

Sheffield - Destination Management Plan

Statement of Refresh 2016

Background

Sheffield's existing DMP runs from 2012-2015. As a DMO and a major city an active DMP is an essential tool in the delivery of a successful visitor economy. It is a key document for Marketing Sheffield as it is the strategic guide to our tourist facing activity, and a mechanism to bring partners together to curate a great visitor experience.

Given its significance we will be taking April 2016 –April 2017 to refresh the DMP. This process will include; reviewing and updating the evidence base, re-engaging with key stakeholders and bringing on board new partners, analysing the drivers for changes for the next plan and undertaking a SWOT analysis across our visitor experience, products and marketing.

A thriving tourist sector is essential in maintaining a vibrant city, keeping our hospitality sector growing and in encouraging people to engage with the city. We know that many people have either no perception of Sheffield (we are not on their radar) or outdated perceptions of the city – business and tourist visits are an excellent way for people to engage with the city and give us an opportunity to change their view.

Context for refreshing the plan

The continuation of priority actions from the current plan

We have conducted a review of the 2012-2015 plan and many of the overarching aims remain relevant as we look to refresh the document. Our focus will remain on attracting more people to experience the city, focusing particularly on the city centre – and we will continue to work towards generating higher spend and longer stays in the city, as well as just increased volume in visits.

Drivers for change in the new plan

Although the aims still have relevance today, there have been a number of significant changes in the city which we need to ensure influence the future plan and priorities going forwards. These are outlined below:

- **Culture consortium** – At the launch of the last plan a key action for the city was to develop the culture consortium. Since 2012 the consortium has gone from strength to strength. As a result of their work the city's culture narrative, product and experience is improving year on year. Although culture has always been a part of the city offer, we now have a stronger product and better articulation of the city's distinctive cultural offering and this will be ever more important in our visitor facing plans.
- **The Outdoor City** – In 2015 the city launched 'The Outdoor City', this promoted overtly for the first time the strong connection between city life and the outdoors that is distinctive to Sheffield, building on our proximity to the Peak District. Since its launch this messages has had real traction with both internal and external audiences. The inclusion of The Outdoor City as a core part of our experience will extend the coverage of the DMP to be wider than the city centre (although this will remain the primary focus). The challenge going forwards will be product development and co-ordination of the visitor experience.
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- **Sheffield Business Improvement District** - In March 2015 eligible businesses within Sheffield City Centre voted to invest collectively to improve their environment through the creation of a Business Improvement District (BID). This was a landmark vote and gives Sheffield a real catalyst to animate the city center. Sheffield City Centre BID Limited is delivering the agreed action plan on behalf of the city center businesses. Its purpose is to provide additional or improved services identified and requested by local businesses. It is a key player with significant resources and influence and will need to be fully integrated into the next plan.
- **Brand Partnership** – In 2016 Sheffield has established the Brand Partnership, this is a city wide partnership made up of Hospitality Sheffield, the City’s Universities, the SheffieldBID and the culture consortium, alongside Sheffield City Council and Marketing Sheffield. This will be a critical grouping and will be the place where the new DMP will be discussed and developed. Alongside the developing DMP , this group is also leading work to establish a new city narrative, that creates an identity and a set of collective messages to help us sell the city. These pieces of work will have a strong influence on each other and it is important to refresh them together.
- **New City Centre Masterplan** – Given the continued focus on the city centre, it is important that the new DMP takes account of the developing CCMP which will be launched in 2016. This plan not only outlines the physical changes in the city planned but also identifies the importance of Sheffield as a destination city. The DMP needs to both influence and be informed by this new plan.

Process and Timeline

The refresh will be led by Marketing Sheffield as the city’s DMO, however the strategic partners below will be included in the refresh process:

- Brand Partnership
- Culture Consortium
- Hospitality Sheffield
- Sheffield City Centre Business Improvement District

Development Stage	Time Required	Stakeholder Engagement
Gathering Evidence / SWOT	2 - 6 months	Assistance & participation
Establishing Strategy / Direction	1 - 2 months	Stakeholder workshops
Developing Action Plan	1 - 4 months	Agreement on tasks