ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	**Executive Committee**
Date:	**18th July 2016**
Subject:	**Destination Management Plan (DMP) 2016-2020**
Portfolio Holder(s):	**Councillor Richard Dew**
Head of Service:	**Dylan J. Williams – Head of Service: Regulatory and Economic Development**
Report Author: Tel: E-mail:	**Michael P. Thomas** **01248 752492** **michaelpthomas@anglesey.gov.uk**
Local Members:	**Relevant to all Members as the Destination Management Plan provides the strategic context to further develop the whole island as a tourism Destination**

A –Recommendation/s and reason/s

The approval of the Executive is sought for a new Destination Management Plan (DMP) for the Island.

The Destination Management approach enables the public sector, the islands tourism and non-tourism businesses, non-profit organisations, and the community to collaborate to achieve common objectives.

The Authority's role in managing this process has been, and is an important part of controlling economic, environmental, and resident and visitor opportunities, challenges and the major impacts to the destination that may occur in the near future.

It is therefore proposed that the Isle of Anglesey County Council continues to lead on a collaborative approach to Destination Management with its key partners. The continued ability of the County Council to lead, contribute, and influence this important aspect of economic development will be driven by resource availability (securing external funding and meeting the overall efficiency requirements).

B – What other options did you consider and why did you reject them and/or opt for this option?

The current Destination Management Plan was adopted in 2012 to support a coordinated approach to tourism development on the island. In developing a new set of objectives and actions, we have reviewed the progress to date (2012-2016), including successes and weaknesses and looked at the rationale for a new revised Destination Management Plan.

The Private Sector (Destination Anglesey Partnership) has throughout this period provided a strategic steer, and taken ownership of the plan ensuring tourism is

managed and developed in a sustainable way. Without this engagement and commitment, the current plan would not have been as effective.

Through its dynamic leadership this private sector representation has been instrumental in developing the new management plan as a collaborative and achievable approach going forward.

The Welsh Government/Visit Wales continues to adopt the principle of destination management planning and the establishment of destination partnerships to deliver. This has been supported by financial resources as the sector is of critical importance to economic development in Wales.

As a result of the effective local collaborative approach, considerable private sector engagement and effort, and the Welsh Government policy, not reviewing and adopting a new Destination Management Plan is not an option.

C – Why is this a decision for the Executive?

The new Destination Management Plan continues to be a corporate priority. The County Council's ability to support and enable the visitor economy to grow is dependent on a number of Service areas.

The Executives support demonstrates continued commitment in a period of financial uncertainty.

D – Is this decision consistent with policy approved by the full Council?

The purpose and objectives of the Destination Management Plan (as well as the identified priority projects), are consistent with the aims of the County Council's Corporate Plan and the Regulation and Economic Development 2016-2017 Service Delivery Plans.

DD – Is this decision within the budget approved by the Council?

Resources currently exist to coordinate the plans activities and deliver the IACCs responsibilities.

Some elements will be fully dependent on securing external funding.

E – Who did you consult?		What did they say?
1	**Chief Executive / Strategic Leadership Team (SLT)** (mandatory)	
2	**Finance / Section 151**	

	(mandatory)	
3	**Legal / Monitoring Officer** (mandatory)	
5	**Human Resources (HR)**	
6	**Property**	
7	**Information Communication Technology (ICT)**	
8	**Scrutiny**	
9	**Local Members**	Engagement with both the leader and Portfolio holder to secure their support and potential actions within the new objectives
10	**Any external bodies / other/s**	Engagement has been undertaken with our Destination Anglesey Partnership (representing all tourism activities on the island), the Anglesey Tourism Association and Visit Wales regional engagement team to secure their support; as well as to identify opportunities and areas for external support

F – Risks and any mitigation (if relevant)		
1	**Economic**	A comprehensive Destination Management Plan will provide an opportunity to influence relevant developments to ensure positive economic benefits and a long term legacy for Anglesey. Tourism features within the New nuclear Build supplementary planning guidance.
2	**Anti-poverty**	Further development of the destination will contribute towards improved social interaction, mobility and attainment, as well as enhanced well-being and a quality of life.
3	**Crime and Disorder**	Further development of major events has been identified and greater collaboration and management of the Anglesey Safety Advisory group (SAG) to ensure all risks are identified and minimized
4	**Environmental**	The Countryside and environment is the backbone to Anglesey's tourism offer, as part of this, the Council's duties under the Countryside and Rights of Way (CROW) Act, 2000 and the Natural Environment and Rural Communities (NERC) Act, 2006 have been considered in the preparation of this DMP

5	Equalities	The Function is committed to providing opportunities and quality to all,
6	Outcome Agreements	Indirectly supports a number of the agreements, in particular theme 9 (Our language, culture and Heritage thrives) ensuring we increase the number of visitor visiting Anglesey because of our heritage attractions and arts events
7	Other (Welsh language)	The new Welsh Language standards have been identified within the DMP, and the need to ensure not only IACC, but also our private sector partners embrace the language and culture

FF - Appendices:

Appendix 1 – review document; Destination Management Plan 2012-2016
Appendix 2 – DMP 2016-2020
Appendix 3 – New strategic Objectives 2016-2020

G - Background papers (please contact the author of the Report for any further information):

Destination Management Plan 2012-2016

Economic & Community Regeneration

Review Document:

Destination Anglesey Management Plan 2012-2016

Official

(May 2016)

Author: Michael P. Thomas
Senior Development Officer, Tourism

Destination Anglesey Management Plan Review 2012-2016

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Purpose

This report reviews the Destination Management Plan (DMP) from 2012-2016, and sets out the rationale for undertaking and adopting a new strategic plan for Destination Management going forward to 2020, taking into account the changes that have taken place on Anglesey, or likely to take place in the near future, including the significant energy projects i.e. Wylfa Newydd.

This report is set in the context of changes within priorities nationally, regionally and locally along with a reduction in resources and capacity within the service and the public sector as a whole.

Executive Summary

The current Destination Management Plan was adopted in 2012 in consultation with all our stakeholders as a new model to drive tourism forward on Anglesey.

During this period Anglesey has seen a number of key developments, and significant investments, including:

- Further developing and promoting our image and profile Locally, regionally, Nationally and internationally,
- We have seen a number of key developments within the food and local produce with new products, restaurants and profile raise
- A number of new investments across the island ranging from new attractions through to upgrading of the accommodation stock
- Anglesey has also maximized its potential as a World class venue for attracting Major events from the Olympic torch through to attracting the Grand Depart of the Tour of Britain
- Anglesey now attracts over 30 cruise ships annually, with an annual economic impact in excess of £1M to north Wales
- Economic impact of tourism has risen from £237Million to in excess of £261 Million
- Named number 4 best island to visit in the UK according to TripAdvisor

All of this has taken place in a time of sheer austerity and reductions within the public sector

In order to facilitate this process a new partnership was established, the Destination Anglesey Partnership (DAP) as a public/private/third sector partnership to replace the existing Anglesey Tourism Partnership which was in place since 2000 to provide a more coherent and strategic approach to driving the visitor agenda forward and in line with Visit Wales and Welsh Governments priorities.

The DAP is an informally constituted body; a coming together of the key agencies to enhance communication within the sector and address key opportunities and issues in a coordinated fashion. The DAP does not take over the role of its individual

partners. Essentially, the inherent roles of the public sector agencies as destination managers remain as do the roles of the private sector associations in representing their members who service the visitors.

The delivery of the DMP to date has mainly been funded by the isle of Anglesey Council with contributions from partners including, Visit Wales, Welsh Government, and Horizon through the PMO office. During the period Anglesey has been fortunate in drawing down external European funds, which have enabled us to undertake several additional activities contributing to the overall outputs of the DMP.

These outputs, although significantly delivered upon have been challenging since the development of the DMP as a number of significant changes have happened globally both in terms of the economic/security situation, but also possibly more relevant is the ability for people to receive information in significantly different ways, and something that needs to be taken on board with any new plan and the mechanisms for reviewing and reporting.

All this needs to be taken in the context of significant infrastructure projects coming to Anglesey in the shape of a new nuclear power station, National grid connection from Wylfa to Pentir, Offshore energy developments, and scope for both the development of a new leisure park and workers accommodation to service the needs of construction workers for the above. Pre-development works and consultations have taken place on these during the current destination Plan period. But will have a significant impact on any new plan going forward.

But don't just take our word for it:

Top 10 Islands — United Kingdom (Anglesey named 4th) ahead of locations such as Guernsey and the Isle of Man

Purpose of reviewing the Destination Management Plan (DMP):

With a Number of activities having taken place or likely to take place in the near future, including reduced capacity within the public sector and the very real potential of Wylfa Newydd just around the corner, it is vital we take this opportunity to take stock through evaluating and reviewing our position in relation to Anglesey as a destination. This is further compounded when considering Visit Wales Partnership for growth strategy; which identifies Tourism as a rapidly changing global industry, with ever more Countries presenting themselves as viable and attractive tourism destinations all competing for our business.

Introduction and Context for the review

Anglesey's tourism industry currently attracts over 1.5 million visitors annually with a total economic impact in excess of £260 million a rise of over 9% since 2012. The sector also supports over 4,000 jobs on the island and is now one of Anglesey's largest industries.

On top of this Anglesey is also home to the second busiest port in the UK just behind Dover, catering for in the region of 2Million transient visitors annually travelling between the UK and the republic of Ireland, along with hosting a growing number of international cruise ships.

Tourism contributes to the local prosperity and quality of life in Anglesey, and as an Island we need to manage and develop tourism because this is where our natural comparative advantage exists. In addition, tourism:

- Supports cross-cutting services and infrastructure which benefit local people e.g. transport links, the range of shops and services and cultural facilities; and
- Helps promote a positive image of the Island to the outside world which, in turn, can attract investment and make people feel better about the place in which they live.

Tourism on Anglesey has long been a major driver of quality of life and opportunity for visitors, but its positive impact could be increased significantly. A detailed list of recommendations is the centrepiece of the Destination Anglesey Management Plan

Economic & Community Regeneration (E&CR) Service

The current DMP is managed and serviced on behalf of both internal and external partners by the E&CR Service.

The Service aims to:
- Improve the local economy and create jobs and prosperity for local residents;
- Ensure local people, communities and businesses capitalise upon all future transformational opportunities;
- Improve quality of life and reduce socio-economic inequalities;
- Provide formal opportunities for people on Anglesey to live their lives in a health way;
- Create vibrant and healthy communities;

> Develop and promote the Island's tourism offer (and effectively manage the County Council's coastal assets).

As part of this remit and to deliver on the DMP, the service currently hosts the Tourism and Marketing officers, and has responsibility for the Visitanglesey brand and its associated on-line and off-line platforms.

Overview of the Destination Management Plan (DMP) and Destination Anglesey Partnership (DAP)

Destination Management Planning is an innovative, integrated approach to sustainable tourism development within Anglesey. The approach enables the public sector, tourism and non-tourism related business, non-profit organisations and the community to collaborate to achieve common objectives, such as increasing the value of tourism

The Destination Management Plan approach was adopted in 2012 and aligned itself to the National Tourism Strategy for Wales, to ensure brand positioning and marketing synergy on a local, regional, national and international level. Since its adoption the Anglesey Destination Management Plan (DMP) has become the shared statement of intent to manage the destination in the interests of the visitor economy, articulating the agreed roles of the different stakeholders and identifying clear actions that they will take

The Destination Anglesey Partnership (DAP) was established in early 2012 as part of the DMP to formalise and improve communication between the private and public sectors. The DAP also provides a strategic steer to ensure Tourism is managed in a sustainable way, thus maximising the benefits for long-term prosperity and reducing any negative impacts where practicable.

The Review process

The DMP has been reviewed both internally and externally with stakeholders consulted about their priorities within the current plan and those for consideration within a new plan up to 2020. On December 2nd 2015 an Annual forum was undertaken with the election of new sector representatives for the DAP, and an overview of the DMP to date.

Key Outputs and Outcomes from the current DMP

Since the Anglesey Destination Management Plan was adopted it has delivered a programme of activities against each of its strategic objectives (shown below). guided by its 12 sector representatives who currently meet quarterly. The outcomes and outputs from the DMP are far reaching and demonstrate the value of partnership working. But also the risks associated with public sector reductions.

During the Plan period Anglesey has been successful in attracting a number of significant private sector investments on the island which have also secured Tourism Investment Support Scheme Funds (TISS) from Welsh Government, including TreYsgawen hall, Woodlands guest house, Rib Ride, Caffi'r parc, Plas Marian, Penrhyn Farm, Sea Shanty, Blackthorn farm, and Plas Cadnant. This shows a large commitment locally, but also a significant commitment from Welsh Government and the robustness of Anglesey as a destination.

On top of these we have also seen considerable investment by other businesses including Dylans in Menai Bridge, Tavarn on the Bay and St Davids spa, Plas goch holiday homes, and proposals in for the Land and Lakes development in Holyhead.

Anglesey has also been fortunate in obtaining external funding from both the lottery and EU to develop a number of key infrastructure projects including developing our coastal infrastructure through the EU Coastal environment project, including the re-building of Beaumaris pier, rights of way through the RDP Ymweld a Mon programme and new signage along Lon las Cefni. Major improvements to our heritage attractions, including the development of the new copper Kingdom visitor centre in Amlwch through the EU HTP programme and associated lottery funding to improve Mynydd Parys.

Performance Review – DMP Strategic Objective 1
To promote Anglesey's Image and distinctive strengths

Progress on Identified Priorities	Priorities for New DMP
• New bilingual visitanglesey website developed and being managed by IACC. • Baseline research gathered and being further developed • New social media channels developed • Review of print undertaken and production of new guides published to replace a plethora of leaflets and brochures • PR secured over the 4 years through external funding creating £xx worth of coverage	• Ensure that the Anglesey brand is embedded and utilised in all Anglesey related information • Ensure priority is given to maintaining an updating the visitianglesey digital platforms as a single source of information
Other Key Achievements & Opportunities	**Not achieved to date and Likely threats**

• External funding secured from Visit Wales
• New Anglesey TV advert commissioned and shown in North West and Wales
• Capitalized on Visit Britain's campaigns focusing on:
   ◦ Great names campaign, featuring unique place names across all channels in China (featured Llanfair PG)
   ◦ Llanddwyn featuring across VB poster campaigns at Heathrow, following work to get Rupert Grint here for their original Britain is great campaign
	• visitanglesey website will need constant capacity and resource to ensure its longevity and updating
	• Lack of funding for marketing activity going forward
	• Changes in regional and national structures have impacted on the local and regional marketing of activities. The demise of TPNW in 2014 had a major impact on regional marketing activity 9golf, walking and outdoors)
	• No universally recognized island wide interpretation strategy in place, and hard to implement with other bodies and projects all wanting their own kudos

Performance Review – DMP Strategic Objective 2

To invest in product excellence

Progress on Identified Priorities	Priorities for New DMP
- Secured funding from NDA to undertake the ride Anglesey activity and the Tour of Britain Grand depart - Working with PMO and stakeholders to support the land and lakes development - Developed and Supported Gorau Món in maximizing the exposure of local produce and supported their food events and food slams across the island - The Plan has supported and provided necessary input into various planning applications for new businesses and the further development of existing	- Further support and develop the Local produce offer both in terms of local but also in terms of supply chain - Support events that are in line with the Welsh Governments major events strategy and support the councils own events strategy - Constantly review and ensure our bedstock data is robust and kept updated
Other Key Achievements & Opportunities	**Not achieved to date and Likely threats**
- Supported and maximized the Anglesey exposure in relation to the Olympic torch (partnership with RAF, RNLI, LACOG and local emergency services) - Tour of Britain grand depart - Local produce and events strategy produced allowing us to secure additional funding/events to the island - Supported the commonwealth torch visit to Anglesey	Uncertainty over council run attractions and certain leisure facilities long term

Performance Review – DMP Strategic Objective 3

To promote an outstanding experience

Progress on Identified Priorities	Priorities for New DMP
• Evaluation on our remaining TIC undertaken and subsequent closure. We have now developed a series of 12 TIP's within key settlements which have been received positively • Access to the coast has been improved with major projects undertaken as part of the coastal environment scheme, including the Pier in Beaumaris, Cemaes Bay, Porth Dafarch and St Georges Pier. • Walking trails have been further developed and signed through Ymweld a Mon	• Further develop Holyhead into an International visitor gateway • Build on the cruise welcome and offer on Anglesey • Secure funding from External sources to maximize potential of Anglesey
Other Key Achievements & Opportunities	**Not achieved to date and Likely threats**
• NWEAB identified Holyhead as a key priority for EU attractor funding to develop the area into an international visitor gateway	• Public toilets are non-statutory and community toilet scheme is discretionary which will have an impact on the visitor amenities

Performance Review – DMP Strategic Objective 4

To work together in Partnership

Progress on Identified Priorities	Priorities for New DMP
- Include DAP in new all project development processes : more communication through the DAP reps 1 DAP board meeting hosted 1 DMP board meeting hosted - Menter Mon co-opted to the Destination Anglesey Partnership - Work with partners and stakeholders to identify opportunities for devel- oping new projects and funding.: ongoing	- Facilitate scheduled DAP and DMP Board meetings - Develop options for restructuring the DAP
Other Key Achievements & Opportunities	**Not achieved to date and Likely threats**

External environment going forward

Since the adoption of the DMP and DAP as a working model for delivering the destination a number of external influences have impacted on the delivery of the plan, including the global economic downturn which in turn has affected the resources available to deliver the plan in its entirety. These changes include:

- TPNW as a regional delivery partnership ceasing to exist
- Reduction in funding regionally through Visit Wales
- Reduction in capacity and resource within Anglesey Council
- Digital technology becoming more prominent
- External projects coming to an end

The most important strategic issues for the DMP in the future:

1. The impact of Major Energy projects on the island, and how the tourism industry can maintain its market share and flourish
2. The continuing need for political, industry and stakeholder commitment, especially in terms of their understanding the value of the visitor economy
3. The need to further develop partnerships with developers
4. The increasing needs for high quality research and data collection, which will help influence our actions and produce the best return on investment.
5. Demonstrate value for money in a time of austerity and reducing resources
6. The ability to secure new sources of external funding, and income generation
7. Adopt 'smarter' ways of working and reporting on the DMP outputs and outcomes

Next Steps

The review has been undertake internally by the economic and Community regeneration Service.

It will identify, propose and establish improvements in the co-ordination, operation and performance of the Function's existing business systems and processes.

The focus of the review will focus on the issues outlined above.

Following formal adoption by the executive, the proposal is to publish the review and make available to both our internal and external partners.

Destination Management will also need to be integrated into the wider Isle of Anglesey County Council's Corporate Plan, and Service Delivery Plans, where tourism is identified as a key cross cutting priority

Business Change priorities

In Line with the Welsh Government (Visit Wales) and specifically to Anglesey we have identified a number of key Strategic Objectives, which both build on the current ones and add to this with additional major impacts likely to take place in the plans

duration to 2020. These 7 new strategic objectives will be incorporated into a deliverable action plan, refocused vision and amended terms of reference for both the Internal DAP and External stakeholder group.

These suggested changes are designed to stimulate and provide a robust focus to the DMP itself, its partners and our wider visitor economy, showing that the plan has moved forward in its understanding of the issues and external environments which will affect Anglesey in the future.

Conclusion / Successes

During this period Anglesey has seen a number of key developments, and significant investments. The destination Management Plan has provided a sound grounding for these, along with a sense of stability and credibility to the destination. This has worked alongside Visit Wales and other stakeholders, providing a strategic context for their decision making locally, and enabling the following key achievements:

- Further developing and promoting our image and profile Locally, regionally, Nationally and internationally,
- We have seen a number of key developments within the food and local produce with new products, restaurants and profile raise
- A number of new investments across the island ranging from new attractions through to upgrading of the accommodation stock
- Anglesey has also maximized its potential as a World class venue for attracting Major events from the Olympic torch through to attracting the Grand Depart of the Tour of Britain
- Improved and developed our coastal assets including rebuilding Beaumaris pier, and various new slipways/access to the sea
- Anglesey now attracts over 30 cruise ships annually, with an annual economic impact in excess of £1M to north Wales
- Economic impact of tourism has risen from £237Million to in excess of £261 Million
- Named number 4 best island to visit in the UK according to TripAdvisor

All of this has taken place in a time of sheer austerity and reductions within the public sector

Going forward it is vital that a coordinated Destination Management Plan is in place an adopted enabling us to all work smarter and maximise the available resources ensuring that the value and importance of Anglesey as a destination is recognised and maximised. As a destination we also need to capitalise on the associated developments taking place, but not at the expense of the visitor infrastructure and perceptions of Anglesey as a much visit destination.

But don't just take our word for it:

Top 10 Islands — United Kingdom

(Anglesey named 4th) ahead of locations such as Guernsey and the Isle of Man

6 Blue Flag beaches, 6 seaside resorts and 19 Seaside rural awards

Café / Bistro of the year - The Marram Grass Cafe (Newborough)

Hotel restaurant of the year - Lastra Farm Hotel & Restaurant (Almwch)

Best maxican - Escelantes Mexican (Holyhead)

Seafood supplier of the year - The Lobster Pot (Anglesey)

APPENDIX 1: Destination Anglesey Partnership structures

The terms of reference and structures of the partnership have been in existence since the formation of the DAP, and have been amended slightly to show the changes in organisational structures across Wales (i.e. demise of TPNW and changes within Visit Wales)

Effective, quality destination management requires the involvement of all stakeholders through clear communication and transparent decision-making. In particular, this requires pro-active engagement between the three key partners: the local authority as destination managers, the private sector as the service providers *and Visit Wales through its regional engagement team.* It also requires the involvement of a range of other parties with an interest in tourism, subject to local circumstances.

Anglesey has, unlike many other destinations in Wales, had private sector representation for some time through the Anglesey Tourism Association (ATA) and the Anglesey Attractions Association (AAA). One option would be to use these agencies as the private sector representatives in the Destination Anglesey Partnership. However, consultation with representatives of these groups and others has indicated that there is a preference for a broader, more inclusive structure to the Partnership with representatives from a number of discrete thematic sub-groups. These representatives would be drawn from a wider annual forum of all tourism businesses on the island. Unlike some other destinations, there is no compelling need for geographical representation.

The thematic groups to be represented will include:
1. Serviced accommodation
2. Self-catering accommodation
3. Caravan sites (BH&HPA rep where applicable)
4. Outdoor activities
5. Attractions/heritage
6. Events
7. Local producers (arts, crafts, food, drink)
8. Retailers
9. Transport operators
10. Restaurants

The number and range of sectoral groups can be rationalised or expanded as experience dictates.

The elected representatives would represent their sectoral members on the Destination Anglesey Partnership, rather than as individual enterprises and would be

required to take a strategic view on the range of issues and initiatives involved in the DMP. (These thematic groups will be able to communicate with their respective constituencies, and with other groups.)

NB: All tourism businesses on the DMP database will be invited to put forward a candidate for their specified thematic group. Where there is competition for a post, elections will be held.
Other tourism stakeholders:
Visit Wales regional engagement officers will sit on the Destination Anglesey Partnership as advisers, providing national and regional context and guidance.

It is recognised that there is a variety of other stakeholders with an interest in tourism on the Island. These will include, but are no limited to:
UK and Welsh Government, along with other agencies such as the Forestry Commission, Countryside Council for Wales, CADW, and the National Trust.
Local and regional agencies such as Coleg Menai, Menter Mon, North Wales Wildlife Trust, North Wales Tourist Guiding Association, Anglesey Attractions Association and the Anglesey Tourist Association (ATA).
Ad hoc players such as RAF Valley, a major economic driver, and employer

When appropriate, any of these groups or individuals might be co-opted or invited to join the Partnership to help address a particular issue or move a particular initiative forward.

Structure:
A partnership between the IACC Internal DMP Board, represented by the Chair of the Board or his appointee, and the private sector represented by a number of thematic sub-group representatives (see above). This Partnership can be supplemented by co-opted stakeholders as required.

The Tourism Portfolio Holder should be invited to attend. The on-going involvement of the Community should be harnessed through local councillors and direct communication with the community councils although it would be appropriate to involve a local representative for any geographically specific initiative.

The Partnership will be co-ordinated and serviced by the DMP officer team. We would also recommend that the Countryside Officer be invited as a permanent observer[1]. See Fig 1.

The Chair will be elected from the private sector group and will be invited to attend the IACC Internal DMP Board meetings.

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[1] The AONB and coast are central to the DMP. Close collaboration would also assist the specific objective in the IACC Corporate Plan for closer partnership working with JAC.

Fig 1: Destination Anglesey Partnerships structure
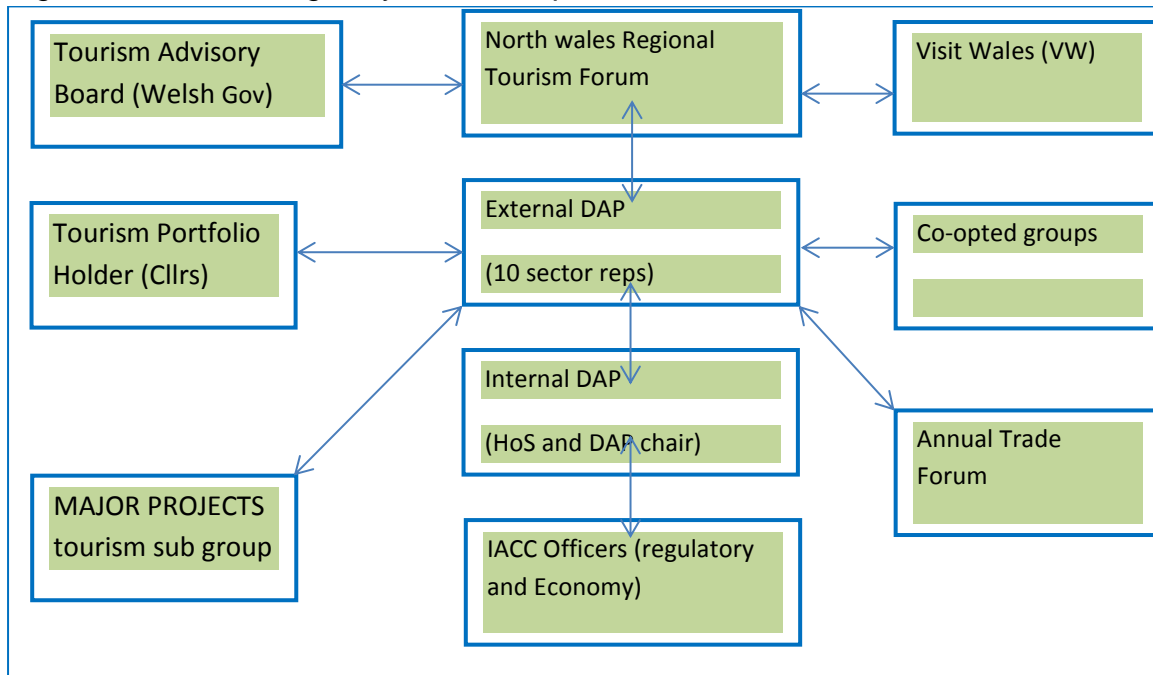
Destination Anglesey Partnership is an informally constituted body; a coming together of the key agencies to enhance communication within the sector and address key opportunities and issues in a coordinated fashion. The DAP does not take over the role of its individual partners. Essentially, the inherent roles of the public sector agencies as destination managers remain as do the roles of the private sector associations in representing their members who service the visitors. The DAP should – put simply – just be the vehicle for co-ordination between its members, identifying what needs to be done but responsibility for action will still lie with the individual partners - or sub-groups involving different parties set up for specific project implementation. (See DMP Delivery Plan)

APPENDIX 2: Destination Anglesey Partnership: Constitution and Terms of Reference

Destination Anglesey Partnership: Constitution and Terms of Reference

1. Destination Anglesey Partnership Name

1.1 The name of the Partnership will be Destination Anglesey Partnership (DAP).

1.2 DAP will comprise of:

    1.2.1 An annual Forum.

    1.2.2 An Executive Board which will assist in the draft, delivery and monitoring of the Destination Management Plan (DMP) for Anglesey, meeting at least four times per annum.

2. The Aim of the Destination Anglesey Partnership

2.1 The Aim is to:

Develop a successful and sustainable tourism industry on Anglesey which generates wealth for the Island, draws on and sustains its special environment and culture, brings enjoyment to visitors and at the same time contributes to residents' quality of life.

(DMP Aim)

3. The Objectives

3.1 All the activities and decisions taken by the Executive Board shall contribute (directly or indirectly) towards achieving the goals and objectives of the Anglesey Destination Management Plan.

3.2 All activities will be undertaken in a manner which promotes equality of access and opportunity for the counties residents whilst showing regard for the further enhancement of the Welsh language, local culture and the natural environment and thus ensure the delivery of sense of place.

3.3 If the Aim is to be achieved and the actions delivered, all partners must turn their general support into specific commitments. Roles and responsibilities should be allocated together with key partner organisations to ensure specific initiatives and actions are delivered.

4. Functions of Destination Anglesey Partnership

4.1 The Executive Board will carry out the following functions:

4.2 Support the Destination Management Plan and its Delivery Plan, to drive destination management forward in Anglesey.

4.3 Hold an annual Forum to report on achievements. The Tourism Forum to be an inclusive gathering and will be thematically representative of Anglesey.

5 Structure and Relationship to Other Local Partnerships

5.1 The Executive Board will be an informally constituted body.

5.2 Elections and re-election of members to The Executive Board. This to be part of the annual Forum.

5.3 Members to be elected for a three year term unless agreed otherwise.

5.4 The election process to be a transparent and fair process, robust enough to stand up to external scrutiny.

5.5 In order to achieve its objectives, the Executive Board must work closely with other local partnerships and groups where applicable.

5.6 Other stakeholders may be co-opted to the Executive Board to assist on a temporary basis.

5.7 Members of the Executive Board may form sub-groups (with co-opted stakeholders) to address specific issues.

6. Composition

Tourism is a key sector of the local economy and as such it has a wide impact across many different communities. The Executive Board must therefore be inclusive of these communities which include:

6.1.1 Tourism sector businesses.

6.1.2 Other businesses which are indirectly dependent on or affected by the tourism sector.

6.1.3 Local champions or those whose actions and attitudes generally exert direct or indirect influence on the tourism offer.

6.1.4 Business support and other public organisations assisting the tourism sector.

6.1.5 Localities whose economic, social and environmental wellbeing are affected by the tourism sector.

The Executive Board shall be composed of public, private and third sectors.

7. Finance

The business of the Executive Board may be financed through:

Direct partner funding for individual projects.

Bids made by Destination Anglesey Partnership for core and/or project funding from Visit Wales and other sources.

8. Conduct of business

The Partnership and all its subordinate groups will operate on the basis of consensus. In the event of a disagreement the Chair, using all appropriate channels shall seek to resolve any differences arising within the Partnership.

9. Meetings

9.1. The Executive Board will determine its pattern of meetings so as to ensure proper and timely conduct of the Partnership's business. It will be expected to meet at least quarterly or when requested by the Chair. For the convenience of members, the Executive Board will agree a forward schedule showing date, timing and location of meetings, normally 6 months in advance.

9.2. Meetings will normally be convened by the Chair in conjunction with the Secretariat.

9.3 The Chair of the Executive Board and Secretariat will draw up an agenda which will be circulated ten working days before the meeting. Minutes of the previous meeting will be attached.

9.4. All additional papers will be made available with the agenda and minutes.

9.5. All activities will be undertaken in an atmosphere of openness and transparency, communication and consultation, including the publicising of its work and disseminating information to a wider community.

Economic & Community Regeneration

Destination Anglesey Management Plan 2016 - 2020

Official

April 2016

Author: Tesni Owen Hughes
Tourism & Marketing

Destination Anglesey Management Plan

Vision: "Coordinating all the activities and services which impact on the visitor and their enjoyment of a destination"

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6. Policy Context
7. What do we want to achieve?
8. Our recommendations / Priorities

Introducing the destination

Anglesey is many things to many people. It is a place that inspires, a place that appeals to all the senses – a place to see, hear, taste, smell and feel. It is a place to get away from it all. But most of all, Anglesey is a place to get out and do.

From the minute you cross one of those 2 bridges you'll see stunning landscapes, unspoilt coastlines and picturesque towns and villages that are just waiting to be explored. Miles of scenic walks on the on the Isle of Anglesey Coastal Path and cycle paths await you, as do some of the best water based activities.

There is so much to be discovered, from the islands rich culture and heritage and wonderful gardens to the unusual 'moonscape' landscapes that are home to an extraordinary amount of plants and wildlife.

Much of our coastline has been designated an Area of Outstanding Natural Beauty (AONB), and come rain or shine our fabulous beaches offer something for everyone – vast stretches of sand, safe swimming for the kids and windswept bays where a bracing walk and rock pooling are the call of the day.

We want to….

- Be a destination, internationally known for its beautiful coast, heritage and distinctive culture
- easy to get to but rewardingly different
- A family holiday destination and a market leader for outdoor activity tourism of all sorts
- Plenty going on at all times of the year, whatever the weather, with a lively, living culture
- A place that features in the media for the quality of its food, hospitality and interesting places to stay
- An island that cares for its natural assets and welcomes visitors

Why is tourism important to Anglesey?

Anglesey's tourism industry currently attracts over 1.5 million visitors annually with a total economic impact in excess of £260 million. The sector also supports over 4,000 jobs on the island and is now one of Anglesey's largest industries.

On top of this Anglesey is also home to the second busiest port in the UK just behind Dover, catering for in the region of 2 million transient visitors annually travelling between the UK and the republic of Ireland, and a growing number of international cruise ships.

Tourism contributes to local prosperity and quality of life in Anglesey. The Island needs to manage and develop tourism because this is where it has a natural comparative advantage. In addition, tourism:

- Supports cross-cutting services and infrastructure which benefit local people e.g. transport links, the range of shops and services and cultural facilities; and
- Helps promote a positive image of the Island to the outside world which, in turn, can attract investment and make people feel better about the place in which they live.

Tourism on Anglesey has long been a major driver of quality of life and opportunity for visitors, but its positive impact could be increased significantly. A detailed list of recommendations is the centrepiece of the Destination Anglesey Management Plan.

What is a Destination Anglesey Management Plan?

Destination management is a process of coordinating all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.

A destination management plan is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear action that they will take.

Partnership approach

In 2012 the Isle of Anglesey County Council published a destination management plan for Anglesey. Along with this, a Destination Anglesey Partnership was established, bringing together private sector representatives from the tourism trade with other local stakeholders.

Working together is the best way to develop a successful and sustainable tourism industry on Anglesey, which generates wealth for the island, draws on and sustains its special environment and culture, brings enjoyment to visitors and at the same time contributes to the quality of life of local people.

Destination Anglesey Partnership members, elected at the annual tourism forum in 2015 will develop, monitor and drive forward the Destination Anglesey Management plan along with the programme board consisting of cabinet members and heads of service within the Isle of Anglesey County Council.

The structure in place worked well to deliver the previous management plan and we will adopt the same approach to deliver the revised DMP from 2016 to 2020.

Isle of Anglesey County Council approach

The Destination Management Plan approach in North Wales is given by Partnership for Growth: The Welsh Government Strategy for Tourism 2013-2020 with the ambition to achieve growth in tourism earning in Wales by 10% or more by 2020.

The Isle of Anglesey County Council will strategically align itself with Welsh Government's Strategy for Tourism to ensure brand positioning and marketing synergy on a local, regional, national and international level.

With a joint approach to destination management from the Isle of Anglesey County Council and Welsh Government, 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.'

Focusing on five key areas with an ambition for growth;

Promoting the Brand

- Developing a distinctive and unique national identity that can drive measurable economic, social and cultural benefits. Focusing on promoting the brand and differentiating destinations by promoting distinct characteristic and personality.

Product Development

- Working with the private sector to develop, market and manage areas of competitive advantage wisely and effectively to attract more business from new markets and achieve 10% growth target. Focused investment will be required to improve the overall tourism experience to grow the sector with confidence.

People Development

- Developing the tourism workforce that can help make every visitor experience an exceptional one, to grow the visitor economy. Better understand the attitudes to tourism in the wider community that have an impact on the visitor experience, and support develop and equip the workforce with the skills to deliver the best possible experience for visitors.

Profitable Performance

- Achieve real and measurable sustainable benefits through tourism by improving the viability and competitiveness of tourism enterprises, maximising the proportion of income retained locally through supply chains and improving the quality of tourism jobs. Generate long-term and lasting local benefit which is welcomed by and support local communities.

Place Building

- Provide a high quality environment for the visitor, facilities of which will also be used by the communities in which they are located, helping generate local income and jobs. This will play a role in contributing to spatially focused regeneration programmes throughout Wales.

The Destination Management Plan will also encompass two significant infrastructure projects ensuring that the Isle of Anglesey County Council capitalise on both developments during the pre-planning stages and mitigate any risk towards the tourism industry on the island prior to submission of the development consent order.

Destination Management is also integrated into the wider Isle of Anglesey County Council's Corporate Strategy 2013 – 2017, where tourism is identified as a key

priority; '*Support the visitor economy by working with partners to promote Anglesey's image and distinctive strengths by utilising our Destination Management Plan.*'

The Destination Management will also integrate into the Economic and Community Regeneration Service's 2016-2017 priorities:

Tourism & Maritime – Being one of the visited tourism destinations in Wales by:
- Working in partnership to promote Anglesey's distinct image and attributes.
- Developing, implementing and supporting activities to strengthen the island's visitor economy.
- Providing a modern, effective and commercially aware Maritime Function that meets the needs of the island's coastal communities, maritime users and visitors.

What do we want to achieve?

We want to develop a successful and sustainable tourism industry in Anglesey which generates wealth for the island, draws on and sustains its special environment and culture, brings enjoyment to visitors and at the same time contributes to residents' quality of life.

More specifically, we want to;

- Create and support worthwhile jobs and business opportunities
- Benefit the wider economy of the island through strengthening the image of Anglesey and developing linkages with other sectors of the economy
- Draw on, and help to sustain Anglesey's special natural assets and culture
- Contribute to the vitality of the island and quality of life for people living and working in the area, and engendering local pride
- Provide an exceptional experience for all visitors

Above all we want to establish a thriving, innovative and profitable tourism sector which will continue to deliver these benefits for generations to come.

Our Recommendations / Priorities

The five strategic objectives identified are entirely appropriate to Anglesey. These objectives are strategically aligned with Partnership for Growth: The Welsh Government Strategy for Tourism 2013-2020essential and have been integrated into the wider Isle of Anglesey County Council's Corporate Strategy 2013 – 2017. The strategic objectives are as follows.

Strategic Objective 1: Promote the Anglesey brand - Promotion

Anglesey needs more visitors, particularly in off-peak periods. There is a need to improve the image of the destination, put out more inspiring messages and encourage new visitors and those who are already familiar with it to return more often. The proposed actions under this objective all contribute to the preparation of a new marketing plan addressing a range of identified priorities.

The starting point is to lay some new foundations for marketing Anglesey, marshal the necessary data, define target markets and continue to implement the brand. There is also a need to review the plethora of printed materials and look at how both the public and private sector can access the Anglesey brand guidelines.

Strategic Objective 2: Invest in product excellence - Product

Anglesey needs to enhance the quality of its offer at all levels through continued investment. It is the better quality destinations and enterprises, often irrespective of price, that perform the best. Quality facilities mean better occupancies and a longer season. We must stimulate new development, investment and innovation to meet market demands (without compromising on existing businesses) in order to compete with other destinations. Key priorities are providing more, good quality accommodation, distinctive attractions and a range of exciting events and activities.

Strategic Objective 3: Provide an outstanding experience - People

Delivery of a total quality experience from the visitor's arrival to his/her departure with access to accurate destination information both prior and during visit, a warm welcome and excellent service. In addition, attractive and well maintained public places, with the necessary hard and soft infrastructure e.g. digital, structural, plenty to explore and a sense of being somewhere different. Key priorities are creating well-managed places, enriching experiences, reliable transport hubs and skilled people.

Strategic Objective 4: Work in partnership – Profitable Performance

Create a strategy that will have a sustainable approach to tourism growth. We want to see an economically prosperous tourism industry on Anglesey that generates long-term and lasting local benefit, welcomed by and supports local communities.

There is an emerging framework for supporting and directing the tourism industry on the Island, a mechanism for tourism stakeholders to relate effectively to each other, but there is a need for clear rules of governance for, and excellent communication between, all stakeholders. Quality management of the annual delivery plan along with careful monitoring will achieve real and measurable sustainable benefits.

Strategic Objective 5: Build on Anglesey and develop region – Place Building

Visitors are seeking authentic experiences in their choice of things to see and do. A planned approach to destination management in Anglesey allows local tourism communities to decide what is most important to put in place to maximise visitor satisfaction and stimulate local support for tourism. We will seek to provide a high quality environment for the visitor, facilities of which will also be used by the communities in which they are located, helping generate local income and jobs.

Strategic Objective 6: Energy Projects and Strategic Infrastructure

Ensure that the proposed large-scale investment such as Wylfa Newydd have close cooperation between everyone involved, ensuring this development can go ahead with minimal disruption to local communities and the tourism economy, mitigating the risks. It's as vitally important that we invest resources to ensure that Anglesey can fully capitalise on the potential inward investment, contributing positively to the economic prosperity of Anglesey.

Strategic Objective 7: International Visitor Gateway

Capitalize on Holyhead as a major gateway for tourists, travellers and passengers which pass through on an annual basis. Two million ferry passengers travelled through Holyhead port in 2014, boosted by the increase of international traffic coming through from cruise ships, now targeting Wales as a key tourist destination. We will consult with key partners and stakeholders to maximise the benefits of the project.

A four year action plan has been prepared and will be reviewed by the Destination Anglesey Partnership and the Isle of Anglesey County Council's Transformational Board. Annex A demonstrates clearly how each strategic objective shall be met against the key performance indicators.

Four year action plan (2016 - 2020)

Strategic aims and priorities		Ref	Action	Lead Partner	Partners	Timescale	Source of funding	Current capacity for Isle of Anglesey County Council to deliver (RAG)
1. Promotion	Branding	1	Produce and deliver annual island wide marketing plan	IACC	DAP	Annual	Core staff and budget	[Green]
			Maximise number of PR opportunities	IACC	All	Year 1 - 4	Core (staff time)	[Green]
			Ensure Visit Anglesey brand is used in all private sector activity	All	DAP	Year 1 -4	Core (staff time)	
	Digital	2	Increase uptake of visitors using the Visit Anglesey digital platforms	IACC	DAP, Visit Wales	Year 1 - 4	Core staff and budget	[Green]
			Development of digital tools to enhance products on the ground and websites	Welsh Government	All	Year 2 - 4		
	Research	3	Carry out an annual research review analysing current trends as well as identifying product deficiencies	IACC		Year 2	Core staff and budget	[Amber]
			Undertake regular visitor surveys to measure visitor satisfaction, product strengths and weaknesses and value for money	Visit Wales	IACC	Year 1 - 4	Visit Wales / Horizon / National Grid	
	Trade (Joint)	4	Provide potential developers with research and intelligence	IACC	All	Year 1 - 4	Subject to research undertaken and capacity	[Amber]
	Culture (language)	5	Ensure digital and promotional material is produced bilingual, and encourage trade partners to embed the Welsh Culture and language in all activities	Private Sector		Year 1 - 4	Core (Welsh language standards)	
2. Product	Accommodation	1	Private sector to identify methods to assist the visitor in identifying and booking their preferred experience	Private Sector	NWT, ATA, AAA, Letting agencies	Year 1		
	Food	2	Support and deliver the food tourism strategy and action plan	Gorau Môn	Menter Môn, Welsh Government	Year 1 - 4	Menter Môn and Welsh Government	
	Events	3	Support and develop the Anglesey Safety Advisory Group (SAG) to ensure high quality / robust, safe events taking place	IACC	Welsh Government, Private Sector	Year 1 - 4	Core staff and budget	[Amber]
	Environment	4	To improve and enhance Anglesey's quality coast and countryside environment (through implementation of the AONB management plan)	IACC	AONB JAC, NRW, Geo Môn, Red Squirrel Conservation Trust, North Wales Wildlife Trust	Year 1 - 4	AONB, funding from NRW	[Amber]
	Attractions	5	Improve the quality of visitor and recreational provision, supporting all-weather facilities including any council owned attractions	IACC	Visit Wales / Sports Council/ Major Developers / Private Developers	Year 1 - 4	Visit Wales / Sports Council / both major and private developers / sport development and education / mitigation	[Red]
3. People	Skills	1	Encourage careers in the tourism industry	Private Sector	Coleg Llandrillo	Year 1 - 4	ATA/Coleg Llandrillo	
			Potential for creating a 'Local Ambassadors Scheme' to assist and enhance visitor welcome	Private Sector	Coleg Llandrillo	Year 2	Welsh Government (linked to cruise welcome)	
			Support a network of hotel schools/centres of excellence, comprising of organisations that offer excellent training opportunities	Private Sector		Year 1 - 4	Private Sector	
			Introduce industry mentoring service, using 'best in class' exemplars	Private Sector		Year 2		
	Supply Chain	2	Increase trading locally and encourage businesses to source and use local (increase cross-buying)	Gorau Môn	IACC	Year 1 -4	Menter Môn funded (Leader)	
			Explore opportunities of an online industry information/toolkit to promote the benefits of using locally sourced goods and services, providing tailored advice	Menter Môn	Gorau Môn	Year 3	Menter Môn funded (Leader)	
4. Profitable performance	Technology	1	Monitor and report on Visit Anglesey digital uptake	IACC		Year 1 - 4	Core (staff time)	[Amber]
	Funding	2	Support and improve tourism through external funding	IACC	DAP	Year 1 - 4	Core staff and budget	[Amber]
	Entrepreneurial	3	Look at the possibility of delivering a series of workshops supporting business start-ups in the tourism industry	Welsh Government		Year 2 - 3	Welsh Government	
			Promote a business clusters approach, to encourage joint working and business benefits	Private Sector	Welsh Government	Year 1 - 4	Private sector	
5. Place Building	Countryside and green space	1	Enhance viability of settlements to ensure attractive and interesting environments to relax in or be stimulated by	IACC	DAP, VVP, Menter Môn, Cadw, Horizon, National Grid, Orthios	Year 1 - 4	Core (staff time) EU, HLF, private sector and mitigation	[Amber]
			Further develop and promote the cycling network	IACC	Menter Môn	Year 1 - 4	Core staff and budget	[Amber]
	Built and Historic Environment	2	Ensure Isle of Anglesey County Council has an integrated and consistent response which enables investment on Anglesey to take place	IACC		Year 1 - 4	Core (staff time), mitigation	[Amber]
			Protect and enhance the island's built and historic environment	IACC		Year 1 - 4	Core (staff time)	[Amber]
	Coast	3	Maintain and enhance access to the coast (coastal path and slipways)	IACC	NRW, COAST PATH, MCA, RNLI	Year 1 - 4	Core (staff time)	[Green]
			Effectively manage, promote and ensure the safety of our coast assets (seaside award beaches)	IACC	RNLI, MCA	Year 1 - 4	Core staff and budget	
	Transport	4	Support the development of Anglesey airport	Welsh Government		Year 3 - 4	Welsh Government	
			Enhance availability of public transport and transport information	IACC	Private Sector	Year 3 - 4	Welsh Government	[Amber]
			Work with UK / IACC highways to encourage and ensure appropriate tourism signage	IACC - Highways department		Year 1 - 4	Core (staff time)	[Amber]
6. Energy Projects and Strategic Infrastructure	Partnership	1	Ensure Anglesey capitalises on the potential inward investment, contributing positively to the economic prosperity of Anglesey	IACC	Major private sector developers	Year 1 - 4	Core staff and budget	[Green]
	Control	2	Ensure minimal disruption to local communities and the tourism economy	IACC	Major private sector developers	Year 1 - 4	Core staff and budget	[Amber]
			Protect the Anglesey brand and visitor perception during the pre construction and construction of new nuclear power station	IACC	Major private sector developers	Year 1 - 4	Core staff and budget	[Amber]
	Communication	3	Ensure clear and transparent dialogue between the tourism economy and the developer	IACC	Major private sector developers, DAP	Year 1 - 4	Core staff	[Green]
	Mitigation	4	Work with partners and developers to identify and mitigate against potential impacts of major developments	IACC	Major private sector developers	Year 2 - 4	Subject to mitigation	[Red]
7. International Visitor Gateway	Develop	1	Transform the facilities within Holyhead Port to provide a first class visitor welcome to Cruise, train and Ferry passengers	IACC	Welsh Government / Stena	Year 1 - 4	EU Attractor, VVP, HIF	[Green]
	Capitalise	2	Capitalize on Holyhead position as a major gateway for North Wales as a region, improving the welcome and infrastructure within the region	IACC	Welsh Government / Stena	Year 1 - 4	EU Attractor, VVP, HIF	[Green]
	Experience	3	Transform the wider Holy island into a unique visitor experience (working with partners in the town centre, breakwater country park and wider island including South Stack and Trearddur Bay	IACC	Welsh Government / Stena	Year 1 - 4	EU Attractor, VVP, HIF	[Green]

Note: Actions outside of IACC's control has no RAG status

Appendix D   Monitoring and Evaluation

Monitoring and evaluation of IACC lead activity will be managed internally through the Economic & Community Regeneration Service Delivery Plan (SDP), which now forms part of the Regulation & Economic Development Service, and quarterly monitoring where the action can be allocated to the resources. However as a number of actions are beyond our control we will also utilise the following monitoring and evaluation techniques / models to ensure value for money and robustness, those actions who are outside IACC's control are shaded out in gray below.

The purpose of this plan is to outline Monitoring and Evaluation activities which will contribute towards the successful management and implementation of the destination Management Plan.
The Plan's objectives are:
  - To briefly outline the programme's monitoring arrangements and systems;
  - To confirm which monitoring indicators have been selected for the Programmes in question;
  - To describe what evaluation activity will be undertaken during and following the completion of the Plan.

The Programme Manager in conjunction with the Executive Lead will be directly responsible for the monitoring and evaluation of the implementation of the programme, in particular the outputs, outcomes and impacts of the capital investments. On-going monitoring and evaluation will be built into the programme to ensure any unforeseen impacts can be mitigated against.

The following M&E criteria shows additional research / information used to demonstrate a robust and transparent methodology for quantifying outputs. These will be collected according to each task. The quality of the monitoring data will be dependent upon the methods of data collection; however the Programme Team will undertake regular checks to ensure the robustness and usefulness of all information.

Collection method / research undertaken
  1. STEAM (Scarborough Tourism Economic Activity Monitor)
  2. Visitor Perceptions Surveys
  3. Visit to Attractions
  4. Bed stock (increase in accommodation stock)
  5. Google Analytics and Site analyse
  6. Footfall Counters
  7. Engagement Events (DAP internal and external)
  8. Number of events going before SAG
  9. Traffic usage across UK trunk roads (A55 including Britannia Bridge)

R&ED 2016/17 Service Delivery Plan (SDP) Outputs
  1. 2% increase in tourism visits
  2. Effective management of the DMP
  3. Endorsement and implementation DMP
  4. Secure regional Engagement Funding from Visit Wales
  5. Secure funding from Visit Wales -
  6. Maintain and promote 16 TIP's
  7. Distribute 15,000 copies of Anglesey guide
  8. Manage, review and update content on Visit Anglesey
  9. 10% increase in social media usage
  10. Welcome 30 cruise ships to Holyhead
  11. Undertake visitor and perception surveys
  12. Support and assist 6 local events
  13. Two tourism advertising campaigns
  14. Promote the legacy of the Tour of Britain

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1. Promotion				
	Ref	**Action**	**Collection Criteria**	**R&ED Service Delivery Plan (SDP) Outputs**
Branding	**1**	Produce and deliver annual island wide marketing plan	1,2,3,5,7,8	1,6,7,8,9,11,12,13
		Maximise number of PR opportunities	2,5,8	1,8,9,11,12
		Ensure Visit Anglesey brand is used in all private sector activity		2,7,8
Digital	**2**	Increase uptake of visitors using the Visit Anglesey digital platforms	5	8,9
		Development of digital tools to enhance products on the ground and websites	5	8,9
Research	**3**	Carry out an annual research review analysing current trends as well as identifying product deficiencies	1,2,3	11
		Undertake regular visitor surveys to measure visitor satisfaction, product strengths and weaknesses and value for money	2,3	11
Trade (Joint)	**4**	Provide potential developers with research and intelligence		
Culture (language)	**5**	Ensure digital and promotional material is produced bilingual, and encourage trade partners to embed the Welsh Culture and language in all activities		

Appendix D   Monitoring and Evaluation

2. Product				
	Ref	**Action**	**Collection Criteria**	**R&ED Service Delivery Plan (SDP) Outputs**
Accommodation	1	Private sector to identify methods to assist the visitor in identifying and booking their preferred experience	1,4	
Food	2	Support and deliver the food tourism strategy and action plan	2,5,7	
Events	3	Support and develop the Anglesey Safety Advisory Group (SAG) to ensure high quality / robust, safe events taking place	8	12
Environment	4	To improve and enhance Anglesey's quality coast and countryside environment (through implementation of the AONB management plan)	6	1,11
Attractions	5	Improve the quality of visitor and recreational provision, supporting all-weather facilities including any council owned attractions	6,2	5

Appendix D Monitoring and Evaluation

3. People					
	Ref	**Action**	**Collection Criteria**	**R&ED Service Delivery Plan (SDP) Outputs**	
Skills	1	Encourage careers in the tourism industry	7	Actions outside of the control of IACC	
		Potential for creating a 'Local Ambassadors Scheme' to assist and enhance visitor welcome			
		Support a network of hotel schools/centres of excellence, comprising of organisations that offer excellent training opportunities			
		Introduce industry mentoring service, using 'best in class' exemplars			
Supply Chain	2	Increase trading locally and encourage businesses to source and use local (increase cross-buying)	7		
		Explore opportunities of an online industry information/toolkit to promote the benefits of using locally sourced goods and services, providing tailored advice	7		

4. Profitable performance					
	Ref	**Action**	**Collection Criteria**	**R&ED Service Delivery Plan (SDP) Outputs**	
Technology	1	Monitor and report on Visit Anglesey digital uptake	5	8,9,13	
Funding	2	Support and improve tourism through external funding		4,5	
Entrepreneurial	3	Look at the possibility of delivering a series of workshops supporting business start-ups in the tourism industry			
		Promote a business clusters approach, to encourage joint working and business benefits			

Appendix D   Monitoring and Evaluation

5. Place Building					
	Ref	**Action**	**Collection Criteria**	**R&ED Service Delivery Plan (SDP) Outputs**	
Countryside and green space	1	Enhance viability of settlements to ensure attractive and interesting environments to relax in or be stimulated by	2,3	5, 6, 13	
		Further develop and promote the cycling network	6	5	
Built and Historic Environment	2	Ensure Isle of Anglesey County Council has an integrated and consistent response which enables investment on Anglesey to take place		2	
		Protect and enhance the island's built and historic environment	3	2	
Coast	3	Maintain and enhance access to the coast (coastal path and slipways)	6	1	
		Effectively manage, promote and ensure the safety of our coast assets (seaside award beaches)		1,8,9,13	
Transport	4	Support the development of Anglesey airport			
		Enhance availability of public transport and transport information	9	2	
		Work with UK / IACC highways to encourage and ensure appropriate tourism signage	9	2	

Appendix D   Monitoring and Evaluation

6. Energy Programmes and Strategic Infrastructure				
	Ref	Action	Collection Criteria	R&ED Service Delivery Plan (SDP) Outputs
Partnership	1	Ensure Anglesey capitalises on the potential inward investment, contributing positively to the economic prosperity of Anglesey	7	2, 3, 11
Control	2	Ensure minimal disruption to local communities and the tourism economy		2
		Protect the Anglesey brand and visitor perception during the pre-construction and construction of new nuclear power station	7	2
Communication	3	Ensure clear and transparent dialogue between the tourism economy and the developer	7	2
Mitigation	4	Work with partners and developers to identify and mitigate against potential impacts of major developments	7	2

7. International Visitor Gateway				
	Ref	Action	Collection Criteria	R&ED Service Delivery Plan (SDP) Outputs
Develop	1	Transform the facilities within Holyhead Port to provide a first class visitor welcome to Cruise, train and Ferry passengers	5	5,10, 11
Capitalise	2	Capitalize on Holyhead position as a major gateway for North Wales as a region, improving the welcome and infrastructure within the region	2,5,9	5,10, 11
Experience	3	Transform the wider Holy island into a unique visitor experience (working with partners in the town centre, breakwater country park and the wider island)	1,2,6	2