

# Denbighshire County Council Destination Management Plan

**2021-22**

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## **Introduction**

**Tourism brings in £552m (STEAM 2019) to the Denbighshire economy, and supports 6,470 jobs. It's clear that the Covid-19 pandemic has had a serious impact on the economy of the county with tourism one of its worst affected sectors. The DMP 2021-22 recognises that Denbighshire County Council can play a key role, with its many partners, to support the tourism industry, work with it and enable it to re-establish itself over the coming years.**

## Denbighshire Tourism Strategy 2019-22

Our three key outcomes that we want to achieve for Tourism in Denbighshire are:

- People visit Denbighshire throughout the year
- People stay in Denbighshire longer
- People spend more money in the County

### How We Organise Ourselves and Work with Others

While activities sit across a number of services within the Council, we will deliver this Strategy by organising our work in the following way, focusing on making best use of available resources through collaboration and efficiency.

### Asset Management

Sustainably managing and investing in our assets to make them accessible and attractive to visitors, in an environmentally sustainable way. Within this area we will also lead the Corporate Plan project to 'Improve Infrastructure to make it easier to stage events'.

### Destination Management

Bringing to bear the Council's resources to making the visitor's experience of the County a pleasurable one. This includes visitor and resident management.

### Business Development

Working with and for existing businesses and supporting inward investment to help achieve our ambition for the County.

### Destination Marketing

Developing and delivering marketing products to help us achieve our desired outcomes.



Items in red from the Tourism Strategy Action Plan are included to give context. Denbighshire Tourism Strategy Action Plan:

**TSAP303a1 Coordinate Destination Management (2021)**

## Timeline

For the purpose of this document the assumption is made that there will be an immediate return of visitors to Denbighshire in Spring 2021.

It should be noted that as we move from winter into spring it is inevitable that pressure will grow to use our open-air sites at countryside locations in the AONB and WHS, whilst visits to our coastal areas are also likely to increase.

With this in mind, as well as some broad actions, the Destination Management Plan (DMP) focuses on specific activity that should take place based on a gradual return from lockdown. To be sure that we are ready to cope with the lessening of restrictions we started our readiness planning in February 2021.

The Denbighshire Destination Management Plan has three themes:

- Engagement
- Infrastructure
- Marketing & Communication

It will be important to monitor effectiveness of the agreed actions, so monthly updates will be collated by the Tourism Team Leader and distributed to the Denbighshire Tourism Strategy group for review.



# Engagement

The Local Authority has found new ways of working collaboratively over the last 12 months. It's important that we continue to do so and avoid adopting a bunker mentality as the realities of lockdown in 2021 sink in.

Throughout the pandemic, Denbighshire County Council has demonstrated leadership and underlined its significance to residents and businesses alike.

## ACTIONS

### 1. Business Engagement

- a. Encourage Denbighshire tourism businesses – through Denbighshire's Destination Partnership – to contribute to the development of ideas and the DMP.
- b. Support business awareness of new plans and changes to regulations or advice re Covid-19 to give them best possible chance to plan.
- c. Expand the current Business Recovery Group to ensure it has representation from all Services. Use this group as a focal point for DM and so that the Authority makes best use of its resources.

- d. Ensure Tourism Sector is fully aware of what is open and what facilities are available.

### 2. Community Engagement

- a. Engage with Town and City Councils to understand their immediate plans for changes and improvements during 2021 (this includes any planned activity under the Town Centres Covid-19 Response Grants Scheme or other schemes).

### 3. Resident and Visitor Engagement

- a. Promote messages from DCC re public safety, changes to lockdown rules but also our plans regarding opening up the county to visitors. This includes using the Denbighshire Tourism Ambassador Scheme and any other appropriate engagement scheme.

#### **Actions from current Tourism Strategy Action Plan:**

**TSAP105a1    Strengthen North East Wales and North Wales partnership working**  
**TSAP203a2    Denbighshire Tourism Ambassador Scheme (2021)**



## Infrastructure

The Local Authority and its partners have a key role to play in how visitors and residents experience the county. It's very important that we continue to work closely together to ensure that our sites and facilities are safe and suitable for residents and visitors as we move into 2021.

Visitor sites, including Heritage and Countryside, AONB and Denbighshire Leisure Ltd. Though these sites will have different pressures and priorities it will be important that we understand plans across the organisation. It is important to note that alert levels for visitor sites are different from other DCC services so it will be important to plan effectively to be able to meet demand.

*“Based on the experience of our frontline Ranger Team last year – where for much of the time we were overwhelmed by the visitor*

*numbers to most of our core sites – there is a real and genuine need to increase the staff resource in these areas. Throughout the Summer, Autumn and Winter period we had to double our staffing with relief staff at weekends and periods during the week. This is not only to cope with the need to provide a presence on the ground at weekends and holidays – but an increase in visitors has seen a significant increase in the need for maintenance, health and safety works and signage which has put pressure on our teams during the week. This is unsustainable without an increase in frontline staff.”*

*Howard Sutcliffe, AONB Officer and Ranger Service Manager*

It will be necessary to share our plans closely across the authority to ensure best use of resources and clarity of message. It is important for all Council services to understand their potential impact on visitor experience.

## ACTIONS

### 4. Countywide

- a. Open DCC sites (including public toilets, car parks, Tourist Information Centres) and attractions (including SC2, Loggerheads etc) in line with Welsh Government regulations and guidelines.
- b. Design and implement regular 'walk-round checks' to identify issues around town centres, visitor sites, attractions, public toilets, car parks etc. Agree processes and roles including managers, local members, tourism partners, and officers.
- c. Plan effectively and collaboratively to identify alert levels/pressure points across the County and services to positively manage surges in demand.
- d. Identify where extra resources are required to effectively manage the visitor experience.
- e. Establish a system for maintenance and removal of Covid-related signage, general signage, stickers, road and pavement markings.

### 5. Rural Denbighshire

- a. Consult DCC Councillors on rural pressures.
- b. Carry out regular satisfaction surveys.

- c. Record visitor numbers.
- d. Increase Ranger coverage.

### 6. Towns

- a. Implementation, withdrawal, review lessons learned (in terms of destination management) from Covid-19 Active Travel Schemes (Ruthin, Rhyl and Llangollen).
- b. Review impact (in terms of destination management) of further WG grant schemes (Transforming Towns):
  - i. Fingerpost signage/other facilities in Ruthin
  - ii. Changes to area around Town Hall in Rhyl
- c. Ensure DMP approach adapts in response to schemes being implemented across the County, including:
  - i. Green infrastructure schemes in and around Rhyl town centre
  - ii. Llangollen 2020
  - iii. Queens Market development
  - iv. Picturesque Landscape Project
  - v. Velodrome Ruthin
  - vi. The Old Courthouse Ruthin

**Tourism Strategy Action Plan:  
TSAP201a2 Strengthen delivery of  
information about the AONB/WHS/Rhyl/SC2/  
Llangollen/The Vale at key gateways and  
other strategic sites (2021)**

# Marketing and Communications

*Tourism businesses want to see public relations and marketing to promote the North East Wales area post lockdown.*

*CRTG business survey March 2021*

Alongside widespread marketing and communications promoting Government regulations and guidance, it will be necessary to prepare some short-term messaging. We have a targeted structure in place to publish messages advising people of closures to AONB car parks (for example) but this can be further developed to make sure that across the organisation clear messages are disseminated.

Instead of promoting rural areas that are most vulnerable to tourism damage (e.g. Loggerheads, Horseshoe Falls) we will prioritise behavioural messages – parking, litter, dogs etc – supporting residents and visitors to ‘be adventure smart’.

## ACTIONS

7. Key message: Denbighshire is a safe place to visit and safe for residents too.
8. Promote messages about responsible visits in keeping with Addo/Promise (Visit Wales Campaign).
9. Plan and deliver new Countryside Code Campaign.
10. Leverage attraction-specific marketing to bring broader benefit to destinations.
11. Encourage people to use sites other than the honeypots like Loggerheads (local and visitors alike), to avoid saturation and spread load.

**Tourism Strategy Action Plan:**  
**TSAP111a2 Promote the AONB and WHS as an all year round destination (2020) plus Rhyl/SC2/Prestatyn, plus Llangollen, plus Vale**



# Actions with Responsible Services

(Operational)

Governance: Monthly updates on actions and exceptions to be collated by Tourism Team Leader and shared with Tourism Strategy Group.

**C&C – Communities & Customers Service**

**PPP&C – Planning, Public Protection & Countryside**

**HES – Highways & Environment**

**DLL – Denbighshire Leisure**

## Engagement

### 1. Business Engagement

- a. Encourage Denbighshire tourism businesses – through Denbighshire’s Destination Partnership – to contribute to the development of ideas and the DMP. (C&C)
- b. Support business awareness of new plans and changes to regulations or advice re Covid-19 to give them best possible chance to plan. (C&C)

- c. Expand the current Business Recovery Group to ensure it has representation from all Services. Use this group as a focal point for DM and so that the Authority makes best use of its resources. (PPP&C)
- d. Ensure Tourism Sector is fully aware of what is open and what facilities are available. (C&C)

### 2. Community Engagement

- a. Engage with Town and City Councils to understand their immediate plans for changes and improvements during 2021 (this includes any planned activity under the Town Centres Covid-19 Response Grants Scheme or other schemes). (C&C)

### 3. Resident and Visitor Engagement

- a. Promote messages from DCC re public safety, changes to lockdown rules but also our plans regarding opening up the County to visitors. This includes using the Denbighshire Tourism Ambassador Scheme and any other appropriate engagement schemes. (C&C)



## Infrastructure

### 4. Countywide

- a. Open DCC sites (including public toilets, car parks, Tourist Information Centres) and attractions (including SC2, Loggerheads etc) in line with Welsh Government regulations and guidelines. (PPP&C; HES; C&C, DLL)
- b. Design and implement regular 'walk-round checks' to identify issues around town centres, visitor sites, attractions, public toilets, car parks etc. Agree processes and roles including managers, local members, tourism partners, and officers. (PPP&C; HES; DLL)
- c. Plan effectively and collaboratively to identify alert levels/pressure points across the County and services to positively manage surges in demand. (PPP&C; HES)
- d. Identify where extra resources are required to effectively manage the visitor experience. (PPP&C; HES; C&C)
- e. Establish a system for maintenance and removal of Covid-related signage, general signage, stickers, road and pavement markings. (PPP&C; HES)

### 5. Rural Denbighshire

- a. Consult DCC Councillors on rural pressures. (PPP&C)
- b. Carry out regular satisfaction surveys (PPP&C)
- c. Record visitor numbers. (PPP&C)
- d. Increase Ranger coverage. (PPP&C)

### 6. Towns

- a. Implementation, withdrawal, review lessons learned (in terms of destination management) from Covid-19 Active Travel Schemes (Ruthin, Rhyl & Llangollen). (PPP&C)
- b. Review impact (in terms of destination management) of further WG grant schemes (Transforming Towns). (C&C)
  - i. Fingerpost signage/other facilities in Ruthin
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- c. Ensure DMP approach adapts in response to schemes being implemented across the County, including: (C&C)
  - i. Green infrastructure schemes in and around Rhyl town centre
  - ii. Llangollen 2020
  - iii. Queens Market development

- iv. Picturesque Landscape Project
- v. Velodrome Ruthin
- vi. The Old Courthouse Ruthin

## Marketing and Communication

- 7. **Key message: Denbighshire is a safe place to visit and safe for residents too. (C&C)**
  - 8. **Promote messages about responsible visits in keeping with Addo (Visit Wales Campaign)**  
<https://www.visitwales.com/promise>  
**(C&C)**
  - 9. **Plan and deliver new Countryside Code Campaign. (PPP&C)**
  - 10. **Leverage attraction-specific marketing to bring broader benefit to destinations. (DLL)**
  - 11. **Encourage people to use sites other than the honeypots like Loggerheads (local and visitors alike), to avoid saturation and spread load. (C&C)**
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 [denbighshirecountycouncil](#)

 [denbighshirecc](#)

 [cyngorsdd\\_denbighshirecc](#)

[tourism@denbighshire.gov.uk](mailto:tourism@denbighshire.gov.uk)

[www.denbighshire.gov.uk](http://www.denbighshire.gov.uk)