage that need filling
  - alignment with devolution deal
  - able to demonstrate a growing business and events offer
  - able to evidence visitor economy growth potential, incl. opportunities for improvement in tourism products and increase in visitor numbers and spend
- The pilot will build an evidence base and learnings and develop tools and templates for LVEPs and future DDPs (bid writing, data and research, skills development, product development etc.).
- If the DDP pilot is successful, there is the potential of future funding for a national roll-out DDPs from 2025, with some of that funding potentially being devolved to LVEPs to deliver specific workstreams.

# What does an LVEP have to demonstrate?

**Covers an important geography (city region or county) and no overlap with others**

**Capacity of organisation reflective of size and importance of destination**

**Well integrated with local tourism businesses and local government**

**Recognition and funding from private and public sector**

**A destination management plan or tourism strategy**

**Works in partnership with other destinations in the region**



# What should an LVEP work towards?

**Expansion of commercial and other funding streams**

**Staff skills development, incl. digital, international travel trade, distribution**

**Comprehensive business support offer**

**Governance and board impact- and outcome-focused and representative**

**Support of national priorities and government initiatives**

**Ongoing partnership with other LVEPs in the region**

# Benefits of the new LVEP structure

# Benefits of the new LVEP structure for all stakeholders

- Reduced fragmentation in the DMO landscape and creation of a portfolio of strong sustainable LVEPs, working alongside VisitBritain/VisitEngland (VB/VE) to deliver local and national visitor economy priorities
- A clear opportunity for those organisations who demonstrate a capacity to deliver for their area to be accredited and able to work directly with VB/VE and DCMS
- Reduced confusion amongst national and local stakeholders on which local organisation to work with and support
- A range of additional support for LVEPs with bidding for government funding, training their staff and businesses, developing their commercial strategies and more.

# For local government and LEPs – the new LVEP structure will bring ...

- Joined-up strategic thinking across the public and private sector on tourism development, and the local visitor economy, through robust destination management planning
- Clear strategic line of sight from local to national (Government, VE/VB and other important national bodies) on all tourism-related issues - giving you the confidence that your LVEP is *the* delivery partner for the visitor economy
- Basis for stable partnerships between Local Authorities/ Combined Authorities/ Mayoral Authorities/ Local Enterprise Partnerships and the local LVEP; supporting local visitor economy ambitions
- Capacity to demonstrate the evidence base for Local Authorities and LEPs to make the case for supporting their visitor economy and LVEP
- Support and a structure for smaller DMOs/ Local Tourism teams (not qualifying for LVEP status) to benefit from national initiatives (via the LVEP) while reducing fragmentation and duplication

# **VB/VE support for the new structure**

# VB/VE support for the new structure (DDP and LVEPs only)

- Implement DDP pilot and LVEP accreditation programme including sharing learnings
- National networking and best-practice sharing opportunities for LVEPs
- Central thought leadership, expertise, support and tools, e.g. Accessibility, Sustainability
- Bid support: identifying funding streams, toolkit and training
- Training programme for LVEPs and businesses e.g. Taking England to the World, digital and commercial skills, other identified priority gaps
- Opportunity to benefit from our Marketing and Travel trade activity: website, PR, trade missions and events





# Questions

