Swansea Bay Bae abertawe
MUMBLES AND GOWER
Y MWMBWLS A GŴYR

Destination Swansea Bay

2013-2016

Destination Management Plan

City and County of Swansea
Dinas a Sir Abertawe

However you wish to label it – Tourism, the Visitor Economy or the Hospitality Industry – the many sectors that impact upon the visitor experience in any destination are vital parts of a vibrant, aspiring economy looking for new markets in which to grow.

Swansea Bay is unlike any other part of Wales with its strong rural, coastal and city centre product offers, which appeal to many different types of visitors. Attracting over 4M visitors, who in turn spend well over £300M* in the local economy, supporting more than 5K jobs, there is little doubt tourism is big business for the area. (*Source - 2012 City and County of Swansea STEAM Results)

However, the tourism sector locally is not without its own set of challenges. It relies heavily on seasonal business, it constantly needs to change to meet customer expectations and most of all, it has a vast number of stakeholders who all play a different part in delivering the customer experience.

Despite these challenges, Swansea Bay is one of the most attractive parts of the UK, which has seen generation after generation visit. It has a product offer which continues to evolve and the potential to build upon a platform of high visibility as a result of the top quality sport played and the diverse cultural offering enjoyed across the destination.

'Destination Swansea Bay 2013-2016' is the Industry's statement of intent on how it will collectively identify, acknowledge and improve the visitor experience over the next three years. For the first time, the private, public and third sectors involved in tourism have identified the challenges ahead and will work collaboratively to ensure a positive change in perception and performance through the delivery of this agreed Plan, resulting in increased profile and more sustainable business.

We acknowledge the role the City and County of Swansea has to play in bringing together its own departments in partnership with key stakeholders. Only by working together through some very tough economic times, will we stand the chance of looking back and acknowledging that the commitments that we make now, will lead to an economy which does so much more for people, business and places.

We fully endorse the principles of the new destination management plan and its call for closer collaborative working over the next few years and we are confident that this new approach to managing the destination will reap positive economic, environmental, social and health benefits for years to come.

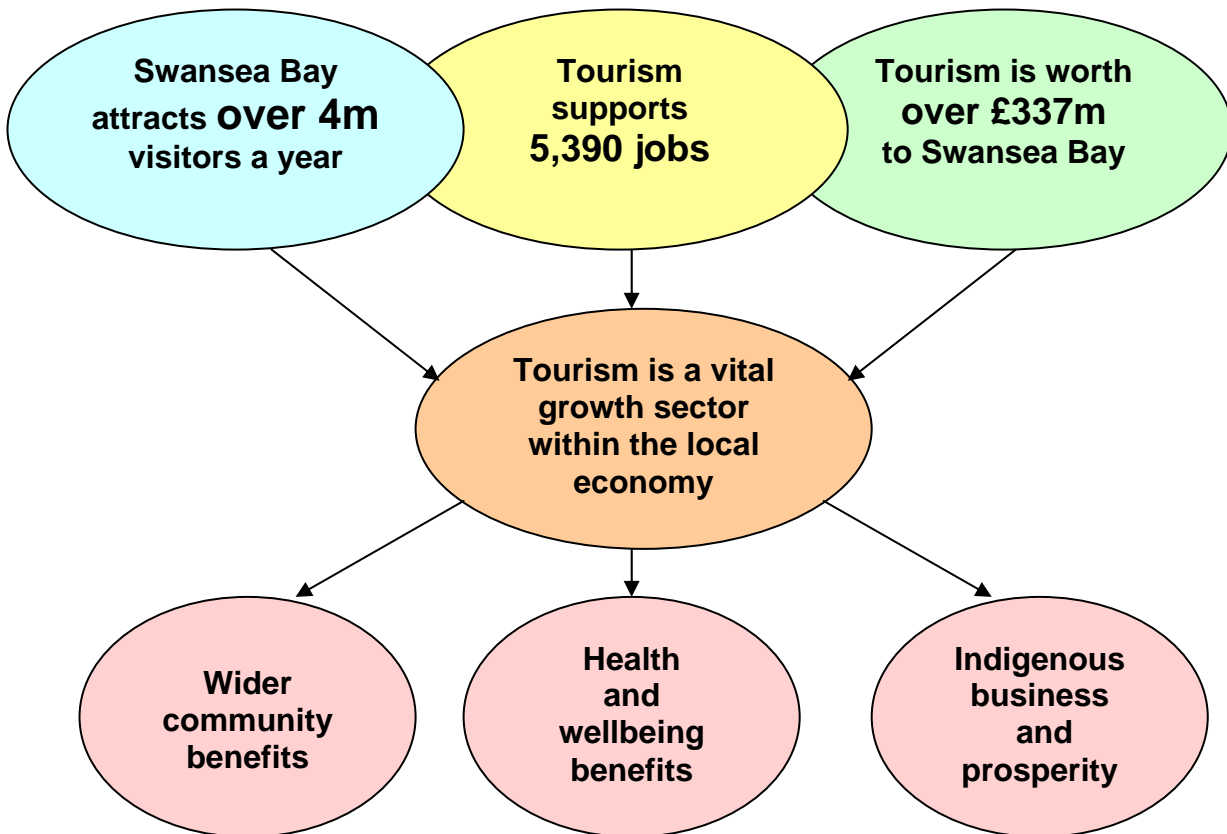**Councillor Nick Bradley**
Cabinet Member for Regeneration

Tony McGetrick
Chairman of Tourism Swansea Bay

'DESTINATION SWANSEA BAY'
2013 – 2016

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Tourism has long been recognised as a vital contributor to the Welsh economy and it has now been highlighted as one of the key drivers of the City Region status. Clearly its importance has significant value in a regional as well as national context.

The Welsh Government's priority is to have robust destination management plans in place, developed and implemented at local level by the appropriate stakeholders. Future funding will be directed at priorities highlighted in local plans; therefore Welsh Government recommends that each local authority in Wales develop their own Destination Management Plan (DMP).

The Welsh Government Strategy for Tourism 2013-2020: 'Partnership for Growth' defines **Destination Management** as:

'A simple concept which involves a partnership approach to managing places. Tourism infrastructure such as way-marking, signposting, car parking, beach management, toilets, tourist information and litter collection are often only noticed when they are sub-standard but they can often be the difference between a satisfied and an alienated visitor.'

Swansea Bay as a destination requires a strategic vision and a joint plan bringing stakeholders together to fully exploit opportunities for long-term economic growth with minimum impact on the surrounding environment. This partnership approach is reflected throughout the Destination Management Plan.

'Destination Swansea Bay 2013-2016' addresses the vital role tourism plays in the local economy and sets a strategic direction for Swansea Bay as a visitor destination. This DMP replaces the previous Tourism Strategy 'Grab a Piece of the Action'. It was produced in consultation with, and for all local tourism stakeholders. Therefore it should not be regarded purely as a Council strategy. Instead, it should be seen as a shared statement of intent between the public, private and third sectors on how to manage, develop and promote Swansea Bay over the next three years.

For the DMP to succeed, it is vital that key stakeholders are engaged at all levels and buy into the concept from the outset. In particular, the DMP will need to ensure that two key areas are addressed:

- The City & County of Swansea will need to take the lead role in the process to influence and coordinate the management of all aspects of the destination, taking into account the needs of visitors, residents, businesses and the environment.

- The sharing of responsibility to manage the destination over a period of time, allocating roles and responsibilities, identifying and resourcing clear actions amongst the stakeholders in the public, private and third sectors.

The main focus of the DMP is the **Action Plan**, which identifies clear actions and allocated resources to address strategic issues such as seasonality, quality of the product, funding and sustainable development*. *(*"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs - Bruntland, 1987").*

Why now?

- The focus from Welsh Government and other funding bodies is to base future marketing and investment strategies around robust DMPs.

- The need to ensure greater coordination and collaboration with internal stakeholders and partners.

- The global exposure the destination is receiving on the back of the Swans being in the Premier League is clearly going to have immediate and longer term benefits.

- The creation of a Directorate of Place, responsible for the vast majority of all service areas impacting upon tourism enabling a more coordinated approach to managing the destination.

- The need to now address the challenge of wider engagement with private and public sector partners in a more formalised structured way.

- The issues raised over many years are not showing any significant signs of improvement.

2.0 BACKGROUND & RESEARCH

This DMP is based on sound research and consultation as highlighted below:

2.1 STEAM Figures

Table 1 below illustrates the growth in tourism visitor spend, numbers and employment in Swansea since 2006. With the exception of 2012, it shows that the industry has performed consistently and productively over the last 6 years. The decline in figures for 2012 mirrors results from other marketing areas in Wales and has been attributed to the economic climate and sensitivities towards the climate.

Table 1 – STEAM figures for Swansea (2006-2012)

	2006	2007	2008	2009	2010	2011	2012
Visitor Expenditure – contribution to local economy (£s millions)	N/A	328.4	339.0	335.1	346.4	348.4	337.1
Visitors (millions)	3.9	3.8	4.1	4.1	4.1	4.2	4.2
Employment Supported (full time equivalent)	4,945	5,184	5,341	5,398	5,539	5,602	5,390
Source: Scarborough Tourism Economic Activity Model							

During this period and over the lifetime of the previous tourism strategy the following key developments took place; many of which can be linked to the growth seen in the STEAM figures:

Visitor amenities:

  ➢ Redevelopment of Swansea Bus Station (Quadrant)
  ➢ Redevelopment of Swansea Railway Station (High Street)
  ➢ Confirmation of multi-million Pound funding for European Boulevard from Welsh Government
  ➢ Development of new public footpaths in Cwm Cerdinen, Cwm Clydach
  ➢ Opening of the All Wales Coastal Path
  ➢ Training of 8 Green Badge Guides to cater for the cruise and group travel markets

Accommodation:

  ➢ Opening of Morgans Townhouse
  ➢ Opening of Travelodge, Swansea City Centre
  ➢ Opening of Premier Inn, Waterfront SA1
  ➢ Opening of Oldwalls Leisure, Llanrhidian
  ➢ Opening of 5 Cwmdonkin Drive, Birthplace of Dylan Thomas

> ➢ Refurbishment of the Marriott Hotel
> ➢ Refurbishment of the Ramada Hotel (now Mercure)
> ➢ Refurbishment of The Dragon Hotel
> ➢ Refurbishment of The Grand Hotel

Attractions & Activities:

> ➢ Opening of The LC
> ➢ Opening of Dynamic Rock, Clydach
> ➢ Confirmation of funding for Watersports Centre of Excellence
> ➢ Completion of Oystermouth Castle project
> ➢ Opening of The Grape & Olive restaurant on the top of the tallest residential building in Wales
> ➢ Enhancement of Cwmdonkin Park as part of £1million HLF bid

Events:

> ➢ Airshow major success – 2009, 2011 and 2013
> ➢ Tour of Britain in Swansea (only stage in Wales) – September 2010
> ➢ Continued success of Waterfront Winterland
> ➢ Successful Premier League football season – first Welsh Club ever
> ➢ Environmental Events leaflets produced twice a year

Marketing:

> ➢ Implementation of successful Premier League Marketing Campaign on the back of Swansea City FC's promotion into the Premier League
> ➢ Re-launch of the main destination website visitswanseabay.com resulting in number of unique visits increased by 40%
> ➢ New Swansea Bay destination branding and guidelines launched
> ➢ Highest number of 'likes' for any Wales Marketing Area Facebook page
> ➢ Highest ever conversion rate of 30% for 2011 Swansea Bay Holiday Guide
> ➢ Implementation of an RDP Rural Swansea Walking & Cycling Marketing Campaign

2.2. Visitor Survey 2012

A visitor survey was conducted between March and September 2012 which involved 2000 visitors to Swansea Bay being interviewed across a variety of sites including the city centre, Mumbles and Gower.

> ➢ **Who are our visitors?**

- Average age of visitor is 45+
- 70% of visitors are upmarket (ABC1)
- 42% are from Wales, 46% from rest of the UK and 12% from overseas
- 79% arrived by car or van
- 86% had visited Swansea Bay before (+11% since 2008)
- 56% were overnight visitors

- 46% stayed in Gower, 41% in the City Centre
- 37% travelled in a family or group; 35% with spouse or partner
- The Internet was the most popular method of obtaining information about Swansea Bay (29%) and 15% of visitors had logged on to the official tourism website www.visitswanseabay.com prior to their visit.
- On average, a day visitor spends £42 and a staying visitor £59 per day.

➢ **Why do they visit?**

- The factors which most influenced visitors' decision to visit were the scenery/landscape (44%), the coast (44%), the beaches (35%) and visiting friends and family (20%)
- 'Walking' is the most popular activity undertaken by visitors during their stay followed by watersports, cycling, golf and fishing.
- 'The quality of the Gower landscape' was the most popular 'key strength' identified by visitors.

➢ **What do they think our strengths are?**

- 'The quality of the Gower landscape' was the most popular 'key strength' identified by visitors (97%). Other strengths included the feeling of safety and security (90%), the feeling of welcome (89%), the quality of attractions and places to visit (82%) and the range and quality of places to eat and drink (80%).
- 94% said their visit was good or better than expected
- 97% said they would recommend a visit to Swansea Bay

➢ **What do they think our weaknesses are?**

Visitors suggested a series of improvements that could make the destination a better place to visit. Below is a summary of the issues raised, which have been incorporated into the DMP action plan where possible:

- 35% said signposting
- 20% said cleanliness of public toilets
- 19% said availability of public toilets
- 18% said cleanliness of streets

Further comments that arose from the visitor survey include:

- difficulty in parking and car parking prices
- traffic congestion
- lack of all-weather attractions
- lack of high quality shops in the city centre

Please see Appendix 2 for the Executive Summary of the 2012 Visitor Survey findings and Appendix 3 for the infographic presentation.

2.3. Tourism Trade Survey

An online trade survey was conducted in October 2012 to gauge operators' opinions on the issues facing them as businesses and also how they felt the industry is performing and what improvements can be made. Again, these results have been incorporated into the DMP action plan and a summary of the key findings are demonstrated in Diagram 2 below:

Diagram 2 – 'Importance versus Performance' ratings of tourism-related services by trade operators
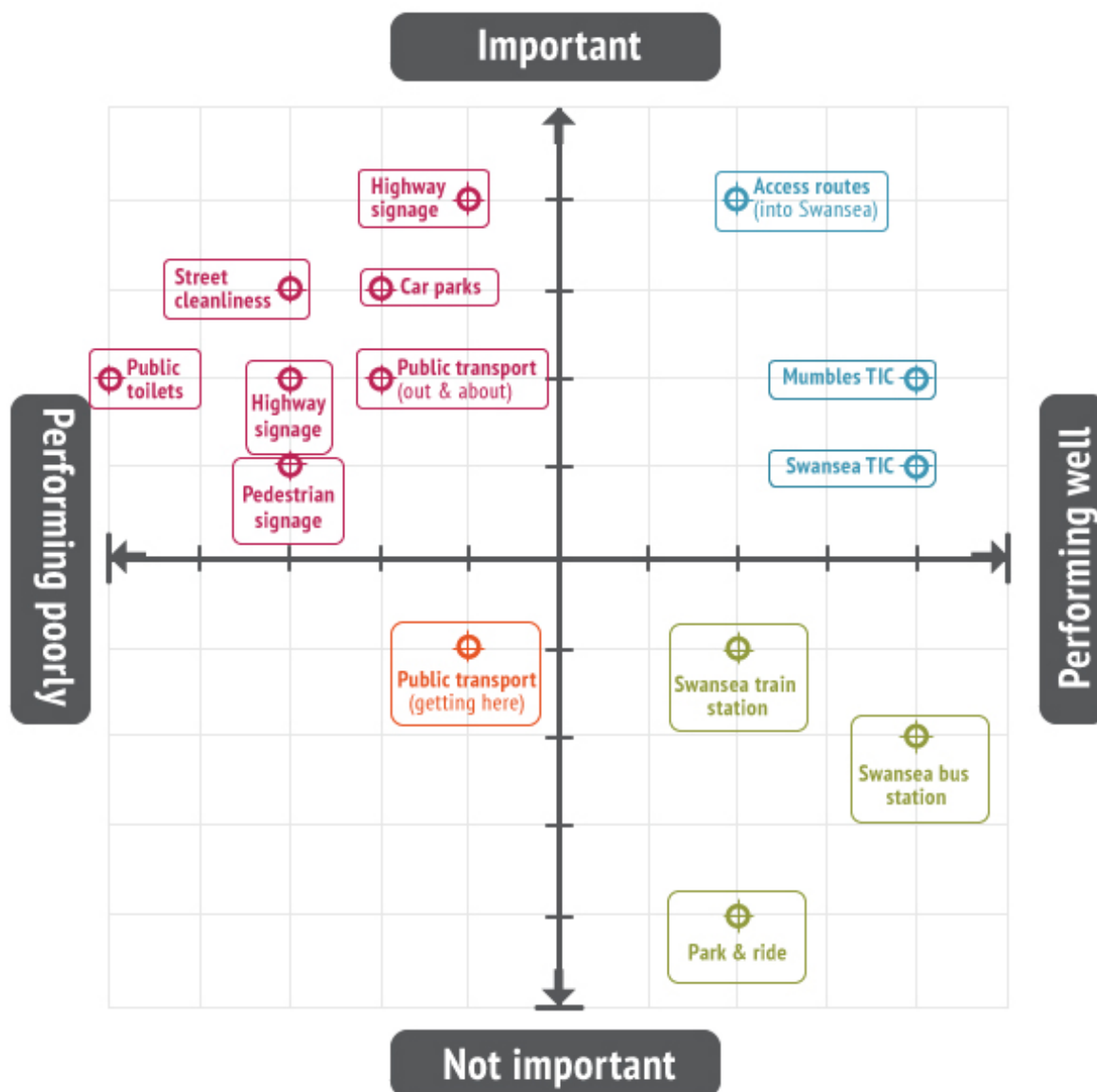
Please see Appendix 4 for the Executive Summary of the 2012 Trade Survey findings and Appendix 5 and the infographic presentation.

2.4 Tourism Scrutiny Inquiry Panel

A Council Tourism Scrutiny Inquiry Panel was set up in September 2012 to investigate if Swansea Bay was making the most of its potential as a visitor destination. The panel invited a number of internal and external industry stakeholders to present and discuss some of the key issues surrounding tourism. Findings from the final report are outlined below and generally reflect much of the results generated from the trade and visitor consultation carried out by the Tourism Team:

- Swansea is well placed to address future challenges in developing local tourism and meeting visitor expectations

- Improving the visitor experience depends not only on what Swansea has to 'offer' visitors but services available and the overall environment of the area.

- Getting destination management planning right will be essential to improving what Swansea already has to offer the visitor. The move to develop a Destination Management Plan is a correct one.

- There is more that could be done to work with key stakeholders, including local traders and providers, in improving and developing tourism locally.

- Consultation with users and understanding Swansea's visitor base is important in the creation of a Destination Management Plan and developing a vision for the future.

- Tourism is a key economic sector and demonstrates significant economic benefits for the area. We, therefore, should be recognising its importance and raising the profile of tourism as a priority.

- Creating a pleasant, clean and well maintained environment is a must… making Swansea an outstanding tourist destination is essential.

- Improvements to 'navigation' and signage around Swansea are necessary.

- The Authority has improved marketing Swansea as a tourist destination. Marketing campaigns are excellent but we must not rest on our laurels.

- Swansea must ensure any investment in tourism is environmentally and economically sustainable now and in the future.

Read the full report of the Tourism Scrutiny Inquiry Panel in Appendix 6.

3.1 SWOT Analysis

STRENGTHS

- Gower as UK's first 'Area of Outstanding Natural Beauty'
- Premier League football team
- Natural landscape / scenery and beaches
- Uniqueness of city, coast and countryside product in close proximity to other key destinations with good transport links
- Association to Dylan Thomas and DT100 celebrations
- Established and effective working partnerships with internal departments, external organisations and local tourism operators
- Established and effective destination branding
- Local welcome and friendliness highly rated
- 97% of respondents in the 2012 Visitor Survey said they would visit again

WEAKNESSES

- Weak shopping offer in City Centre
- Fragmentation of tourism community and lack of communication and integration between stakeholders
- Highway and Gateway signage
- Cleanliness – public toilets and streets
- Poor impressions created in some key settlements, e.g. Mumbles, Uplands

OPPORTUNITIES

- Capitalise on opportunities presented by the Premier League
- Maximise opportunities resulting from 'City of Culture' Bid 2017
- New, improved destination website and social media activity
- City Region Status benefits
- Purple Flag Status for City Centre
- Expand high profile calendar of events e.g. Airshow, Waterfront Winterland
- Exploit the growing 'staycation' trend by developing short break packages
- New Swansea University campus
- Development of accommodation provision in North Swansea

THREATS

- Changeable weather making the need to extend the season even more important
- Decline of Marketing Partners participating in Tourism Team Destination Marketing
- Economic climate – cuts in public sector resources
- High street brand shops withdrawing from the City Centre leaving empty, unsightly space
- Negative perceptions

3.2 Bedstock Data

Bedstock, also called accommodation stock or supply, identifies the level of tourist accommodation and sleeping capacity of a destination. This can be calculated in terms of establishments, bedrooms or bedspaces.

Table 3 – Number of establishments and bedspaces in Swansea (2013)

	Number of establishments	Number of bedspaces
Serviced	166	5916
Non-serviced	365	4403
Caravan and Camping	53	21355
TOTAL	**584**	**31,674**
		Figures accurate as of Sept 2013

See Appendix 7 for a mapped version of accommodation provision (by type and postcode sector) in the City & County of Swansea.

3.3 Occupancy Data – National and Local

Occupancy data determines the percentage of the total number of occupied bedspaces during any given period. These figures are referenced with caution as the sample size used is minimal.

Table 4 – Occupancy figures for Swansea and Wales (2012)

2012 Figures (%)	SERVICED (%)		SELF CATERING (%)	
	Swansea	**Wales**	**Swansea**	**Wales**
January	17.2	21.2	40.7	33.7
February	30.6	28.5	50.5	42.6
March	47.3	36.0	40.9	45.2
April	50.0	38.7	56.7	55.2
May	51.7	40.3	46.5	48.6
June	53.4	45.5	61.0	66.2
July	56.6	45.4	56.8	68.0
August	70.7	53.6	75.2	80.7
September	63.3	48.2	62.3	64.6
October	44.6	43.5	30.7	50.5
November	30.1	31.0	23.2	36.7
December	18.8	29.6	26.1	38.1
AVERAGE	**41.2**	**38.2**	**47.5**	**52.5**

4.0 VISION AND STRATEGIC THEMES

4.1 Links to Existing Strategies and Initiatives

The DMP is underpinned by various existing policies, strategies and initiatives, which guide the development of tourism at a local, regional and national level, including:

- The Welsh Government Strategy for Tourism 2013-2020: 'Partnership for Growth'
- The South West Wales Tourism Strategy: 'Open All Year'
- Visit Britain Strategy for Inbound Tourism 2012-2020: 'Delivering a Golden Legacy'
- 'Unitary Development Plan' (UDP)
- 'Local Development Plan' (LDP)
- 'Swansea 2020'
- City of Culture Bid 2017
- 'Welsh Coastal Tourism Strategy'
- 'Swansea Rural Development Plan' (RDP)
- 'Sustainable Development Policy'
- 'Swansea Wayfinding Strategy'
- 'Tourism Signing Strategy'
- 'Swansea Cycling Strategy'
- Tourism Topic Paper for 'Local Development Plan'
- Countryside Access Plan 2007 - 2017
- 'Gower AONB Management Plan'
- 'Gower Tourism Sustainability Plan'
- 'Gower Landscape Partnership'
- 'Wales Spatial Plan'
- 'Planning Policy Wales, 2012'
- Swansea Bay City Region Economic Regeneration Strategy
- UK Healthy Cities Network
- 'Green Infrastructure' initiative

See Appendix 8 for more details on some of the above documents.

4.2 Vision – what do we want to achieve?

> ➤ **A national vision**

The most recent national publication in relation to tourism is 'Partnership for Growth - The Welsh Government Strategy for Tourism 2013-2020', which proposes the following vision for tourism:

'Wales will provide the warmest of welcomes, outstanding quality, excellent value for money and memorable, authentic experiences to every visitor.'

The goal is for *'tourism to grow in a sustainable way and to make an increasing contribution to the economic, social and environmental well-being of Wales.'*

The ambition is to *'grow tourism earnings in Wales by 10% or more by 2020.'*

> ➤ **A Sustainable Development vision**

In 2012, the City and County of Swansea adopted the Sustainable Development Policy, which sets the following vision:

'A sustainable Swansea is a great place to live now and in the future. Somewhere that is inclusive and safe and provides an excellent start to life. A county that supports a prosperous and resilient economy, recognises and benefits fully from its exceptional environment and promotes good health.'

To achieve this, the Policy highlights the need to deliver services which create greener, safer and more prosperous communities and the need for partnership working between the private, public and voluntary sectors.

In line with these visions, 'Destination Swansea Bay 2013-2016' aims to:

> *"Create a world class tourism destination, which delivers a high-quality visitor experience in a pleasant, clean and well-maintained environment.*
>
> *This will be achieved by establishing a sustainable working partnership that will, in turn, drive improved tourism provision, effective management and high-quality promotion of Swansea Bay, Mumbles and Gower as a destination".*

4.3 Strategic Themes – how do we achieve our vision?

Strategic Theme 1 – Working Together

- Create effective working partnerships with key local tourism stakeholders
- Improve communication between new and existing tourism businesses and local Business Support agencies
- Raise awareness throughout all departments of the City & County of Swansea of the importance of tourism to the local economy
- Improve and sustain communication channels between City & County of Swansea and key tourism stakeholders on a local, regional and national level

Strategic Theme 2 – Driving Quality

- Develop and maintain high quality infrastructure and public realm to satisfy visitor and resident needs
- Build a positive perception of Swansea Bay by reinforcing a distinctive brand for the destination on a national level
- Support the development of high quality tourism provision by encouraging businesses to participate in official accreditation schemes
- Continue to monitor and evaluate destination performance

Strategic Theme 3 – Tackling Seasonality

- Continue to implement an effective marketing campaign for Swansea Bay in the shoulder seasons (Spring, Autumn and Winter)
- Attract and promote new and existing high-profile events in Swansea Bay throughout the year
- Encourage operators to adopt an 'open all year' policy, thereby creating an all year round destination
- Support the development of all-weather attractions & activities, cultural offering as well as luxury, high-end product to create new demand

Strategic Theme 4 – Ensuring Sustainability

- Adopt a balanced approach between economic prosperity, environmental protection and social equity to support sustainable development within the destination
- Support relevant tourism funding applications ensuring they meet the strategic themes of the destination
- Tourism operators to participate in relevant training and staff development opportunities
- Promote tourism as a key sector for Inward Investment
- Economic and environmental good practice amongst stakeholders and social responsibility amongst all stakeholders
- Encourage visitor action on sustainability by providing information on issues such as waste, recycling, countryside code (biodiversity), energy, transport and local produce.

5.0 KEY PARTNERS AND STAKEHOLDERS

Partnership working is the strategic focus and overarching theme of this DMP. Some of the key internal and external partners are highlighted below. Please note this list is not exhaustive as more businesses / organisations may become involved in the DMP delivery as the Action Plan develops over time.

Key internal partners include:	Key external partners include:
- City and County of Swansea's Departments: - Tourism - Planning – Apps and Policy - Cleansing - Business Support - Highways / Transport - Economic Development - Special Events - Nature Conservation - Countryside Access - AONB Team - City Centre Partnership - Swansea BID	- Welsh Government / Visit Wales - South West Wales Tourism Partnership (SWWTP) - Tourism Swansea Bay (TSB) and private sector operators - The National Trust - Natural Resources Wales - Business Support organisations - Local universities, schools and colleges - Community Development Trusts - Swansea Rural Development Plan (RDP) Partnership - Neighbouring Local Authorities' Tourism Teams

Table 5 – Stakeholder Analysis: 'Importance versus Influence'

The aim of this matrix is to capture the degree to which each stakeholder has influence over the project and their level of importance for its success. The objective of this exercise is to provide a clearer understanding of stakeholders and, as a result, provide insights as to how best to engage them.

INFLUENCE			IMPORTANCE
CCS Planning Policy and Applications CCS Highways CCS Cleansing Visit Wales Tourism Swansea Bay Private Sector Operators	CCS Economic Dev The National Trust Natural Resources Wales Swansea Rural Development Plan Partnership		HIGH
	CCS Transport South West Wales Tourism Partnership CCS Nature Conservation CCS AONB CCS Countryside Access The Gower Society Swansea BID	CCS Business Support City Centre Partnership Local universities, schools & colleges	SOME
		Community Development Trusts Neighbouring LA Tourism Teams	LOW
HIGH	**SOME**	**LOW**	

6.0 DELIVERY STRUCTURE

The City & County of Swansea has undergone a major departmental restructure resulting in three new directorates namely; People, Place and Corporate Services.

See Appendix 9 for the 'Senior Management Team' structure.

Subsequently the vast majority of the services impacting on tourism now fall under the same directorate – Place. We envisage this new structure to work favourably for the delivery of the action plan; improving communication between all departments.

The consultation process highlighted the need for a clear structure to be established to ensure the action plan is delivered on time and with a coordinated approach.

As a result the delivery structure consists of representatives from a cross section of public, private and third sector industry bodies.

See Appendix 10 for a full list of consultees and the make-up of the groups highlighted below.

➢ **DMP Steering Group**

It is proposed that the group meet twice a year.

This group is responsible for the overall monitoring of the DMP Action Plan and managing its implementation. It is made up of representatives from key internal and external tourism stakeholders namely:

- o Cabinet Member for Regeneration
- o City & County of Swansea Director of Place
- o City & County of Swansea Head of Culture, Tourism, Sport & Leisure
- o City & County of Swansea Strategic Manager for Tourism, Marketing Services & Special Events
- o Director of South West Wales Tourism Partnership
- o Chairman of Tourism Swansea Bay
- o A representative from Visit Wales
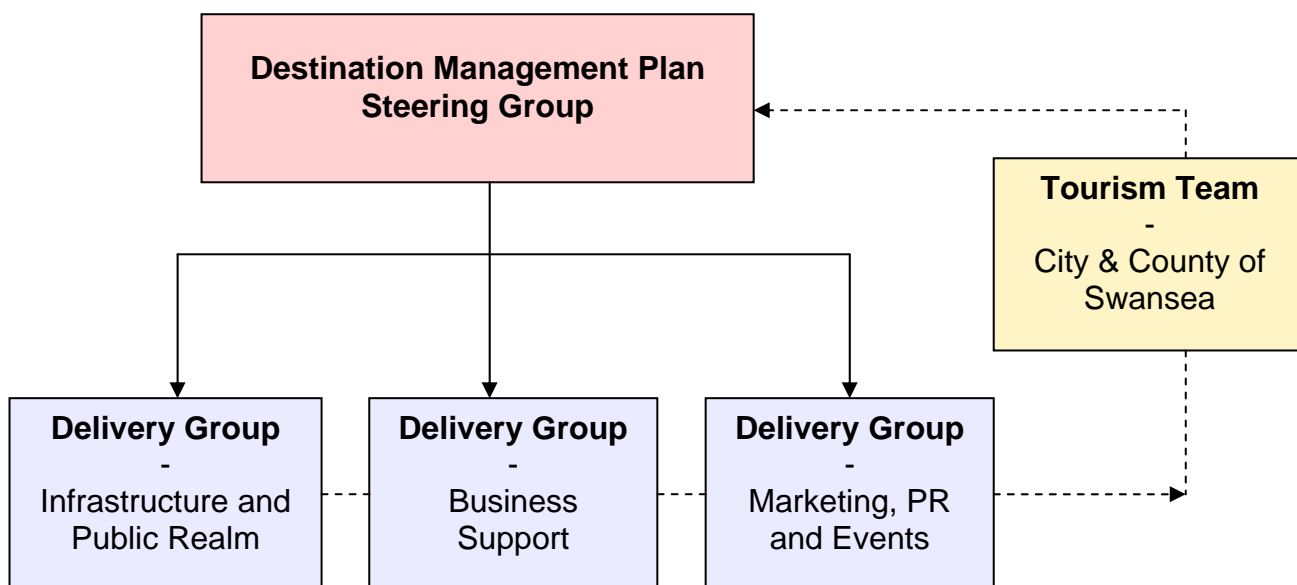
➢ **DMP Delivery Groups**

Three Delivery Groups have been established to assist in monitoring, updating and delivering the DMP action plan on the following key aspects of the destination:

- o Infrastructure & Public Realm
- o Business Support
- o Marketing, PR & Events

It is proposed that each group meet two to three times a year to report on the DMP Action Plan, depending on requirements.

- ➢ **City & County of Swansea Tourism Team**

The Tourism Team will play a pivotal role in co-ordinating the overall delivery and monitoring of the DMP action plan ensuring that the delivery structure is working effectively and achieving the approved outputs.

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│ Destination Management Plan │ ◄─────────│   Tourism Team   │
│       Steering Group        │           │        -         │
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         │                                │     Swansea      │
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7.0 MONITORING AND EVALUATION

'Destination Swansea Bay 2013-2016' benefits from full support from the Council and local tourism trade association. It has been successfully Equality Impact Assessed (EIA) and Integrated Impact Assessed (IIA). Both reports are available on request by emailing dmp@swansea.gov.uk.

'Destination Swansea Bay 2013–2016: The Action Plan' *(Appendix 11)* will continue to be updated as it develops. Tourism is a dynamic industry often responding to the change in market conditions. The plan will acknowledge this particular characteristic by constantly evolving over time. Regular Delivery Group meetings will report on the individual actions included in the Action Plan. It will be the role of the Steering Group and the Tourism Team to monitor and review the overall delivery and implementation of the plan.

In parallel to this, in-depth research will take place amongst visitors and local tourism businesses to evaluate the impact the DMP is having on the destination. Findings will be fed back at the Delivery Group meetings and may translate into future or revised actions for the Action Plan.

Future planned research includes:

- **Trade Survey** – annual consultation with the local tourism trade

- **Visitor Survey** – face-to-face interviews with visitors and holiday makers at the destination (biannual)

- **Conversion Research** – to evaluate the effectiveness of our marketing campaigns in bringing visitors to the destination (annual)

- **Holiday Guide Survey** – to evaluate satisfaction rate with the Swansea Bay Holiday Guide (annual)

- **Web survey** – to evaluate the satisfaction rate of visitswanseabay.com users (annual)

- **Tourist Information Centre (TIC) Survey** – to evaluate the satisfaction rate of TIC users (annual)

- **Occupancy Survey** – monthly reports received from accommodation operators. Annual report produced.

- **Bedstock Survey** – monthly reports produced to maintain accurate accommodation bedstock database and to feed into STEAM data

- **STEAM Report** – annual report produced indicating overall performance of tourism in Swansea

8.0 CONCLUSIONS

… on the importance of having a Destination Management Plan

Destinations that are well managed are more likely to grow their economy, attract investment and be seen as great places to live in and visit. Managing a destination includes planning, developing and marketing as well managing the physical, financial and operational elements.

'Destination Swansea Bay 2013-2016' demonstrates the wide range of stakeholders and services necessary to support a healthy visitor economy and highlights tourism as a core contributor to economic development rather than being treated in a silo. It sets a strategic direction for Swansea Bay as a visitor destination over the next three years.

… on the opportunities for Swansea Bay as a destination

The Tourism Inquiry Scrutiny Panel acknowledges that Swansea Bay is well placed to address future challenges in developing local tourism and meeting visitor expectations. The destination benefits from considerable assets, including the quality of the scenery and beaches, Gower as Britain's first AONB, Dylan Thomas, a Premier League football team in addition to highly-rated local welcome and friendliness. These positive factors have all contributed to building a strong visitor base over the years.

The challenge set by 'Destination Swansea Bay' is to build on these strengths, to explore new markets and opportunities and ultimately to strengthen and further develop Swansea Bay into a 'world class destination' as outlined in the vision.

… on the next steps for 'Destination Swansea Bay 2013-2016'

'Destination Swansea Bay 2013-2016' can only work effectively if its vision, strategic themes and agreed delivery plan are meaningful to all key stakeholders.

The implementation of the Action Plan over the next three years will be crucial to the overall success of the DMP. The Action Plan will be kept relevant and up-to-date at all times following feedback from regular Steering Group and Delivery Group meetings. These groups will be responsible for identifying clear, deliverable actions and defining priorities within the Action Plan. They will also create a framework for on-going reporting and communication, a process for assessing its impact and a programme of review and renewal.

Any queries on 'Destination Swansea Bay 2013-2016' and its associated Action Plan should be directed to dmp@swansea.gov.uk. Alternatively, ring the Tourism Team on tel: 01792 635205.

Latest documents and appendices can be found at www.swansea.gov.uk/dmp