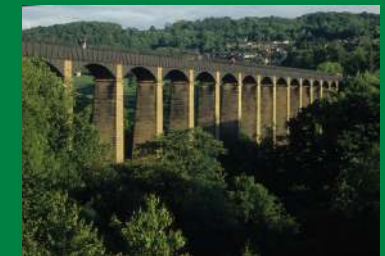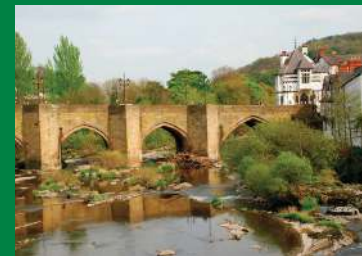# TOURISM STRATEGY NORTH WALES
ACTION PLAN
2010-2013

TOURISM STRATEGY NORTH WALES
ACTION PLAN 2010-2013

This is a three year Action Plan, based on Strategic Objectives below, setting out what we propose to do and outlining responsibilities. TPNW will be responsible for leading on some actions, encouraging other stakeholders to play their part, and for reviewing progress.

1. Projecting our distinctive strengths

We need to put North Wales firmly back on the visitor map and re-establish it as a Top 5 destination in the UK. We need to put out more compelling and inspiring messages, be less passive in our marketing and more co-ordinated. We need to create a splash and get the region talked about in a more positive way.

Key priorities are becoming more **market driven**, creating a **stronger impact** and providing **inspiring information**.

2. Investing in product excellence

We must stimulate development and investment in the core product to meet the needs of a changing marketplace, exceed our customers' expectations and rival the best elsewhere. Our core product needs to enhance and complement the region's key strengths and be tuned to the needs of the target markets.

Key priorities are providing **quality accommodation**, **diverse attractions** and **excellent activities**.

3. Providing an outstanding experience

We need to deliver a total quality experience from arrival to departure, making it a delight to spend time in North Wales. Positive first impressions, easy to move around and get the most from the visit, a warm welcome and good service everywhere you go, beautiful and cared-for places, plenty to explore and a sense of being somewhere different.

Key priorities are creating **well-managed places**, **enriching experiences**, **efficient transport** and **skilled people**.

4. Working together in partnership

Improving working relationships and organisation to harness the energies of the public, private and not for profit sectors, encouraging a climate of co-operation and mutual support, moving tourism up the agenda, seeking more efficient and transparent ways of working and becoming more evidence driven.

Key priorities are getting **better recognition** for tourism, establishing **effective organisation** and relying on **sound evidence**.

The following tables list priorities and key actions for the next three years drawn from sections 4-8 of the strategy. The intention is to roll forward this Action Plan and update it on a regular basis during the life of the strategy.

The first table sets out priorities and actions for the region as a whole ie Pan North Wales, using the same headings per the Strategic Objectives. Subsequent tables highlight differences in emphasis and more specific projects in North West Wales (Anglesey, Conwy and Gwynedd, including Meirionnydd) and in North East Wales (Denbighshire, Flintshire and Wrexham).

The strategy and action plan is aimed at a range of tourism stakeholders. TPNW will take forward those areas where it is identified as having lead responsibility and will also take on the role of co-ordinator, promoting the strategy and its recommendations to a wide audience, encouraging other stakeholders to play their part, and monitoring progress. The stakeholders are identified in the Partners column – to which there is the following key to abbreviations.

Key to abbreviations in Action Plan			
Ac	Activity operators	TPNW	Tourism Partnership North Wales*
Ar	Arts organisations	TPMW	Tourism Partnership Mid Wales
C	Community organisations	TTfW	Tourism Training for Wales
LA	Local authorities	VW	Visit Wales
MA	Marketing areas	WAG	Welsh Assembly Government
T	Tourism trade	* Includes TPMW where Meirionnydd is involved.	

High level Actions that form the Key Outputs are highlighted.

ACTION PLAN 2010-2013

	THEME	ACTIONS	LEAD	PARTNERS	YEAR
PAN NORTH WALES 2010-2013 1. Projecting our distinctive strengths	Market driven	Re-establish North Wales as a Top 5 destination in the UK, putting out more compelling and inspiring messages.	VW	TPNW, MA,VW, T	1-3
		Primary marketing activity aimed at UK leisure tourism comprising family holidays, short breaks and activity tourism.	LA		1-3
		Secondary marketing activity aimed at overseas leisure tourism, cruise, business, conference and group travel, VFR and day visits and niche markets.	LA	TPNW, MA,VW, T	1-3
		Refine market requirements of above sectors and use to shape product development and investment priorities.	TPNW	MA, LA,VW, T	1-3
	Stronger impact	Incorporate regional brand values to project a more coherent message.	MA	TPNW, T ,VW	1-3
		Agree regional marketing framework/plan to co-ordinate and prioritise marketing activity, review marketing mix, and rationalise web sites and print publications.	TPNW	MA	1-3
		Coordinate stronger regional strategic PR function in partnership with other stakeholders.	TPNW	MA, LA, T	1-3
		Place stronger emphasis on publicising North Wales icons and major projects ie The Big Tickets.	TPNW	MA, LA, T, VW	1-3
		Create single North Wales portal as taster and gateway to other sites.	TPNW	NWT,VW	2
		Promote adoption of digital marketing and support digital content projects.	TPNW	MA, LA, T	2-3
		Review marketing areas with view to reducing number to two, no more than three.	LA	MA, TPNW , T	1
		Support Visit Wales activities and influence to reflect North Wales priorities.	TPNW		1-3
	Inspiring information	Review visitor information provision, and secure an integrated strategic delivery to ensure core coverage and service improvement at TIC, TIP and other information provision levels. Recommend strategic TIC locations.	TPNW	LA	2
		Review white on brown visitor signage to ensure consistent policy and practice that serves the needs of trade and visitors.	TPNW	LA, T	1-3
		Encourage initiatives which equip frontline staff to act as tourism ambassadors, including participation in Croeso Cynnes Cymreig.	LA	T,TTfW	1-3
		Explore initiatives / pilot projects which make use of digital content and information delivery.	LA	TPNW	1-3

PAN- NORTH WALES 2010-2013 **2. Investing in product excellence**	Quality accommodation	Continue to promote participation in the national quality grading scheme and other quality consortia. Monitor trends in user generated content as a means of quality reassurance.	LA	TPNW, T, VW	1-3
		Encourage upgrading and refurbishment of all accommodation enterprises to meet market needs through grant schemes, business advice and mentoring.	WAG	TPNW, LA, T	1-3
		Identify exemplars, disseminate good practice and support award schemes to stimulate investment.	TPNW	VW, LA, T	1-3
		Provide business support and mentoring to raise professionalism and lift aspirations.	WAG	LA, TPNW	1-3
		Encourage and support selective new accommodation developments in line with priorities identified in 5.1.	TPNW	WAG, LA	2-3
		Influence local development plans through the statutory consultation process in order to increase accommodation capacity where there is an identified visitor demand.	TPNW	LA, T	1-3
		Identify sites and development opportunities and pro-actively seek development interest bringing sites and investors together.	TPNW	WAG, LA	1-3
	Diverse attractions	Continue to promoting participation in the VAQAS scheme and Croeso Cynnes Cymreig.	VW	TPNW, LA, T	1-3
		Implement the findings of the North Wales Attractions Consortia Study	TPNW	T	1-2
		Develop routes, themes and clusters to help raise visibility of smaller attractions.	LA	T	1-3
		Support investment in attractions where it will improve facilities and appeal.	WAG	T, LA	1-3
		Review proposals for major new attractions in light of the criteria set out in 5.2.	LA	TPNW, T, WAG	1-3
	Excellent activities	Support the development of 2 or 3 additional centres of excellence in the region to enhance the profile of, and grow the activity tourism sector.	TPNW	WAG, LA, T	1-3
		Support and encourage investment to fill gaps in activity infrastructure according to the criteria set out in 5.3.	LA	WAG, Ac	1-3
		Encourage adoption and delivery of the Action Plan to the Outdoor Sector Vision Document.	TPNW	LA, T, Ac	
		Establish pilot project to develop local employment potential of activity sector.	LA	TPNW, Ac	
		Support and evolve the i-try scheme to ensure greater visitor take up.	VW	TPNW, Ac, LA	1-3

PAN NORTH WALES 2010-2013 **3. Providing an outstanding experience**	Well-managed places	Draw up Destination Management Plans, per local authority footprint, for key destinations, towns, villages, environs and sense of arrival and place.	LA	TPNW, T, VW	1-3
		Identify tourism hubs using criteria in 6.1 to prioritise action and improvement.	LA	TPNW, T	1-3
		Develop and connect the landscapes of the Isle of Anglesey, Llŷn Penisula, and Clwydian Range Areas of Outstanding Natural Beauty.	LA	TPNW, T	1-3
		Reinvest in the Country Parks in North Wales to make them fit for purpose.	LA	TPNW, T	1-3
		Establish 3 pilot projects to experiment with new and effective ways of delivering tourism services in places.	LA	T, WAG, C, RDP	2-3
	Enriching experiences	Develop a major events strategy to support events that endorse the North Wales visitor offer.	TPNW	LA, Ar	1-3
		Support and jointly promote local and distinctive events to visitors.	LA	Ar, C	1-3
		Encourage arts organisations to target and jointly promote to visitor markets.	TPNW	LA, Ar	1-3
		Strengthen the promotion of the local food offer.	TPNW	MA, LA, T, WAG	1-3
		Raise profile of speciality retail and identify clusters of interest.	TPNW	LA, T	2-3
		Invest in strengthening the heritage and culture offer. Establish Welsh cultural trails / cultural network.	VW	TPNW, LA	3
	Efficient transport	Lobby for infrastructure improvements and articulate the tourism sector's needs.	TPNW	T	1-3
		Support the development of cruise ship berthing facilities at Holyhead.	LA	WAG, Port authority	1
		Establish regular meetings between transport operators and tourism sector to explore and identify areas for improvement.	TPNW	T, LA, transport operators	1-3
		Promote railway network to encourage exploration.	TPNW	T, LA	2-3
		Promote Sustainable Transport and Tourism Action Plan and Slow Tourism.	TPNW	VW, LA	2-3
	Skilled people	Co-ordinate the People Development Forum as a sounding board on visitor economy labour supply, skills development issues and training take-up.	TPNW	T, TTfW	1-3
		Work with others to improve the image of the tourism sector as a career choice.	TPNW	T, LA	2-3
		Make the industry aware of what is available and promote a learning culture.	TPNW	T	1-3
		Identify industry needs and articulate this to providers.	TPNW	T, colleges	1-3

PAN NORTH WALES 2010-2013 **4. Working together in partnership**	Effective organisation	Agree memorandum of understanding about respective roles and responsibilities for tourism in North Wales, including lead authority for different functions and sectors.	TPNW	LA, T	1
		Reduce confusion and explore potential for closer integration of TPNW and NWT.	TPNW	NWT, T	2
		Facilitate and secure new arrangements for effective destination management and marketing at the sub-regional level.	LA	VW, TPNW	2-3
		Establish effective county-wide tourist associations to improve destination partnership between private and public sector.	LA	TPNW, T	2
	Better recognition	Produce supporting material to help get the message across about tourism's contribution.	TPNW	VW	1
		Identify Tourism Champions to speak on behalf of the industry.	TPNW	T, C	2-3
		Make the case for tourism in the wider community.	TPNW	LA, T	1-3
		Improve the industry's reputation as a good neighbour.	T		1-3
		Continue to lobby on behalf of the industry to create a climate in which it can thrive.	WTA	T,NWT	1-3
	Sound evidence	Monitor tourism performance, trends and value on a regular basis.	TPNW	LA, T	1-3
		Establish regional research and intelligence group to share knowledge and expertise.	TPNW	LA, T	2
		Identify gaps in knowledge and establish an ongoing research programme to address this.	TPNW	VW, LA	1-3
		Regular dissemination and sharing of research and intelligence in an accessible format.	TPNW	LA, T	1-3

ACTION PLAN 2010-2013

	THEME	ACTIONS	LEAD	PARTNERS	YEAR
NORTH WEST WALES 2010-2013 **1. Projecting our distinctive strengths**	Market driven	Re-establish North Wales as a Top 5 destination in the UK, putting out more compelling and inspiring messages.	VW	TPNW, MA,VW, T	1-3
		Focus on primary markets of UK family holidays, activity tourism and short breaks.	LA	TPNW, MA,VW, T	
		Secondary markets are business tourism (Llandudno), cruise ships (Holyhead), overseas, VFR and pan Wales.	LA	TPNW, MA,VW, T	1-3
		Refine market requirements of above sectors and use to shape product development and investment priorities.	TPNW	MA, LA,VW, T	1-3
	Stronger impact	Incorporate regional brand values to project a more coherent message. Stress accessibility, dramatic scenery, coastline and outdoor pursuits.	MA	TPNW, T,VW	1-3
		Co-ordinate marketing with regional marketing framework.	TPNW	MA	1-3
		Review current marketing mix in the light of reducing resources and rationalise web sites and print publications.	MA	LA. T	
		Engage in stronger coordinated strategic PR function in partnership with stakeholders.	MA	TPNW, LA, T	1-3
		Place greater emphasis on publicising icons including Snowdon, Castles / walled towns, Narrow gauge trains, Slate Heritage ie The Big Tickets.	TPNW	MA, LA, T, VW	1-3
		Develop link to single North Wales portal.	LA	NWT,VW	2
		Develop the potential of digital marketing.	LA	MA, LA, T	2-3
		Combine existing marketing areas into no more than two, possibly one.	MA	TPNW, LA, T	1
		Strengthen the presentation of coherent areas as destinations within the region eg Llŷn, Anglesey, Llandudno, Conwy Valley, Hiraethog.	MA	LA, TPNW	2-3
		Support VW activities and influence to reflect North Wales priorities.	TPNW	MA, LA, T	1-3
	Inspiring information	Review visitor information provision, and secure an integrated strategic delivery to ensure core coverage and service improvement at TIC, TIP and other information provision levels.	TPNW	LA	2
		Monitor white on brown visitor signage to ensure consistent policy and practice that serves the needs of trade and visitors.	TPNW	LA, T	1-3
		Implement initiatives which equip frontline staff to act as tourism ambassadors, including participation in Croeso Cynnes Cymreig.	LA	T,TTfW	1-3
		Explore initiatives which make use of digital information delivery including touch screens in Anglesey, Conwy, and web kiosks in Gwynedd.	LA	TPNW	1-3

Quality accommodation	Continue to promote participation in the national quality grading scheme and other quality consortia. Monitor trends in user generated content as a means of quality reassurance.	LA	TPNW, T, VW	1-3
	Encourage upgrading and refurbishment of all accommodation enterprises to meet market needs through grant schemes, business advice, mentoring.	WAG	TPNW, LA, T	1-3
	Identify measures that could be introduced to encourage the upgrading of holiday parks on the Anglesey, Conwy and Cambrian coast.	TPNW	LA, T	
	Identify exemplars, disseminate good practice and support award schemes to stimulate investment.	TPNW	VW, LA, T	1-3
	Support the development of additional branded 3-4 star full service hotels in Anglesey, Llandudno and Bangor. Prioritise hotels associated with spa or golf provision.	TPNW	WAG, LA	2-3
	Support the development of further self catering development where there is an identified visitor demand.	LA		
	Influence local development plans through the statutory consultation process in order to increase accommodation capacity where there is an identified visitor demand.	TPNW	LA, T	1-3
	Identify and promote potential development sites.	TPNW	WAG, LA	2-3
Diverse attractions	Continue to promote participation in the VAQAS scheme and Croeso Cynnes Cymreig.	VW	TPNW, LA, T	1-3
	Implement the findings of the North Wales Attractions Consortia study.	TPNW	T	1-2
	Develop routes, themes and clusters to help raise visibility of smaller attractions, inlcuding the scenic/heritage rail network, Copper Kingdom in Anglesey, Parc Padam, Cultural Gateway project in Caernarfon.	LA	T	1-3
	Support investment in attractions where it will improve facilities and appeal.	WAG	T, LA	1-3
	Review proposals for new major destination attractions in light of the criteria set out in 5.2, and changing economic base.	LA	TPNW, T, WAG	1-3
Excellent activities	Support development of National Sailing Academy and Events Centre Pwllheli, Snowdonia and Anglesey as centres of excellence for outdoor pursuits, mountain biking in Rural Conwy Valley, Blaenau Ffestiniog, visitor facilities at Llyn Brenig, Hiraethog.	TPNW	WAG, LA, T	1-3
	Support and encourage investment to fill gaps in activity infrastructure according to the criteria set out in 5.3.	LA	WAG, Ac	1-3
	Implement Coastal Action Plans in Anglesey, Gwynedd, Conwy, Denbighshire.	LA	WAG	1-3
	Delivery of the Action Plan to Outdoor Sector Vision Document.	TPNW	LA, T, Ac	1-3

NORTH WEST WALES 2010-2013 **3. Providing an outstanding experience**	Well-managed places	Draw up Destination Management Plans, per local authority footprint, for key destinations, towns, villages, environs and sense of arrival and place.	LA	TPNW, T, VW	1-3
		Identify tourism hubs to prioritise action, starting with Amlwch and Moelfre, Beaumaris, Holyhead, Llanfairpwll, Rhosneigr, Bangor, Barmouth, Bala, Betws y Coed, Blaenau Ffestiniog, Trawsfynydd, Caernarfon, Conwy, Dolgellau, Harlech, Llanberis, Llandudno, Llŷn, Porthmadog, Snowdon.	LA	TPNW, T	1-3
		Address the problems of Colwyn Bay and the coast through the North Wales Coast Strategic Regeneration Area initiative.	LA	T, TPNW	
		Deliver the Gwynedd Coastal Package and nature conservation/visitor infrastructure projects along the Gwynedd/Conwy coast.	LA	WAG	
	Enriching experiences	Develop a major events strategy to support events that endorse the North Wales visitor offer.	TPNW	LA, Ar	1-3
		Support and jointly promote local and distinctive events to visitors.	LA	Ar, C	1-3
		Encourage arts and crafts organisations to target and jointly promote to visitor markets.	TPNW	LA, Ar	1-3
		Strengthen the promotion of the local food offer.	TPNW	MA, LA, T, WAG	1-3
		Raise profile of speciality retail and identify clusters of interest.	TPNW	LA, T	2-3
		Invest in strengthening the heritage and culture offer. Establish heritage /cultural trails, including Mona Antiqua and churches trail in Conwy.	VW	TPNW, LA	3
	Efficient transport	Lobby for infrastructure improvements and improvement to services on the Holyhead, Conwy Valley and Cambrian Coast lines. Re-build 40p bridge.	TPNW	T	1-3
		Develop cruise ship berthing facilities at Holyhead.	LA	WAG, Port authority	1
		Establish regular meetings between transport operators and tourism sector to explore and identify areas for improvement.	TPNW	T, LA, transport operators	1-3
		Promote railway network to encourage exploration.	TPNW	T, LA	2-3
		Encourage further development of passenger air services to Anglesey Airport.	LA	WAG,Airport	
		Promote Sustainable Transport and Tourism Action Plan and Slow Tourism.	TPNW	VW, LA	2-3
	Skilled people	Support the People Development Forum as a sounding board on visitor economy labour supply, skills development issues and training take- up.	LA	TPNW, TTfW, T	
		Develop local employment potential of the Outdoor Sector pan-region.	LA	TPNW, Ac	1-3

NORTH WEST WALES 2010-2013 4. Working together in partnership	Effective organisation	Agree memorandum of understanding about respective roles and responsibilities for tourism in North Wales, including lead authority for different functions and sectors.	TPNW	LA, T	1
		Introduce new arrangements for effective destination management and detination marketing at the sub-regional level.	TPNW	VW, LA	2-3
		Establish effective county-wide tourist associations in Gwynedd and Conwy, to improve destination partnership between private and public sector.	LA	TPNW, T	2
	Better recognition	Produce supporting material to help get the message across about tourism's contribution.	TPNW	VW	1
		Identify Tourism Champions to speak on behalf of the industry.	TPNW	T	2-3
		Make the case for tourism in the wider community and raise awareness.	TPNW	LA, T	1-3
		Improve the industry's reputation as a good neighbour.	T		1-3
		Continue to lobby on behalf of the industry to create a climate in which it can thrive.	WTA	T,NWT, WTA	1-3
	Sound evidence	Monitoring tourism performance, trends and value on a regular basis. Continue to support STEAM.	TPNW	LA, T	1-3
		Participate in a regional research and intelligence group to share knowledge and expertise.	TPNW	LA, T	1-3
		Identify gaps in knowledge and support an ongoing research programme to address this.	TPNW	VW, LA	1-3
		Regular dissemination and sharing of research and intelligence in an accessible format.	TPNW	LA, T	1-3

ACTION PLAN 2010-2013

	THEME	ACTIONS	LEAD	PARTNERS	YEAR
NORTH EAST WALES 2010-2013 1. Projecting our distinctive strengths	Market driven	Re-establish North Wales as a Top 5 destination in the UK, putting out more compelling and inspiring messages.	VW	TPNW, MA,VW, T	1-3
		Focus on primary markets of UK short breaks, family holidays, and activity tourism.	LA	TPNW, MA,VW, T	1-3
		Secondary markets are business tourism, VFR, day visits, and overseas.	LA	TPNW, MA,VW, T	1-3
		Refine market requirements of above sectors and use to shape product development and investment priorities.	TPNW	MA, LA,VW, T	1-3
	Stronger impact	Incorporate regional brand values to project a more coherent message. Stress ease of access, varied scenery, coast and gentle activities.	MA	TPNW, T ,VW	1-3
		Co-ordinate marketing with regional marketing framework.	TPNW	MA	1-3
		Review current marketing mix in the light of reducing resources and rationalise web sites and print publications.	MA	LA. T	
		Engage in stronger coordinated strategic PR function in partnership with stakeholder.	MA	TPNW, LA, T	1-3
		Place stronger emphasis on publicising icons including Pontcysyllte Aqueduct and Canal Corridor, Llangollen International Music Eisteddfod, proximity of Snowdon and Chester ie The Big Tickets.	TPNW	MA, LA, T, VW	1-3
		Develop link to single North Wales portal.	LA	NWT,VW	2
		Develop the potential of digital marketing.	LA	MA, LA, T	2-3
		Combine existing two marketing areas into one. Revisit The North Wales Borderlands name.	TPNW	MA, LA, T	1
		Strengthen the presentation of coherent areas as destinations ie Ceiriog Valley, Clwydian Range, Hiraethog, Llangollen and Dee Valley.	MA	LA	
		Support VW activities and influence to reflect North Wales priorities.	TPNW	MA, LA, T	1-3
	Inspiring information	Review visitor information provision, and secure an integrated strategic delivery to ensure core coverage and service improvement at TIC, TIP and other information provision levels.	LA	TPNW	2
		Monitor white on brown visitor signage to ensure consistent policy and practice that serves the needs of trade and visitors.	TPNW	LA, T	1-3
		Implement initiatives which equip frontline staff to be tourism ambassadors, including participation in Croeso Cynnes Cymreig.	LA	T,TTfW	1-3
		Explore initiatives / pilot projects which make use of digital information delivery including touch screens.	LA	TPNW	1-3

	Theme	Action	Lead	Partners	Phase
NORTH EAST WALES 2010-2013 **2. Investing in product excellence**	Quality accommodation	Continue to promote participation in the national quality grading scheme and other quality consortia. Monitor trends in user generated content as a means of quality reassurance.	LA	TPNW, T, VW	1-3
		Encourage upgrading and refurbishment of all accommodation enterprises to meet market needs through grant schemes, business advice, mentoring.	WAG	TPNW, LA, T	1-3
		Review planning policies to encourage the upgrading of holiday parks on the Denbighshire and Flintshire coast.	LA	T	
		Identify exemplars, disseminate good practice and support award schemes to stimulate investment in accommodation.	TPNW	VW, LA, T	1-3
		Support the development of additional branded 3-4 star full service hotels on A55 corridor, Wrexham/Deeside. Prioritise hotels associated with spa or golf provision. Support budget hotel in Rhyl.	TPNW	WAG, LA	2-3
		Support the development of additional self catering accommodation including a holiday village.	LA		
		Review local development plans to allow for increased accommodation capacity.	TPNW	LA, T	1-3
		Identify and promote potential development sites.	TPNW	WAG, LA	2-3
	Diverse attractions	Continue to promote participation in the VAQAS scheme and Croeso Cynnes Cymreig.	VW	TPNW, LA, T	1-3
		Implement the findings of the North Wales Attractions Consortia study	TPNW	T	1-2
		Develop routes, themes and clusters to help raise visibility of smaller attractions, eg Open Churches network in Wrexham.	LA	T	1-3
		Develop visitor infrastructure on Pontcysyllte Aqueduct and Canal Corridor.	LA	WAG	
		Support investment in attractions where it will improve facilities and appeal including works to exploit the potential of the Royal International Pavilion as a year round attraction.	WAG	T, LA	1-3
		Review proposals for major new destination attractions in light of the criteria set out in 5.2.	LA	TPNW, T, WAG	1-3
	Excellent activities	Support the development of the area as a centre of excellence for gentler countryside activities ie Ceiriog Valley, Clwydian Range, Hiraethog, Llandegla, Llangollen and Dee Valley.	TPNW	WAG, LA, T	1-3
		Develop the connectivity of walking, cycling and other recreational activities between national and sub regional routes including Moor to Shore, Denbighshire, links along the Dee Estuary, bridge linking Abergele / Rhyl.	LA	WAG, Ac	1-3
		Implement Coastal Action Plan projects in Denbighshire and Flintshire including development of Foryd Harbour.	LA	WAG	
		Implement the findings of the Outdoor Sector Vision Document.	TPNW	LA, T, Ac	

Well-managed places	Draw up Destination Management Plans, per local authority footprint, for key destinations, towns, villages, environs and sense of arrival and place.	LA	TPNW, T, VW	1-3
	Identify tourism hubs to prioritise action, starting with Ruthin, Llangollen, Wrexham, Mold, Rhyl, Prestatyn, Talacre, Pontcysyllte Aqueduct and Canal Corridor.	LA	TPNW, T	1-3
	Develop and connect the landscapes of the Clwydian Range Area of Outstanding Natural Beauty.	LA	TPNW, T	1-3
	Reinvest in the Country Parks to make them fit for purpose.	LA	TPNW, T	1-3
	Address the problems of Rhyl and Prestatyn through North Wales Coast Strategic Regeneration Area Initiative.	LA	T, TPNW	
Enriching experiences	Develop a major events strategy to support events that endorse the North Wales visitor offer.	TPNW	LA, Ar	1-3
	Support and jointly promote local and distinctive events to visitors.	LA	Ar, C	1-3
	Encourage arts and crafts organisations to target and jointly promote to visitor markets.	TPNW	LA, Ar	1-3
	Strengthen the promotion of the local food offer.	TPNW	MA, LA, T, WAG	1-3
	Raise profile of speciality retail and identify clusters of interest.	TPNW	LA, T	2-3
	Invest in strengthening the heritage and culture offer. Encourage and support local communities in Denbighshire, Flintshire and Wrexham to interpret and present their heritage and culture, including trails.	LA	TPNW, C	3
Efficient transport	Lobby for infrastructure improvements and improvement to services on the Bidston to Wrexham line.	TPNW	T	1-3
	Establish regular meetings between transport operators and tourism sector to explore and identify areas for improvement.	TPNW	T, LA, transport operators	1-3
	Promote railway network and Llangollen Railway to encourage exploration.	TPNW	T, LA	2-3
	Promote Sustainable Transport and Tourism Action Plan and Slow Tourism.	TPNW	VW, LA	2-3
Skilled people	Support the People Development Forum as a sounding board on visitor economy labour supply, skills development issues and training take-up.	LA	TPNW, TTfW, T	1-3

NORTH EAST WALES 2010-2013 **4. Working together in partnership**	Effective organisation	Agree memorandum of understanding about respective roles and responsibilities for tourism in North Wales, including lead authority for different functions and sectors.	TPNW	LA, T	1
		Introduce new arrangements for effective destination management and destination marketing at the sub-regional level.	TPNW	VW, LA	2-3
		Establish effective county-wide tourist association in Denbighshire to improve destination partnership between private and public sector.	LA	TPNW, T	2
	Better recognition	Produce supporting material to help get the message across about tourism's contribution.	TPNW	VW	1
		Identify Tourism Champions to speak on behalf of the industry.	TPNW	T	2-3
		Make the case for tourism in the wider community and raise awareness.	TPNW	LA, T	1-3
		Improve the industry's reputation as a good neighbour.	T		1-3
		Continue to lobby on behalf of the industry to create a climate in which it can thrive.	WTA	T,NWT	1-3
	Sound evidence	Monitor tourism performance, trends and value on a regular basis. Continue to support STEAM.	TPNW	LA, T	1-3
		Participate in a regional research and intelligence group to share knowledge and expertise.	TPNW	LA, T	1-3
		Identify gaps in knowledge and support an ongoing research programme to address this.	TPNW	VW, LA	1-3
		Regular dissemination and sharing of research and intelligence in an accessible format.	TPNW	LA, T	1-3