A GUIDE TO DEVELOPING & SUPPORTING COMMUNITY LED SUSTAINABLE TOURISM

A manual to assist community involvement in identifying, planning, developing and implementing local sustainable tourism strategies

Produced by

PLANED

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Contents

Appendices:

Objective

The objective of the manual is to provide a simple step-by-step guide and framework which will encourage and enable local people to work together with key partners to develop tourism opportunities which give maximum added value benefits to communities, whilst enhancing and interpreting their rich heritage, environment and culture, and utilises local products and services.

Process

The key elements of developing community led sustainable tourism are :-

- *the building of a support partnership consisting of all key strategic organisations that can have an impact on sustainable tourism development.*

- *engaging local people in an area, community based partnership approach*

- *identifying and developing quality niche tourism and visitor products based on developing the strengths of the area and its people, including activity, green, inclusive and heritage tourism, festivals and events.*

Community engagement is facilitated through a process of Action Planning where by the community gains an understanding of the economic benefits of tourism, becomes involved in a local area partnership, acquires an awareness of opportunities and local access to training, and develops a network to facilitate the development and implementation of the Action Plan

The identification and development of quality niche tourism and visitor products is undertaken through the area-based partnership and includes activities such as local history research, heritage and environmental interpretation, developing and supporting local festivals and events and encouraging new and existing businesses to take advantage of the opportunities being created

Introduction:
Sustainable Tourism Development

This chapter provides an overview of the full manual, introducing the overall concept and approach that we will recommend. The approach is based on the long experience of PLANED working with communities in Pembrokeshire but is applicable across Wales.

This chapter covers the following sections:

- *What is the ideal form of tourism for the area?*
- *What is sustainable tourism development?*
- *The benefits of a community led sustainable tourism initiative*
- *Strategy*

What is the Ideal Form of Tourism for the Area?

The ideal form of tourism will vary from community to community depending on local circumstances. The form that tourism takes in the area must be agreed by all of the partners working locally.

In our experience, a successful and well-planned tourism project can and will have all of the following characteristics:

- *It will, at least, have minimal detrimental effect on the environment and should preferably seek to enhance it.*

- *It will celebrate language, culture and community life and thus minimise any detrimental effect to these aspects of the community.*

- *It will flourish all year round, encourage visitors to stay for as many nights as possible and encourage visitors to return again and again because of their satisfaction with the tourism product.*

- *It will provide a good rate of return on investment ensuring enough profits to invest in improved services and facilities.*

- *It will ensure that the majority of these profits to remain in the area. It will, therefore, be locally owned and make maximum use of local resources and 'added value' products.*

- *It will see the benefits of employing well trained, well paid local staff, and offer them career opportunities.*

- *It will act as a "motor" to the development/ diversification of other sectors (such as the crafts, food and agricultural industries).*

"What is the ideal form of tourism for the area?"

What is Sustainable Tourism Development?

Sustainable tourism development means building a tourism industry that contributes to the sustainable development of an area. An integrated area based, co-ordinated approach is essential to the development of sustainable tourism.

Achieving the sustainable development of an area will be more likely if:
- *local people are involved in the decision making process from the outset*
- *strong partnerships are formed between local communities, agencies and local authorities*

This way local people can:
- *play a more significant role in developing their communities*
- *plan to meet their needs*
- *respond to opportunities in the light of these needs*

Sustainable Development means...

"*development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs*"

(Brundtland Report, 1987)

Sustainable Tourism is………

"*Tourism which meets the needs of present tourism and host regions while protecting and enhancing the opportunity for the future*"

Why Involve the Local Community?

For the tourism product to be sustainable, it must be embedded in the culture and economy of the area. It is essential therefore, that local people are involved from the outset.

For the majority of the profits to remain in the area, the tourism industry must be locally owned and managed, and for this to happen, local people must be in the position both to see and to seize the opportunities. They must also have a good chance of succeeding in the venture. People involved in other sectors of the local economy must be assisted to identify both the direct and indirect benefits of a successful local tourism sector to their industry, and opportunities for supplementing the income they themselves are currently getting from their industry.

The community is the basis for sustainable development because local people know best what their problems and needs are. Local people control many of the resources upon which development is based. These resources are both physical (land, buildings local products) and human (skills, traditions, knowledge and energy). The commitment of local people is vital: if they do not support an initiative, it will die.

In this manual

community

means all the people living in a given area

The Benefits of Community Led Sustainable Tourism Development

Benefits to the local community
This approach provides local people with the opportunity to influence and become involved in developing their own communities. It brings about improvements in local social, recreational, environmental and historic amenities for both locals and visitors alike and creates an environmentally sensitive and locally controlled tourism sector, which develops business and employment opportunities for local people, and keeps money within the local economy.

Benefits to the local environment
This approach will lead to improved access to the countryside and heritage of local communities, better interpretation of environmental assets and improved maintenance of rights of way. It will also improve the awareness in the local community of the importance and potential of the environment to the local economy.

Benefits to local businesses
This approach will help local businesses to create a locally owned quality tourism experience that can be enjoyed all year round, thus reducing dependence on the traditional holiday periods and ensuring that most of the profits remain in the local economy.

It will allow the expansion and development of the tourism sector within the area. For those offering accommodation it will enable them to develop their business in phases, as and when finance is available.

It will provide a "motor" for development: craft and food producers can access a local market, as well as the usual, more-distant markets and will provide a regular and reliable supplement to household incomes, helping to replace some of the employment opportunities last through the decline of more traditional economies. For those offering accommodation their businesses can be developed in phases as and when finance is available. It can also bring benefits to those who might not wish to be directly involved in tourism, businesses such as local shopkeepers, local historians, naturalists, or the members of local folk groups.

Benefits to local authority and development agency partners
This approach provides the means for agency and authority partners to work intensively together and with communities around a key development activity at the local level.

Aims and Objectives of a Community Led Sustainable Tourism Initiative

Building partnerships between communities, local government, advisory and funding agencies in essential in order to undertake community based tourism founded on local human and natural resources in order to increase the economic competitiveness of the area.

First and foremost, it is important to agree what are the aims and objectives of the initiative. Providing a framework for a long-term structured programme will result in the production of an integrated local tourism development strategy.

Aims

- *Enhance the area's image by stressing its quality hospitality, quality environment and quality local produce, thus creating new opportunities for adding value locally.*
- *Boost the existing local tourism/hospitality industry and ensure that the economic benefits of increased tourism accrue to local people.*
- *Improve the skills of the local people to take advantage of the opportunities - and to create their own opportunities.*
- *Promote the area as a destination in sympathy with the objectives of the project.*
- *Provide a forum through a Tourism Association for those people directly interested in the continuity of the project to come together to ensure the strategy is maintained and developed.*

Objectives

- *Assist local people in identifying opportunities for individual and community business and economic development.*
- *Increase the economic activities of communities by making full and ecologically responsible use of the area's natural resources and heritage.*
- *Identify the opportunities for the use of tourism, including community tourism development, as a mechanism to help revive the economy of the area and the smaller rural communities.*
- *Identify and develop the appropriate technical, financial and personal skills of local people so as to enable them to take advantage of these opportunities.*
- *Identify and develop opportunities for individuals and communities in the hospitality, craft and local products sector.*
- *Identify appropriate training programmes in a range of relevant skills - traditional building skills, ICT, tourism management, crafts, business planning, and marketing.*

"develop appropriate training programs"

Strategy for an Area Based Approach

Before initiating projects it is important to agree a strategy and an Action Plan based on the area's resources (an area-based approach)

A detailed understanding of the area is needed and should include an audit of resources. An integrated approach should be agreed with all agencies, if at all possible from national level down, aiming to fully involve local people from outset. Every effort must be made to link to wider regional and national strategies.

Potential conflicts must be identified and resolved from the outset (such as heavy industry versus tourism). The aim should be to create maximum opportunity for local people through developing shared opportunities and promoting networking.

A sustainable local tourism strategy needs to be based on partnership, and should aim to encourage and promote environmentally-sensitive tourism development bringing maximum local benefit.

"Resolve potential conflicts"

Section 1:
Developing Partnerships

Building effective partnerships is the cornerstone of successful sustainable tourism development. This section introduces the issues to be considered when forming a support partnership and the tasks that the partnership will need to undertake. This section also discusses the importance of engaging the local community in planning and developing a sustainable tourism initiative and suggests some mechanisms by which this can be achieved.

This chapter covers the following areas:

- *Identifying the support partners*
- *The planned approach*
- *Audits of skills and resources*
- *Involvement of local people*
- *Local Development Associations/partnerships*
- *Enabling the action planning process*
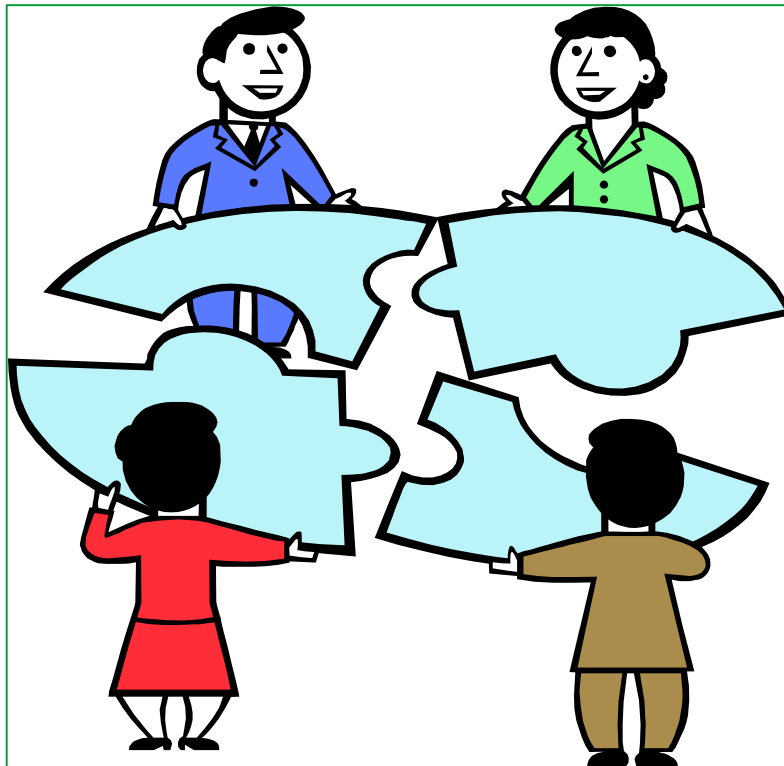
Identifying the Support Partners

Partnerships are essential to the successful development of area based, community led sustainable tourism, and, by the very nature of the product, the partnerships must be very widely based. This is a guide to putting in place the necessary support partners and assist the development of a successful tourism opportunity. Obvious potential partners include the Wales Tourist Board, the local authority, training and enterprise organisations, development agencies, and other specialist bodies.

Rural Tourism Partnership Checklist
To identify all of those organisations that will need to be involved in supporting the process the questions, who will do what, and at what level? need to be asked with regard to:-

Getting the area ready
- *Who will carry out the audits of local resources, environmental, heritage, recreation, etc?*
- *Who will research local heritage?*
- *Who will oversee restoration/making safe heritage sites, negotiation access?*
- *Who is responsible for managing and improving the environment, forests, lakes, countryside?*
- *Who will identify walking & cycling routes, thematic car tours?*
- *Who will waymark? i.e. be responsible for signage of footpaths, sites of interest etc?*
- *Is there someone who can advise on access for all?*
- *Where can courses be held locally?*

Getting the people ready
- *Who will work with local people on confidence building, informing, involving, who has influence with special interest groups e.g. farmers, businesses, craftspeople, local historians, naturalists, walkers, cyclists etc?*
- *Who will recruit new businesses etc, onto training courses?*
- *Who gives businesses advice in the area, and is it readily accessible?*
- *Who will design training courses for existing and potential tourism businesses – guest houses, cafés etc?*
- *How will you develop networks between accommodation providers, craft producers, café owners, food producers, activity organisers etc?*

Marketing
- *Who will research the markets?*
- *Who will design literature/interpretation material?*
- *Who will write brochures, leaflets?*
- *Who will be responsible for marketing and at what level?*

research local heritage

Strategic decisions
- *Who will decide that tourism development is a priority for planning and financing?*
- *Who will set quality standards and verify they are being met?*
- *Do you need to co-operate with neighbouring area/region/state for some product development and marketing opportunities?*
- *Who will be responsible for the co-ordination/development of the tourism sector, ensuring expansion of products, recruitment of more entrepreneurs, continuation of training courses etc?*
- *Are there national, regional, local government or agency strategies that can help with development, funding joint marketing?*

The role of the support partners will be to develop a strategy for supporting community led sustainable tourism development, and to work together to implement this strategy.

Working to a strategy will ensure that all partners are able to co-ordinate their work and add value to each others' activities. The detail of the strategy will depend on local circumstances but no matter what the detail, the plan will need to ensure that the following actions can take place.

Community
Through a process of action planning, local people will need to be helped to identify what they see as the local tourism product. They should identify what they wish to see done to help them benefit, collectively and individually. In particular they should be encouraged to identify which local amenities and resources can be improved, enhanced or upgraded to improve the product and to show what they can personally contribute through their skills, interests or businesses.

Infrastructure
There will need to be a programme for upgrading, enhancing and restoring essential infrastructure, including road and rail links, footpath and cycleway network, heritage sites and town and village centres with consideration given to accessibility for all.

Funding
A number of projects in both the public and private sectors will require financial support including:
- Upgrading and developing wet weather facilities.
- Developing private attractions and activities which are complimentary to the overall image and the environment.
- Enhancing and creating access to the forests and countryside, ancient monuments and heritage sites of national, regional or local importance.

Interpretation & Information
There will need to be a high standard of interpretation of the area, its environment and its heritage. There will need to be high quality interpretative literature for the local and wider areas . Easy access to good advice and where to stay is vital. Efforts will need to be made to identify local, area and national themes and niche markets, and to produce high quality material to interpret them. Interpretation will be needed at area centres, strategic sites, in local displays and on the internet.

Support
In order to achieve each of the above, the partners will need to ensure that
- Full assistance and training are available at the appropriate time.
- The opportunity for added value in economic, social and environmental terms identified and developed.
- Funding and advisory partners are identified and their involvement in the initiative sought.
- All available background information that is needed to support the process is identified and made available and all necessary audits are undertaken.

It is important to undertake audits of the current situation in the local area. They will help to create an understanding of what exists, what the needs are and to prioritise actions for the future.

In particular an audit of the skills of local people, and of the environment and of the natural resources in the local area should be undertaken.

Skills Audit

Carrying out a skills audit will give a better understanding of the skills available within the community and provide an opportunity for everyone to contribute their individual skills. It will create an opportunity for local action to take advantage of those skills and ensure that the project has full access to knowledge and support through educational institutions, local authorities and agencies. Finally, it will create an opportunity for new business ideas to be identified.

It is essential to work closely with the local authority, human resources and enterprise agencies, local colleges and universities when planning and carrying out a skills audit.

Environmental and Natural Resource Audit

Carrying out a comprehensive audit of environmental and natural resources will allow a realistic assessment of the crucial natural resources of the area and identify development and enhancement opportunities of the natural features and resources of the area. It will also identify ways in which these natural resources can be exploited responsibly to assist in local development plans and ensure that these development plans are consistent with the good management of these resources for future generations

It is essential to work closely with the local authority, CCW and the Environment Agency when planning and carrying out a natural resource audit

No matter what the method used: undertaking a full inventory of the area's tourism assets, seeking specialist advice, researching data, and undertaking market assessments are all necessary in order to gain a full understanding of the opportunity and to plan ahead.

Questions to be addressed:

Where are we now?
Look at the current provision for tourism and recreation, the state of local business, and the state of the local environment

What is the current situation?
- Make sure that the current provision of facilities, sites and attractions, and trails and routes suitable for tourism is identified.

- Examine statistics that have already been gathered (for example by the council) etc.

- Check the status of national, regional, local tourism strategies and initiatives.

- Collect socio-economic data: demographics, employment patterns, recreational behaviour, events and festivals.

- Collect economic statistics (both local and national).

- Look for potential sources of funding.

- Identify the local environmental protections that are in place including which conservation bodies are active, what legislation and policies apply, and the location, and scope of protected areas and sites.

- Be clear on the restrictions imposed by local, regional and national planning guidance and on who owns what land and if they have any proposals for development.

- Map the infrastructure including the road and rail system, other forms of public transport, and the availability of gas, water, electricity, sewage services, ICT and so on.

Involvement of Local People

A wide range of people with energy and enthusiasm must be encouraged to become involved in the Action Plan process. These people will need to fully understand the process and how they fit in, they will probably want to be involved on a village basis. Public meetings alone do not provide a satisfactory way of fully involving the community. (see appendix 1 for a typology of participation)

- **Information, professional advice, training and confidence-building** are essential, if local people are to feel able to meet as equals with representatives of authorities and agencies.

- **Encourage the local community to identify their needs and to formulate projects:** this will help to ensure that they feel that they own the process of development. This harnesses the ideas people have, their energy, and their commitment.

- **Local skills, talents, language, culture, amenity and training infrastructure** must be fully understood and appreciated in order to be fully involved in development. It is important to recognise that language, culture and the environment can be affected by tourism and that ameliorative steps can be taken at the outset.

- **Local communities often feel unable to take action,** because they do not have a point of contact with other bodies. Provide such a point of contact for them and assist them in creating partnerships.

The Role of Local Development Associations/Partnerships

Local associations are vital in assisting the Tourism Action Planning process. It is recommended that, if they do not exist already, *Local Development Associations/ Partnerships* open to all who wish to be involved should be formed in each participating community to ensure full participation of as many people as possible at all levels within the community in the development of the tourism strategy.

The key Objectives of local associations are to:-
- *Create a co-ordinated and cohesive approach to community tourism development in the project area and to assist the partnership approach.*
- *Act as a contact point between local and regional/national/international bodies.*
- *Provide a shared burden of energy and range of skills required for action.*
- *Be locally answerable and accountable*
- *Focus upon a local area.*
- *Carefully analyse local resources and needs.*
- *Identify opportunities for locally added value to local resources, utilise related skills and talents*
- *Make sensitive and creative use of the local heritage and environment*
- *Explain to the community how programmes can be implemented and priorities established.*

The Tasks of the Associations
- *Set aims and objectives for the group and review these regularly*
- *Seek funds to enable the group to proceed with its aims and objectives and help community groups access appropriate funding for local projects.*
- *Organise working groups to concentrate on specific areas of research and action*
- *Discuss and agree a cohesive and integrated approach within each community to develop community participation.*
- *Prepare documentation on the community and project area, its history and heritage*
- *Disseminate information among communities.*
- *Keep everyone informed of project and progress. e.g. through developing a community newsletter*
- *Support the organisation of community actions/activities to further the process of community tourism development.*

Enabling the Action Planning Process

By encouraging as many people as possible to become involved in the development of their area and by providing mechanisms for them to do so. People can contribute their skills in a wide variety of ways.

If the components of a tourism strategy are examined it can be seen that many aspects do not obviously relate to tourism, and many people who can and do play a part have little or no interest in tourism per se, nevertheless, their contribution is vital to its long term success and sustainability.

If local people are to be fully involved, and are to be assisted to take advantage of the opportunities, then the following needs must be addressed. If this aspect is ignored, progress in the area will be much slower, with fewer people seeing or seizing opportunities.

- **Capacity building in local population** is essential, enabling all who wish to, understand and be involved in developing the opportunity. A wide range of mechanisms are available to assist the development process.

- **Make the necessary links with people with local knowledge and enthusiasm.** This allows local people to contribute their skills and enthusiasm to the benefit of their communities e.g. local historians

- **Involving people in, firstly the analysis of local issues,** and subsequently in the decision making process about creating of new opportunities and activities, will ensure it is more likely that they will make the best possible use of the range of resources available. The process is lengthier, requires more painstaking effort, but brings more lasting benefit.

- **The long term success of the project will depend upon the contribution that communities and individuals are able to make.** Existing and new ideas for exhibitions/events and festivals can be linked into the themes and trails and will be fundamental to the success of the campaign, helping visitors to feel welcome and to encourage them to stay as long as possible by providing a range of exciting products for them to enjoy.

- **Women frequently make the biggest contribution to the development of tourism,** particularly with regard to accommodation and food opportunities. It is essential, therefore, that every effort is made from the outset to make it easy for women to become involved in the identification of opportunities, with childcare provision made available at meetings and at capacity building seminars etc.

- Youth Groups are often overlooked as part of the development process, but they can have a refreshing view, and, particularly where outdoor recreational pursuits will form an aspect of the tourism offer, their perspective can be invaluable.

- Local people must be in a position to understand and seize the opportunities whatever sector of the local economy they are involved with (for example, tourism may add value to agriculture products).

"Youth groups are frequently overlooked"

- Local landowners play a key role, they need to be supportive and so it is important to engage them from the outset.

- Involve the local bus and rail companies. Slight changes in timetables or routing can make a difference as to whether a visitor accesses the area by public transport or not. There may be opportunities for introducing or increasing the transportation of bikes on buses and trains.

Section 2:
Community Tourism Action Planning

This section introduces vital steps in the development process, as this is the point at which the community is engaged in formulating a detailed plan of action.

This chapter covers the following areas:

- *Guide to Undertaking a Community Engagement Process*
- *Engaging the Community in Action Planning Through Community Visioning*
- *Swot Analysis*
- *Commencing the Action Planning*
- *Plugging the Leaks Workshops*
- *Moving the Process Forward*

Guide to Undertaking a Community Engagement Process

Meet with community representatives to explain the process and how this can assist involving local people in the compilation of a Tourism Development Action Plan.

Working with the community, compile a master list of local organisations to invite. Key local people might include the local County Councillor, shop keepers, local historians, representatives of cycling or walking clubs, craft associations, hotel and catering proprietors, leisure centre manager, and anyone who is involved in a relevant activity or interest but does not necessarily belong to a particular group.

Compile list of local businesses. Remember it is not just the visible ones such as the pub and garage, what about sole traders working from home, mail order business etc. Don't forget the seasonal businesses and caravan sites, trekking centres and crafts people such as potters.

Agree the format for the event. Consider the pros and cons of holding workshops e.g. two workshops two weeks apart, two workshops on two consecutive nights or one long workshop taking a full day.

Agree the date or dates for the events. Be careful to avoid busy nights when lots of people may be already committed to events. Check the times for annual events and avoid times when groups/clubs are preparing for events like carnivals.

Choose a suitable venue. Discuss the pros and cons of different venues. Get contact names for any venues that seem suitable and make sure you visit before booking. Bear in mind that you will need plenty of wall space, kitchen facilities and extra room to hold a crèche and to serve food. A venue should preferably be accessible so that any members of the community who have a disability will be able to attend.

Arrange catering for the event. Choosing local providers will help keep the money in the local economy. Talk to several caterers and ask for prices for basic finger buffet. Don't forget to ask whether they will they do coffee and tea, who will do washing up afterwards and whether they will use local produce and home baking (such as WI produce).

Consider the needs of carers. Parents may need someone to look after their children if they are to come to the session. Get contact details for local crèche and childcare providers. Don't forget to ask whether they are registered and what their child per carer ratio is? Many people may be caring for adults who are elderly or have disabilities so consider how you can enable them to attend the sessions. If there are only a few children needing care you could consider offering to pay for childcare at home just so long as the care is provided by a registered carer. The same applies for the care of adults.

Prepare a letter and make sure the wording is generally agreed. You may need several versions for example one for groups, emphasising that someone could attend their meeting and explain the process; one for individuals explaining how it will affect the area and one for businesses explaining what the commercial implications might be (though don't forget that businesses will also be concerned about the wider community). Include reply card with letter asking for any special requirements and emphasising that crèche places must be booked in advance.

Identification of Local Opportunities

The engagement of local people in the identification of the area's development needs, and the opportunities to be developed is essential. This can include:-

a)   *Assisting the auditing and assessment process in the traditional ways e.g. environmental and skills audits, Swot analysis.*
b)   *Utilising one or more of an increasing number of effective and enjoyable tools to help with this process.*

Two inter-related processes have proved very effective in encouraging local people to come together to think, plan and work together, and identify the ways in which local developments can best benefit them. These are:- i) Community Visioning ii) Plugging the Leaks.

Irrespective of the engagement process it is essential that local people are involved in a "Swot Analysis" exercise this can be very effectively undertaken as part of a community visioning process.

Visioning

Visioning is a process through which a shared vision for a community is developed, along with the actions required to bring it about. Visioning originated in the USA and has been well established there for over a decade, where it has been used to involve citizens in setting goals and taking decisions at a local level. The process takes a great deal of planning. Visioning exercises usually take place over a weekend.

Visioning focuses on the Future rather than dwelling on the past or present and Common Ground rather than differences and or conflict and emphasises the importance of Action. Visioning is the start of a process, which should be followed by action planning and implementation.

What is Community Visioning?

Community Visioning is a modified Visioning process that can be held on one day or over two evenings – the aim is to help individuals and communities to feel enthusiastic, work collaboratively, contribute individually, and compile an Action Plan

Community Visioning is an enjoyable and participative method of bringing together a wide range of local people and organisations to create a vision for the future. It encourages people to take a fresh look at their community.

It can help communities look at the opportunities that exist locally and identify new and innovative projects that will meet local needs now and in the future. It can help to identify what skills and resources exist locally and look at ways these can be harnessed to address local issues. It can result in new projects, new ways of working, and an increase in action and energy locally. (See appendix 2 for workshops).

Identifying Strengths, Weaknesses, Threats and Opportunities

SWOT Analysis is a mechanism for identifying the area's strengths, weaknesses, opportunities and threats. It also helps in planning for the future because once it is known what the strengths, weaknesses opportunities and threats are, plans can be made as to how they can be addressed.

The following table shows the sort of things that might form strengths, weaknesses, opportunities or threats in the area

Weaknesses	Threats
Are the characteristics of an area that may impede or weaken the efforts of social or economic development. They may include: *Economic - distance from markets, absence of business support and investment, lack of access to training, insufficient management skills, inadequate affordable business premises.* *Lack of local confidence.* *Poor communications - roads, railways, ICT.* *Pollution* *Poor tourism infrastructure.* *Poor agricultural land with little opportunity for diversification and added value.*	Are things that might happen or which could hold up or reverse the process of development. They might include: *The closure of a major industry* *The collapse of a long-established market for local products* *The prospect of flooding or of catastrophic soil erosion* They might highlight the need for: *Capacity building in local population enabling all who wish to, understand and be involved in development* *Lack of skills and training preventing local people from taking advantage of opportunities Local access to training* *Management development* *Encouragement of co-operation between businesses and potential businesses - producer groups, mutual assistance groups* *Access to subsidised financial packages* *Access to business start-up units, purpose built factories* *Access to business advice and support* *Knowledge of markets and marketing* *The exploitation of the tourism opportunities by external businesses and organisations with no benefit to local people*

Strengths	Opportunities
Are those inherent qualities, or assets within an area that offer starting-points for social or economic development. They may include:	Are the actions, which, if taken through a planned implementation process, would turn the strengths into real development projects.
Natural features of area - mountains, lakes, rivers, canals, forests, valleys and countryside.	The availability of a full audit and appraisal of the area's resources is essential to the exercise.
Natural resources of area - water, wood, scenery, farmland, and wildlife	
Minerals	
Regional assets - village and towns, heritage, cuisine, and nature	
Human resources - people, knowledge and skills	
Institutional resources - universities, colleges, business support and training organisations, active local authorities, development agencies	
Economic resources - existing businesses, active industries, financial services, national and E.U. financial programmes	
Institutional resources: universities, colleges, training centres, etc,	
Human resources: people, knowledge, skills, well-educated or adaptable work force, traditional skills, strong sense of local pride.	

Commencing the Action Planning

Immediately after the community visioning workshops a draft tourism action plan must be compiled from the background information, audits, workshop findings etc, and circulated within two weeks.

Also include a returnable form giving information on the interest/working groups and ask for anyone who has not volunteered to sign up and return the form.

A small drafting group of key organisations including the Local Development Associations and Tourism Association, if one exists, should undertake the work of compiling the draft action plan for immediate circulation to all participants.

The aim now is to get the working groups to examine in depth the areas of interest to feed into the production of a more detailed Action Plan.

Local working groups

Commence local working groups' meetings – For the first meeting invite everyone who has taken part, book a large, comfortable room and arrange a table for each working group.

Each group starts by examining the findings that have been compiled into the draft Tourism Action Plan.

A good way of running this stage is through *Plugging The Leaks* and *Irrigating the Desert* techniques. This will ensure that the planning will be based on maximising local resources and minimising leakage from the local economy.

Plugging the Leaks Workshops

Plugging the Leaks workshops have been adapted from a model developed originally by the New Economics Foundation and provide a participative and enjoyable way for local people to develop an understanding of their local area economy.

Plugging the Leaks

Minimising the leakage of money from the local economy by maximising the production of goods and services locally is only a good intention if local people have a deep understanding of the nature and full implications of the extent of the leakage and the actions they can individually and collectively take to minimise the drain on the local economy, and the benefits of doing so.

Through a series of facilitated activities, working individually and in groups, people identify the main flows of money both in and out of their local area economy, and start to develop leak-plugging ideas, which are grouped into themes on a *plug tree*.

The Plug Tree

Irrigating the Desert

This is another tool developed by the New Economics Foundation that has proved to be extremely useful, in identifying opportunities for adding value. Working around a single theme – a project idea, for example – as the main flow of income or people or an activity generating money into the local economy, people look at how *tributaries* could be dug out to spread the benefit more widely, and then start to identify what *spades* would be required.

The aim is to irrigate the desert – in other words, maximise the benefit of the single income or economic stream so that it has the optimum effect on the local area economy. *Irrigating the Desert* has been highly effective in encouraging creative thinking and in developing linkages that might otherwise have been missed. (details of Plugging the Leaks workshops Appendix 2).

Moving the Process Forward

The thematic working groups of local people and key partners should now continue to meet to develop and take forward the ideas for inclusion in the action plan.

- dates should be programmed for future working group meetings,
- there should be a report back to an area partnership group meeting, which will consist of the support partners and participants in the workshop session, at least once a month. This process should not take more than 3 months.

The following sections cover the key actions that the area partnership group and working groups need to address, including potential niche tourism opportunities.

Section 3:
Developing The Sustainable Tourism Plan

As well as incorporating all of the ideas from the Plugging the Leaks and Irrigating the Desert sessions, and utilising information from the audits and swot analysis. The action plan should cover the identification of themes and niches, and also identifies how business advice and support, training, networking, marketing and evaluation should be addressed.

Every effort should be made to ensure that there is increased awareness of the tourism industry of the opportunities relating to addressing environmental and exclusivity needs

This chapter covers the following areas:

- *Infrastructure Development/Information & Interpretation*
- *Product Identity/Themes & Niches*
- *Marketing*
- *Business Advice, Support and Training*
- *Networking*
- *Evaluation*

Infrastructure Development/Information & Interpretation

Infrastructure Development

Having undertaken a comprehensive inventory of countryside, mountains, rivers, valleys, countryside access, access to heritage resources, the following key points should next be addressed:-

- *For maximum local benefit local footpath and cycle networks should be easily accessed from bus stops/railway stations/car park/amenity/information areas based in the heart of communities*
- *All paths should be linked into area wide networks to provide greater opportunities*
- *All paths and trails should be well waymarked and themed. They will have to be checked each year*
- *Footpath and cycle way furniture, stiles gates etc, should use local timber and be produced locally*
- *Local people frequently identify special infrastructure projects that can contribute to a tourism experience e.g. heritage, sculpture trails, picnic sites*
- *As always bear in mind access issues of people with disabilities both in line with the Disability Discrimination Act and the fact that a significant proportion of visitors will have some form of disability and these can a valuable market.*
- *Work carried out by local contractors is much more beneficial to the local economy.*

Information and Interpretation

Visitors are curious about the area they visit, they wish to explore, to photograph, to meet local people and hear their stories Good information and interpretative materials are therefore essential.

- *Easy access to information on where to go, what to do, where to eat and where to stay is essential*
- *Leaflets must be produced that will encourage people to explore the various sites and trails identified in the leaflets. A generic guide should also be produced.*
- *Produce thematic area based leaflets in several languages together with walking and cycling leaflets and all weather cards.*
- *There should be on-site interpretation where necessary*
- *The production of information and interpretation material provides a wonderful opportunity to involve a wide range of local people who would not normally be involved in tourism development. In each community encourage a group of interested individuals to identify and research walking and cycling routes, local heritage and nature areas of interest and contribute local leaflets which provide vital information on the area.*

"Visitors are curious about the area they visit, they wish to explore, to photograph…"

- *Leaflets should meet Fieldfare Trust guidelines on print size, provide information on bus and rail stops and gradients of footpaths and cycleways.*
- *The historical and natural history research can also provide information for interpretative panels that can be situated in car parking and amenity areas in the heart of the communities.*
- *For maximum local benefit use local designers, printers and manufacturers.*
- *Creating Tourist Information Points (TIPs) in local shops, post offices and pubs etc. provide an effective system for distributing information off the "beaten track". This helps supplement the incomes of the businesses involved, as most tourists also make purchases when in the TIP.*
- *You may need to supply special racks on which to display the information. The rack can have at the top the theme of the tourism product for the area. A distribution system will need to be established to regularly supply the TIPs with the information.*
- *It is also important to put all of this information on the web. Many local councils and organisations have developed their own web sites, these can also be used to ensure local people are kept informed of progress.*
- *Also consider opportunities for interactive interpretation.*

Product Identity/Themes & Niches

It is vital that time and care is given to selecting your unique product identity and expert advice sought. There must be close collaboration with local authorities, your regional Tourism Partnership and the Wales Tourist Board. Wherever possible link to existing National, Regional, and Local Tourism Strategies and Initiatives e.g. the WTB Walking, Cycling and Cultural Initiative and the 'Herian Initiative' for the interpretation of the South Wales Industrial Heritage.

What unifying themes can you give to your tourism products that will give them and your area a unique focus in the market-place. This could be:-

- geographic,
- historic,
- linked to special natural/environmental feature(s)
- based on the key activities identified.

Theme & Niche Opportunities

Identify special niche opportunities based on the area's strengths, its location, its skills and resources and current market trends. Seek advice from tourism experts and Wales Tourist Board.

Holidays could be marketed under themes such as Green Tourism, Heritage or Cultural Tourism. More specific market opportunities might include:

- *Walking*
- *Cycling*
- *Orienteering*
- *Fishing*
- *Industrial heritage*
- *Food & craft weekends*
- *Accommodation linked to festivals and events*
- *Canoeing.*

Wherever possible ensure close linkage between activity, accommodation, food & drink, local specialist shopping.

Examine providing holiday packages, including luggage transfer, pre-booking of events and weekend breaks.

Always consider opportunities for linking to public transport.

Identify niche opportunities like fishing

Marketing

Market Research is essential and funding expert advice and support is the most necessary expenditure.

Research should include:-

- consultation with the trade
- visitor survey
- review of trends
- domestic and overseas travel trade survey
- appraisal of literature and existing marketing

There are two distinct aspects of marketing to be considered here.

1. **The area** - if the area has not previously been marketed as a destination for the niche products identified then it is important to market the area to the different market segments i.e. people looking for fishing holidays are different from those wanting cycle breaks.

   Working with WTB and regional Tourism Partnerships, seek expert advice and carry out research into most suitable markets, including local, regional, national, overseas, niche, etc. and ensure there is a well co-ordinated, organised approach to the development, promotion and marketing of the range of holidays and visitor activities identified, but not until there is a critical mass of developed quality products.

   Bear in mind that if the area is close to urban conurbations then day visitors are an important market. To highlight the area to them consider organising awareness events e.g. walking festival, guided walks from railway stations etc, target key interest groups in the urban areas – ramblers, cycling clubs.

2. **Individual businesses** - business proprietors wishing to develop an opportunity for themselves also need to understand and develop their own marketing opportunities. It is essential therefore, that a major effort is made to ensure these businesses have easy access to marketing training and the support of a marketing advisor.

   Whilst both the small accommodation and activity provider and craftsman should produce their own marketing plans, direct links into some specialist and overseas market could be at best costly and time consuming, but at worst, not an efficient or effective investment of time or money. An existing marketing business might already exist that could take on this role, if not it may a role for the tourism association to develop.

Supporting Local Businesses

Business Advice, Support & Training

The local authority and all key agencies must be committed to ensuring that anyone identifying an opportunity for business creation or development is immediately assisted.

- **Publicity Plan:** Make sure that there is maximum publicity locally for the tourism strategy. This will help ensure that existing business people identify new opportunities for their businesses e.g. bike and footwear shops and may be recruited into the planning process.

- **Easy access to specialist business and tourism development advice:** by individuals and groups, from the outset of the process, will ensure that local people both see and seize the opportunities.

- **A Tourism Needs Training Survey:** will help identify the need for courses for existing hospitality and new businesses that must be arranged and delivered locally if a substantial uptake is to be achieved. These should be organised at the start of the implementation of the strategy.

- **Introductory sessions of one day 'Taster Seminars':** eases people into training by demonstrating it can be valuable and enjoyable. Experience has found that inviting existing and potential tourism businesses to a comprehensive range of one day courses is more effective in persuading them to participate than starting with lengthier sessions. For many people in the trade or contemplating joining it, it could be many years since they were last in education, therefore the prospect could be intimidating.

- **A Quality in Tourism programme:** linking attendance on a pick & mix variety of one day business courses to small grants to directly improve the quality of the product already being offered to visitors by existing tourism and hospitality businesses, will kick start the process of ensuring a quality product.

(See appendix 2 for suggestions of training programmes.)

Networking: Local Tourism Association

Encourage the development of a local tourism association or a tourism sub group of the Development Association, to bring together all organisations and individuals with the widest interest in tourism in the area, not just the accommodation and activity providers. This is vital to the long-term sustainability of the project.   Through working very closely with the group ensure:-

- that this is also a training support and feedback network to which all successful participants from the training courses are encouraged to belong.

- close links with key local authority and WTB thematic implementation officers – walking, cycling, culture, Regional Tourism Partnership and county based tourism organisations.

- the on going development of the members through courses, business growth programmes, and also to utilise the group's expertise in identifying and developing new tourism products.

- that the group has a wide range of members, involve accommodation providers, activity centres, crafts people, local historians, naturalists, enthusiastic walkers, cyclists etc.

- that local "meet the buyer" events are organised to bring together local producers, suppliers and tourism operators.

"*Review trends in the tourism industry*"

Monitoring and Evaluation

You must know how effective your plan is at achieving your objectives.

- As the plan is being developed investigate the views of local people and local businesses in the area covered by the plan to identify its potential qualitative and quantitative benefits, also seek the views of potential and actual visitors.

- It is essential that key targets and goals should be set and a methodology agreed for regular monitoring these during the implementation and consolidation phases – these should measure quality as well as quantity.

Section 4:
Specialist Tourism Strategies

It may well be possible for your area to exploit a niche tourism market. This section introduces some niche markets and helps to explain how your area could exploit these niches.

This chapter covers the following areas:

- *Developing Green Tourism*
- *Cultural & Heritage Tourism and Sense of Place*
- *Inclusive Tourism*
- *Festivals & Events*

Developing Green Tourism

If the development work already identified has been undertaken, then the area is already well on the way to having in place many of the components necessary to develop green tourism

Research conducted by the Wales Tourist Board has identified a number of market segments that could become areas of growth for the industry.

These opportunities for product development include:
- Green tourism
- Short breaks and out of season holidays
- Activity holidays

In fact all three are closely related and the development of *green tourism* products clearly must encompass appropriate activities. To ensure that the tourism products are sustainable, the growing short breaks market, particularly out of season, is an important target which could make a significant contribution to the local economy.

The major energy and pollution problems of the world have to be solved by governments and multi-national corporations, however, small contributions in many small communities can add up to a significant improvement. An essential part of developing this opportunity must be to ensure that the infrastructure that will be part of green holiday packages must also be environmentally friendly.

The Aims and Objectives of a Green Tourism Project

A green tourism project should aim to encourage visitors to travel to the area by public transport whenever feasible. It should encourage those who do travel to the area by car to minimise their use of car travel whilst staying in the area and provide easy access to the area by public transport. It should also encourage local residents to leave their cars at home and to use public transport, whenever possible, when visiting the countryside, forests and mountains. Consequently, it should provide easy access to information on visiting the area by public transport, encourage and promote environmentally friendly activities, enhance, promote and interpret the countryside and its accessibility, and promote the area to potential visitors who are looking for a "green" holiday

Components of a Green Tourism Product

- Infrastructure. Way marked and themed walks, on and off road cycle routes, town and village centre interpretation, safeguarding of local heritage sites.
- Access to the countryside and forests for people with disabilities. Make a plan so that a person with disabilities could visit the area and be sure of a convenient and trouble-free holiday
- Long distance trails will earn into the local economy, particularly if there is a good spread of tourism businesses along the trails.
- "Green" business advice and training of tourism businesses including *Greening your Business* seminars.

- Networking of green businesses to offer packaged holidays with luggage transfer. Accommodation providers participating in walking and cycling holidays could give a 5% discount to visitors arriving by train
- Green Tourism Network to be established to meet on a regular basis.
- Green Tourism marketing initiative aimed at persuading holiday makers to leave their cars at home and travel by train and bus.
- The use of local products should be encouraged for all infrastructure work and local produce highlighted on menus. Women in particular should be encouraged to start their own local produce and catering enterprises.
- Involving communities through organising local festivals, including food festivals, is important, in order to ensure there is variety and depth to the tourism offer

Green Tourism Development Process

A green tourism initiative can only be effectively put in place if it has the enthusiastic support of local tourism and hospitality businesses. It is essential therefore to encourage local tourism businesses to espouse environmentally friendly practices. In order to do this there must be a programme to:

- *Raise awareness of the benefits of 'green' tourism to businesses.*
- *Encourage existing businesses to undergo a 'green' audit.*
- *Support new and existing businesses through appropriate training and advice on environmental good practice and cost saving techniques.*
- *Encourage businesses to adopt and implement action plans to work towards a 'greener' future.*
- *Support and advise on grant applications made to implement action plans.*
- *Support the 'green' network of businesses and encourage them to work towards adopting a Green Charter Mark to confirm their commitment to sustainable tourism.*
- *Facilitate a network of green tourism businesses in association with the development of a new tourism opportunity. Local co-ordination of tourism service providers will enable the activities and the accommodation to be marketed as a complete holiday package e.g. weekend or 7 day walking, cycling holidays linked to luggage transfer.*

The success of a 'greening' initiative will lie in substantial local support. It must be designed with hard-working business people in mind with venues and timing of courses adapted to these requirements. The project must recognise that sufficient numbers of tourism operators need to be involved to ensure a marketable product is developed.

Training

Greening a destination is an achievable goal. By promoting the initiative in an area where there is potentially a critical mass of tourism operators, you will be able to arrange training seminars in the locality, thereby ensuring that each training course is accessible.

During the training programme, utilising the skills and knowledge they are acquiring and the audit results, each business will work on a personal Action Plan tailored to the individual business.

The business training and advice programme should cover the following areas:

- Energy efficiency
- Recycling and waste minimisation
- Transport
- Purchasing
- Local environment and communities
- Visitor environment

Each participant who completes the programme should achieve a 'Working Towards a Greener Future' certificate.

"Visitors like to move through an area and are ready to spend money as they go"

Cultural and Heritage Tourism

Cultural and Heritage Tourism Development

We are particularly lucky in Wales as our rich cultural inheritance can serve the future well-being of our communities. Visitors wish to experience what is local, or special, about a particular place. Heritage varies very greatly from area to area. It gives each place a local distinctiveness. This local distinctiveness can be a source of pride to the people who live there and an attraction to people from elsewhere.

Local heritage can contribute towards creating a new tourism dimension. This will encourage year-round visits to the area and thus extend the tourism season.

> *"Travellers to a new land wish to feel its culture and be touched by its people"*
>
> Queen Noor of Jordan

An area's heritage includes wildlife habitats and species, natural landscapes and man-made landscapes.

- Natural and man-made heritage includes:-
    - Wildlife habitats and species
    - Natural and man-made landscapes, including agricultural and industrial
    - Towns and villages, rich in detail
    - Historic and industrial traditional buildings
    - Many other artefacts, such as graveyards, bridges and windmills.
    - Traditional transport links – historic railways and canals.

- Alongside this 'fixed' heritage is a great wealth of inherited culture:
    - The history of people
    - Their folklore, language and religion
    - Their traditions: in music and dance, in food and drink, in arts and crafts and industries.
    - Local people themselves can be a vast source of information.

- Local people can be trained and act as guides to the heritage of the area.

- Existing cultural events and festivals can be linked into the tourism offer *(see festivals & events section)*

- Key Points:
    - *Explore the past, glimpse the future*
    - *Counterproductive to sell an image which visitors are then unable to experience*
    - *Consider a longer-term strategy*
    - *Alongside the traditional images inject new, modern features*
    - *Need for any marketing exercise to promote authenticity of experience and to resonate with local people*
    - *Need to project the here-and-now as wells as the past*

" *The best marketing message is cultural diversity"*

"What clicks with tourists is not superlatives, but something that is genuine"
                                    Report of the Cultural Tourism Seminar 8-9 March 2001 Brussels

Heritage features can be widely used to provide attractions or activities for tourists. Heritage sites could be linked to local thematic routes - walking, cycling, motoring. As part of this process, access requirements, practical restoration work, and interpretation needs to be identified and undertaken.

Ideally the aims and objectives of a sustainable heritage tourism project should address the following opportunities:-

- *Encourage more year round visitors to explore the area, its heritage and environment.*
- *Contribute to the economy of the area through additional need for accommodation etc. on the part of tourists, coupled with extra spend in local shops etc.*
- *Enhance the environment for tourist and locals alike.*
- *Encourage local people to put on cultural events and activities with local performers or make existing events more accessible to visitors*
- *Interpret and promote the heritage through thematic routes, (car tours, cycling and walking).*
- *Involve local people in the research, writing and promotion of their history, heritage and culture*
- *restore, make safe and interpret heritage sites.*
- *Train building workers in heritage restoration skills thus improving the viability of local building companies by creating a more diversified market.*

Old and disused buildings are a capital asset, which can be used to stimulate new growth in the local economy. They can be a considerable tourism resource e.g. as galleries, heritage centres and tourist hostels and hotels.

Heritage Routes and Trails can be developed as an additional economic resource because tourism has the advantage of mobility:
- *Visitors like to move through an area, and are ready to spend money as they go.*
- *Many heritage features are linear in nature, or can be linked to form routes or   circuits to assist local development.*

The interpretation of the features is very important and consideration should be given to new and interactive forms of providing the information.

Preservation, Restoration and Interpretation of Our Heritage

Local heritage sites can also be used in a wider way, and one which truly benefits the people and the economy of the area; and is sustainable, this is through utilising the sites for training local people. The practical work offers a major opportunity to up-skill local building workers to craftsmen standard.

The development of heritage tourism, therefore, provides three major opportunities:

- *Preservation, restoration and interpretation of our heritage.*
- *Training and up-skilling of local people in heritage skills.*
- *Creating a new tourism product by encouraging more year round visitors and extending the tourism season*

Culture

Local communities are a key component of a cultural tourism experience. Culture's most important audience is on its own doorstep and efforts to promote it to tourists will not be successful if the initiatives being run do not have local support. Local communities therefore, must have a major input into any initiatives. They may also provide some of the infrastructure for larger cultural tourism projects.

Culture and Tourism Key Points

- Remember people are looking for
  - an experience, not a destination
  - quality
  - authenticity and distinctiveness
- Cultural tourism starts at home. For it to be successful the cultural activities and events on which it is based must first win the support and interest of local people.
- Rooting cultural tourism at a local level produces something credible and authentic.
- Determine where it is sufficiently distinctive compared to its competitors, enhance and market
- Supply currently exceeds demand

Sense of Place

It is important that the hospitality trade, in particular accommodation providers, have a good understanding of what is special about their area. The Wales Tourist Board has produced a 'Sense of Place' toolkit for the trade which can help this process. PLANED has developed a training programme for the area taking up the key themes and tailoring them to the local situation. (see appendix 2)

Key Themes

- Wales and its people
- Working with the Welsh language
- Working with buildings inside and out
- Food and drink
- Using creativity and the arts
- The great outdoors

The Inclusive Tourism Opportunity

Providing 'inclusive' services and facilities which meets the needs of all will shortly become a must for many, but improving the accessibility of the area and local tourism related businesses can help reach a large and loyal 'market'.

The Market Potential

A study conducted on behalf of PLANED by Campbell Associates revealed, "only 34% of people who are registered disabled are currently taking holidays. Of the 34% who do currently enjoy holidays…. they have a propensity to travel and stay off-peak/out of season; they make reservations well in advance and a tendency to keep returning to the 'right place' ". The Campbell Associate study dispels the notion that there is a homogenous market for people with disabilities.

"Needs are wide-ranging and varies. There is a stereotypical view that 'disability' means 'wheelchair user' – and as a consequence the problems of physical access are only ever addressed by service providers".

"Within the UK only 17-19% of people with disabilities are born with a disability (RADAR 1999). The remainder (81-83%) acquire their disability through illness, accidents etc. Holidays, prior to the onset of disability, would have been taken independently or with family or friends…… Research findings, from interviews conducted, again underline the preference that individuals do not want to be segregated into groups – or to form part any 'group tours'. Given the choice, individuals want to take holidays with family or friends and want to follow similar lifestyle patterns as experienced before disability occurred".

Of those questioned for the Campbell Associates study, 100% indicated that they travelled with family and friends. Touche Ross 1997 – only 3% of the total 'disable tourist market' travels as part of an organised disability group. The notion that people with disabilities wish to go on group to specially equipped centres is, therefore, largely misplaced. Each and every tourism service provider should be looking to make their services as inclusive as possible, in order to provide people with disabilities the opportunity to enjoy independent, integrated holiday experiences that they clearly seek.

There is enormous opportunity to encourage many more people with disabilities – as well as those whose mobility may be temporarily restricted through the effects of an accident, pregnancy or having a small child (children) in a pushchair – to enjoy more of their leisure time away from home.

The Department for Culture, Media & Sports "Tomorrow's Tourism" document says, "it is estimated that 4 million disabled people in Britain wish to travel for tourism purposes but many currently don not do so…."

Similarly the Wales Tourist Board's "Achieving Our Potential" document describes "there are an estimated six million people with disabilities in the UK, many of whom are currently unable or disinclined to take a holiday…. It would certainly be in the interests of the tourist industry to seek to meet the needs of such a large untapped market".

Current demographic trends indicate that there is a danger that – unless action is taken now – personal mobility issues will prevent an even greater percentage of the population from taking holidays in the future. By 2005 1 in 5 of the population will be over 60.

Key Highlights of the Study

- *Over 80% of people acquire their disability through illness, accident etc.*
- *Holidays taken prior to the event would have been taken independently or with family/friends;*
- *People with disabilities want to continue to holiday in this way and not be segregated into 'groups' at 'centres';*
- *Only 6% of registered disabled people use a wheelchair;*
- *Small organisations are less aware of legislative requirements and responding less well;*
- *80% of service providers feel 'they don't need to make changes to their businesses' – although 70% had not carried out any form of audit;*
- *Many staff who work within tourism businesses lack an awareness of disability and local commensurate customer care skills to meet the needs of these clients;*
- *The importance of accurate information;*
- *The range of disabilities is so great that decisions need to be made by visitors themselves as to whether facilities are suitable or not.*

Developing Inclusive Tourism

- *Raise awareness of the real needs of people with disabilities and the potential benefits this 'market' offers to businesses;*
- *Encourage businesses to undergo inclusivity audit;*
- *Support new and existing businesses through appropriate training and advice on inclusivity;*
- *Encourage businesses to adopt and implement action plans to improve inclusivity.*
- *Support advice on grant applications;*
- *Facilitate a network;*
- *Support the network and encourage to work towards adopting national/European criteria.*

The Process

- Strategic Approach
  – A critical mass of accommodation/attractions/services are needed to provide a good quality ' inclusive holiday' offer.

- Training Programme/Seminars will encourage tourism related business to become involved.
  – understanding disability
  – practical experience of disability and etiquette
  – Disability Act and its implications
  – Getting to grips with legislation
  – Developing inclusive facilities
  – Practical access, solutions and equipment
  – Accreditation, inspection schemes, best practice
  – Best practice, local and by venue/service
  – Promotion, marketing do's don'ts and benefits
  – Implementation
  – Audit visits to premises to be carried out throughout the programme
  – Personal Business Action Plans

- Audit of Business Premises
- Advice on access to Grants
- Implementation of Personal Business Action Plans
- Marketing Initiative
- Evaluation

Festivals & Events

Almost every community and many, many organisations are involved in promoting festivals and events. Some have been taking place for many years. Hundreds of people volunteer hours of their time to organise carnivals, exhibitions, rallies, eisteddfodau, festivals. These could add considerable value to local tourism activity.

The tourism season in Wales, whilst extending slowly outside of the summer months remains predominately very seasonal.

The traditional tourism pursuits of enjoying outdoor activities in the environment rely on reasonable weather and activities such as walking and cycling will remain niche markets.

Research shows that the type of tourist that we seek to attract is someone who enjoys exploring, not just the environment and heritage of an area, but the nature and culture of the local people. There is a significant tourism trend towards more weekend breaks out of season.

Therefore the challenge is to meet this demand by offering visitors a range of memorable experiences, which give them the opportunity to get to know the area and its the people.

In order to address this challenge, tourism initiatives need to:-

- *link community interests, cultural events and local festivals to tourism development*
- *encourage a more professional approach*
- *help local people to develop projects to extend the tourist season by identifying new opportunities, developing skills, improving the quality of the tourism destination, and adding depth to the tourism product*
- *build on the wide range of local opportunities from celebrating local heritage to local community carnivals*

Successful festivals and events can:-

- *Help to develop local pride and confidence.*
- *Stimulate the local economy thus contributing to the area's regeneration.*
- *Attract tourists to areas previously not visited, or less visited by tourists.*

"Traditional tourism pursuits rely on reasonable weather"

However, there are frequently problems with regard to planning, co-ordinating, publicising, festivals and events. These include:-

- *Dates of events are often not decided far enough in advance to meet event publication deadlines.*
- *Decisions on whether or not events would take place are not made until the last minute.*
- *Details of the content of events are not clear.*
- *Details of local contacts are not always known.*
- *There was no guarantee that an event that takes place one year will also take place in the next year.*
- *The organisations of long standing events relied on the efforts of fewer and fewer people.*
- *In some cases it is surprising that even local people turn up for the events because of the lack of information and publicity locally.*

In the early years of developing their events, first and foremost events organisers must aim to be successful locally, i.e. in attracting people from the immediate area, then from the wider local area. Attracting tourists must be a second aim and considered a bonus.

To significantly contribute to the tourism offer there is a need for:-

- *More events spread throughout the year, but particularly in April/May/June and September/October.*
- *Better liaison and co-ordination to prevent clashes of events.*
- *Closer networking between events of a similar nature to exchange best practice, undertake joint marketing etc.*
- *Linking events and festivals more closely to tourism offers and packages.*
- *Widespread promotion of the fun and experience of festivals and events.*

Develop an Events Training Programme

Well organised events are much more likely to continue year after year and their contribution to the local economy through developing their tourism potential will grow year on year. Therefore, it is advisable to develop a training programme which festival organisers are encouraged to attend, covering all aspects of festival and event organisation. (see appendix 2)

Festivals & Events Network

All participants from the training programme should be encouraged to join a Festivals & Events Network to exchange good ideas, to ensure that there is collabrative planning to prevent clashes of events and to utilize joint promotion marketing opportunities and to keep up to date on legisltation etc.

Section 5: Community Tourism Action Plan Components

At the end of the process outlined in this Manual there should be a shared vision and plan which covers the key components.

This section highlights:

- *The Components Check List*

Components Check List

Partners	Agencies
	Local Authorities
	Businesses
	Communities
Strategy	Analysis/Research
	Product Identity/Themes/Niches
	Local Involvement
	Publicity
	Development
	Implementation
	Evaluation
Business Development	Advice
	Training
	Premises
	Finance
Training	Training Needs Audits
	Design of Training Programmes
	Delivery of Training
Telematics Opportunities	Identification of Needs
	Business Based
	Shared/Telecottage
	Distance Learning
Accommodation	Audit
	Development
	Quality
	Co-ordination/Promotion
	Co-ordination/Activities
Local Products	Identification of Opportunities
	Development of Products
	Farm Diversification
	Local Promotion
	Integration

Crafts	Identification of Opportunities
	Training
	Branding
	Marketing
	Integration
Infrastructure	Inventory
	Communications
	Improvements
	Technology
	Finance
Wildlife & Countryside	Access
	Interpretation
	Conservation
	Activities
	Involvement of Farmers
Heritage & Culture	Inventory
	Interpretation
	Conservation
	Activities
	Restoration
	Involvement of Owners
Management	Funding
	Facilitation
	Advice
	Involvement of Local People
	Development
	Research
Marketing & Publicity	Branding/Image
	Market Research
	Local
	Niche
	Partnership
Visitor Information	Methods
	Local
	Strategic
	Marketing
	Design Identity
	Local Guides
Local Activities	Events/Festivals
	Leisure Centres/Cinemas
	Specialist Shopping
	Cycling/Walking/Fishing etc.

Section 6: What Next & Conclusion

Your Tourism Action Plan cannot be cast in tablets of stone. It must always be moving forward, incorporating lessons learned and new good practice ideas from elsewhere. Sustainable tourism is seen as an important economic activity by all levels of government, including the European Union.

This section highlights the Integrated Quality Management of Tourism Destinations Model favoured by the European Commission.

- *Integrated Quality Management*
- *Conclusion*

Integrated Quality Management

The European Commission recently looked at the development of tourism. At a conference in the spring of 1999, experts from throughout Europe approved a code of practice for the integrated quality management (IQM) of tourism destinations.

The working definition of IQM is "…an approach to managing a tourism destination which focuses on an ongoing process of improving visitor satisfaction, while seeking to improve the local economy, the environment and the quality of life of the local community". The following diagram seeks to describe the process.
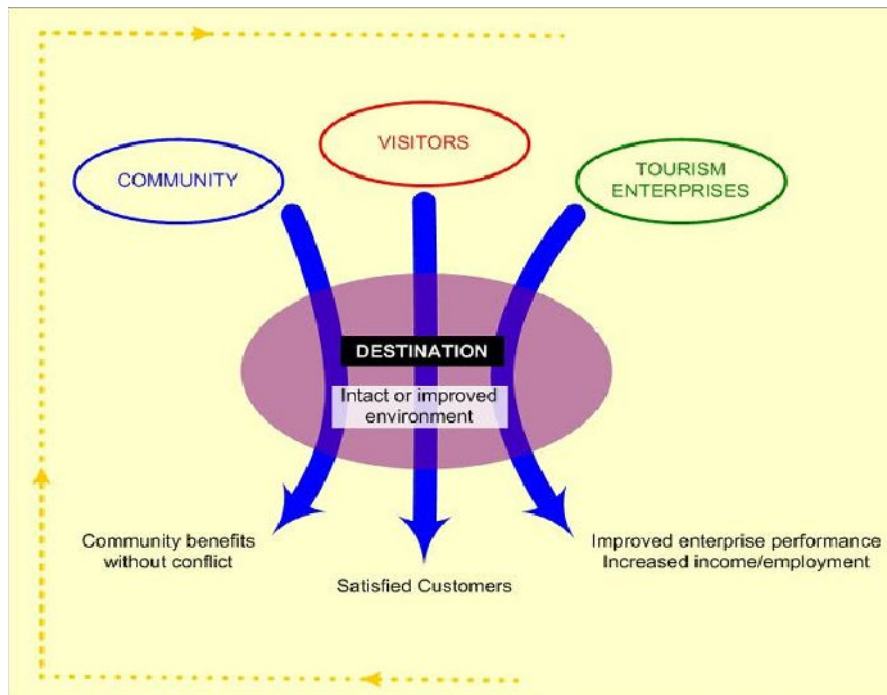
If the Tourism Action Plan has followed the steps outlined in this guide, then your area is well on the way to meeting the twelve principals of IQM.

Authenticity -Visitors are looking for genuine experiences. The special heritage of Europe should be honoured and celebrated. It should be presented in a real way, which does not fabricate nor devalue its quality

Integration - Concern for quality and the management techniques aimed at achieving it should be integrated into all the tourism functions of the destination.

Distinctiveness - Visitors travel to experience something different, otherwise they may as well stay at home. Delivering quality should be about bringing out the special, distinctive features and flavours of the destination.

Sustainability - Many areas have fragile sites and small communities sensitive to intrusion and congestion. However, visitors themselves are increasingly looking for unspoiled environments. Any destination seeking to deliver quality must be concerned with managing the impact of tourism.

Consumerism - Quality management is about getting close to the visitor, understanding his or her needs and finding out whether they are being met.

Inclusiveness - Destinations should not be content with delivering quality to a few people while delivering a mediocre experience to others. A good experience should be provided for all visitors, and especially those with special needs.

Detail - Quality is about being creative but also about taking care over the detail – providing enough information, checking on facilities, providing extra services.

Rationalisation - Sometimes quality can be about not doing things. A small number of good initiatives and products is better than many poor ones. It is about stopping activities that are under resourced and not delivering quality, or combining them into something stronger.

Partnership - Quality management is about involving people. Working together is right in principle and also essential for success. The many small tourism enterprises, related organisations and community groups should all be involved together in delivering quality in the destination. Their well-being should be regularly checked.

Interdependence - Special attention should be paid to the role of tourism in the destination as a whole. Quality tourism depends on it, and in turn supports many other activities such as food, culture, craft industries, transport and local services.

Time - Improving quality in a destination takes time. Success depends on planning for steady, achievable progress year on year rather than setting unrealistic targets.

Commitment - A fundamental requirement of success is personal enthusiasm and commitment to achieving quality. Really successful destinations not only have individuals driven by this, but also a way of ensuring that it is spread to everyone.

The EU Report offers a very comprehensive tourism chain that is well worth studying when planning a comprehensive tourism strategy. (appendix 4)

Keep an eye on EU sustainable tourism proposals and there may be an opportunity to link to transnational activities related to IQM and sustainable tourism.

Conclusion

By following the guidelines and fully considering all the points raised in this manual you will be able to assist community involvement in identifying, developing, and implementing local sustainable tourism strategies.

This approach helps to make projects and communities sustainable because it assists local people to become articulate and confident, encourages local people to think long term and strategically. It promotes a holistic approach to the development of the area for tourism that is based on the strengths of the area and its people.

By using this approach, you will be able to assist individuals to identify commercial opportunities and to direct the efforts of agencies and authorities towards opportunities that enjoy the enthusiastic commitment of local people. It creates a "win win" situation because it benefits the community, the environment, the economy and the key partners. This will ensure that investments in the tourism industry are therefore of long-term value to the area.

Appendix 1

A Typology of Participation

Typology	Characteristics of Each Type
1. *Passive Participation*	People participate by being told what is going to happen or has already happened. It is a unilateral announcement by an administration or project management without listening to people's responses. The information being shared belongs only to external professionals.
2. *Participation in Information Giving*	People participate by answering questions posed by extractive researchers using questionnaire surveys or similar approaches. People do not have the opportunity to influence proceedings, as the findings of the research are neither shared nor checked for accuracy.
3. *Participation by Consultation*	People participate by being consulted, and external people listen to views. These external professionals define both problems and solutions, and may modify these in the light of people's responses. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views.
4. *Participation for Material Incentives*	People participate by providing resources, for example labour, in return for food, cash or other material incentives. Much on-farm research falls in this category, as farmers provide the fields but are not involved in the experimentation or the process of learning. It is very common to see this called participation, yet people have no stake in prolonging activities when the incentives end.
5. *Functional Participation*	People participate by forming groups to meet predetermined objectives related to the project, which can involve the development or promotion of externally initiated social organisation. Such involvement does not tend to be at early stages of project cycles or planning, but rather after major decisions have been made. These institutions tend to be dependent on external initiators and facilitators, but may become self-dependent.
6. *Interactive Participation*	People participate in joint analysis, which leads to action plans and the formation of new local institutions or the strengthening of existing ones. It tends to involve interdisciplinary methodologies that seek multiple perspectives and make use of systematic and structured learning processes. These groups take control over local decisions, and so people have a stake in maintaining structures or practices.
7. *Self-Mobilisation*	People participate by taking initiatives independent of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Such self-initiated mobilisation and collective action may or may not challenge existing inequitable distributions of wealth and power.

Source: Pretty (1994), adapted from Adnan et al (1992)

Appendix 2

Community Visioning

Workshop One: SWOT Analysis
Book a large comfortable room

You will need:
Several sheets of 'Large paper'
Several Flip chart pads
Marker pens (at least enough for everyone to have one each)
Biros (at least enough for everyone to have one each)
Plenty of Post it notes of different shapes and sizes
Sticky symbols (a different symbol for each group)
Name badges for everyone

Aim: The aims of this activity are to break down barriers, draw out a picture of any developments & changes within the community, undertake an audit of current picture, trends & issues and explore strengths, weaknesses, threats & opportunities.

Activity 1: Highlight key issues - introduce concept of SWOT analysis (45 mins)

- Where you identify STRENGTHS, build on them
- Where you identify WEAKNESSES, correct them
- Where you identify OPPORTUNITIES, exploit them
- Where you identify THREATS, protect against them

Activity 2: Weaknesses, Threats, Strengths, & Opportunities

Participants are asked to sit in groups of 6-8 people but working first as individuals, participants are asked to identify firstly 3 main *Weaknesses* about their community in the PRESENT day. Then they are asked to group their findings and discuss before moving on to *Threats* then *Strengths* and finally, *Opportunities*. After the final session on 'Opportunities' each group feeds back to the rest of the room. This is an important exercise – laying the foundation for the action planning process. Ensure people explore all aspects and commit their thoughts to paper.

Feedback: One person from each group is asked to present the groups findings (5 mins per group)

Activity 3: The exercise should be repeated looking specifically at tourism (30mins)

This table shows you some of the questions to ask when identifying strengths, weaknesses, threats and opportunities

Weaknesses What aspects constrain the tourism potential of the area?	Threats What could constrain or stop you achieving these opportunities?
Strengths What aspects of the area could be considered to be advantages? What special things about the area that you would wish visitors to know?	Opportunities What are the possible market openings for tourism? How can it be ensured that most of the money spent on tourism development and earned from tourists remains in the local economy?

Feedback: A representative of each group gives a summary of the group findings (3 mins)

Features: To enable every participant to make a contribution
In depth/individual/group work
Assessment of the true workings of the community
Encourage participants to start making connections between strengths & weaknesses – taking on responsibility
Engenders creative thinking and positive solutions & ideas

Watch out for… discussing points when participants should be working individually, not doing the whole task.

What Next?:
Before they leave:
encourage everyone to use post it notes supplied to put forward name & contact details for people who should attend Workshop 2 or may help in a particular way – skills, experience, knowledge etc.

Conclusion:
Be clear about:
Date, venue, time of next workshop.
Thank You's & Goodbyes
Between Workshops, if held separately, send out reminders!

Workshop 2: Community Skills and Resources Audit

Prepare as with Workshop 1

Aim: Finding out what members of the community can and would like to do, promote a better understanding of how opportunities can be developed, encourage a sense of ownership and desire to work together to develop the opportunities.

Exercises:

1. Skills and Interests Audit (including Businesses) (30 mins)

Activity: Flipchart sheets are posted around the walls, headed with a variety of skills such as 'Practical'; 'Artistic', Organisational' etc. Each sheet is divided into 'Skills I Have' and 'Training I Need', also include a chart for business interests. Participants are asked to circulate and to place their names under the appropriate headings for skills they have and training they require or their business interests.

Participants are then asked to study the completed sheets

2. *Presentation of findings of the resource audits that have been carried out of the area, followed by* matching strengths and opportunities identified in Workshop I to skills and resources within the community. (60 mins)

   Activity: Strengths and Opportunities details from Workshop I are posted on flip chart sheets around the walls. Participants are asked to sit in groups of 6-8 people. The groups study the strengths and opportunities, skills and training, and business sheets. They identify how they see opportunities can be developed generally and also for tourism - looking solely at tourism too soon could lead to some related opportunities being missed e.g. improving the shopping environment could lead to more tourists.

3. Some questions to consider:

   Where do we want to be?
   What could be developed for what recreational or tourism activities. What ancillary services and facilities are needed, and what marketing and promotion activities are needed?

   How are we going to get there?
   Can a clear plan of action be developed, it is important to be realistic.

   How quickly are we going to get there?
   The timing of development will depend on a host of local circumstances including, where the area is starting from, the availability of funding and the capacity within the local community

   How do we know when we have got there?
   It is important to identify aims and objectives from the outset

   How will we measure its success?
   It is important to identify indicators against which success can be measured

Are we addressing the needs of people with disabilities?
Under the Disability Discrimination Act (DDA) 1995 it is illegal to discriminate against people with disabilities by denying them access. Any provider of goods, facilities or services must make reasonable adjustments to their provision of information, their systems and procedures, and the physical nature of their premises to provide access for disabled people. Most access requirements can be met without high cost if they are built into the planning (such as the size of print on literature and information boards, gradients or hand rails). Widening access means you being able to cater for a wider percentage of the population. The Disability Rights Commission estimates that there are 8.6 million people in Britain with a spending power of £50 billion per annum.

Feedback: A member of each is asked to make a short presentation on the group findings (5 mins per group)

Activity: Framework for ideas development (45 mins)

Materials: Flip chart paper for each group with desert and canal drawn on them, several coloured marker pens for each group.

Each interest group is asked to choose one or two ideas from those raised under the theme of their choice and to go through an action planning process, using a series of questions (see below) and to report their findings at the end of the exercise:
- What resources are needed?
- What local strengths and opportunities can assist this idea?
- What are the main challenges and how can they be overcome?
- What can be done locally towards the project?
- Who else can help?
- What action needs to be taken and when?

Features:
- Self selecting themed small groups
- Complex work to match activities and resources to skills and opportunities
- Prioritises actions to be taken
- Encourages both creative thinking and practical project planning
- Provides a common framework for designing and presenting action plans

Feedback: One person from each group to present summary of findings (3 mins per group)

What Next: Participants should be asked to sign up for the interest groups to become working groups to take the ideas forward into the development of the action plan.

What Next?: Put flip chart paper around walls with names of potential working groups on the top. Encourage participants to commit to taking action and sign up to working groups e.g. environment, walking, heritage & history, hospitality, festivals and events, wider business opportunities etc.

Be clear about future process.

Workshop 3: Plugging the Leaks

Awareness Raising

Activity:
Welcome and introductions
Setting the scene (30 mins)

GROUP ACTIVITIES

Activity: *The Leaky Bucket*
Strengthening the local
economy
(30 mins)

Materials Required: 1 flip chart
sheet with leaky bucket drawn on it
per group, square and round post
its, biros and marker pens.

Participants sit in groups of 6-8 and are asked to think of their local area economy as a
leaky bucket. Money flows in - and money flows out. The problem in weak economies is
that the money frequently leaves the area as soon as it comes in.

Where Does the Money Come From? – Introduce the Tourism Investment Chain

Tourism Investment Chain

- infrastructure/local resources
    - (building/landscaping/access provision)
- publicity/information provision
    - (printing/writing/design)
- advertising/marketing
    - (design advice)
- accommodation availability
    - (conversion, upgrading)
- activities/interests
    - (quality, quantity, accessibility)
- shopping
    - (gifts/crafts/food/local products)
- eating out
    - (local products)
- sale of holidays/advertising
    - (brochures, internet, telephone etc)

Participants work individually first of all. With particular regard to the tourism chain, they think about who and what organisations invests in it, the way money enters the area that could fund this investment (this could be very wide, from government to private savings). They write each main source of income on a *Post-It* note - one item per note please!

Post-It notes are placed above the bucket drawn on the flip chart. Participants discuss and agree the main sources of potential income into wider tourism related activities - then group the notes together under common themes.

Where Does the Money Go?

Remaining in groups but working individually first of all, participants think about things on which, money linked to tourism in the widest sense, is spent on, or could be spent on, that are outside the local area e.g. shopping elsewhere or gifts from Hong Kong, printing undertaken elsewhere, profits to hotel chains owned outside the area.

Limit the leaks to FIVE each - so if there are have more than five, participants will need to prioritise.   Each leak is written on a separate *Post-It* note.

The *Post-It* notes are place below the bucket drawn on the flip chart. Participants discuss and agree the main leaks of spend relating to tourism from the local economy – then group the notes together under common themes.

Feedback: Choose one person from each group to present the flows and leaks to the rest of the workshop participants.

Planning the next steps

Activity: Identifying plugs and creating a plug tree (60 mins)

Materials required: Flip chart paper, post its, and markers, per group, large 2m x 2m white sheet of paper on wall with an outline of a tree with branches drawn on it.

Set up groups around the potential tourism development themes which have generated the most interest in the leaky bucket exercise.

Each member should write leak-plugging ideas onto the post its (one per idea) and then place on flip chart paper for discussion.

Groups should then discuss leak-plugging ideas in more detail

The purpose of this activity is to get a clearer idea of how the leak-plugging ideas could be implemented.

Depending on the time available, this activity could be repeated so that each group can look at more than one theme.

Feedback: (5 mins per group)
One member from each working group will give brief feedback to the main group on the outcomes of the discussion

Whilst this activity is taking place a facilitator draws large circles on the tree branches with one main theme in each circle. At the end of the session, all of the post it ideas are grouped into the themes on the plug tree by all participants.

Group feedback and review of session

Homework: *Spreading the word, involve more people for the next session*

Workshop 4: Irrigating the Desert

Activity: Irrigating the Desert
                Adding value to the local economy through tourism

                Translating Ideas into Action (60 mins)

NB   *Put on the wall the Plug Tree from the previous session*

Aim: Creating a realistic plan for concrete action to ensure maximum local benefit from the tourism initiative.

Materials: Flip chart paper for each group with desert and canal drawn on them, several coloured marker pens for each group.

Interest group ideas and themes are posted around the room, based on findings to date. Participants are asked to form interest groups around these.

Preparing the Central Irrigation Channel

The groups are asked to imagine that each major flow of income/people/activity into the local area economy is like a main irrigation channel. The banks of the channel become green as the water flows in, but the rest of the area remains dry and barren. Smaller channels from the main flow will need to be dug to ensure that the rest of the area becomes green and fertile.

Each group identifies the potential flows or plugs into the local area economy based on their interests and the information from leaky buckets, one flow is looked at at a time. Some groups may wish to carry out the exercise more than once to look at separate flows. Each group should label its central irrigation channel with the inflow.

Digging Mini Irrigation Channels

Each group discusses and agrees ways to bring about more local re-spend of the money entering the local economy through the major inflow.

The group draws mini irrigation channels onto the flip chart - one per idea - and labels each channel.

They are asked to think about what would be needed to bring about the local re-spend - for example, purchase of local services, training, marketing, time or money. These can be thought of as the spades that would be needed to dig irrigation channels.   They write these ideas onto different coloured *Post-It* notes and place these on and around the relevant irrigation channel.

Watch Out For: Very large groups, group domination, not taking responsibility.

Feedback: Choose one person from each group to present its ideas for irrigation channels to the rest of the workshop participants (5 mins each group).

What Next?: This work will be incorporated into the Draft Action Plan and the working groups will continue meeting to develop the ideas.

Appendix 3

Training Programme Suggestions

One-Day/Taster Programmes

■ **Developing Your Guesthouse/B&B**

Purpose
- To increase the capacity of all-season, low-impact accommodation for visitors in current non-tourist areas by encouraging existing and potential service providers to start/further develop guesthouse/B&B facilities.

Course Delivery & Content
- Professional and best-practice advice from agencies and individuals - brought together in a one-day seminar
- To provide an overview of support available locally and nationally and what you need to get started/move on.
- It covers: Your Property; You & Your Family; Planning & Legal Requirements; Having the Right Equipment.
- How Much Do I Charge; Marketing & Advertising; Dealing with Customers; Business Support – Local & National and Best Practice Speakers.

■ **Green Awareness**

Programme Objective
- To raise awareness amongst existing and potential tourism service providers of growth market, walking and cycling opportunities for the provision of services/facilities linked to sustainable transport.

Course Delivery & Content
- One-day seminar comprising professional advice on growth markets i.e. walking and cycling, linked to sustainable transport including
- Market research data,
- Local transport
- Infrastructure
- Interpretation initiatives and information provision
- Details of relevant national accreditation schemes.

- **Greening Your Business**

  Programme Objective
  - To provide opportunity for additional tourism businesses in Pembrokeshire to improve their economic and environmental sustainability and to join a wider network of 'green' tourism businesses across Pembrokeshire.

  Course Content
  - An intensive one-day adaptation of the module 'Greening Your Business' programme, the aim of which was to raise awareness of the benefits of 'green' tourism; give advice on environmental good practice, cost saving techniques and accreditation/grant availability – as well as to look at networking/joint marketing opportunities.

- **'Surveying & Editing' Seminar for Community Representatives/Groups**

  Programme Objective
  - To equip community representatives/groups with the necessary skills to undertake rights of way survey work in order that they can provide information necessary for public authorities to commission enhancement work and to produce interpretative material to Fieldfare Trust standards.

  Delivery & Content
  - Participants should be briefed on the requirements of both the relevant public authorities in commissioning rights of way enhancement work and of the recommendations of the Fieldfare Trust in producing countryside interpretation material to meet the needs of people of all abilities. Participants should also be offered the opportunity to accompany a local authority officer on a demonstration survey.

More Intensive Courses

Once people have experienced the value of training they are happy to embark on longer sessions. If at all possible, link training to a small grant scheme. This encourages participants to immediately put into practice what they have learned.

- **QUEST (Quality, Uniqueness, Enhancement, Strategic Planning & Training in Management)**

    Programme Objectives
    - To encourage existing businesses to develop complementary business plans, which when implemented will significantly enhance the area and help achieve an increase in revenue from tourism.
    - To develop professional business and management practice. This will ensure successful management and development of those plans, and will enable businesses to compete effectively and profitably into the 21st century.

    Course Delivery & Content
    - Diagnostic Review,
    - IT Diagnostic Review,
    - 3 day Business Planning Seminar,
    - Consultancy/Specialist Advice,
    - Introduction to Marketing,
    - 2 day Marketing Seminar,
    - 2 day Sales & Promotion Techniques Seminar,
    - Welcome Host – Manager Course,
    - Review of Business with Application for Grant Assistance

- **'Greening Your Business' Training & Small Grant Scheme**

    Programme(s) Objectives
    - 'Green' a network of tourism businesses
    - Improve their economic and environmental sustainability
    - Contribute to the overall improvement in the environment
    - Develop an innovative tourism marketing opportunity.

    Course Delivery & Content
    - Deliver the course to groups of tourism service providers through a series of seminars.

    Aim
    - To raise awareness of the benefits of 'green' tourism;
    - Give advice on environmental good practice and cost saving techniques,
    - Identify marketing opportunities.

Experts in the field of environmental issues should be guest speakers throughout the programme to deliver particular seminars and facilitate discussions. Each business must be encouraged to undergo an individual environmental audit, which forms the basis of an Environmental Action Plan. Environmental Action Plans can then be used to access any appropriate grant funding.

- **'Inclusive Tourism for All Training & Small Grant Scheme**

Programme Objectives
- Raise awareness of 'real' rather than perceived needs of people with disabilities and potential of this 'market'.
- Improve the economic sustainability for tourism SMEs by providing higher level skills for owners/managers and key workers in understanding the needs of customers with disabilities, in response to legislative changes and identified market opportunities.

Course Delivery & Content
- Experts in the field of inclusive issues should be used as guest speakers throughout the programme to deliver particular seminars and facilitate discussions.

Module 1 - An Introduction to Inclusive Tourism
Issues and Benefits of Inclusive Tourism
Define 'Disability'
Explore Discrimination
The Disability Discrimination Act 1995 – how does this affect you?

Module 2 - Individual Business Audit
Each business should be encouraged to undergo an individual 'inclusivity' audit, which formed the basis of an Access Statement and Inclusive Action Plan. Inclusive Action Plans were then used to access any appropriate grant funding.

Module 3 - The Practical Issues and Experiences
Sensory Impairment
Language and Service Etiquette
Guest Speakers and their experiences and views

Module 4 - Practical Issues of Access and Marketing
National Accessibility Scheme
Welcome Host –'Service For All'
Creating Your Access Statement/Inclusive Action Plan
Your Inclusive Action Plan and Grant Eligibility

- **Marketing Programme**

  Module 1
  – House Rules
  – Introduction – Personal Introduction
  – What is Marketing - Definition
  – 3 Stages in Tourism Marketing

  Module 2
  – Issues in Services Marketing – "What Can Hotels Learn From…..
  – The Marketing System

  Module 3
  – The Market and Its Segments
  – The Tourism Marketing Overview
  – Marketing Segmentation Explained

  Module 4
  – Product
      ~ Concepts of Product Features, Advantages and Consumer Benefits
      ~ The USP of Products
      ~ The Elements of a Product
      ~ The Product Audit
      ~ The Product Life Cycle
      ~ The New Product Development Process
      ~ Why Products Fail

  Module 5
  – Promotion
      ~ Advertising
      ~ How to Place Your Print Medium Advert
      ~ Brochure and Sales Support Materials
      ~ What Are The Main Characteristics of a Brochure

  Module 6
  – Direct Marketing – What Is It?
  – Elements of Advert Marketing
  – Building Customer Loyalty
  – Selling – Explain The Product

  Module 7
  – Public Relations
  – Objectives of PR
  – Who Is The Public?

  Module 8
  – Pricing
  – Place

- ### Sense of Place

Programme Objectives
- To raise awareness amongst existing and potential tourism enterprises of the opportunity to create higher value, more sustainable forms of tourism by linking into the distinctive activities and interpretations (e.g events, festivals, heritage leaflets, themed walks, arts, crafts and food/drink products) of their local communities.
- The seminars should also serve to animate the contents of the Wales Tourist Board's 'Sense of Place' Toolkit.

Course Delivery & Content
- A series of awareness raising seminars/tours/visits should be delivered by local community representatives and professionals.

Module 1 - Introduction Evening
This should provided an overview of community activities and interpretation, including events, festivals, heritage leaflets, themed walks – which tourism businesses can link into in order to provide visitors with a more stimulating, authentic experience. It should also provide a synopsis of forthcoming seminars and an introduction to the Wales Tourist Board's 'Sense of Place Toolkit'.

Module 2 - Be Seen, Be Heard in Welsh
This seminar should be facilitated by an appropriate welsh language promotional organisation e.g. Menter Iaith and provide an overview of simple ways that tourism businesses can engage with the Welsh language, to the benefit of visitors - whatever their personal level of understanding. Information on financial assistance available to businesses wishing to promote their services bilingually should also be given.

Module 3 - The Big County Tour
A local representative of the Blue Badge Guide Association if available should be approached and asked to develop and run a tour which would allow tourism service providers to uncover some of the area's lesser known communities and the ways in which local heritage, culture and environment has been interpreted.

Module 4 - Locally Inspired Interiors, Arts & Crafts
A local interior designer/curator can be commissioned to explore ways in which a 'Sense of Place' could be interpreted in interiors and how interiors of premises can provide the ideal backdrop against which to showcase the works of local artists – whether this be visual, art, music, literature or local crafts. The works of many artists/craftsmen should be identified and the seminar supplemented by visit to local producers.

Module 5 - Come Outside: Unique Natural & Built Environment
A local architect and landscape architect should be commissioned to present their interpretations of a 'Sense of Place'. Both should be encouraged to give visually stunning presentations – highlighting many of the very contrasting but often small, overlooked things that give the area its unique 'feel'. The seminar should be supplemented to an afternoon visit to community has been involved in the consolidation and interpretation of a small locally important heritage structures.

Module 6 - The Local Larder – Food & Drink
This seminar should be developed in association with appropriate food experts and organisers of local food festivals if possible. It should highlight the volume and quality of local produce and practical ways in which this could be incorporate this into menus. Venues should be chosen to exemplify best practice in this respect. The seminar should be supplemented by a visit to a local producer.

A Format for a Festival Management Training Programme

Four two-hour sessions to take place on one evening per week for four consecutive weeks. The sessions to be led by practitioners with expertise in various fields as follows:

- **Planning Events & Festivals**
  - Getting Started
  - Planning
  - Planning Schedules
  - Checklists
  - Case Study

- **Funding**
  - Budgeting
  - Funding Applications
  - Commercial Sponsorship
  - Useful Contacts

- **Publicity & Promotion**
  - How to Get Publicity
  - Media Relations
  - Promotion and Advertising
  - Bilingualism
  - Useful Contacts
  - Case Study

- **Licences, Byelaws & The Local Authority**
  - Public Entertainments Licence
  - Theatre and Cinema Licences
  - Drink and Gambling
  - Who to Contact
  - Pembrokeshire County Council Public Entertainments Factsheet

- **Events For Children**
  - Child Protection Policy
  - Duty of Care
  - Signing-in and Supervision
  - Use of Photographs
  - Lost Children
  - Further Information
  - Case Study

- **Risk Assessment**
  - What is Risk Assessment?
  - How to Write a Risk Assessment

- **Some Final Thoughts**
  - Wet Weather Contingencies
  - Roles and Responsibilities
  - Stewards
  - Volunteers
  - Paid Staff
  - Power Supply

- **Model Forms & Documents**
  - Event Plan
  - Event Planning Chart
  - Event task schedule
  - Production Schedule
  - Overview of Child Protection Issues and Guidelines
  - Children's Workshop Notice

Appendix 4

The Tourism Investment Chain

Pre visit image / messages

↓

Pre visit information

↓

Making bookings

↓

Journey to destination

↓

Initial welcome

↓

Information in destination

↓

Places to stay

↓

Places to eat

↓

Attractions and amenities

↓

Infrastructure and environment

↓

Farewell and return journey

↓

After visit contact and memories

Appendix 5

Contact Details for Sources of Support and Other Organisations Mentioned in the Text

Sources of support and other organisations mentioned in the text:

European Organisations
European Commission

National Organisations – UK
Disability Rights Commission
DCR Helpline
FREEPOST MID02164
Stratford on Avon
CV37 9BR
Tel: 08457 622 633
Textphone: 08457 622 644
Fax: 08457 778 878

Fieldfare Trust
67A The Wicker
Sheffield
South Yorkshire
S3 8HT
Tel: 0114 270 1668
Fax: 0114 276 7900

New Economics Foundation

National Organisations - Wales
Agri-Food Partnership (WDA Food Directorate) www.wda.co.uk
Arena Network
Arts Council of Wales www.ccc-acw.org.uk
CADW www.cadw.wales.gov.uk
Countryside Council for Wales www.ccw.gov.uk
Environment Wales
Mentrau Iaith Cymru www.mentrau-iaith.com
Sustrans, Cymru
Tourism Training Forum for Wales
Welcome Host
Wales Tourist Board www.visitwales.com
Welsh Language Board www.bwrdd-yr-iaith.org.uk
Welsh Wildlife Trusts mbond@wilfelifetrusts.freeserve.co.uk

Regional Organisations – Wales
Regional Tourism Partnerships

Local Organisations – Wales
Colleges/Universities
Enterprise Agencies
Local Authorities
Training Agencies

Publications

European
EU Directorate-General Tourism Unit's 'Towards Quality Tourism – Integrated Quality
Management of Tourism Destinations' 1999

National – Wales
National Assembly Government www.wales.gov.uk
Department of Culture, Media & Sport ' Tomorrow's Document'
Report of the Working Party on Countryside Tourism to the Welsh Assembly Government,
'Action Plan for the Countryside Experience'
Wales Tourist Board www.wtbonline.gov.uk
10 Year Strategy 2000-2010, 'Achieving Our Potential'
'Angling for Growth', A fishing tourism development strategy for Wales, 2002
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