



Cambrian Mountains Destination Partnership



Action Plan

2014 - 2017

Introduction

This Destination Action plan sets out a programme of activity for developing tourism in the Cambrian Mountains over the next 3 years. It draws on an original Destination Framework Document developed in 2011 and amended in the light of ongoing consultation with tourism businesses that commenced with tourism cluster development meetings in the region undertaken in early 2012.

The plan also draws on the tourism related recommendations from the 'Business Plan for the Cambrian Mountains' prepared for the Cambrian Mountains Initiative by Land Use Consultants.

The purpose of the Action Plan is to establish a clear framework for public, private and voluntary sector partnership working that can address identified priorities for improving the tourism offer of the Cambrian Mountains.

The Action Plan has been to date a 'living document' which has informed the direction of travel for tourism development activity in the Cambrian Mountains over the last three years. A list of Achievements appended to the plan summarises progress to date. The plan will continue to evolve during the period envisaged for its operation, as business development and marketing opportunities arise. However, this document firmly establishes the priorities for development that will guide the direction of travel for the destination during the period.

Section One: The Context behind the Cambrian Mountains destination

Destination Management – an overview

A review of Destination Management and Marketing in Wales, undertaken in 2009, has led to a change in policy towards the marketing of areas within Wales. The new arrangements that have come out of the review are designed to achieve the following:

- bring tangible benefits:
- provide a simplified structure:
- encourage a more integrated approach:
- be adaptable to local circumstances:
- strengthen the role of local government; and,
- provide a stronger role for the private sector;

with a view to meeting two key strategic considerations:

- the need to improve the quality of the visitor experience at the destination level; and,
- the need to make declining marketing resources used jointly, deliver more tourism spend for Wales.

In brief, the focus for Visit Wales is on building the National brand, whilst assisting to develop effective partnership working within tourism, at a destination level, to deliver:

- high quality, 'reputation changing' product;
- training that enhances the visitor experience and delivers enhanced customer satisfaction;
- more professionalism and higher aspirations amongst the tourism trade; and
- an enhanced sense of place in the local tourism offer.

The Cambrian Mountains Initiative

The Cambrian Mountains Initiative (CMI) was launched in June 2008 as a broad partnership to deliver Integrated (Sustainable) Rural Development for the landscape area of the Cambrian Mountains and its necklace of surrounding communities – one of the most remote regions of upland Wales. The CMI has a number of work areas that embrace:

- Produce Marketing: In short, working with land managers and producers to add value to local produce through the development of a range of products backed up by strong Cambrian Mountains branding based on sustainable development principles;

- Community Enterprise: Developing the resilience of local communities and the promotion of business development opportunities based around the natural resources of the region;
- Ecosystems: Valuing the local environment and the ecosystems goods and services that it provides, linked to the development of the brand messages of the Cambrian Mountains offer;
- Tourism: Promoting the development of the tourism offer of the region based around the special landscape and sense of place the area has to offer, and which again serves to underpin the Cambrian Mountains branding; and,
- Built Environment and Heritage: Working to promote understanding of the character and heritage of our communities and buildings, and new economically sustainable uses for heritage structures.

The Tourism work strand of the CMI was originally set up to increase the visibility and profile of the Cambrian Mountains as a tourist destination that could hold its own with the National Parks that lie to the north and south. With the move towards destination management promoted by Visit Wales, it was natural for the CMI to take the lead on developing a destination partnership and outline action plan for the Cambrian Mountains. For the CMI, the 'essential ingredient' within a destination is defined as what makes the destination 'work' from a visitor perspective, in sort to capture the destinations 'sense of place'. Some of this will relate to services and amenities provided by the local authorities within the destination, but much more will be about the accommodation and attractions available and the ambiance provided by local communities. The basic idea behind the current plan is to define what makes the destination hang together and, through working in partnership, try to ensure that there are no gaps or failures in provision

The Cambrian Mountains Charter

The CMI's Integrated Rural Development approach is one that has been developed on the Continent in the more isolated rural areas of France, Austria, and Italy, and linked to their 'Regional Nature Parks'. Central to the approach is an emphasis on growing self-sustaining economies and resilient communities built on private / voluntary sector enterprise, which in turn helps support and enhance high environmental quality. The environment is too frequently identified as a constraint on economic development rather than as an integral part of economic prosperity and quality of life. The CMI is seeking to promote a new approach where the full value of the natural environment and the services it provides to society can return an income to those who enhance and add value to those services.

The CMI wishes to raise the profile of the Cambrian Mountains as an exemplar for rural enterprise and innovation by enabling a coordinated approach to the development of the 'natural wealth' of the region across established administrative boundaries. The CMI believes that it is possible to do this by adapting the Regional Nature Parks model into a voluntary (non statutory) 'definition' for the area, agreed locally, that can reinforce the work of the Initiative by strengthening its focus and reach.

The potential benefits of this approach are:

- the fostering of stronger collaborative working between the different partners operating within the Cambrian Mountains region through the development of a Charter outlining agreed roles, responsibilities and ways of working;
- the strengthening of the partnership between the CMI and the communities and businesses of the Cambrian Mountains based on clearly defined principles for development;
- the enhancing of the pride of individuals and communities in their locality;
- the strengthening of the Cambrian Mountains as a recognised destination with a strong and meaningful brand, ensuring that the region and its products and services are instantly identifiable and have a profile on a par with the National Parks to north and south.

The proposed Charter is designed to instil a sustainable development ethos into the development of the Cambrian Mountains. It can also add to the marketing messages that

back up the Cambrian Mountains brand and reinforce the 'sense of place' of the Cambrian Mountains, which form important elements in creating distinctiveness for the region.

The public facing element of the Charter, which we hope tourism businesses (amongst others) will sign up to and display, carries the following basic message:

Our Mission:

To bring together everyone working and living within the Cambrian Mountains to take care of our natural environment, promote the use of local produce, encourage rural enterprise and nurture strong, sustainable communities.”

Our Commitment:

- We will work together across local administrative boundaries as a single, united area with a strong identity
- We will conserve and enhance the natural environment, leading by example and setting a precedent in land management across Wales and the UK.
- We will support economic development, taking care of our historic buildings, promoting local business and establishing an undeniable sense of place.
- We will celebrate the passion and knowledge of people, building on rich local traditions and Welsh culture, increasing the sense of belonging and enhancing pride in our communities.
- We will endorse our local food, drink and craft producers and recognise their importance to the vitality and sustainability of the area.
- We will be guides, story-tellers and custodians of the Cambrian Mountains, welcoming visitors and helping them discover, enjoy and understand the richness of our natural and cultural environment.

Section Two: The Cambrian Mountains Tourism Offer

The Tourism Resources of the Cambrian Mountains

A quick review of the tourism assets of the Cambrian Mountains suggests that there is the basis for building an excellent tourism product in the region.

The environmental resources of the Cambrian Mountains offer unrivalled opportunities for informal recreation in natural surroundings, and a host of tourism opportunities flow from these natural resources. Some 94,712 hectares or 48% of the Cambrian Mountains area has free public access and a right to roam. This is supplemented by a good rights of way network and tracks that cross the open moorland, both east–west and north–south, often following the line of Roman roads. There are now a range of national and regional walking and cycling routes that, for part of their length, pass through the Cambrian Mountains including:

- Lon Los Cymru (Routes 8 & 42) part of the Sustrans national network
- Lon Cambria (Route 81) also part of the Sustrans national network
- The Severn Way
- Glyndwr’s Way
- The Wye Valley Walk
- Cambrian Way (the only route to run north to south down the length of the Cambrian Mountains)
- The Ystwyth trail running from Aberystwyth to Tregaron.
- The Borth to Pontrhydfendigaid trail

The value of these trails is both in linking the Cambrian Mountains to their hinterland and in providing routes across the mountains.

Important, though fragile historic routes radiate from Strata Florida, including the Monks Trod.

There are also more local trails that open up the scenic resources of the Elan Valley and Llyn Clywedog and Brienne, not to mention a number of other upland natural lakes such as Glasllyn, the Teithi Pools, and Llyn Llygad Rheidol in the shadow of Pen Pumlumon Fawr. Much work has already been done to promote other trails radiating out from the market towns of the region, all of which abound in historic character.

There are also well-established centres for mountain biking within the NRW managed Welsh Government Forestry Estate at Nant-yr-arian and Brechfa, plus the 15km trial at Coed Trallwm near Llanwrtyd Wells.

There are many national and local nature and wildlife reserves, forests and estates open to visitors to access in the Cambrians, with varying degrees of visitor facilities attached. Together these add up to a varied and significant 'natural' offer within the tourism product of the area.

Other important visitor opportunities include the Dolaucothi Gold Mines managed by the National Trust, the Vale of Rheidol Railway with its terminus at Devil's Bridge, Red Kite Feeding Centres at Tregaron, Nant-yr-Arian and Gigrin Farm, the Centre for Alternative Technology and the Silver Mountain Experience at Llywernog.

However it is clear that there is a need to promote this offer better, and to assist with the development of more high profile 'Icons' that can stimulate visits into the region.

What we know about Tourism in the Cambrian Mountains

Tourism is clearly a significant economic sector in the Cambrian Mountains, but quantifying its contribution in terms of employment and visitor spend is difficult as no data is collected specifically for the Cambrian Mountains. Population census data identifies the number of residents of the Cambrian Mountains who are employed in hotels and catering (402 people in the 2001 Census). However, this does not include people employed in other sectors such as retailing and transport where tourism is likely to make a positive impact. An alternative method is therefore needed to estimate the economic contribution of tourism to the Cambrian Mountains.

Data on the number of visitors, their expenditure and contribution to local employment is calculated annually for each of the three local authorities (Powys, Ceredigion and Carmarthenshire) using the STEAM model. This provides data on the overall size of the tourism sector in the larger area in which the Cambrian Mountains fall. In the past, using figures from 2006, Land Use Consultants made a calculation of the proportion of the data from STEAM statistics accountable to the Cambrian Mountains, based on the relative proportion of residential employment in the hotels and catering sector, as recorded from the 2001 population census. Thus, since the Cambrian Mountains has 402 jobs in hotels and catering out of 8,845 jobs in this sector in the three Counties, the proportion of 4.5% can be applied to STEAM figures in order to obtain an estimate of the volume and value of tourism to the region

While 4.5% might seem a small percentage of the total tourism impact in the three Counties, this accords with the prominence of other areas such as Cardigan Bay, the Brecon Beacons National Park and the Welsh Marches, which are well recognised tourist destinations within the three Counties.

Whilst accepting the limitations of this method, LUC estimated that there were around 870,000 visitors to the Cambrian Mountains in 2006. Around two-thirds of these were staying visitors, the majority of whom stayed in non-serviced accommodation (such as self-catering cottages). A third of visitors came for the day only.

The total value of tourism to the Cambrian Mountain economy in the same year was estimated at £32.6 Million. The largest direct category of expenditure was food and drink (nearly a quarter of total spending), followed by other shopping, transport and accommodation. Over a quarter of the total expenditure is categorised as indirect.

In terms of total employment influenced by tourism, using the scaling method from the STEAM data described above, the total employment (full time equivalent) in tourism related trades in 2006 was estimated at 770 people. Just over half of these jobs are in the accommodation and food and drink sectors (420 in number, which is comparable with the population census data mentioned above). A further 13% were in the retailing sector, 9% in recreation (such as visitor attractions) and 6% in transport. 18% of employment was categorised as indirect.

Clearly, there is a lot of 'guestimation' in these figures, which are also based on information that is now out of date. A review of the methodology used by Land Use Consultants and its application to more up to date STEAM figures for the three local authorities covered by the Cambrians is overdue.

Conclusion

Work to date suggests that the key strengths, weaknesses and opportunities for the future of the Cambrian Mountains destination are:

Strengths of the region	Reasons for visiting
<ul style="list-style-type: none"> • Peace and quiet • Natural beauty • History / heritage • Natural history • Culture 	<ul style="list-style-type: none"> • Outdoor activities – mountain biking, walking, riding etc. • To 'get away from it all' • Visiting friends or family • Return visits after previously 'finding it by accident' • Educational visits e.g. school trips to activity centres
Weaknesses of the region	Ideas influencing the development of the Destination Action Plan
<ul style="list-style-type: none"> • Lack of profile – “people don't know we are here” • Lack of local information on what to do – promoting the area to the whole family (not just the ones who come to take part in activities) • No joining up between areas – not promoting what else is available across the Cambrian Mountains. Local people and businesses do not know what is in the area • Lack of activities for families 	<ul style="list-style-type: none"> • Countryside access opportunities • Greater use of new technology to promote area and provide information and interpretation • Family / Child centric activities – a children's guide • Building on existing events and creating new ones • Trails & Itineraries • Promoting local heritage – linked to sense of place. • Promoting local culture • Local 'intelligence gathering'. Raising awareness of what is available across the Cambrian Mountains to businesses and communities in each area.

Section Three: The Destination Partnership

Forming the Partnership

The conventional model for Destination Management Partnerships is to coral representation from all those in the public, private and voluntary sectors who have an interest / remit in the delivery of tourism activities, or activities that have an impact on the visitor experience, such as the upkeep of visitor amenities, rights of way, etc. Draft terms or reference for the Cambrian Mountains destination have been developed according to this model, a copy of which is appended to this plan.

Given that the Cambrian Mountains Destination spans three local authority areas, the logistics of servicing such a partnership are difficult from the point of view of all sectors. There are multiple public sector responsibilities that are duplicated across the destination, while for the private and voluntary sectors there are time and distance considerations that vitiate against active involvement in such partnerships.

In addition, the Cambrian Mountains is only one of a number of destinations being established across the wider area of Mid Wales, and this places additional time and resource constraints on the ability of public sector partners to engage.

Sustaining the Destination Partnership under such circumstances is likely to prove difficult and calls into question whether it would not be better to rationalise the approach to be followed in Mid Wales so that there is just one high level Destination Area Partnership containing representation from the local authorities and other public sector bodies, to which the destinations in the area report and flag up issues and opportunities; with delivery of the action plans on the ground in the destinations being coordinated by smaller private and voluntary sector led partnerships.

An additional complication in regard to the Cambrian Mountains at the outset of the destination development process was the lack of a pan Cambrians trade body that could represent the trade on the Destination Partnership. Initial work in scoping up the destination partnership in the region has therefore consisted primarily in developing a representative network of tourism businesses capable of playing a major role in shaping and delivering the development activity envisaged for the destination within its action plan. It is envisaged that the new Tourism Network developed in the Cambrians will continue to evolve in order to take on the primary coordinating and delivery function for the destination in the future.

Developing the Action Plan

The Action Plan that follows has been informed by a long process of consultation with tourism businesses, starting back in late 2011 with workshops organised around local tourism hubs in the communities of the Cambrian Mountains. The Plan has also been influenced by additional workshops led by Land Use Consultants when developing their wide ranging Business Plan for the Cambrian Mountains in 2012. Additional consultation events and sharing of iterations of the plan with the trade and public Sector partners have been undertaken on a rolling basis over the course of 2013, culminating in a final set of workshops hosted by the Cambrian Mountains Tourism Network at their 'Showcase event' in Tregaron in February 2014.

The principle aims of the latter workshops were to confirm that the trade 'bought in' to the delivery actions in the plan and to identify the priorities for delivery.

Section Four: The Action Plan

Objectives and Priorities

The following Objectives have been identified for the destination action plan through consultation with partners. These objectives, along with the actions in the plan, correlate well with the priority focus areas identified by Visit Wales in its current Partnership for Growth tourism strategy, particularly in regard to raising the quality of provision, working to extend the season and the development of activity in specialist markets. The objectives of the Cambrian Mountains Destination are:

- To increase the benefits to be derived from tourism in the Cambrian Mountains in a sustainable manner;
- To raise the quality of public and private sector provision in all areas;
- To increase the opportunities for enjoyment of the natural and cultural resources of the area for visitor and residents alike;
- To strengthen the identity of the Cambrian Mountains.

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DESTINATION MANAGEMENT			
Activity	Delivery Actions	Progress and Achievements	Priority & Timescale
1. Develop the Destination Partnership and Plan	<ul style="list-style-type: none"> Form the Cambrian Mountains Destination Partnership, with private, statutory and third sector representation to drive forward and manage the Cambrian Mountains Destination. Develop an association / network of tourism businesses that can provide a representative voice for the trade on the Destination Partnership Develop and adopt the terms of reference of the Partnership Adopt and deliver the Destination Management Plan. 	<ul style="list-style-type: none"> Funding from TPMW / Sustainable Tourism Powys accessed to build a tourism network from existing business clusters in the Cambrians - launched October 2013 - Chair appointed Nov 2013 Cambrian Mountains Destination seminar / workshop held Nov 2012 - rolling consultation with trade on the draft action plan launched Draft TOR developed and discussed with public sector partners via the regional Joint Tourism Action Group Cambrian Mountains Tourism Network show case event and workshop on the draft Action Plan Feb 2014 	<p style="text-align: center;">High</p> <p>Sept 2012 - March 2014</p>
2. Develop and deliver a Definition for the Cambrian Mountains (including surrounding settlements)	<ul style="list-style-type: none"> Investigate the benefits and opportunities for developing a new " definition" for the Cambrian Mountains Find a partner Parc Naturel Regional in France that can advise on best practice and the benefits of the designation. Seek the support of key tourism stakeholders and communities within the Cambrian Mountains. Engage with the communities to increase the sense of belonging to the Cambrian Mountains. Seek funding for the appointment of Community Coordinators to engage the people and businesses of the Cambrian Mountains. This will involve: <ul style="list-style-type: none"> Creating promotional literature for use by local communities and tourism businesses. Official launch, ensuring national press coverage 	<ul style="list-style-type: none"> Destination proposal launched at Cambrian Mountains Seminar held at Llanwrtyd Wells Nov 2013 Draft Cambrian Mountains Charter developed December 2014 - Tourism businesses, communities and public sector partners to be encouraged to sign up to a charter and the sustainable development principles that it set outs. Cambrian Mountains Community Interest Company to be set up - March 2014 - as a vehicle to seek funding support and coordinate engagement around the Charter. Friends of the Cambrian Mountains membership association to be set up to engage with the general public (visitors) around the 'ethos' of the Cambrian Mountains 'definition'. 	<p style="text-align: center;">Medium</p> <p>2014 - 2016</p>
THE DESTINATION EXPERIENCE			
SENSE OF PLACE	Delivery Actions	Progress and Achievements	Priority & Timescale
3. Establish a Sense of Place	<ul style="list-style-type: none"> Develop and disseminate a range of material and information to instil a "sense of place" for the Cambrian Mountains to visitors, businesses and residents. Develop the Cambrian Mountains Sense of Place Manual for 	<ul style="list-style-type: none"> Sense of Place Manual developed and made available to trade via TPMW website. Medrwn Training opportunities around the use of the SOP manual undertaken in 2012 / 2013 	<p style="text-align: center;">Medium</p> <p>2013- March</p>

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	<ul style="list-style-type: none"> use both on and offline. Provide training opportunities and learning journeys for businesses and tourist information providers 		2016
FOOD	Delivery Actions	Progress and Achievements	Priority & Timescale
4. Develop the Cambrian Mountains Local Producer Network (CMLPN))	<ul style="list-style-type: none"> Develop network linking producers, restaurants, accommodation providers and retail outlets. Provide training to successfully market local produce using a recognisable brand. Establish easily recognisable branding for the wider producer network to enhance the Cambrian Mountains brand. Research models of local branding across the UK and the EU, with particular focus on the experience of Parcs Naturel Regionnaux in France. (see 2 above) Develop new market opportunities for local producers through cooperative and cost-effective distribution. Create and maintain an online directory for the Cambrian Mountains Local Producer Network. Support, develop, organise and host events promoting food and other produce under the Cambrian Mountains Local Producer Network banner. 	<ul style="list-style-type: none"> Cambrian Mountains Lamb and Wool groups established operating under the Cambrian Mountains 'watercolour' quality mark brand. General purpose Cambrian Mountains branding developed in support of the Cambrian Mountains quality marque brand for use by wider CMI networks. Development of a local Taste Group in Llanwrtyd - supported by Medrwn. Cambrian Mountains website redeveloped and made available as a marketing tool for tourism and local produce. Local food fares held at Broneirion and Rhayader, and linked to the Llandoverly Sheep Festival 	<p>Medium</p> <p>2015 - 2016</p>
ACTIVITIES	Delivery Actions	Progress and Achievements	Priority & Timescale
5. Raise the profile and levels of Cooperation between existing Attractions	<ul style="list-style-type: none"> Establish a sectoral working group to look at cluster development / marketing opportunities around groups or types of attractions - i.e. visitor centres, nature sites, etc. Facilitate the roll out of 'Natural Mid Wales' marketing and principles across the Cambrians to reinforce the environmental credentials of the destination Develop 'days out' itineraries around the attractions of the Cambrian Mountains Develop additional sense of place materials around the attractions of the region Facilitate the development of Dark Sky initiatives (communities and parks) in the Cambrians, with a view to becoming a Dark Sky Reserve in the future. 	<ul style="list-style-type: none"> Elan Valley initiative to become a Dark Sky Park underway in 2014. Aspirations for Llanwrtyd to become the first Dark Sky community in the Cambrians launched. Natural Mid Wales website / marketing group launched in Feb 2014. 	<p>Medium</p> <p>2014 - 2016</p>
6. Develop & Organise Outdoor Activities	<ul style="list-style-type: none"> Joint marketing campaign for Cambrian Mountains Walking events (e.g. Tregaron/Sarn Sabrina/Nordic Walking Llanwrtyd). Raise awareness within the Cambrian Mountains of what there is to do here. 	<ul style="list-style-type: none"> Cambrian Mountains Walking Festival held in 2013. Branding of walking events in 2014 under the Walk Cambrian Mountains banner Bi-lingual promotional trailer produced for the walking offer in the Cambrians, released via You Tube: 	<p>High</p> <p>2013 - 2017</p>

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	<ul style="list-style-type: none"> Promote the Cambrian Mountains as an activity destination. Develop new activities in partnership with public landowners such as NRW Map visitor friendly trails and routes across the Cambrian Mountains and identify necessary maintenance work Engage with Rights of Way departments and Local Access Forums regarding the suitability and upkeep of routes Produce Cambrian Mountains walking guide in conjunction with local publisher (i.e. Kittiwake Books) Develop cycle routes and itineraries across the Cambrian Mountains that link to existing Sustrans cycle routes. Develop good access information and facilities for less able-bodied visitors. Sign post activity businesses in the region to the work of the Wales Activity Tourism Organisation -particularly in terms of environmental sense of place and responsible use of the countryside by operators. 	<p>http://youtu.be/-pV6AoKIYIU / http://youtu.be/VB1aUtKDC98</p> <ul style="list-style-type: none"> STEPtember walking festival under development for 2014 Initial approach to cycling clubs and businesses made regarding setting up a group to coordinate future Sportive development in the Cambrians. Showcase awareness raising event organised by Cambrian Mountains Tourism Network - Feb 2014 	
7. Build a reputation in the area of Health and Wellbeing	<ul style="list-style-type: none"> Develop a database of tourism and leisure businesses that provide health benefits from the Cambrian Mountains' environment (covering physical health through active recreation and mental wellbeing to more passive appreciation of the area's special qualities). Encourage partnership working between commissioners of health services and local providers (e.g. tourism and leisure businesses and environmental land managers). Promote use of the Cambrian Mountains as a 'Natural Gym' 		<p>Low</p> <p>2015 - 2017</p>
CULTURE & HERITAGE	Delivery Actions	Progress and Achievements	Priority & Timescale
8. Develop Icons celebrating the Cultural Heritage of the area	<ul style="list-style-type: none"> Review potential of options around historic sites in the area with heritage industry partners and support the development of consortia / social enterprises to develop identified proposal(s) where appropriate. Facilitate the development of major funding bids to enable implementation. 	<ul style="list-style-type: none"> Built Environment & Heritage group set up within the CMI to look at potential Icon / Ecomuseum proposals and new economic uses for redundant buildings Elenydd Landscape Partnership developing HLF Landscape Partnerships application for the Elan Valley area 	<p>Low</p> <p>2015 - 2017</p>
BUILDING SUSTAINABILITY	Delivery Actions	Progress and Achievements	Priority & Timescale
9. Support Career Development and Training	<ul style="list-style-type: none"> Liaise with training agencies / colleges regarding the training / staff development needs of the trade Help to promote take up of professional courses and career development opportunities to staff and proprietors across 	<ul style="list-style-type: none"> Medrwn delivered course and familiarisation visits run in area Sense of place workshops 	<p>Medium</p> <p>2014-2017</p>

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	<p>the sector</p> <ul style="list-style-type: none"> • Sponsor taster courses and skills development workshops, in conjunction with Medrwn • Promote careers in Tourism to local school and college students • Investigate the development of a tourism apprenticeship scheme in the Cambrian Mountains 		
10. Encourage Green Tourism	<ul style="list-style-type: none"> • Raise awareness and facilitate the take up of Energy Efficiency and Renewables across the sector via the roll out of Green Holidays Wales across the Cambrians • Promote the benefits of the Green Tourism Business Scheme (GTBS) and equivalents. • Market low tech 'alternative experience' accommodation / activity options, such as bothies / refuges, etc. • Facilitate the development of new 'green' experiences linked to improved access to the natural resources of the Cambrians - (i.e. Maesnant) 	<ul style="list-style-type: none"> • Ownership of Maesnant (on the banks of Nant Y Moch) now transferred to the ownership of the Pumlumon Preservation Trust. Development proposals under consideration • Micro-hydro feasibility study for Maesnant undertaken 	<p>Medium</p> <p>2015 - 2017</p>
11. Encourage Sustainable Transport	<ul style="list-style-type: none"> • Network accommodation along recognised trails • Promotion of 'Walkers / Cyclists are Welcome' schemes to businesses and communities • Develop baggage forwarding relationships between accommodation and taxi services (e.g. 'cab a bag' scheme in Ceredigion) • Develop and promote a network of charging points for electric vehicles at accommodation / attractions. • Develop the role of community transport for visitors • Support initiatives to improve public transport access information provision 	<ul style="list-style-type: none"> • Welsh Road Trips initiative and Sustainable Tourism Powys support for the installation of charging points - skeleton of a network now in being in Powys. • Bwsiti transport app pilot for mobile phones developed on bus routes in the Cambrians - trialling through Coleg Pows students and PCC employees in April. Sustainable Tourism Powys project. 	<p>High</p> <p>2013 - 2015</p>
12. Develop Cariad Cambrian visitor pay-back scheme	<ul style="list-style-type: none"> • Implement the scheme after securing (a) agreement for funds raised to be distributed to projects through the Cambrian Mountains; (b) the criteria by which local projects will be selected for funding under the scheme. • Design Cariad Cambrian visitor information and collection boxes using agreed branding. • Promote the take up of the Cariad Cambrian scheme by the businesses within the CMTN (linked to signing the Cambrian Mountains Charter) • Promote the opportunity for local projects to communities. 	<ul style="list-style-type: none"> • Cariad Cambrian logo developed • Implementation study undertaken • Draft Cambrian Mountains Charter developed 	<p>Low</p> <p>2015 - 2017</p>
13. Develop the role of the Cambrian Mountains Tourism Ambassadors	<ul style="list-style-type: none"> • Align the existing Ambassadors scheme with the wider Cambrian Mountains Tourism Network • Re-evaluate the criteria and on going role that the Ambassadors should play in raising the profile of the tourism offer of the Cambrian Mountains. 	<ul style="list-style-type: none"> • Tourism Ambassadors programme set up and currently run by CMCIC -funded through membership fee. 	<p>Medium</p> <p>2014 - 2016</p>

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DESTINATION MARKETING	Delivery Actions	Progress and Achievements	Priority & Timescale
<p>14. Develop a Marketing Plan for the Cambrian Mountains</p>	<ul style="list-style-type: none"> • Set up a marketing working group to coordinate marketing priorities for the Cambrian Mountains • Prepare and implement a Brand Development Strategy and Marketing Plan for the Cambrian Mountains • Prepare design guidelines for interpretative material based upon the strategy - signage, itineraries, etc. • Use of all appropriate local authority and private websites and new media opportunities to develop consistent web-based promotional material. • Investigate digital marketing opportunities in the Cambrians • Illustrate the Cambrian Mountains as a distinct destination in the tourism brochure of each of the three local authorities based marketing areas covering the Cambrians • Prepare focused guides e.g. 'Where to...' 'What to do guide for children' (written by local children). • Create bite size stories drawing in the Cambrian Mountains Sense of Place for use by tourism businesses in promoting the area. • Use these stories on local marketing materials, interpretation, and local itineraries. • Cambrian Mountains branded leaflets to be produced and distributed to tourism outlets and TICs • Investigate alternative tourist information provision opportunities, such as touch screen technology in local retail outlets 	<ul style="list-style-type: none"> • New Powys website developed with provision for a Cambrian Mountains sub domain - STP project launching 2014 • Touch screen system currently being evaluated as part of a Sustainable Tourism Powys Initiative. • Cambrian Mountains Facebook groups established for social media marketing and communication between businesses. • PR contract with Alex Marr Associates - as a conduit for local stories and offers. Includes the setting up of a Cambrian Mountains Blog • Cambrian Mountains tear off maps / notepads produced by CMTN • 3 Digital marketing seminars held in the Cambrian Mountains, with subsequent development of Vine Video project within the Cambrians 	<p style="text-align: center;">High</p> <p style="text-align: center;">2013 - 2014</p>
<p>15. Market Research and Monitoring</p>	<ul style="list-style-type: none"> • Evaluation of success of marketing activity • Setting of evaluation indicators for the CMDP – See Section Five below • Commissioning of market research reports to inform future marketing targets • Development of destination specific questions within the Visit Wales surveys used by the LAs • Development of local tourism survey to capture business and visitor feedback • Commissioning of STEAM Statistics for the Cambrian Mountains 		<p style="text-align: center;">Low</p> <p style="text-align: center;">2014 - 2017</p>

Section Five: Monitoring and Evaluating Success:

Given the lack of Cambrian Mountains tourism statistics, it is difficult to set a bench mark against which to monitor and evaluate the impact of the delivery of the activities in this plan. Some of the evaluation will therefore have to be qualitative and relate to the vibrancy of networks and the way in which businesses and communities engage with initiatives within the destination, rather than quantitative in terms of hard figures relating to increasing visitor numbers and visitor spending.

In addition, there is a further question regarding how the monitoring and evaluation of the success of the delivery of the plan can best be organised in order to ensure that it is a rolling and on going process of review, undertaken in order to learn the lessons from delivery. Given that delivery of the actions in the plan will rely heavily on the engagement and goodwill of businesses and volunteers, it is clearly necessary to ensure that the monitoring is seen as relevant to those doing the work, and that evaluation is a clearly understood to be a constructive process aimed at developing capacity, rather than a means of criticising or of imposing an institutional viewpoint.

In order to enable effective monitoring and evaluation, the destination partnership will develop a reporting framework that allows for constant review of progress against a number of key performance indicators (KPI). These KPI will in themselves be reviewed on a rolling basis to ensure that they are fit for purpose and can be proved to accurately and usefully measure the success of the plan in developing the Cambrian Mountains Destination.

Initially, two types of KPI will be used in monitoring the delivery of this plan fall, to reflect the qualitative and quantitative nature of what we need to evaluate in the Cambrians. For the purposes of this plan, this can be dubbed 'hard' and 'soft' KPI.

Hard KPIs for Monitoring Purposes

Progress against the following KPIs could be monitored by using the STEAM model, potentially using the methodology set out above for calculating figures from the totals for Ceredigion, Powys and Carmarthenshire – or via the development of new data sets within the STEAM figures prepared for the three local authorities.

- No. of visitors to the area
- No. of visitors coming outside the main holiday periods
- Breakdown of visitor profiles (day visitors / staying visitors – non serviced accommodation, serviced accommodation, staying with friends)
- Visitors by reason for visit
- Estimated visitor spend (accommodation, food and drink, recreation, shopping, transport, indirect expenditure)
- Number of website visitors, search engine performance and links
- Private sector engagement and financial contribution to destination development
- Demographic of visitors by sector

Soft KPIs for Monitoring Purposes

The following KPIs will require local engagement with the trade to collect impressions on the performance and resilience of tourism businesses in the area, as well as at destination and follow up surveying of visitor satisfaction.

- Business confidence in the future
- Success in attracting visitors outside of the main season – the perspective across the sectors
- What went well for visitors / what went wrong & what's missing to round off the experience
- Effectiveness of key marketing messages used by the destination / reasons for visits
- Number of press releases issued
- Number of visitor enquires and conversion rates
- Number of joint marketing packages developed
- Number of journalists hosted
- Range of innovative digital media formats being utilised