

# Bridgend County

## The Destination Action Plan 2018-2022



**March 2018**

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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 format and alignment takes a similar approach as the previous DMP and DAP, which came to an end in 2017.

The actions associated with each objective and their respective priority areas are explained. The action table then highlights timings, resource implications and initial risk considerations.

# 1. Product

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## 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 *Understand accommodation demand*

- When required, situation reports will be compiled that outline the scale and nature of demand as well as opportunities for investment 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*

- Close liaison with the Planning Authority in relation to proposals for change of use on existing visitor accommodation
- The development of small scale visitor accommodation will be supported where opportunities arise, particularly in the Valleys through the Valleys Task Force, 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*

- The following will be encouraged and where appropriate directed to support agencies and external funding opportunities:
  - New, good quality, appropriate development that expands the range of the offer.
  - Heritage, nature and wildlife sites and attractions that complement and add value to the attraction of the natural and cultural environment.
  - Improvement of other existing leisure facilities.

#### 1.2.2 *Support the development of Food-Tourism*

- Where support exists through the Rural Development Programme, the promotion of local produce in shops and on menus will be encouraged, providing local distinctiveness as well as quality.

### **1.2.3 Create exciting new packages**

- The creation of exciting, distinctive new packaged products will be supported. This will be actively encouraged in areas that have been identified as offering strategic opportunities and from which added value can be achieved.

## **2. Experience**

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### **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**

- Where partnership opportunities exist, 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.
- Support will be provided for appropriate developments at Cosy Corner and the success of the Jennings building
- A partnership approach will be developed with the key stakeholders for beach lifeguarding
- The enhancement of facilities and access at Newton will be encouraged.

### **2.2 Invest in the settlements**

#### **2.2.1 Invest in Porthcawl**

- The implementation of the Porthcawl Regeneration Action Plan will continue and the strategic growth opportunities available will be prioritised.

#### **2.2.2 Invest in Bridgend**

To support work with the Town Centre Manager, the Business Improvement District and other partners 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 maximize the opportunities available through the strategic development of Afan Parc 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, maximizing the strategic development of Maesteg Town Hall.
- Maximize the opportunities available through the Valleys Taskforce.

### **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. The Town and Community Council Fund is available to consider proposals for such actions.

## **2.3 Enhance the countryside resource**

### **2.3.1 Enhance countryside sites through proactive management of Local Nature Reserves**

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

## **2.4 Transport**

### **2.4.1 Enhance the public transport network for visitors**

To support work through the Cardiff City Deal, Cardiff Metro, to lobby for:

- Promotion of the network including walking and cycling opportunities linked to public transport.
- Packaging of public transport travel with activity operators.
- Improvements to bus and rail infrastructure
- Providing bike transport into the valleys at the weekends.

### **2.4.2 Enhance the private transport network for visitors**

- Continue to review parking arrangements in Porthcawl with partners and consider options for the future.

## **2.5 Tourism human resources**

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

- Businesses will be encouraged to take up training and development opportunities as and when they become available, especially through the delivery of already piloted approaches.

**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 through the mechanisms available to BCBC and where required signposting will occur to Business Wales.

## 3. Profile

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### 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 *Gather market research*

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.
- Undertake ad hoc research for specific projects, as required.

##### 3.1.2 *Target specific market segments based on research*

- Focusing on the specific types of consumer who would be most receptive to what the area currently offers. As target segments are determined and evolve they will be communicated and explained to all partners.

##### 3.1.3 *Support greater awareness of the Destination brand values*

- Work with partners to encourage a greater use of the existing destination brand values and to evolve these over time.

##### 3.1.4 *Ensure successful tourism media relations*

- Tourism PR activity will be coordinated and aligned with key opportunities

##### 3.1.5 *Deliver online tourism marketing*

- The current website will be updated and made more fit for purpose
- Key social media channels will be used to engage with visitors and encourage visits.
- The BCB Destination app will be updated and promoted

##### 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.

##### 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 available each year and responds to market trends.
- There will be a continued 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 Support existing events to ensure successful delivery**

- Focus will be on and support sustainability, scalability, health and safety.
- The Events Management Toolkit will be promoted for use by event organisers.
- The impact and evaluation model for events will be promoted for use by event organisers.
- The Events Safety Advisory Group will provide advice and support to those events that seek it and consider providing resources where needed to ensure visitor experience and safety is delivered.

### **3.2.2 Attract new events of regional or national significance**

- Focus will be on attracting events that offer greatest opportunities to benefit the County Borough and business cases for financial support will be considered on a case by case basis.



#### 4. Summary of action points

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<b>Priority 1 Support the development of the tourism product</b>			
<b>Action Point</b>	<b>Phasing (years)</b>	<b>Resource requirement</b>	<b>Risk level</b>
<b>Support better accommodation</b>			
<i>Understand accommodation demand</i>	1-5	L	L
<i>Support the development/enhancement of high quality serviced accommodation</i>	1-5	L	L
<i>Support the development/enhancement of high quality self-catering accommodation</i>	1-5	L	L
<b>Support better attractions</b>			
<i>Support new and existing attractions and leisure facilities</i>	1-5	L	L
<i>Support the development of Food-Tourism</i>	1-3	M	L
<i>Create exciting new packages</i>	1-5	L	L
<b>Priority 2: Support the development of tourism infrastructure</b>			
<b>Action Point</b>	<b>Phasing (years)</b>	<b>Resource requirement</b>	<b>Risk level</b>
<b>Enhance the coastal resource</b>			
<i>Enhance the Coast Path</i>	3-5	M	L
<i>Enhance our coastal facilities</i>	1-5	M	L
<b>Invest in the settlements</b>			
<i>Invest in Porthcawl</i>	1-5	H	M

<i>Invest in Bridgend</i>	1-5	M	M
<i>Invest in Maesteg</i>	1-5	M	M
<i>Invest in other local hubs</i>	1-5	L	L
<b>Enhance the Countryside resource</b>			
<i>Enhance countryside sites through proactive management of Local Nature Reserves</i>	1-2	M	M
<b>Transport</b>			
<i>Enhance the public transport network for visitors</i>	1-5	M/H	M
<i>Enhance the private transport network for visitors</i>	1-5	M/H	M
<b>Tourism human resources</b>			
<i>Encourage the take-up of customer service and product knowledge training</i>	1-3	L	L
<i>Raise awareness of tourism management training opportunities</i>	1-3	L	L
<i>Encourage new business start-ups in tourism</i>	1-3	L	L
<b>Priority 3: Raise the profile and attract more visitors to BCB</b>			
<b>Action Point</b>	<b>Phasing (years)</b>	<b>Resource requirement</b>	<b>Risk level</b>
<b>Promote Bridgend</b>			
<i>Gather market research</i>	1-5	L	L
<i>Target specific market segments based on research</i>	1-5	L	L
<i>Support greater awareness of the Destination brand values</i>	1-5	L	L
<i>Ensure successful tourism media relations</i>	1-3	L	L
<i>Deliver online tourism marketing</i>	1-3	M	L
<i>Work with others on thematic marketing</i>	1-2	L	L
<i>Rationalise printed material and distribution</i>	1-5	L	L
<b>Develop a diverse portfolio of events</b>			

<i>Support existing events to ensure successful delivery</i>	1-5	L	M
<i>Attract new events of regional or national significance</i>	1-5	M/H	M

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 will be considered when each initiative is undertaken