

Destination Management Plan for the Vale of Glamorgan

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1. FOREWORD – By Cllr Jonathan Bird, Cabinet Member for Regeneration & Planning

(To be added)

2. INTRODUCTION

What is Destination Management?

Destination management is clearly defined by Visit Wales as ‘co-ordinating all the activities and services which impact on the visitor and their enjoyment of the destination’.

Many different organisations public, private and voluntary sector are responsible for delivering the services and amenities that impact on the visitor experience. Whilst the local authority is generally regarded as the lead body in terms of destination management, the development and management of many individual components are also the responsibility of partner organisations. To avoid fragmentation and duplication of effort it is essential to bring all stakeholders together in order to achieve better use and management of resources.

The Destination Management Plan sets out a vision for the future, a goal that all sectors of the industry can contribute towards achieving. It places an emphasis on partnership working, and places the responsibility on all partners in delivering those common goals.

Development and aims of the Destination Management Plan

The previous Vale of Glamorgan Destination Management Plan superseded the Vale of Glamorgan’s’ Tourism Strategy 2011-15, and was formally adopted by the Council’s Cabinet in February 2015.

Since its inception in January 2016, the Vale of Glamorgan Destination Management Partnership has worked together to prioritise, identify solutions, and progress (where appropriate) each of the 50 Actions identified within the 2014-17 Destination Management Plan.

This 2018- 2020 Destination Management Plan identifies key tourism objectives that will form the priorities for the partnership over the three years.

A Partnership Approach

The Vale of Glamorgan has an active and well represented Destination Management Partnership which plays an important role in driving the way forward for tourism in the Vale. The plan was developed following a series of consultation workshops with the Destination Management Partnership who together represent local visitor economy facing businesses, accommodation operators, Council Members, internal Council departments, and Visit Wales.

The views and information gathered by DMP representatives from attending other relevant meetings/workshops etc, have also been captured in the plan. This includes representation by members at the Wales Tourism Alliance, South East Wales Tourism Forum, Trade meetings etc.

Data resulting from various research projects commissioned by the Vale of Glamorgan Council has also been incorporated into the plan. This includes the STEAM report 2016 (Scarborough Economic Activity Monitor) which documents trend data since 2004 and Vale of Glamorgan Visitor Surveys.

The overall aim of the 2018-20 Destination Management Plan is to build on the foundations originally set by the previous DMP and identify strategic tourism objectives which are required to make significant improvements to the visitor experience in the Vale of Glamorgan.

This Destination Management Partnership identifies 7 strategic tourism objectives which form the priorities for the 2018-20 Destination Management Plan. The role of the Destination Management Partnership during the next 3 years will be to identify all actions in targeting those key objectives.

The Vision of the Destination Management Partnership

The overarching vision of the Vale of Glamorgan Destination Management Partnership is –

‘To create an attractive and vibrant tourism destination with a positive image for the Vale of Glamorgan capitalising on the Heritage Coast and proximity to Cardiff, encouraging the generation of higher spend and local income through sustainable development and quality facilities to enrich the experience for visitors and residents’.

This vision is a high level statement of intent and its achievement will be dependent on a range of factors, including the following:

- Prioritising investment to deliver the promise and to improve the overall quality of the visitor experience;
- Harnessing the collective strengths of all Vale of Glamorgan businesses and organisations that have a role in supporting the visitor economy;
- Defining the Vale’s unique tourism promise / offer and attracting new and existing visitors to the Vale through innovative and cost-effective marketing;
- Providing clear ‘reasons to visit’ and delivering compelling, unique, memorable and high quality visitor experiences;

- Improving access to and within the Vale to encourage better visitor flow, longer stays and higher spend;
- Ensuring the highest standards of customer service;
- Maximising visitor spend and income retention to the local economy;
- Improving customer satisfaction to encourage longer and repeat visits, higher spend and levels of positive recommendation;
- Fostering a culture of continuous improvement, value for money, best practice learning and sustainability;
- Identifying measures of success and monitoring performance.

We will know when we have achieved the vision when:

The Vale of Glamorgan is widely known as one of the most attractive places to visit in the UK throughout the year. Located close to the capital city of Wales, it is a destination of surprising contrasts ranging from beautiful rolling countryside, busy market towns and rural villages to popular seaside resorts and invigorating coastal communities all steeped in heritage. The Vale of Glamorgan is a place that refreshes the mind and body and inspires people to return and recommend its unique character to friends and family.

The Partnership is committed to the work required in achieving this vision.

3. Context & Background

The Vale of Glamorgan

The Vale of Glamorgan is a region with unrivalled physical attributes. The Glamorgan Heritage Coast stretches for 14 miles, from Aberthaw to Porthcawl with plunging cliffs, secluded coves and breath-taking views it is a must for walkers, cyclists or anyone with a love of the countryside.

Inland, the Vale is dotted with delightful market towns, small villages and miles of footpaths and country lanes. Further east, the elegant Victorian town of Penarth provides the eastern gateway from Cardiff, Wales' Capital City.

The Southernmost point in Wales, the Vale of Glamorgan is ideally placed as a visitor destination with easy access by road, rail and air networks.

The tourism industry in the Vale of Glamorgan is now firmly established as an integral and important industry, contributing just over £221million to the local economy. The Vale of Glamorgan values the importance of the industry and the role it plays in contributing to the local economy, not only in terms of value, but also in providing employment opportunities (circa 3000 full time equivalent jobs).

In 2016 the Vale of Glamorgan attracted 3.97m visitors over 5.4m visitor days and nights. Of these, the day and staying visitor market generated £117m and £103m respectively to the economy. In the last decade, the value of tourism has increased by over £11m to the economy.

The long term trend is positive with over a 10% real term increase in tourism spend since 2004, and a season that spans much wider than the traditional UK summer holiday with economic impact during the shoulder months experiencing similar growth.

Local, Regional and National Policy

National

At the national level, Tourism has been recognised by the Welsh Government as one of nine key sectors of the economy. Its strategy for tourism 2013 – 2020, '**Partnership for Growth**' (P4G), identifies Destination Management as fundamental in helping to improve the visitor appeal of tourism destinations throughout Wales.

The P4G set a target for growth of 10% in real terms from 2013 to 2020 for Wales. A review of progress in 2016 identified that growth was ahead of target.

Regional

At the regional level, the former Capital Region Tourism (CRT) commissioned a **City Region Tourism Action Framework for South East Wales to 2020** that is closely aligned with the priorities of the national tourism strategy. The Framework provided a clear focus for local tourism activity to be taken forward under Destination Management partnership arrangements.

Though positive about tourism's current contribution **The Cardiff City Region's Growth and Competitiveness Commission report**, sets challenges for the future in respect of collaboration, potential growth, spread of benefits and wider impacts.

The Cardiff Capital Region City Deal is a £1.28 Billion Programme which aims to achieve a 5% increase in the regions' GVA by delivering a range of programmes which will increase connectivity; improve physical and digital infrastructure as well as regional business governance.

In August 2017 the South East Wales Destination Management Group, of which the Vale is a member, commissioned the draft **Destination Investment Plan** which will set out the key priorities of significant infrastructure developments relating to tourism in order to maximise the contribution that the sector will make to the regional economy, with the potential to direct investment from the Cardiff Capital City Region City Deal.

Local

At the local level, the **Vale of Glamorgan Community Strategy (2011-2021)** and the **Corporate Plan (2016 – 2020)** are key policy documents that set a vision for the future and identify a series of high level priority outcomes for the Vale.

The Community Strategy is also supported by a focused **delivery plan**. The 2014-18 delivery plan is focused on tackling poverty and is aligned to the **Welsh Government Anti-Poverty Strategy**.

The Corporate Plan (2016 – 2020) sets out a clear vision for the future. '**Strong communities with a bright future**', and the 4 key values in delivering that vision are:

'Ambitious', 'Open', 'Together' and 'Proud'.

The Vale of Glamorgan Destination Management Plan sits at the heart of Wellbeing Outcome 2: An environmentally responsible and prosperous Vale - Objective 3: Promoting regeneration, economic growth and employment.

The Corporate Plan also shows how the Vale of Glamorgan contributes to the Well-being Goals for Wales, introduced by the **Well-Being of Future Generations Act (2015)**, by demonstrating our commitment to the improved social, economic, environmental and cultural well-being of Wales.

Other relevant policy to support growth in tourism is contained within the following documents;

- Vale of Glamorgan Local Development Plan (2011-2026)
- Vale of Glamorgan Rural Local Development Strategy (2014-2020)
- Vale of Glamorgan Town Centres Framework

This Destination Management Plan is aligned with all of the above and becomes the primary operational focus for tourism related activity in the Vale for the next three year period.

4. Key Achievements of the 2015-17 Destination Management Plan

The 2015-17 DMP focused on 5 overarching areas of priority:

Priority 1:	Raising the Profile	PROMOTING THE VALE
Priority 2:	Improving the Public Realm & Tourism Infrastructure	PLACE DEVELOPMENT
Priority 3:	Enhancing the Tourism Product and Experience	PRODUCT DEVELOPMENT
Priority 4:	Enhancing the Sense of Place	PLACE PROMOTION
Priority 5:	Improving Leadership and Delivery	PARTNERSHIP AND PERFORMANCE

Priority 1: PROMOTING THE VALE

The 'Visit the Vale' brand was strengthened throughout the duration of the previous DMP with the development of a new destination website and enhanced presence through social media platforms. Funding was sought and successfully secured to develop new innovative projects to further strengthen the identity of the destination and target key visitor markets, and avenues were explored and exploited to enhance the profile of the Vale through niche marketing. Following the closure of the area's Tourist Information Centres (TIC's), a network of 50+ Tourist Information Points (TIP's) was established working in partnership with the private sector, and the continued development of the Vale Ambassador programme sees ongoing promotion of the Visit the Vale brand.

Priority 2: PLACE DEVELOPMENT

A series of successful gateway programmes has been developed, instigated or completed during the duration of the DMP. In the Glamorgan Heritage Coast, gateway features were installed to celebrate entry points along the Heritage coastline.

Plans are progressing to improve the gateway area at Penarth, and developments are in place to progress improvements at gateway regions within Barry. In addition, at Barry, a

Sense of Place programme to reflect an agreed identity reflecting a sense of pride and history through key programmes in the future is being implemented, having secured Lottery funding.

Regeneration works to improve access to/within the Vale are on course with the completion of the Barry Island link road and cycle route over the causeway now in place, and a signage review to drive traffic to the resort is currently being instigated. Works to improve access to the Enterprise Zone, which includes Cardiff International Airport are now also underway.

Improved visitor interpretation throughout the Vale has been completed both through the Visit the Vale information points, and through the delivery of an interpretation strategy along the Glamorgan Heritage Coast. Improvements have been made to the slipway at Dunraven to support the development of water based activities along the coast. Significant improvements to the Heritage Coast Centre as part of the ongoing wider GHC Interpretation Strategy have transformed the internal reception area for welcoming visitors, with funding to support external improvements now being secured to further develop the site to encourage business opportunities along the coastline.

Priority 3: PRODUCT DEVELOPMENT

There has been much achieved through Priority 3, Product Development which can be broken down per region as follows:

Barry & Barry Island

The regeneration of the Eastern Promenade has had a huge impact on tourism on Barry Island since the opening of the Beach Huts in Oct 2014. Since the opening, the Island has experienced resurgence with visitors now returning to the Island for the first time in years. The works included the installation of the water feature, traversing wall and artistic lighting under the refurbished Eastern Shelter, all of which has transformed the Island's reputation as a destination to visit.

The 2016 Barry Island Customer Satisfaction report further demonstrates this as customer expectation and rating of the destination showed very positive results with visitors complimenting the Island on the many changes in recent years. Indeed over 90% reported that they would recommend a visit to others, and 96% confirming they will return.

The regeneration works have subsequently attracted multiple private investments including restaurants and cafes, in addition to both private sector and voluntary sector attractions. This extends to Barry with the development of high quality venues such as the Pumphouse attracting businesses such as nationally renowned destination food venue; Hangfire, and the Academy Espresso Bar that not only play a vital role in putting the Vale on the map, but also support the development of a vibrant evening economy in the town.

The Island hosts a very successful events programme which extends throughout the year, and in itself attracts large scale private sector investment in playing hosts to private events, for example the proposed 2018 Barry Island 10k run by Run4Wales.

Penarth

Penarth has experienced much improvement including the upgrading of street furniture and the implementation of lighting features on the esplanade which are now complete. Cosmeston Lakes Country Park continues to be improved with new commercial partnership arrangements being developed. The town is also fast developing a reputation as a quality

food destination, supported further by popular food based events strengthening the reputation it has achieved.

Glamorgan Heritage Coast and the Rural Vale

Creative Rural Communities (CRC), the Council led rural development partnership has been integral to tourism development in the Vale over the past few years. Tourism investment through Rural Development Plan (RDP) and Leader funding has supported infrastructure improvements as well as innovative pilots testing tourism related initiatives, many of which have been mainstreamed on completion.

The tourism industry in the rural Vale has benefited heavily through continued investment in tourism utilising funding drawn down through CRC. Projects developed over the last three years have included the following (not exhaustive):

- Paws in the Vale, testing the promotion of the Vale as a dog friendly destination
- A new innovative digital tourism initiative developed to provide visitor information digitally, working with local businesses to test various methods
- Piloting new processes to both collect donations to support future print costs, and download literature options
- Developing a schools project, aimed at working with and encouraging schools to visit Vale based attractions/activities

In addition to these, many projects developed through RDP/Leader Funding were mainstreamed over the past three years, and have now been incorporated into the function of the Tourism team. These include:

- Vale Ambassador Programme - a programme that continues to thrive with a dedicated group of volunteers now supported in house by the tourism team.
- Tourist Information Points – 50 plus literature stands located and supported by local businesses throughout the Vale.
- Vale Trails – a series of 10 visitor friendly trails throughout the Vale of Glamorgan, now promoted in house. Phase 2 saw the development of Vale Tales in 2017 utilising funding secured through Visit Wales to develop the next phase of the original Vale Trails project to bring to life history/myths and legends through a digital platform utilising the 10 trails as their base.
- Rural Events Network
- Perfect Pitch Camping Pilot
- Explore & More, a project developed to celebrate the Vale's rich and varied heritage, has now incorporated into the Visit the Vale website

Though developed and piloted in the Rural Vale utilising RDP funding, each of these projects have seen the benefits extending throughout the Vale of Glamorgan.

In addition to the projects noted above, the Vale has benefited greatly from the outcomes of grant schemes that supported private investment in the tourism industry through RDP funded projects. These include:

- Tourism Investment grant schemes; Tourism Matters and Visit Vale+
- Pride in our Farming Families – supporting farm diversification
- Pride in our Heritage – supporting projects that celebrate the Vales' heritage

Many elements of the Glamorgan Heritage Coast Interpretation strategy have now been implemented and culminated with the installation of the gateway features. The programme included a sense of place programme with the trade, installation of interpretation boards throughout the coastline, development of digital visitor information and a series of children's activities to attract visitors.

Wider Vale initiatives

The Wales Coast Path is now fully implemented in the Vale, with significant additional developments including the alignment of the path at Dimhole, Llantwit Major.

In order to maximise impact and ensure greater value for money, the Vale continues to work in partnership with regional authorities to target key visitor markets, in particular the Travel Trade through Southern Wales and Business Tourism by working in partnership with Cardiff.

Priority 4: PLACE PROMOTION

Much of the work developed through Place Promotion was integrated with Product Development, in so much as the promotion of key product development was supported by niche marketing to raise the profile of the destination. Place promotion was strengthened by projects such as the Glamorgan Heritage Coast Sense of Place project by CRC, and the current programme looking at a sense of Place for Barry.

Key projects such as 'Vale Tales' strengthened the promotion of the Vale through innovative digital methods aimed at key market segments, likewise the Pop-Up events at Dunraven Bay through Coastal Communities funding strengthened the Vale's reputation as a strong events based destination by showcasing successful, innovative and sustainable events.

Food was highlighted as a key asset through the development of events such as Picnic Penarth, the Food Court at the Vale Agricultural Show and Eats, Beats and Treats on Barry Island. Together with the private investment of independent businesses developing destination restaurants/cafes/bistros such as Hangfire Smokehouse, Cobbles, James Sommerin to name but a few, the Vale has capitalised on its reputation as a quality food destination.

Priority 5: Partnership and Performance

The development of the Destination Management Partnership in itself strengthened a true partnership approach to delivering tourism and focused the mind on all partners to work together to improve performance. Roles of organisations within the Vale are clearly defined and the Partnership continues to work with others to add value wherever possible in delivering improved performance.

5. Understanding the Visitor Economy in the Vale of Glamorgan

During 2016, the Vale of Glamorgan in partnership with Visit Wales commissioned a **Visitor Survey** to understand the profile, attitude and satisfaction levels of visitors to the Vale of Glamorgan. A full copy of the findings can be found online at www.visitthevale.com. In summary the main findings of the report were:

Visitor profile:

The majority of visitors to the Vale of Glamorgan are from Wales (78%), which is higher than for Wales as a whole (59%). This reflects the higher proportion of day visitors to this area than to Wales generally. Following on from this, the Vale of Glamorgan as a whole receives fewer visitors from outside of Wales compared to all sites across Wales (22% vs 41% all Wales). Of these, 21% live in the rest of the UK (37% all Wales) and just 1% live overseas (4% all Wales).

Most visitor groups to the Vale of Glamorgan area are either family groups with young children, or couples (42% and 23% respectively). This broadly reflects the all Wales profile, although families with young children make up a significantly higher proportion of visitors to the area than is the case for Wales overall (32%), while couples, in contrast, make up a lower proportion than for Wales overall (28%).

Trip profile:

The vast majority of visitors to the Vale of Glamorgan were on a day trip when interviewed (95%); this was higher than the all Wales average of 88%. The remaining 5% of visitors to the Vale of Glamorgan were staying in Wales, most commonly on a short break (4%). The proportion of staying visitors interviewed in the Vale was lower than among visitors to Wales as a whole (12%), although the average number of nights stayed was equal to the all Wales average (6.0).

Motivations for visiting and activities undertaken:

Visitors to the Vale of Glamorgan were most likely to have come to the area to enjoy the landscape, countryside and beaches (76%), much more so than was the case among visitors to Wales as a whole (51%).

Looking in more detail at the specific activities undertaken by visitors interviewed in the Vale of Glamorgan; the most popular activity by far was visiting the beach (60%), which was mentioned by significantly more people than was the case across the whole of Wales (23%).

Visitors to the Vale were less likely to say they had come to visit places, historical sites and attractions than was the case for Wales overall (27% of Vale visitors compared with 51% all Wales) or to take part in outdoor or sporting activities (15% of Vale of Glamorgan visitors compared with 25% all Wales).

Satisfaction with the overall experience, revisiting and recommending:

In general, visitors to the Vale of Glamorgan were highly satisfied with their visit, as was the case among visitors across all of Wales. On a scale of 1 to 10, where 1 was 'very dissatisfied' and 10 was 'very satisfied', over three quarters of visitors to the Vale (77%) gave a score of either 9 or 10. For *Wales overall as a place to visit* – the average score was 9.2/10 (equal to the all Wales mean score). A further 22% gave more moderate scores of between 5 to 8 / 10, while only 1% of visitors were dissatisfied with their visit.

Their trip to/in Wales exceeded expectations for almost half of visitors to the Vale of Glamorgan, with 45% saying that their trip was better than expected. Around half felt that their

expectations had been met (51%), while only 3% of visitors to the region said that their trip was not as good as expected.

Virtually all visitors to the Vale of Glamorgan said they were likely to return in future (95%); 90% said they would definitely visit again (higher than the all Wales average of 86%), while 5% would probably visit again (cf. 9% all Wales). Only a very small proportion of visitors (3%) said they were not likely to make another visit to the area.

Reflecting the high levels of visitor satisfaction and strong likelihood of returning to Wales in future, over nine in ten visitors to the Vale of Glamorgan said that they would recommend it as a place to visit (93%); 91% would definitely recommend, and 2% would probably recommend the area to friends and family. However, 6% said that they would not recommend Wales as a place to visit. The findings for the Vale of Glamorgan are, therefore, slightly less positive than was seen across the whole of Wales, where 97% would recommend Wales and only 2% would not.

It's worth noting that the interview locations of Barry Island, Penarth and Cosmeston will have had a bearing upon some of the outcomes noted above, however the survey does provide a good indication as to who we are attracting, why they come here and their experience once they are here.

STEAM 2016

As stated previously, the value of Tourism to the economy of the Vale of Glamorgan is buoyant with a 10% growth since 2004.

The 2016 STEAM report reported the following trends of the tourism industry in the Vale of Glamorgan over the last 10 years:

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Total Economic Impact (£M)	221.60	222.64	212.60	206.30	186.50	191.66	214.93	208.87	201.69	195.86	209.92
Economic Impact – Staying Visitors £m	103.63	105.22	102.42	98.36	94.20	96.01	99.80	95.95	99.44	97.51	98.48
Economic Impact – Day Visitors £m	117.97	117.42	110.18	107.94	92.30	95.65	115.13	112.92	102.25	98.35	111.44
Visitor Numbers (M)	3.970	3.962	3.750	3.663	3.193	3.274	3.848	3.762	3.473	3.355	3.721
Visitor Days (M)	5.401	5.401	5.146	5.037	4.560	4.634	5.212	5.103	4.844	4.688	5.044
Direct Employment (FTE's)	2,946	2,947	2,787	2,938	2,697	2,704	3,024	2,957	2,847	2,789	2,963

2016 Sectoral Analysis of spend (% Spend)	Accomm	Food & Drink	Recreation	Shopping	Transport	Indirect Expenditure	VAT
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Actual (£M)	18.206	41.192	12.969	28.446	24.157	71.636	24.994
% Share	8.2%	18.6%	5.9%	12.8%	10.9%	32.3%	11.3%

Strengths and Weaknesses of the Vale of Glamorgan as a Visitor Destination

Based on the findings of both the 2016 STEAM report, the 2016 Vale of Glamorgan Visitor Survey, and in conjunction with the consultation process to date, the Vale's Destination Management Partnership have identified the key challenges for the tourism industry in Vale of Glamorgan over the next three years as follows:

- The Vale experiences an ongoing reliance on day visits (85% of total) compared with other areas of Wales.
- The 2016 VoG Visitor Survey found that the average spend by Day Visitors is £34.44, in comparison to the staying visitor who stay an average of 3.4 days here, and spend £173.75 per visit.
- At 53%, the Day Visitor has an important role in the positive economic impact of tourism however this equals the market share to that of 2006.
- The average number of people in each visiting party is considerably higher than the Wales average, however the conversion to overnight visits is much lower suggesting the accommodation stock we offer may not be suitable for the market we are attracting.
- Our landscape is proving to be a major motivational factor in attracting our visitors, with visits to the beach proving the most popular activity. However this could highlight an over dependency of fair weather visitors without good provision of attraction/activities for wet weather days.
- Fewer visitors to the Vale are attracted by our outdoor activity offer than the Wales average which may be having an overall impact on the profile of our visitors. The outdoor activity market is a key area that remains a challenge for the Vale, in particular given that North Wales was recently voted 4th best region to visit by Lonely Planet, in recognition of its outdoor adventure offer.
- The Vale continues to suffer from a relatively low profile, which may explain the high dependency of our visitors originating from within Wales. Whilst other destinations in Wales receive a higher proportion of UK visitors the Vale generates less income from the industry due to the spend per visitor being lower than the staying visitor market.
- Of the 21% of visitors that originate from outside Wales, only 1% were overseas visitors.
- Whilst satisfaction levels were equally as high for the Vale as they were for Wales as a whole, by comparison the number of dissatisfied customers were higher in the Vale than across Wales at 6% compared to 2% for the nation.

- Whilst the age profile of visitors to the Vale shows a higher than average proportion of younger visitors to Wales, this is predominantly applicable to Barry Island whereas visitors to other areas are predominantly aged 55+, which at 68% is very high in comparison to the Wales average of 38%. A key challenge will be to identify attractions/activity developments that attract a wider market share of younger visitors (35-54 age group).

The challenges identified above set out key areas the Destination Management Partnership wish to focus on for improvement over the course of the next 3 years.

6. Destination Framework

Vision

Any plan that sets out to achieve future growth of tourism numbers and spend needs to overcome the challenges that face the Vale of Glamorgan while also capitalising on the opportunities that exist to improve the overall tourism experience. A top line analysis comparing the challenges with the opportunities would indicate that there are significant positive aspects of the industry; however aspects of the industry do remain less positive, and as a result do pose a challenge. The challenges identified however are not insurmountable and do provide excellent potential for further tourism growth.

The tourism vision for the Vale of Glamorgan helps to define future ambitions and priorities that will greatly contribute to future tourism growth:

‘To create an attractive and vibrant tourism destination with a positive image for the Vale of Glamorgan capitalising on the Heritage Coast and proximity to Cardiff, encouraging the generation of higher spend and local income through sustainable development and quality facilities to enrich the experience for visitors and residents’.

Ambitions

The Vale’s *ambitions* to complement the vision are to:-

- Be an important national destination in Wales and the UK providing a range of good quality accommodation, places to visit and things to do;
- Be somewhere that has a distinctive image and identity which is meaningful to residents and supported by visitors;
- Be a safe and secure destination that takes pride in its heritage and wants to tell its story to others;
- Be a place that warmly welcomes visitors and respects their individual needs;
- Be a place known for its distinctive sense of place;
- Be a place where people want to enjoy, visit, live, work, do business and be educated;
- Be known as a rural escape; a welcome alternative from which to explore the capital city of Wales, offering a stunning coastline and beautiful countryside;

- Be a place that has strong local supply chain links, celebrating local food, drink, arts and craft etc that support the retention of tourism revenue within the County;
- Be known as a place which is creative, contemporary and full of character.

Priorities and Action Plan

This is a three year Action Plan based on the overarching objectives below. Whilst driven by the Vale of Glamorgan Council, all stakeholders will be given responsibility to play an active role in the development of all of the objectives.

This DMP has detailed specific actions relating to the delivery of each objective; however the actions are not exhaustive and are included to give context to some achievable measures in delivering against each objective. These will be reviewed on an on-going basis throughout the delivery of the 2018-2020 Destination Management Plan.

Priority 1.

To review, improve and expand the range of high yield accommodation provision with particular emphasis on both longer stay, and budget/cost effective accommodation provision in the Vale.

Actions to include:

- Exploit the development of increased low cost accommodation including camping, caravanning and alternative accommodation provision
- Seek high quality destination hotel developments

Priority 2.

To develop the Vale as a high quality event based destination providing innovative and sustainable Events throughout the year.

Actions to include:

- Expand a sustainable events programme that supports the local economy, delivered by a wide range of organisations and actively pursue outside providers to choose the Vale as their preferred event destination.

Priority 3.

To explore and exploit all avenues to raise the profile of the Vale of Glamorgan combining traditional marketing methods with new/innovative digital techniques to target the visitor market.

Actions to include:

- Strengthen niche marketing to attract targeted audiences e.g. food/film/activity/heritage etc
- Strengthen targeted marketing aimed at attracting younger visitors
- To develop and exploit income opportunities to sustain tourism marketing

- Improve the co-ordination of enquiries associated to filming
- Research and identify key assets and opportunities to capitalise on the film/production industry
- Explore and develop innovative interpretation methodology and sustainable marketing tools
- Develop and implement a Sense of Place project for Barry

Priority 4.

To ensure visitor data on which priorities are based are fit for purpose, up to date and relevant at all times.

Actions to include:

- Explore and exploit all research opportunities either independently or in partnership with others, to ensure baseline data is accurate, up to date and fit for purpose
- To explore and identify alternative methods of communication to extract visitor information for the purposes of research

Priority 5.

To ensure the overarching principle across all tourism activity is to maintain growth in value for the tourism industry across all sectors.

Actions to include:

- Develop linkages between town centres and the coast
- Exploit the Councils land assets for activity tourism
- Work with the leisure industry to strengthen the attractions/activities offer, e.g the development of a multi-screen cinema, larger scale family activities/attraction etc.
- Identify opportunities to enhance the hospitality and food and drink offer
- Work with the industry to strengthen and market our out of season product

Priority 6.

To strive for maximum value through positive partnership working across all sectors

Actions to include:

- Work with landowners to identify new serviced events venues
- Support start-up and existing businesses seeking to engage with the visitor economy
- To build greater links that support quality training opportunities within the sector
- Continue to develop effective avenues for communication with visitor facing businesses

Priority 7.

To maintain and provide quality provision and infrastructure across all aspects of the physical environment throughout the Vale.

Actions to include:

- Finalise the Barry Island strategic opportunities document
- Explore links between Penarth seafront and Cardiff

- To develop and explore income opportunities to support destination improvements for the future
- Further exploit opportunities at Barry Waterfront to incorporate the development of marina facilities and the Old Harbour as an International Watersport Centre
- To improve entrances to key gateways for example town centres, resorts etc.
- Improve accessibility for key assets, e.g CWL Airport, resorts etc.
- Identify and develop opportunities to improve destination signage, including M4 signage provision
- Monitor developments that would negatively impact upon tourism development
- Improve integration of public transportation within the tourism industry
- Improve Penarth Esplanade
- Explore new sources of revenue to enhance town centres and resorts

Managing Performance

It is important to measure how well the delivery of the Destination Management Plan results in successful outcomes for the Vale of Glamorgan. Success will be measured by the achievement of a suite of key performance indicators:

- Higher visitor spend and local income generation;
- More and better jobs;
- Improved business performance;
- More positive reputation and awareness of the Vale as an attractive visitor destination;
- Higher visitor satisfaction and recommendation of the Vale as a place to visit;
- Longer tourism season;

A research programme is in place to ensure that appropriate surveys are undertaken to measure trends performance. STEAM, the current economic impact model, will provide some core measurements but additional studies will be required, specifically to measure changes to visitor satisfaction, business performance and changes to reputation and awareness levels.

Appendix 1

Vale of Glamorgan Destination Management Partnership – Partners

Vale of Glamorgan Cabinet Member for Regeneration & Planning (DMP Chair)
Vale of Glamorgan - Head of Neighbourhood Services and Transport
Vale of Glamorgan – Head of Regeneration & Planning
Vale of Glamorgan – Operational Manager for Regeneration
Vale of Glamorgan – Tourism
Vale of Glamorgan – Town Centre Development
Vale of Glamorgan – Neighbourhood Services
Vale of Glamorgan – Communications
Penarth Tourism & Visitor Association
Cowbridge Chamber of Trade
Representative of the traders of Penarth
Barry Chambers of Trade (Holton Rd/High Street)
Visit Wales
Penarth Town Council
Barry Town Council
Cardiff Airport
Barry Island Traders
Penarth Momentum Group
RDP Local Action Group
Vale of Glamorgan – Events
Cowbridge Town Council
Llantwit Major Town Council
Llantwit Major – Town Study Steering Group
Vale Tourism Association