

Destination Management Plan Review Monmouthshire Destination Management Partnership 2pm Tuesday 29 September 2020

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Strategic Aims of Destination Management Plan 2017-2020

To grow tourism revenue to the county:

- **By 10% in real terms value (from 2015 base)**
- **Across the year**
- **Across all parts of the County**
- **Based on high quality visitor experiences**

Value of tourism to Monmouthshire's economy

(STEAM 2019)



2.28 million visitors

The 0.56 million staying
visitors contribute £185.4m
to Monmouthshire's
economy
Day visitors
contribute £59.6m



**£245 million
boost to the
economy**

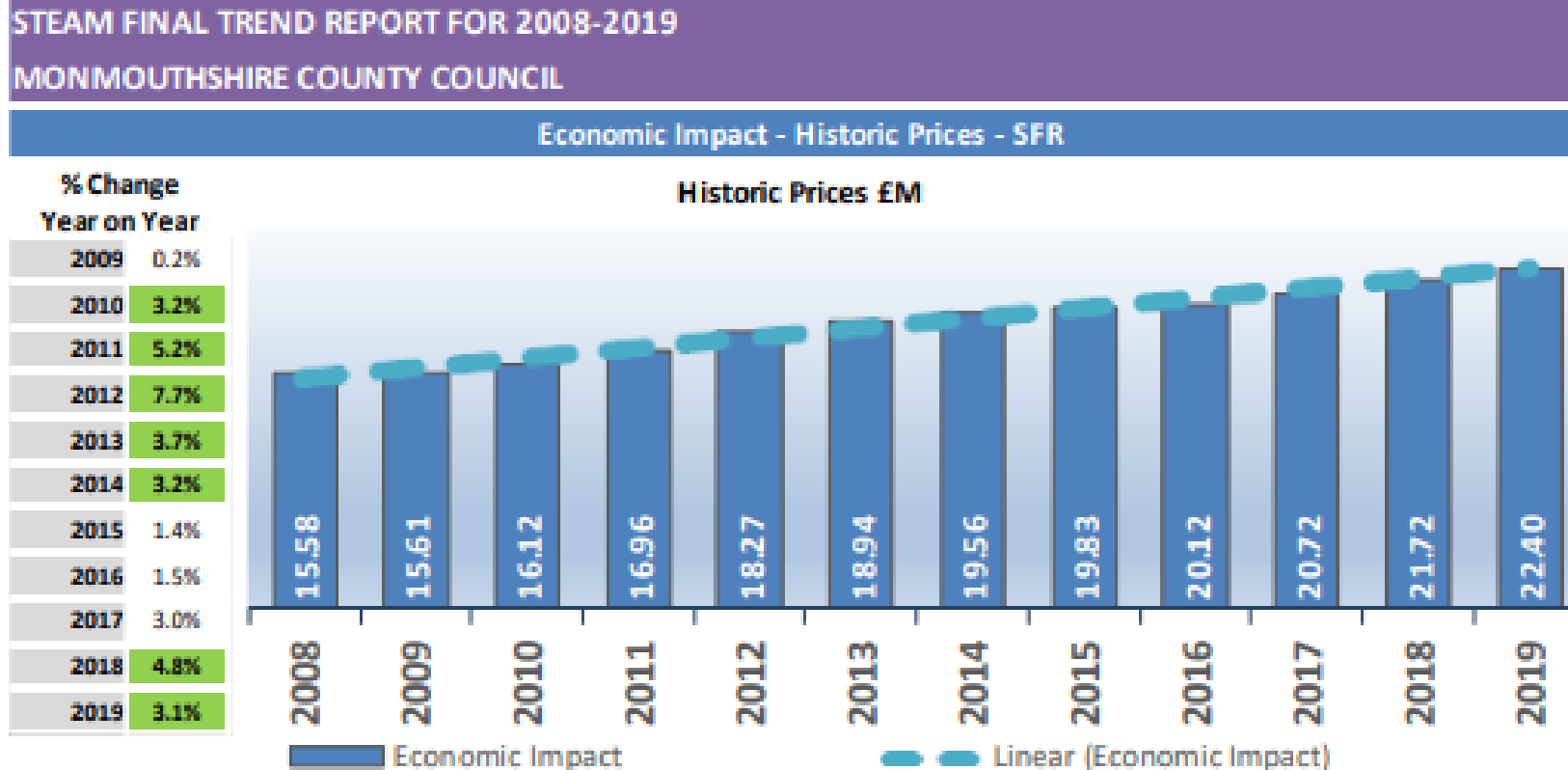


**£184 million
direct spend**



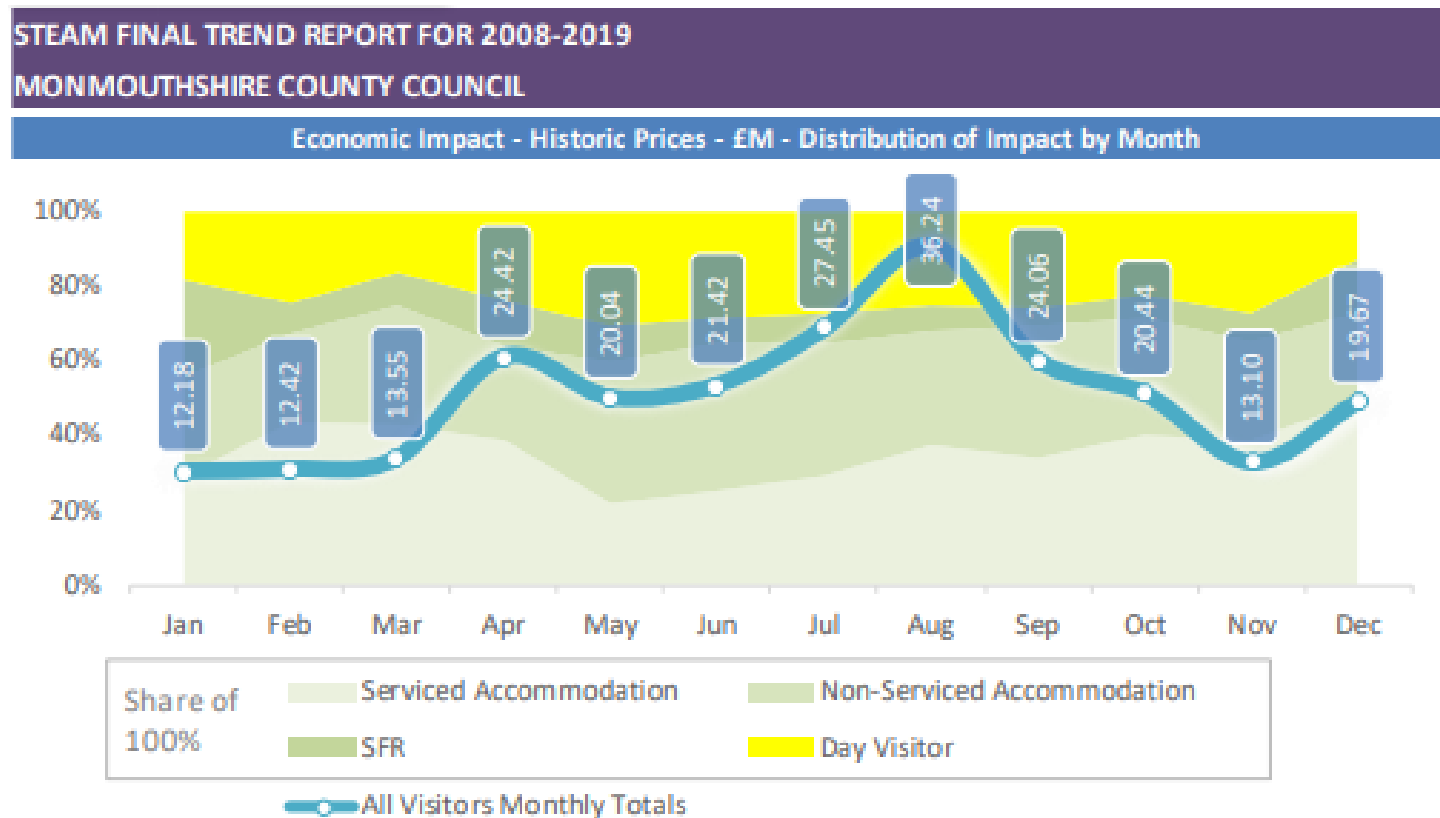
3,119 jobs (FTE) are supported by the sector

Economic Impact 2008 - 2019



18.5% real tourism revenue growth between 2015 and 2019 (against a target of 10% between 2015-2020).

Distribution of tourism revenue by month



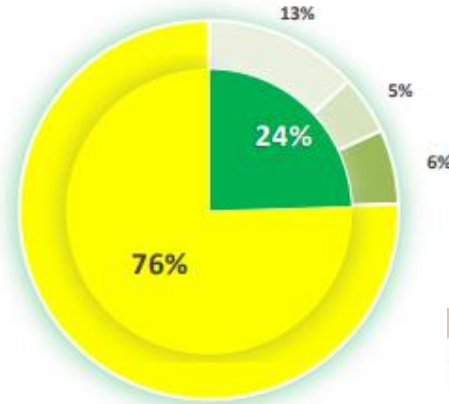
% of annual tourism revenue generated October – March has increased slightly from 36% in 2017 to 37% in 2019

Staying visitors deliver the lion's share of tourism benefits

Visitor Numbers - 2019 - M - Share of Total

TOTAL
2.28m

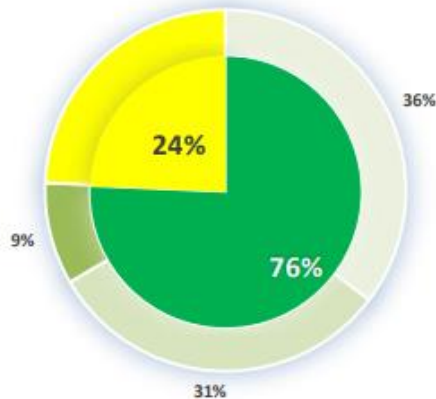
	M
Serviced	0.30
Non-Serviced	0.11
SFR	0.15
Staying Visitor	0.56
Day Visitor	1.72
Total	2.28



Economic Impact - Historic Prices - £M - Share of Total

TOTAL
£244.99m

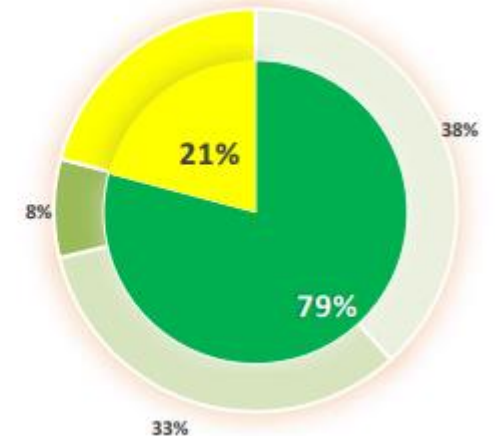
	£M
Serviced	86.65
Non-Serviced	76.36
SFR	22.40
Staying Visitor	185.41
Day Visitor	59.58
Total	244.99



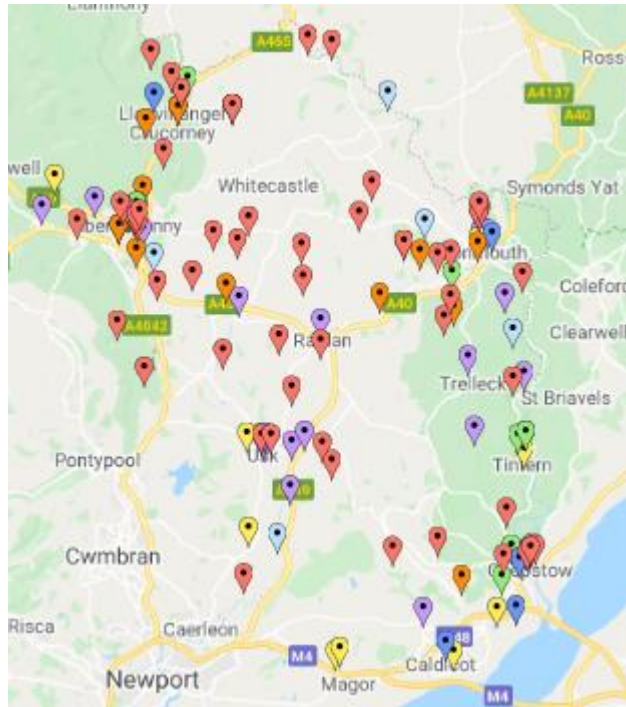
Direct Employment Supported - 2019 - FTEs - Share of Total

TOTAL
2,499 Direct FTEs
3,119 Total FTEs

	FTEs
Serviced	957
Non-Serviced	823
SFR	198
Staying Visitor	1,977
Day Visitor	522
Total	2,499



Distribution of visitor accommodation (and key tourism benefits) across Monmouthshire



Serviced



Self-catering



Caravan & Camping



Alternative

Delivering High Quality Visitor Experiences

2019 Visitor Survey results

- **9.3/10 visitor satisfaction** score (equal to the all Wales mean score)
- **40% of visitors rated their trip as better than expected, 59% felt that their expectations had been met.** Less than 1% of visitors to the county said their trip was not as good as expected.
- **97% visitors to Monmouthshire said they were likely to return in future** - 90% said they would definitely visit again (compared with 84% in 2016), while 7% would probably visit again. Only a very small proportion of visitors (1%) said they were not likely to make another visit to the region.
- **99% of visitors to Monmouthshire said they would recommend it as a place to visit** (compared with 96% in 2016)

Proposed process & timescale for DMP Review

Light touch review this time around comprising:

- Online business / partner survey to assess satisfaction with existing priorities and to identify additional / alternative priorities and growth opportunities
- Update Plan in line with business / partner responses and 2020 Welcome to Wales Visitor Economy Strategy – increased emphasis on: environmental sustainability & well-being; on increasing yield; and on tackling seasonality
- Consult DP partners and elected members on updated draft DMP
- Secure MCC Cabinet approval for new DMP January 2021

Identified Priorities of Monmouthshire's Destination Management Plan 2017-2020

- To consolidate **Food Capital of Wales status** for Monmouthshire
- To consolidate and make further progress on the **Walking Product Development Plan**
- To **maximise the tourism benefits of the cultural offer** as well as countryside and heritage
- To **establish the County's cycling credentials** on a sustainable base of events, routes, amenities and cycle friendly communities and accommodation
- To encourage **investment in the serviced accommodation sector** (especially following development of the International Convention Centre)
- To develop a **seasonal programmes of events** which support the County's key product offers – Food, Heritage, Arts + Culture, Walking and Cycling
- To continue support for **vibrant, attractive, welcoming and distinctive towns and villages**
- To establish Monmouthshire's position as our 'first' county through an **iconic intervention at the entrance to Wales**
- To **'reset' partnership arrangements** with 'neighbours' and between stakeholders within the county
- To ensure that Monmouthshire **on and off-line content is distributed through all relevant channels and campaigns**
- Through all activities to build the **reputation** of the County - **'Monmouthshire' = high quality**

Destination Management Plan 2017-2020

Update on delivery September 2020

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	
Headline Experience Programmes		To encourage investment in the serviced accommodation sector (especially following development of the International Convention Centre)					
The Accommodation Offer	1.1	Upgrade and increase capacity in line with 2013 Opportunities report to take advantage of WICC development (including wider business tourism)	Industry	VW MCC	H	New and upgraded accommodation	Increase of 204 serviced bedspaces between 2017 and 2019
	1.2	Develop and promote a complementary business tourism offer to optimise WICC opportunity	Southern Wales	MCC WVFDTA BBT	M	Increase in business related tourism	SE Wales Marketing Hub RTEF project approved May 2019 which includes business events activity worth £25k – decision taken to commence consumer activity first then COVID-19

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		To establish the County's cycling credentials on a sustainable base of events, routes, amenities and cycle friendly communities and accommodation.					
The Activities Offer (Cycling)	2.1	Develop the Monmouthshire Cycling offer using the same successful and logical methodology as for Walking i.e.: <ul style="list-style-type: none"> • Develop a stakeholder partnership • Assess market needs • Audit current provision • Formulate Action Plan 	MCC	Sustrans WVFDTA BBT ADTA	M	Plan developed and implemented	Draft cycling strategy completed March 2019

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		To establish the County's cycling credentials on a sustainable base of events, routes, amenities and cycle friendly communities and accommodation.					
	2.2	Develop a number of new promoted and well-presented routes to attract family and beginner markets as well as enthusiasts e.g. Canal, Living Levels	MCC	Sustrans	H	At least 2 new family ride routes	<ul style="list-style-type: none"> • The Living levels Destination Plan includes increased promotion of cycling opportunities across the Gwent Levels. • The Council is working to secure planning permission for a walking / cycling route on the Usk to Coleg Gwent section of the Usk to Pontypool railway line with a view to securing future funding. • The Council has acquired the former MOD Caldicot to Crick railway line. A feasibility study of the first stage of developing this route for cycling and walking has commenced funded under the Active Travel programme. • Further Active Travel funding is looking at a number of other routes including at Caldicot Castle Country Park, Castle Meadows in Abergavenny and part of the Wye Valley Walk in Monmouth

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		To consolidate and make further progress on the Walking Product Development Plan					
The Activities Offer (Walking)	2.3	<p>Continue implementation of the Walking Product Development Plan in line with customer demand:</p> <ul style="list-style-type: none"> • Exploiting links with England Coast Path • Opportunities through 'Living Levels' • Priorities from ROWIP Review (2018) 	MCC	WHS AONB BB WVFD WaW	M	2 new routes from Living Level Hubs	<ul style="list-style-type: none"> • Improvements to walking routes, including new routes in Monmouthshire (a series of routes from Magor and a circular route from Caldicot Castle) and additional signage and interpretation on existing routes are currently being installed as part of the Living Levels Programme. • Increased the available walking product and countryside visitor sites on the Visit Monmouthshire website • Continued improvements to the Wales Coast Path and Offa's Dyke Path National Trail in Monmouthshire • The Council approved a new Countryside Access Improvement Plan in February 2020 • Attracted new funding streams for further rights of way improvements • Progress hampered by the impact of the November and February Floods and the impacts of Covid-19

Programme and Objectives		Action	Lead	Partners	H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		Consolidate Food Capital Status for Monmouthshire					
Wales Food Capital	3.1	Broaden impact of Food Capital status by: <ul style="list-style-type: none"> Supporting extension of the Abergavenny Food Festival brand and other food events across the year and the County Improving information on and access to Farm Shops and Producers Encouraging Food Trails development Further encouraging local food culture across the wider 'everyday' hospitality sector 	MCC	AFF BBT ADTA WVFDTA WG	M	Sales of local produce Visitors accessing Food information	Improvements to food and drink visitor information on VisitMonmouthshire.com Number of food & drink blogs - 17 Numbers of visits to food & drink pages / blogs c43,460 page views Flavours of Monmouthshire hospitality training event May 2018 Training for Food Festival Ambassadors September 2019 Joint marketing activity with AFF 2019 Increased promotion of local food producers, click & collect / delivery services during lockdown
	3.2	Encourage VW to consider a Year of Food...	MDMP	BBSDP WVFDTA		Year of Food agreed	YoF proposed in MCC's response to 2019 VW Strategy consultation
	3.3	Support those developing further 'Food Capital' infrastructure e.g. Food Hub, Skills Centre of Excellence	MDMP	MCC NCC	L	'Live' projects	EU funded cooperation funding application with Belgium unsuccessful. Draft Food Action Plan produced and Data Analysis pilot commenced.

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		To maximise the tourism benefits of the cultural offer as well as countryside and heritage					
Cultural Product Offer	4.1	Develop a contemporary creative offer to sit comfortably alongside food, heritage and walking as per Cycling above	MCC	BBSDP WVFDTA	M	Plan developed and implemented	<ul style="list-style-type: none"> • Plans to develop objectives for a Monmouthshire arts strategy through a participatory event have been temporarily put on hold due to the impact of Covid-19 and changes to grant funding • The Wye Valley River Festival 5 Year Business Plan 2019-2024 completed and this year's festival reimagined as a virtual festival (21 – 27 September) • Living Levels 'Big Skies of Caldicot Castle' community arts event 5 October 2019. All 2020 events cancelled or postponed due to COVID. • People in the landscape sculptures (funded under Living Levels project) are being installed and more are planned (currently Lave Net Fisherman installed at Black Rock picnic site, and shortly to be installed; The Engineer at Black Rock jetty; and The Brinker at Magor Marsh)

Programme and Objectives		Action	Lead	Partners	Cost H, M, L	KPIs	Progress on delivery
Headline Experience Programmes		To maximise the tourism benefits of the cultural offer as well as countryside and heritage					
	4.2	Pursue tactical promotional opportunities around filming in the county	WVFD TA BBT	MCC VW	L	Coverage obtained	Opportunities identified, not progressed due to flooding then COVID
	4.3	Develop an iconic 'gateway' feature project to reflect the destination's position, values and creativity	MCC	Arts Council VW Lottery	M	Planning and funding secured	Not progressed. Awaiting relevant funding opportunity.

To develop a seasonal programmes of **events** which support the County's key product offers – **Food, Heritage, Arts + Culture, Walking and Cycling**

The Monmouthshire Season	5.1	Encourage events that create year-round added value, support emerging products and celebrate the County's strengths: Walking, Cycling, Food and Drink, Culture and Heritage (especially those of national status).	DMP	VW		Events held autumn to spring	Abergavenny Food Festival (September) & Christmas Fair (December) Tour of Britain (2014, 2017, 2018) September. Crosstober October 2017. Biennial Wye Valley River Festival (May 2018) All 2020 events cancelled due to COVID
	5.2	From the forward events programme develop a seasonally themed calendar of events linked to accommodation, activity and retail opportunities	MCC	WVFDTA BBT	L	Take-up of calendar by industry	Add your own event functionality added to visitmonmouthshire.com 2017 Visit Monmouthshire events widget promoted to businesses
	5.3	Maintain a forward 'clash' calendar of events (including in surrounding areas) for reference	MCC	VW	L		Forward 'clash' calendar of events maintained.
	5.4	Use events creatively to respond to Wales 'Years of...' initiative e.g. extended River Wye Festival for Year of the Sea	MD MP	VW WVFDTA BBT WVAONB	M	'New/rebadged' events	Joint RTEF funding application with Abergavenny Food Festival for 2018 Year of the Sea unsuccessful
	5.5	Encourage Event Organisers to deliver events which deliver distinctive 'sense of place' through use of events toolkit:	MCC	BBSDP WVFD VW	L	Numbers using toolkit	192,577 page views of www.visitmonmouthshire.com/eventmanagement.aspx since January 2017 but vast majority of these are from outside of Monmouthshire

Support Programmes							
A new Partnership	6.1	Develop a new inclusive delivery model for destination development and marketing in Monmouthshire	MCC	BBSDP WVFD ADTA VW Other stakeholders	L	New partnership arrangements in place and operating	Revised DMP and partnership arrangements approved January 2018 First DMP meeting June 2019, second postponed by lack of chair and COVID – communication cont'd with key partners via Business Resilience Forum during lockdown
Welcoming Places	7.1	Encourage each town to play to its distinctive historic and contemporary strengths and therefore enrich the overall visitor experience through 'place plans' e.g. <ul style="list-style-type: none"> • Chepstow - Walking and Sporting Hub • Monmouth – Local 'Legends' • Abergavenny – Food and Drink • Caldicot – Capital of the Levels • Usk – Town of Flowers 	MCC	Town Councils Chambers TAs	M	Plans in place	Amanda Shufflebotham town designs commissioned and new merchandise range developed and sold through TICs Town & village ambassador programme developed and launched in response to COVID. Shop local campaign delivered.
	7.2	Develop Gateway Feature for border corridor (linked to Living Levels)	MCC	VW City Deal	H	Leverage	Awaiting relevant funding opportunity

Welcoming People	8.1	Signpost business skills provision	Business Wales	MCC BBT WVFDTA	L	Numbers taking up training opportunities	Unsure how to collect data to monitor this
	8.2	Product awareness and informal training sessions to support development priorities	BBT WVFDTA	MCC VW	L	Numbers engaged	Ambassador photography training course - 11 Ambassador Fam visits - 26 Flavours of Monmouthshire training for hospitality May 2018 Food Festival Ambassadors training September 2019 Group Travel Training October 2019. Town & Village ambassador training August 2020 – 12
	8.3	Maintain Ambassador cohort through CPD and networking	MCC	BBNPA BBT WVFDTA	M	Numbers of active ambassadors	150 trained ambassadors on database. Abergavenny Food Fest Ambassador training delivered 2019. Town & Village ambassador training Aug 2020. Tour guide training for Roman Caerwent developed & delivered
Visitor Information	8.4	Identify and implement more cost effective and dispersed methods for delivering timely and relevant 'on territory' and pre-visit visitor information	MCC	NCC VoU LAG WVFDTA ADTA BBNPA	M	Study completed and recommendations implemented	Study completed and key recommendations implemented e.g. café and local food outlet at Chepstow. Abergavenny TIC relocated to Market Hall.

Content creation and distribution	9.1	Develop consistent content on Monmouthshire products and make it available through a variety of channels and partner campaigns	MCC BBT WVF DTA	WFFD BBSDP VW Southern Wales	M	Reputation Analysis	Regular blogs and social media posts 3,706 Facebook followers 9,054 Twitter followers 2,245 Instagram followers Welcome to Monmouthshire Bedroom Browsers 2018 and 2019
Database Management and Customer Relationships	10.1	Maintain Product and Customer Databases to support management of the customer journey	MCC	BBSDP WVFD	M	Numbers on databases and opening rates of communications	610 businesses published on website 30% average open rate for business newsletters 3,181 Consumer campaign database 26% Open rate for consumer newsletters 139 Group Travel / Travel trade database 21% Open rate group travel newsletters
	10.2	Undertake qualitative and quantitative research to inform tourism development and performance review	MCC	BBSDP WVFD VW	M	STEAM outputs Visitor survey results	2017 Monmouthshire STEAM summary 2018 Monmouthshire STEAM 2019 Monmouthshire STEAM 2019 Visitor Survey Annual bedstock updates STR hotel occupancy 2018, 2019, 2020

Grants secured to deliver DMP objectives

c£1.2m secured from National Lottery Heritage Fund / RCDF grant for **The Living Levels Partnership Project** to:

- Make it easier for a wide range of people to access and enjoy the fascinating history and heritage of the Gwent Levels, improving the overall image of the Levels as a destination to visit and enjoy.
- Help celebrate what is unique and special about the Levels through investments in new visitor infrastructure to enhance distinctive places, gateways and walking and cycling routes across the Levels. These projects will be delivered over the next two years of the programme.
- The Living Levels programme is likely to be extended into 2022 to overcome some of the delays caused by the wet winter and Covid-19
- Despite interruptions “Discover the Gwent Levels” promotion building pace, high levels of engagement, volunteering and prior to Covid-19 attendance at events.
- Destination improvements, access, strategic tourism signage, proposed toolkit and ambassadors training scheme all under development for delivery over the next 18 months

Grants secured to deliver DMP objectives

£128k Welsh Government TAIS grant secured to carry out improvements to the **Clydach Ironworks car park and surroundings** to create a new visitor gateway

The proposed works comprise improvements and new landscaping and access improvements to the car park and picnic site (which has been occupied as part of the A465 roadworks), landscaping of the former “Cemex” cement works site, to provide improved visitor access to the ironworks. The scheme does not include improvements to the ironworks itself but by consolidating land ownership provides the opportunity for further works in the future. The current scheme will be completed by Spring 2020.

Unfortunately the continuing delays on the A465 scheme have meant that no progress has been possible on site. The Council has consolidated its ownership by acquiring the “Cemex” site which will provide improved access to the monument. We are working with Welsh Government to develop a new programme for the delivery of the site enhancement scheme.

Grants secured to deliver DMP objectives

£49,154 Vale of Usk Rural Development Programme funding secured to deliver Visitor Information & Coach Tourism Project: (Project completed – outputs delivered on time and to budget)

- Fixed term **part-time member of staff** supported to help businesses access coach tourism / group travel market
- [Review of current visitor information provision](#) & support undertaken across the Vale of Usk RDP area (Monmouthshire & rural wards of Newport)
- **Appropriate local solutions** developed and implemented (in partnership with relevant stakeholders) to sustain / improve visitor information provision across the area
- **Ambassador training programmes** developed and delivered to support the new arrangements
- iPads and smart TVs purchased to improve on-territory **visitor information**
- Pan Vale of Usk **Group Travel initiative** developed and implemented to help local businesses capitalize on the opportunities of group /coach tourism.
- Pilot product knowledge / **tour guide training** developed and delivered based on Roman Caerwent
- [New coach tourism itineraries](#) developed and promoted
- [Coach tourism toolkit](#) and training developed and delivered for businesses / ambassadors

Grants secured to deliver DMP objectives

£150k Welsh Government RTEF secured towards a collaborative Southern Wales Marketing Hub project with a total value of £204,380 led by Bridgend County Borough Council to:

- Create new content and distribute through collaborative digital marketing campaigns promoting the Cardiff Capital Region, targeting **travel trade, business events and consumer** markets.
- Campaign update to be provided at next Destination Partnership meeting.

Grants secured to deliver DMP objectives

Welsh Government RTEF Cross the Bridge Incentivization Project

- £34k secured towards a £40k project led by Newport City Council which will work directly with businesses to develop a tactical marketing campaign to encourage visitors to spend more time and money in Monmouthshire & Newport.
- The promotional Over the Bridge to Wales campaign will target residents east of the Severn Bridges along the M4 and M5 motorways - Gloucestershire, Somerset, Bristol, Bath etc., within a 1 — 2 hour drive time - with vouchers which will be redeemed directly with destination businesses.

National Lottery Heritage Fund

£177k secured. Progress to date:

- Commenced the preparation of a MonLife Heritage Strategy which will review the approach to the management of MonLife's heritage assets and also progress the museum collection review. The objectives include:
 - Increasing heritage knowledge/awareness across staff responsible for managing and maintaining assets
 - Being consistent in the breadth and quality of information held about each asset
 - Creating a 'Monmouthshire Storybook' that underpins access, interpretation and promotion decisions for each asset and the wider destination. This also will enable links of heritage sites to heritage landscapes.
 - A greater understanding of the full potential of the museum collections and a strategy for presenting them to the public.
 - Developing a consistent and strategic plan for how MonLife works with, involves and extends access to communities in the development and protection of its heritage assets.

Any questions?

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