

Visitor Economy Team
Career progression framework
May 2026

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Visitor Economy Manager	Range 6	- Provide strategic leadership for Medway's visitor economy, delivering an evidence led approach that supports inclusive, sustainable growth, economic development, place reputation and wellbeing. - Lead the development, delivery and review of Medway's Destination Management Plan, ensuring commercial robustness, strategic alignment and responsiveness to market and visitor change. - Design and lead an effective partnership led governance and delivery model, with clear roles, decision making, performance reporting and accountability across sectors. - Provide commercial and financial leadership, overseeing budgets and income streams, developing sustainable funding models and ensuring value for money and return on investment. - Lead and manage the visitor economy partnership, building strong relationships with businesses, cultural organisations, investors and sector bodies around shared priorities. - Act as a senior advocate for the visitor economy, addressing sector challenges including resilience, skills, seasonality, innovation, cost pressures and long-term sustainability. - Lead strategic engagement on skills and workforce development,	Required for this level Qualifications - Degree or equivalent professional experience in visitor economy, destination management, placemaking, regeneration, economic development or related field Knowledge - Awareness of the One Medway Council Plan and the council's values and behaviours. - Knowledge of legislation, policies and procedures relating to GDPR and data protection, equalities, safeguarding and health and safety. - Excellent knowledge of management processes and systems including health and safety and safeguarding. - Good knowledge of implementing projects and programmes on time and within budget. - Strong understanding of the value and use of new technologies in improving services and modernising working processes. - Excellent understanding of customer service and its	In addition to level A Qualifications - Undertakes regular CPD to maintain up-to-date professional knowledge and skills in line with sector and organisational standards Knowledge - Understanding of the One Medway Council Plan and relevant service plans, and how this role contributes to delivering agreed outcomes. - Knowledge of accurately monitoring finances to avoid wastage and remain within agreed budgets. - Excellent knowledge of project and programme management techniques. - Strong practical and procedural knowledge of health and safety and safeguarding legislation. - Understanding of different approaches to improving efficiency and effectiveness across services and partnerships. - Knowledge of using insight, performance data and evaluation to support strategic decision making.	In addition to levels A and B Qualifications - Specialist training or accreditation in areas such as sustainable tourism, accessibility and inclusion, commercial destination models, place branding, or partnership governance. - Leadership or management qualification, or equivalent senior leadership experience. Knowledge - Strong knowledge and understanding of council budgetary systems and financial governance, including identifying opportunities to improve working practices and achieve efficiencies. - Good knowledge of analysing and interpreting complex technical, procedural or specialist information and producing clear reports and correspondence using digital tools. - Excellent understanding of the tourism and visitor economy sector, including how to maximise local, regional and national opportunities. - Knowledge of funding processes including bidding for, securing and managing funding from local, regional and national sources.

		supporting talent pipelines and promoting Medway as a place to work, invest and grow as well as visit. • Champion high quality, inclusive and accessible visitor experiences, using insight and feedback to improve standards and end to end visitor journeys. • Lead the use of insight, research and performance data to inform strategy, investment decisions, governance and continuous improvement. • Work with internal teams and external partners to shape visitor economy infrastructure, including physical and digital assets, in line with the Destination Management Plan. • Oversee the strategic development of Visit Medway digital platforms and marketing activity, ensuring insight led, high quality delivery of agreed outcomes. • Represent Medway locally, regionally and nationally, strengthening profile, influencing policy and securing funding, investment and partnerships. • Provide professional advice and briefings to elected Members and senior officers on visitor economy performance, priorities, risks and opportunities.	application within the visitor economy and tourism sector. • Good understanding of public sector financial and procurement principles. • Understanding of the local, regional and national visitor economy, including industry bodies, trade organisations and networks. • Good knowledge of the development and delivery of Destination Management Plans. • Good knowledge of the design and management of partnership-led governance models. • Strong understanding of destination management principles and the role of culture, heritage and place in driving economic growth. • Understanding of visitor economy data collection and performance monitoring methodologies and how insight can be used in marketing, strategy and product design.		• Knowledge of commercial models, funding mechanisms and the impacts of structural and market change on destinations. • Understanding of system-wide leadership and change management across organisations and partnerships without direct control.
		• Lead system wide change across complex partnerships, influencing without direct control and aligning stakeholders behind shared outcomes. • Lead strategic planning for the long-term resilience and sustainability of Medway’s visitor economy, ensuring environmental responsibility and lasting community benefit.	<u>Experience</u> • Experience working within the visitor economy, tourism, destination management, place marketing or a closely related field. • Experience of successfully managing and working with complex partner and stakeholder relationships. • Strong experience of developing and delivering programmes and projects to time and budget. • Experience of negotiation and financial agreements with	<u>Experience</u> • Experience of developing or delivering Destination Management Plans, strategies or place-based programmes in a multi-stakeholder environment. • Experience of developing and delivering programmes or initiatives to increase participation, engagement or usage. • Experience of maximising assets or programmes to achieve challenging income targets. • Experience of handling and resolving complex complaints and applying appropriate remedies.	<u>Experience</u> • Experience of designing, establishing or leading partnership-led governance structures and managing system or organisational change across multiple partners or geographies. • Strong experience and vision to develop and maintain high quality, relevant services that meet the needs of existing and potential users. • Experience of analysing complex qualitative and quantitative information and developing

			external suppliers and contractors. • Experience of supervising and coordinating employees or teams. • Experience of working in a customer-focused organisation with a strong emphasis on customer service. • Experience of partnership working with a wide range of stakeholders and sectors. • Experience of dealing with suppliers and contractors. • Experience of managing software licences and using digital tools to support delivery.	• Significant working knowledge of relevant legislation and regulatory frameworks. • Proven experience of building productive working relationships with customers, colleagues, partners and staff groups, engaging others in a credible and persuasive manner. • Strong experience of managing pressure and complex situations and identifying personal development needs. • Substantial experience of supervising, coordinating or training employees, including performance management responsibilities.	medium- and long-term strategies and solutions. • Proven experience of successfully managing and working with partners and stakeholders to maximise opportunities for shared ambition and inward investment. • Experience of communicating corporate messages effectively, ensuring teams understand how their role contributes to council objectives and values. • Experience of representing an organisation at senior level with external partners, funders, investors or elected Members.
			<u>Skills</u> • Excellent communication, stakeholder engagement and relationship management skills, representing the organisation professionally and credibly. • Good interpersonal, communication and customer care skills. • Excellent organisational skills with high levels of accuracy and attention to detail. • Ability to apply theoretical, practical and procedural knowledge across a specialist area. • Good time management skills to manage a busy diary and competing workload. • Ability to identify and address complex problems with innovative and practical solutions. • Ability to work effectively with specialists and partners to deliver pragmatic, fit-for-purpose solutions within agreed timescales.	<u>Skills</u> • Strong strategic planning, programme management, data literacy and digital capability, translating insight into action. • Detailed knowledge of the department and wider organisational context, including working effectively with Members. • Ability to adapt language, style and communication methods to suit audience and purpose. • Strong experience of delivering effective marketing and promotional campaigns that grow audiences, income and reputation. • Proactive approach to identifying and delivering efficiency and service improvements.	<u>Skills</u> • Advanced influencing, negotiation, leadership and financial awareness skills, including partnership and line management. • Ability to interpret vision and translate it into practical, achievable delivery plans. • Ability to set direction for and develop high-performing teams across multiple activities or locations. • Demonstrated leadership with partners and stakeholders to maximise opportunity and impact. • Ability to role-model equality, inclusion and diversity in leadership and service delivery. • Highly developed interpersonal and communication skills. • Ability to resolve difficult, complex and sometimes confrontational situations without recourse to more senior officers. • Ability to establish and sustain effective internal and external

			• Ability to gain trust and buy-in from senior staff at all levels. • Empathy with both management and end users. • Excellent negotiation skills with a wide range of partners and stakeholders. • Ability to use Microsoft Word, Excel, Teams, Outlook and PowerPoint to a good standard. • Ability to manage high levels of work-related pressure arising from deadlines, interruptions and conflicting demands. • Contribution to Medway’s wider cultural and heritage offer and the development of council and partner strategies. • Encouragement of staff ideas and continuous improvement.		partnerships to increase income, funding and investment.
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