



Bridgend County

The Destination Action Plan 2013-2015



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Introduction

This Destination Action Plan (DAP) sets out what action we will take to deliver the accompanying Destination Management Plan (DMP).

The actions associated with each objective and their respective priority areas are explained. The action table then highlights timings, resource implications and delivery agents. It sets out what we will do to work towards realising our vision. Each action has associated performance indicators. The Key Performance Indicators (KPIs) and specific targets will be set, monitored and reviewed through the management framework contained within the DMP.

1. Product

Priority: Support the development of the tourism product

If the tourism product doesn't meet expectations then visitors will be disappointed and unlikely to return. This section identifies the objectives and actions for responding to this priority. We need to support better accommodation and better attractions.

1.1 Support better accommodation

1.1.1 *Prepare accommodation demand appraisal*

- A situation report will be compiled that outlines the scale and nature of demand for all visitor accommodation, based on local and regional drivers and pertinent constraints, with relevant trends and good practice case studies.

1.1.2 *Support the development/enhancement of high quality serviced accommodation*

- A pro-active approach will be taken to qualitative improvement of the existing serviced accommodation stock, based on sound appraisal.
- A more rigorous and systematic approach to applications for change of use on existing visitor accommodation, requiring owners to advertise their property on the open market in accordance with Council guidelines, will be adopted.
- The development of small scale visitor accommodation will be supported, particularly in the Valleys, unless there are identified planning policy constraints.

1.1.3 *Support the development/enhancement of high quality self-catering accommodation*

Support will be provided to:

- The development of certificated caravan sites and other new forms of small scale self-catering development such as 'glamping'.
- The letting of second homes and redundant farm buildings for holiday cottages.
- The development of touring caravan park options in the County Borough.

1.2 Support better attractions

1.2.1 *Support new and existing attractions and leisure facilities*

- Support will be provided to new, good quality, appropriate development that expands the range of the offer. The provision of boat trips from the harbour is one particular new opportunity that will be encouraged.
- Support will be provided to heritage, nature and wildlife sites and attractions that complement and add value to the attraction of the natural and cultural environment.
- Support will be provided to the improvement of other existing leisure facilities.

1.2.2 *Deliver an on-brand consistency for physical, natural and cultural heritage interpretation*

- A review will be undertaken of existing heritage features and their interpretation.
- Clear interpretation guidelines will be produced for new and existing heritage features, facilities and related information media and support stakeholders to follow them.

1.2.3 *Support the development of Food-Tourism*

- The promotion of local produce in shops and on menus will be encouraged, providing local distinctiveness as well as quality.

1.2.4 *Create exciting new packages*

- The creation of exciting, distinctive new packaged products will be supported. These will continue to pick up on quirky, unusual or eye-catching themes relating to local culture, choirs, industrial heritage, food, customs, entertainment/ shopping, music, crafts or learning a skill.
- Networking events and familiarisation trips will be used for identifying opportunities and establishing links.

2. Experience

Priority: Support the development of tourism infrastructure

There is a need to ensure that the supporting infrastructure is in place to cater for the needs of visitors and maximise the tourism potential of the area. This is about strengthening the quality of the experience on the ground and providing the right environment to support a thriving tourism sector.

2.1 Enhance the coastal resource

2.1.1 *Enhance the Coast Path*

- We will work to expedite the opening of the link to Neath Port Talbot and the maintenance, upgrading and signage of the Path will be continued.
- The benefit of the Wales Coastal Path will be extended through the development and/or improvement of a series of circular walks linking to and around local communities at Merthyr Mawr, Newton, Porthcawl, Nottage and Kenfig.

2.1.2 *Enhance our coastal facilities*

- We will support the development of better facilities for users and water sports operators/schools at Rest Bay.
- The enhancement of parking facilities and access at Newton will be encouraged.

2.2 Invest in the settlements

2.2.1 *Invest in Porthcawl*

- The implementation The Porthcawl Regeneration Action Plan will continue.

2.2.2 *Invest in Bridgend*

To support work to:

- Encourage further accommodation, ideally in the town centre.
- Enhance key heritage features including Newcastle Hill.
- Undertake public realm improvements in the town centre.
- Support events and animation in the town centre.
- Promote the leisure and sports amenities.
- Improve walking and cycling links.

2.2.3 *Invest in Maesteg*

To support work to:

- Encourage the development of visitor accommodation including B&B, pub rooms, self-catering and caravan sites where appropriate.
- Encourage the development and enhancement of eating out facilities in the town centre.
- Support animation through local events and other activities in the town centre.
- Support ongoing enhancement of the public realm.
- Develop and promote walking and cycling trails.

- Create a cultural 'hub' for the Bridgend valleys, making use of the Maesteg Town Hall and other venues to promote and provide access to the local choral traditions.

2.2.4 Invest in other local hubs

- Community Councils will be encouraged to undertake local audits and consultations to identify areas, facilities, services and themes of interest to visitors and to draw up plans for physical improvement (public realm, private property), local circular walks, information, interpretation and promotion.

2.3 Enhance the countryside resource

2.3.1 Complete the network of recreational trails

- We will support work to fill the 'missing links' in the trail network as and when resources permit.
- Trails will be enhanced with signage, interpretation and theming where appropriate.

2.3.2 Develop a network of leisure drives

- A network of leisure drives will be promoted, supported by appropriate information linking viewpoints, attractions and settlements.

2.3.3 Enhance countryside sites

- Countryside access sites will be enhanced through the provision of improved visitor information, signage and interpretation.

2.4 Transport and related infrastructure for tourism

2.4.1 Enhance the public transport network for visitors

To support work to:

- Promote the network including walking and cycling opportunities linked to public transport.
- Package public transport travel with activity operators.
- Develop a 'green guide' to the coastal area and valleys which highlights and promotes access by cycling, walking and public transport to local attractions.
- Improve bus and rail infrastructure, notably bus shelters and rail stations and associated information/ timetables along with interchange facilities at Bridgend station and in Porthcawl.
- Provide bike transport up the valleys at weekends.

2.4.2 Enhance the private transport network for visitors

- New parking arrangements in Porthcawl will be implemented to help ease seasonal congestion.

2.4.3 Develop visitor berthing

- Serviced visitor moorings will be provide at Porthcawl harbour.

2.4.4 Make adequate provision for public toilets

- The network of toilets provided by the local authority will be sustained and further provision by the private sector will be encouraged.

2.4.5 *Deliver a fit for purpose tourist information service*

- In-destination tourist information provision across the County will be reviewed in the context of clear information objectives and consideration of alternative options including electronic information distribution¹.

2.5 Tourism human resources

2.5.1 *Encourage the take-up of customer service and product knowledge training*

- Everyone who comes into contact with visitors will be encouraged to consider their approach to customer care and welcome, not just those in tourism facilities. A priority is to raise product awareness. We will develop a range of training options in relation to this.

2.5.2 *Raise awareness of tourism management training opportunities*

- We will work with stakeholders to help identify local training needs, in conjunction with economic development initiatives, alongside an awareness campaign to encourage operators to undertake management development and staff training.

2.5.3 *Encourage new business start-ups in tourism*

- Support and advice will be provided to help people start up new tourism businesses.

2.5.4 *Encourage young people to choose tourism careers*

- We will work to improve the image of the industry as an employer, particularly with young people.

¹ The report 'Tourist Information Centre Research Project, VW, 2011' will be used to set the context.

3. Profile

Priority: Raise the profile and attract more visitors to BCB

People need to be aware of what is on offer and be provided with a reason to visit BCB. Raising profile and awareness is key to attracting people to visit and stay in the area.

3.1 Promote Bridgend

3.1.1 *Develop and implement a market research programme*

We will

- Marshall all the market research data and documentation already available.
- Identify current research being undertaken by public and private sector partners that may be of value.
- Fill identified needs e.g. visitor profile information using boosted samples in the biennial Visit Wales (VW) Survey.
- Support the more general profile data gathered by VW with local biennial surveys of local tourism enterprises.
- Support the more general profile data gathered by VW with local biennial surveys of visitors (e.g. visitors to events, beach users, trail users etc.) using a common format².
- Undertake ad hoc research for specific projects, as required.

3.1.2 *Target specific market segments based on research*

- The effectiveness of marketing efforts will be improved by focusing on the specific types of consumer who would be most receptive to what the area currently offers. We will do so by targeting primary and secondary markets. As target segments are determined and evolve they will be communicated and explained to all partners.

3.1.3 *Implement and evolve the destination brand values*

- Research will be undertaken with consumers and local stakeholder to help evolve brand values and determine reaction to the various existing 'brands'.
- Guidance will be produced and support provided for local tourism partners on the brand values, key messages, imagery and tone to be used in communications.

3.1.4 *Improve tourism media relations*

- Tourism PR activity will be coordinated, aligned with and support the Tourism Strategy and delivery of the DMP.
- Local activities will be promoted as central to the story that Visit Wales circulates to the media.

² There are Quality Standards for National Trails (NTs) in Wales

3.1.5 *Improve online tourism marketing*

- A more proactive approach to online tourism marketing will be adopted, evolving and developing existing channels in response to emerging technology and market trends.
- The private sector will be supported in their communication with past, present and potential customers.

3.1.6 *Work with others on thematic marketing*

- We will continue to work with neighbouring Counties where opportunities exist that are of value to BCB.
- Accommodation providers will be encouraged to promote 'add-on' experiences or itineraries to their guests that are easy to compile and book via their own websites but often need support to do so.

3.1.7 *Rationalise printed material and distribution*

- An annual review of printed literature and its distribution will be undertaken to ensure the approach adopted presents value for money and responds to market trends.
- There will be a proactive initiative to encourage more guide book editors and other travel writers to visit the area and to feed them regularly with news of developments, events and activities.

3.2 *Develop a diverse portfolio of events*

3.2.1 *Grow key strategic events, specifically to increase and sustain economic value*

- Focus will be on and support sustainability and scalability, developing those events that offer high potential growth but are still in their infancy. We will review the role of Council resources in relation to event support and consider options in relation to a commissioning role and/or contracting through service specifications with the private sector.
- The opportunity to extend existing successful events over longer periods will be evaluated to improve economic contribution, enhance longevity and reduce any traffic / congestion issues.

3.2.2 *Attract new events of regional or national significance that add to the existing programme and enhance the brand value of the County Borough*

- Focus will be on attracting events that align with our brand and specifically events which promote the natural environment, outdoor activity and local culture. In addition, we will support events which increase economic impact, increase the profile of BCB as a visitor destination, create vibrant areas and improve the quality of life for residents.

3.2.3 *Assist event organisers in the management and delivery of events through a range of support services*

- A wider range of partners and partnerships will be supported to develop and promote events.
- Support will be made available to help develop new events which complement the existing programme.

3.2.4 *Develop a consistent and systematic approach to event measurement and evaluation*

- An Events Management Toolkit will be designed and promoted for use by event organisers.
- An impact and evaluation model for events will be developed and implemented in the County and capture headline indicators in a consistent way.

3.2.5 *Support the provision of flexible venue space to accommodate a range of outdoor events*

- A portfolio of key event locations will be developed which can be made available to prospective event organisers.
- Support will be provided to those who wish to utilise space available to them for events.

3.2.6 *Create an environment which nurtures and supports events through improved coordination*

- The criteria for accessing funds through the Strategic Events Fund will be revised.
- The terms of reference for the Events Safety Advisory Group will be revised.
- A single point of contact for events within the Tourism Team of Bridgend County Borough Council will be assigned to improve co-ordination and provide a focused and cohesive approach towards developing the events sector.

4. Summary of action points

The following tables summarises the above action points.

NB. Acronyms can be found in the Appendix.

Priority 1: Support the development of the tourism product									
Action Point	Priority	Phasing (years)	Resource requirement	Risk level	Lead agency	Support agencies	Other potential funding contributor	Link to other BCBC business plans	KPIs
Support better accommodation									
Prepare accommodation demand appraisal	2	2-3	L	L	TOUR	CRT, BTA		REGEN	Project completion
Support the development/ enhancement of high quality serviced accommodation	1	1-3	L	L	PS	TOUR, CRT, REGEN DEV	TISS, LIF, reach, EU	REGEN DEV HIGHW	KPI 1 KPI 2 KPI 3
Support the development/ enhancement of high quality self-catering accommodation	2	1-3	L	L	PS	TOUR, CRT, REGEN, DEV	TISS, LIF, Reach, EU	REGEN DEV HIGHW	KPI 1 KPI 2 KPI 3
Support better attractions									
Support new and existing attractions and leisure facilities	1	1-3	L	L	PS VOL ARTS	TOUR, REGEN DEV	TISS, LIF, reach, HLF, EU	REGEN DEV HIGHW	KPI 4
Deliver an on-brand consistency for physical, natural and cultural heritage interpretation	1	1-3	L	L	CONS, VOL	TOUR	reach, HLF, EU	CONS	KPI 5
Support the development of Food-Tourism	2	1-3	L	L	reach PS	REGEN WG	WG, LIF, reach, EU	REGEN	KPI 6
Create exciting new packages	1	1-3	L	L	BTA, PS	TOUR, CRT		REGEN	KPI 7

Priority 2: Support the development of tourism infrastructure									
Action Point	Priority	Phasing (years)	Resource requirement	Risk level	Lead agency	Support agencies	Other potential funding contributor	Link to BCBC business plans	KPIs
Enhance the coastal resource									
Enhance the Coast Path	2	1-2	M	L	HIGHW	TOUR	WG, EU	HIGHW	Project completion
Enhance our coastal facilities	1	1-3	M/H	L	TOUR, REGEN	SPORT, STREET, HIGHW, DEV	TISS, CCF, GSP	SPORT, REGEN	Rest Bay + Newton devt plans agreed KPI 8
Invest in the settlements									
Invest in Porthcawl	1	1-3	H	M	REGEN, PS	DEV, CONS, HIGHW, TOUR, ARTS, SPORT	WG, CCF, GSP, TISS, HLF, THI	DEV, HIGHW, TOUR, ARTS, SPORT	Progress on Regon Action Plan KPI 1-5, 9 KPI 22
Invest in Bridgend	1	1-3	H	M	REGEN, PS	DEV, CONS, HIGHW, TOUR, ARTS, SPORT	WG, TISS, HLF, THI	DEV, HIGHW, TOUR, ARTS, SPORTS	Investment in public realm KPI 1-5, 9 KPI 22
Invest in Maesteg	1	1-3	H	M	REGEN, PS	DEV, CONS, HIGHW, TOUR, ARTS, SPORT	WG, TISS, HLF, THI	DEV, HIGHW, TOUR, ARTS, SPORT	Investment in public realm KPI 1-5, 9 KPI 22
Invest in local hubs	1	1-3	H	M	REGEN, PS	DEV, CONS, HIGHW, TOUR, ARTS, SPORT	WG, TISS, HLF, THI, Reach	DEV, HIGHW, TOUR, ARTS, SPORT	Local audits Investment in public realm KPI 1-5, 9, KPI 22

Enhance the countryside resource									
Complete the network of recreational trails	2	1-3	M/H	L	HIGHW	TOUR, REGEN, SPORT, SUSTRANS	WG, CCF, GSP, HLF, reach	HIGHW, DEV, SPORT, REGEN	KPI 9
Develop a network of leisure drives	3	2-3	L/M	L	TOUR	HIGHW			KPI 10
Enhance countryside sites	2	2-3	M	L	TOUR, SPORT	REGEN	CCF, GSP, HLF, CCW, reach	SPORT	Investment in countryside sites
Improve transport and related infrastructure for tourism									
Enhance the public transport network for visitors	2	2-3	M/H	M	HIGHW NR	TOUR, REGEN	WG, NR, Reach, EU	HIGHW, REGEN	No of new initiatives KPI 11
Enhance the private transport network for visitors	2	2-3	M/H	M	HIGHW	TOUR, REGEN	WG, EU	HIGHW, REGEN	KPI 11
Develop visitor berthing	1	1-2	M	L	SPORT	TOUR, REGEN, PS	CCF, GSP	REGEN	No of visitor berths
Make adequate provision for public toilets	2	1-3	M/H	M	STREET	TOUR, PS		STREET	KPI 11
Deliver a fit for purpose tourism information service	1	1	L	L	TOUR	CRT, VW, PS, BTA, COMMS	Reach, EU		KPI 11
Develop tourism human resources									
Encourage the take-up of customer service and product knowledge training	1	1-3	L	L	BTA, FE, HE	CRT, TOUR, COMMS	reach, CRT, EU	REGEN, EDU	KPI 12
Raise awareness of tourism management training opportunities	2	1-3	L	L	BTA, FE, HE	CRT, TOUR, REGEN	Reach, EU	REGEN, EDU	KPI 13
Encourage new business start-ups in tourism	1	1-3	L	L	BTA, TOUR	CRT, TOUR, REGEN	Reach, EU	REGEN	KPI 14
Encourage young people to choose tourism careers	1	1-3	L	L	BTA, TOUR	EDUC, CRT, TOUR	EU	REGEN	KPI 15

Priority 3: Raise the profile and attract more visitors to Bridgend County Borough									
Action Point	Priority	Phasing (years)	Resource requirement	Risk level	Lead agency	Support agencies	Other potential funding	Link to BCBC business plans	KPIs
Promote Bridgend									
Develop and implement a market research programme	1	1	L	L	TOUR	CRT, VW, BTA		COMMS	Progress report KPI 16
Target specific market segments based on research	1	1-3	L	M	TOUR	CRT, VW, BTA			Targets defined
Implement and evolve the destination brand values	1	1-3	L	M	TOUR	BTA		COMMS	Guidance prepared
Improve tourism media relations	2	1	L	L	TOUR	CRT, BTA		COMMS	KPI 17 KPI 18
Improve online tourism marketing	1	1	L	L	TOUR	CRT, BTA			KPI 19 KPI 16
Work with others on thematic marketing	1	1-3	L	L	TOUR	BTA, CRT, SWWTP	EU		KPI 20
Rationalise printed material and distribution	1	1	L	L	TOUR	BTA			Response rates KPI 11
Develop a diverse portfolio of events									
Grow key strategic events	1	1-3	M	L	TOUR	WG, BTA, PS	reach, CRT, EU	COMMS, REGEN	KPI 21
Attract new events which complement the existing programme	2	1-3	M	M	TOUR	CRT, WG, BTA, PS	reach, CRT, EU, PS	COMMS, REGEN	KPI 22
Assist event organisers in the management and delivery of events	1	1-3	L	L	TOUR	PS, VOL	CRT, EU	REGEN, SPORTS, ARTS	KPI 22

Develop a consistent approach to event measurement and evaluation	1	1	L	L	TOUR	WG, BTA, CRT, EU	CRT, EU	REGEN, SPORTS, ARTS	Model prepared
Support the provision of flexible venue space	2	1-3	M/H	M	TOUR / REGEN	PS	reach, CRT, EU	ARTS, PROP	KPI 23
Create an environment which nurtures and supports events	1	1	L	L	TOUR	ESAG			New processes in place

Appendix: Key to summary tables

Notes:

- Resource requirements are 'order of magnitude' and can vary significantly depending on the range of the project. In broad terms, 'Low' might be up to £25k, 'Medium' up to £100k and 'High' is above £100k.
- Risk levels are based on commercial viability or failure to implement correctly. Risk assessments should be completed when each initiative is undertaken.
- Priorities and phasing should be the subject of early discussion by the BTP and DMB.
- Specific targets relating to each KPI will be set through the management framework of the DMP.

Key to acronyms in summary table

BTP	Bridgend Tourism Partnership
BTA / PS	Bridgend Tourism Association / Private Sector
VOL	Voluntary sector
BCBC internal departments	
DMB	Bridgend County Borough Council Destination Management Board
TOUR	Tourism/Regeneration (Communities)
REGEN	Regeneration (Communities)
PLAN	Development (Communities)
CONS	Conservation (Communities)
HIGHW	Highways (Communities)
STREET	Street Works (Communities)
ARTS	Healthy Living
SPORTS	Beach management, leisure centres (Healthy Living)
LICEN	Licensing (Chief Exec)
COMMS	Communications (Deputy Chief Exec)
EDUC	Learning
ESAG	Events Strategic Advisory Group
External stakeholders	
CRT	Capital Region Tourism
VW	Visit Wales
WG	Welsh Government
WG (MEU)	Welsh Government Major Events Unit

Key to summary tables - continued	
SWWTP	South West Wales Tourism Partnership
NR	Network Rail / Rail and Bus Companies
Projects, funding sources	
TISS	Tourism Investment Support Scheme
CCF	Coastal Communities Fund
GSP	Green Seas Partnership
HLF	Heritage Lottery Fund
LIF	Local Investment Fund
reach	Rural Development Programme for Bridgend
THI	Townscape Heritage Initiative
Resource requirement and Risk Level	
H	High
M	Medium
L	Low

Key to KPIs

Priority 1: Support the development of the tourism product	
KPI 1	No of bedrooms/spaces (graded and ungraded)
KPI 2	No of establishments successfully bidding for TISS funding
KPI 3	No of establishments with TripAdvisor Certificate of Excellence
KPI 4	No of new and enhanced facilities with levels of investment
KPI 5	No of facilities adopting interpretation guidelines
KPI 6	No of local produce outlets (shops and restaurants)
KPI 7	No of new product offers and customer take-up
Priority 2: Support the development of tourism infrastructure	
KPI 8	Number of Blue Flag and other award beaches
KPI 9	Length of new access routes in countryside
KPI 10	No of new leisure driving routes
KPI 11	Satisfaction rating in visitor survey
KPI 12	No of local ambassadors trained
KPI 13	Attendance at training courses, take up of advisory and support services
KPI 14	No of new tourism start-ups
KPI 15	Number of local schoolchildren, students taking tourism courses

Key to KPIs	
Priority 3: Raise the profile and attract more visitors to Bridgend County Borough	
KPI 16	No of contacts on consumer database
KPI 17	No of Bridgend features in VW promotions
KPI 18	Other media stories with related value
KPI 19	No of unique visits to BridgendBites website, Facebook etc.
KPI 20	Response to thematic marketing activity
KPI 21	Measure of impact of individual events
KPI 22	No of new events
KPI 23	No of promoted event venues