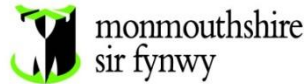


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 1 October 2025

Notice of Special meeting :

Place Scrutiny Committee

Thursday, 9th October, 2025 at 2.00 pm,
The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA with remote attendance

AGENDA

Item No	Item	Pages
1.	Apologies for absence.	
2.	Declarations of Interest	
3.	Public Open Forum	
4.	Confirmation the minutes of the meeting held on 25th September 2025	To Follow
5.	Destination Management Plan To conduct pre-decision scrutiny.	1 - 54
6.	Litter and Flytipping To scrutinise measures to reduce litter and fly tipping.	55 - 64
7.	Next Meeting: 6th November 2025	

Paul Matthews

Chief Executive

**MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY**

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Louise Brown	Shirenewton;	Welsh Conservative Party
County Councillor Emma Bryn	Wyesham;	Independent Group
County Councillor Tomos Dafydd Davies	Llanfoist & Govilon;	Welsh Conservative Party
County Councillor Lisa Dymock	Portskewett;	Welsh Conservative Party
County Councillor Jane Lucas	Osbaston;	Welsh Conservative Party
County Councillor Jackie Strong	Caldicot Cross;	Welsh Labour/Llafur Cymru
County Councillor Tudor Thomas	Park;	Welsh Labour/Llafur Cymru
County Councillor John Crook	Magor East with Undy;	Welsh Labour/Llafur Cymru
County Councillor Martyn Groucutt	Lansdown;	Welsh Labour/Llafur Cymru

Public Information

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

Welsh Language

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Public Speaking

Our Scrutiny Committee meetings are live streamed and a link to the live stream will be available on the meeting page of the Monmouthshire County Council [website](#)

If you would like to speak under the Public Open Forum at an upcoming meeting you will need to give three working days' notice in advance of the meeting by contacting Scrutiny@monmouthshire.gov.uk

The amount of time afforded to each member of the public to speak is at the Chair's discretion, but to enable us to accommodate multiple speakers we ask that contributions be no longer than 3 minutes.

Alternatively, if you would like to submit a written, audio or video representation, please contact the team via the same email address to arrange this. The deadline for submitting representations to the Council is 5pm three clear working days in advance of the meeting. If combined representations received exceed 30 minutes, a selection of these based on theme will be shared at the meeting. All representations received will be made available to councillors prior to the meeting.

If you would like to suggest future topics for scrutiny by one of our Scrutiny Committees, please do so by emailing Scrutiny@monmouthshire.gov.uk

Aims and Values of Monmouthshire County Council

Our purpose

To become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life.

Objectives we are working towards

- Fair place to live where the effects of inequality and poverty have been reduced.
- Green place to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency.
- Thriving and ambitious place, where there are vibrant town centres and where businesses can grow and develop.
- Safe place to live where people have a home where they feel secure in.
- Connected place where people feel part of a community and are valued.
- Learning place where everybody has the opportunity to reach their potential.

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Kindness: We will show kindness to all those we work with putting the importance of relationships and the connections we have with one another at the heart of all interactions.

Monmouthshire Scrutiny Question Guide

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
 2. What is the Committee's role and what outcome do Members want to achieve?
 3. Is there sufficient information to achieve this? If not, who could provide this?
- Agree the order of questioning and which Members will lead
 - Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?
2. How does performance compare with other councils/other service providers? Is it better/worse? Why?
3. How does performance compare with set targets? Is it better/worse? Why?
4. How were performance targets set? Are they challenging enough/realistic?
5. How do service users/the public/partners view the performance of the service?
6. Have there been any recent audit and inspections? What were the findings?
7. How does the service contribute to the achievement of corporate objectives?
8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? What consultation has been undertaken? Did the consultation process comply with the Gunning Principles? Do stakeholders believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works? Does the policy relate to an area where there is a lack of published research or other evidence?
6. Does the policy relate to an area where there are known inequalities?
7. Does this policy align to our corporate

	<p>objectives, as defined in our corporate plan? Does it adhere to our Welsh Language Standards?</p> <p>8. Have all relevant sustainable development, equalities and safeguarding implications</p> <p>9. been taken into consideration? For example, what are the procedures that need to be in place to protect children?</p> <p>10.</p> <p>11. How much will this cost to implement and what funding source has been identified?</p> <p>12.</p> <p>13. How will performance of the policy be measured and the impact evaluated</p>
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General Questions:

Empowering Communities

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?
- Is the service working with citizens to explain the role of different partners in delivering the service, and managing expectations?
- Is there a framework and proportionate process in place for collective performance assessment, including from a citizen's perspective, and do you have accountability arrangements to support this?
- Has an Equality Impact Assessment been carried out? If so, can the Leader and Cabinet/Senior Officers provide members with copies and a detailed explanation of the EQIA conducted in respect of these proposals?
- Can the Leader and Cabinet/Senior Officers assure members that these proposals comply with Equality and Human Rights legislation? Do the proposals comply with the Local Authority's Strategic Equality Plan?

Service Demands

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?
- Have you identified and considered the long-term trends that might affect your service area, what impact these trends could have on your service/your service could have on these trends, and what is being done in response?

Financial Planning

- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

Making savings and generating income

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income?
- Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

Questions to ask within a year of the decision:

- Were the intended outcomes of the proposal achieved or were there other results?
- Were the impacts confined to the group you initially thought would be affected i.e. older people, or were others affected e.g. people with disabilities, parents with young children?
- Is the decision still the right decision or do adjustments need to be made?

Questions for the Committee to conclude...

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...

Agree further actions to be undertaken within a timescale/future monitoring report...

SUBJECT:	MONMOUTHSHIRE'S DRAFT DESTINATION MANAGEMENT PLAN 2025-30
MEETING:	PLACE SCRUTINY COMMITTEE
DATE:	THURSDAY 9th OCTOBER 2025
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

To seek approval of Monmouthshire's Draft Destination Management Plan 2025-2030 and proposed Destination Management Partnership arrangements.

2. RECOMMENDATIONS:

That Place Scrutiny Committee scrutinises Monmouthshire's Draft Destination Management Plan 2025-2030 and proposed partnership arrangements and provides feedback before the Plan goes to Cabinet on 19th November 2025.

3. KEY ISSUES:

Tourism delivers a wide range of benefits for Monmouthshire, including the generation of visitor spend to support rural services and high streets, to maintain local heritage, and to sustain an interesting programme of events, experiences and year-round employment opportunities for the benefit of locals. In addition, place branding has a significant impact on the way the area is perceived by residents and visitors, and these perceptions affect quality of life for citizens and the area's attractiveness for investment.

Anian Ltd was commissioned in August 2024 to review and renew Monmouthshire's Destination Management Plan, the strategic plan which drives tourism development, management and marketing of the destination. Monmouthshire's previous Destination Management Plan ran to 2020 when Covid hit.

The new draft Plan is based on in-depth research and collaboration with a wide range of local and national partners. It aims to drive sustainable growth through a more regenerative approach (and better alignment with the Council's Community and Corporate Plan) within the context of a fast-changing policy environment, which includes legislation to enable the potential future introduction of a visitor levy and statutory registration of visitor accommodation. (While the introduction of a visitor levy is a possibility in the future, the MCC Cabinet has confirmed that Monmouthshire will not be an early adopter of the levy). The Plan has also been shaped by insights from successful destinations and partnerships from comparable areas across the UK and overseas.

96 stakeholders were engaged directly in the development of the draft Plan to ensure that while the Plan is informed by the market, it has been shaped by local people and businesses (including

12 MCC councillors and officers, 18 key industry representatives and leaders, and 9 representatives from partner bodies and organisations). In addition, 155 residents, 61 businesses and 80 visitors completed the online survey. The draft Plan was presented to the key stakeholder group via an online Teams call on 14th May 2025 and was received positively.

While the development of the Plan has been led by Monmouthshire County Council, it's been designed to provide a common direction for all public, private and third sector organisations with an interest in nurturing tourism in Monmouthshire to bring positive benefits to our communities, and to guide all tourism investment in the county.

In 2024, 2.28 million visitors came to Monmouthshire, spending 3.53m visitor days in the county, generating more than £352 million benefit for the local economy, and supporting 3,422 full time equivalent (FTE) jobs (approximately 15% of Monmouthshire jobs) with 78% of the economic impact of tourism coming from staying visitors.

There has been strong and sustained growth in tourism in Monmouthshire over the last ten years with a 28% real terms increase in the value of tourism since 2015. Monmouthshire recovered faster from the pandemic than other parts of the South East Wales region and has significantly outperformed region-wide growth levels over that same period.

This growth was mostly driven by a surge in non-serviced accommodation, including a 121% increase in self-catering provision. In 2024, however recovery of Monmouthshire's serviced sector helped maintain economic growth. Most of the direct economic impact comes from accommodation, followed by food and drink.

2024 and the start of 2025 have been more challenging for the industry, but as an established, accessible and high-quality destination, there is clear capacity for ongoing growth focused on year-round high spending visitors. And the results of our resident survey show that our communities support future tourism growth, and that they are welcoming and optimistic about tourism's role in enhancing the environment, towns and quality of life.

Tourism is however a globally competitive industry, and there is a need to continue to work hard to ensure Monmouthshire remains competitive and that it appeals to future generations of visitors. The Plan's guiding purpose is for Monmouthshire to become a blueprint for next generation regenerative rural destinations. And to become the most inspiring, connected and liveable place to stay, invest and work so that by 2030 Monmouthshire is Wales's stand-out rural destination, rich in imaginative experiences and cultural vibrancy.

The Plan identifies the following wide range of wealth and wellbeing benefits as strategic objectives to grow business, resident and visitor satisfaction with the destination, to ensure tourism works for everyone in Monmouthshire:

:

- Economic Growth: 25% real terms increase in value and jobs over the life of the Plan.
- Improved Infrastructure: Better basics like transport, signage, and facilities.
- Vibrant Culture: More cultural opportunities and civic pride.
- Enhanced Experiences: High-quality, place-based experiences.
- Environmental Protection: a zero-carbon tourism pathway and responsible access.

Three key priorities are identified for achieving these strategic objectives, which are aligned with Visit Wales' core product themes and which inform proposed product and marketing priorities:

- Revitalising the County's characterful towns and villages through high quality tourism
- Reigniting its natural landscapes with activity and adventure, in ways that are sensitive and creative
- Developing imaginative experiences with a distinctive sense of place, that enrich our quality of life

All three priorities aim to drive a more vibrant and youthful place brand, designed to support the Council's vision to ensure Monmouthshire's communities are socially and economically sustainable by attracting and retaining younger people to rebalance the County's ageing demographic. All experiences being held together with a 'Monmouthshire-Made' value proposition celebrating Monmouthshire's unique sense of place and creative energy.

Six drivers of growth are highlighted in the Plan, three of which – seasonality, spend and spread – are taken from Welsh Government's tourism strategy, with three additional drivers specific to Monmouthshire – stand out, stay and sense of place. With four enablers of delivery identified as partnership marketing, strong support structures, sustainable and inclusive delivery, and creativity and innovation.

It's proposed that Monmouthshire County Council will support the Plan in two ways: coordinating and overseeing the delivery of the Destination Management Plan through the Destination Management Partnership; and by taking a cross-authority approach to deliver the Plan's key priorities harnessing all available levers from policy to planning and placemaking. To stand out and compete in an ever-changing marketplace, it's more important than ever to work together to deliver impactful experiences that inspire both visitors and locals.

The UK domestic market is identified as the primary market, accounting for approximately 90% of visitors to Wales. While there has been decline in this market in recent years for a variety of reasons (including weather and the cost of living crisis), 80% of recently surveyed UK residents stated an intention to take an overnight domestic trip within the next 12 months and over 40 million people live within 3-4 hours of Monmouthshire. Attracting and inspiring local residents (including families and young people to experience what's on offer locally) is also fundamental to the regenerative approach proposed although Monmouthshire is also well placed to attract and capitalise on international visitors.

The Plan identifies the following specific opportunities to strengthen Monmouthshire's existing product offer, and to breathe new life into its inherent strengths in relation to:

- Its characterful market towns and colourful villages
- The great outdoors
- Destination defining accommodation
- Signature and year-round events
- Gastronomy and food and drink
- Boutique and unique experiences
- Creative industries and inspiration
- Better basics

Monmouthshire's product offer is currently a good fit for four of Visit Wales's key target segments: Pre family explorers, Active family Explorers, Scenic Explorer Couples and Older Cultural Explorer Couples. And there is potential to grow younger Independent Explorer cohorts. There is also scope to target specific niche growth audiences, including specialist hiking, road cycling, golf, water sports, fishing, equestrian and garden markets with innovative products and marketing.

Monmouthshire also offers a wide range of innovative high quality wedding venues that lead the industry at UK level. These help to sustain other accommodation and service providers and there's scope to do more to repeat staying visits via coordinated retargeting, direct marketing and cross-promotions.

Improved transport networks provide opportunities to position the area as an attractive corporate base for those working in the wider region. There's also an opportunity to re-establish strategic relations between the area's key accommodation and experience providers, especially those located along the M4 corridor and ICC Wales. Monmouthshire also offers unique experiences within the region for rural and wellbeing-orientated team building, partner programmes and incentives.

The Plan has been developed to capitalise on global tourism trends and to complement and align with a broad range of national, regional and Monmouthshire specific strategies impacting the destination's future. These include the national tourism strategy 'Welcome to Wales: Priorities for the Visitor Economy 2020 – 2025', Monmouthshire's Community & Corporate Plan, Monmouthshire's Draft Replacement Local Development Plan, Monmouthshire's Economy, Employment & Skills Strategy and Monmouthshire's Rivers and Oceans Action Plan.

To support delivery of the Plan, it's proposed that the Council establish a strengthened Destination Management Partnership, empowered and resourced to make a difference. The Partnership will meet quarterly and will be chaired by a member of MCC's Cabinet. It will include a cross section of public, private and third sector partners and report regularly to the South East Wales Tourism Forum. The Destination Management team will continue to engage with local tourism associations with the aim of gradually rebalancing the model so the Destination Management Partnership becomes the strategic group, underpinned by a network of strong tourism associations overseeing the Plan's delivery by 2030.

4. INTEGRATED IMPACT ASSESSMENT, (includes equality, future generations, social justice, safeguarding and corporate parenting).

Integrated Impact Assessment attached.

5. OPTIONS APPRAISAL

Tourism contributes significantly to objectives within Monmouthshire's Community & Corporate Plan. Monmouthshire's approved Destination Management Plan is out of date and a new plan is required to capitalise on current opportunities for growth within the context of a fast-changing policy landscape. Monmouthshire's Draft Destination Management Plan has been developed to respond to the area's unique opportunities to grow regenerative tourism for the benefit of everyone in Monmouthshire. There is however an option NOT to have a Destination

Management Plan in the future and for the Destination Management team to continue to work with individual businesses, and with regional and national structures to support the sector. This would inevitably mean less co-ordination and less opportunity for engagement with partners to drive a more regenerative approach, or to maximise inward investment and the benefits of strategic/whole-authority working.

6. EVALUATION CRITERIA

The baseline for evaluating performance against a wide range of economic and wellbeing objectives will be set by the Destination Management Partnership when established. It's proposed that progress on delivery will be reported on a regular basis to the South East Wales Tourism Forum.

7. REASONS:

Monmouthshire's Draft Destination Management Plan is presented for approval.

8. RESOURCE IMPLICATIONS:

Monmouthshire's draft Destination Management Plan includes both funded and unfunded opportunities. There are no resource implications at this time.

9. CONSULTEES:

Destination stakeholder group and Lead Portfolio Cabinet Member.

10. BACKGROUND PAPERS:

[Monmouthshire's Draft Destination Management Plan](#)

11. AUTHOR: Nicola Edwards, J/S Destination Manager

12. CONTACT DETAILS:

Tel: 01633 644847

E-mail: nicolaedwards@monmouthshire.gov.uk

PLAN ON A PAGE

Here's a one-page summary of the detailed Plan that follows:

Purpose

Monmouthshire is the birthplace of British tourism and now we're shaping its future.

Our guiding purpose: to become a blueprint for next generation regenerative rural destinations.

The most inspiring, connected and welcoming place in Wales to stay, invest and live.

Ambition 2030

By 2030 we want to be Wales's stand-out rural destination. A place of imaginative experiences and characterful places to eat, drink, and stay – rich in sense of place. We'll celebrate Monmouthshire's creative energy: encouraging the next generation to get inspired, get involved, and shape the future.

Aim

We'll bring vibrancy to our high streets, adventure to our landscapes, and confidence to our communities through more and better tourism that celebrates and enriches our quality of life.

Objectives

Economic growth	Improved infrastructure	Vibrant culture	Enhanced experiences	Environmental protection
Economic growth. More private sector investment.	Sense of arrival. Better basics.	Community participation. Improved civic pride.	Signature experiences. Keynote places to stay.	Improved visitor awareness & behaviour. Public transport use.

Visitor, business and resident satisfaction with tourism.

Future Growth Markets: Wider UK and International Markets

Local residents , including families and young people.	Independent Explorers from within 2hrs – encouraging longer-stays.	New visitor markets from across the UK and beyond , including younger cohorts.
---------------------------------------------------------------	---------------------------------------------------------------------------	---------------------------------------------------------------------------------------

Special interest markets:

Outdoor Activities; Equestrian; Gardens; Weddings; Corporate.

Proposition

Monmouthshire-made experiences that are uniquely local, but international in quality.

Vibrant communities	Natural adventure	Inspiring culture
Creative spirit – a place of inspiration.		

Drivers

Stand out	Stay	Sense of Place
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Priorities

Vibrant Places Integrated placemaking. Better basics – including connectivity. Living cultural heritage.	Active Landscapes for healthy lifestyles A walking and cycling county. A boosted activity sector. Promoting responsible tourism.	Enriching Experiences Monmouthshire-made experiences and events. High-quality accommodation. Showcasing local produce.
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Enablers

Brand marketing	Strong support structures	Sustainable and inclusive delivery
Creativity and originality		



*Her east-west flanks, one dark, one sunlit,
her vernacular of borders.*

*Her weight, the unspoken words
of an unlearned tongue.*

Owen Sheers — Skirrid Fawr, 2005

View of the Skirrid.
Molyneux Associates Photography.

CONTENTS

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39	Purpose, Ambition 2030, Aim
40	Objectives
42	Growth Markets
46	Proposition
47	Drivers
48	Priorities
59	Enablers

Cover:
Campfire at Hidden Valley Yurts.
Callum Baker.

Design by:
Height Studio

natural adventure

Our outstanding natural environment is made for accessible adventures: a place to chase the Wye and Usk by foot and by water. A launch-point for hiking Bannau Brycheiniog, wild swimming in ponds and lakes, twitching on the Gwent Levels, and SUPing Llandegfedd Lake. It's vital that we promote it – to protect it.

Keeper's Pond.
Shutterstock.com

EXECUTIVE SUMMARY

Monmouthshire’s Destination Management Plan is based on in-depth research and has been produced in collaboration with a wide range of local and national partners. It sets out a clear direction for the future, as well as an ambition and roadmap for developing the visitor economy within the county to 2030.

Monmouthshire is the birthplace of British tourism, and now we want to shape its future. Our guiding purpose: to become a blueprint for a new generation of regenerative rural destinations. And the most inspiring, connected and welcoming place in Wales to stay, invest and live.

We want to deliver three strategic priorities to help make that a reality. They all support Monmouthshire County Council’s broader socio-economic aims and align with Welsh Government’s tourism and future generation goals. Through this Plan we seek to:

- Page 12

1

Revitalise the county’s characterful towns and villages through high-quality tourism.
- 2

Reignite our natural landscapes with activity and adventure, in ways that are sensitive and creative.
- 3

Develop imaginative experiences with a distinctive sense of place that enrich our quality of life.

All driving a more vibrant and youthful place brand.

Delivered as part of a wider regeneration and placemaking agenda and through widespread collaboration, proactive innovation and careful management we hope that the Plan redefines and rejuvenates this ancient corner of Wales for the future.

Bringing fresh inspiration to a new generation.

Opposite:
Severn Bridge.
Kiran Ridley.

LET’S REJUVENATE
THIS ANCIENT CORNER
OF WALES FOR THE
FUTURE.

A MONMOUTHSHIRE FOR FUTURE GENERATIONS

This Destination Management Plan has been designed to support Monmouthshire County Council’s vision of ensuring that our ‘communities are socially and economically sustainable by attracting and retaining younger people to rebalance our ageing demographic.’ This has driven the Destination Management Plan’s focus on revitalising our towns and landscapes; on developing more dynamic experiences for new generations; and on gradually evolving the destination or place brand so that it firmly positions Monmouthshire as an inspiring and relevant place to stay, invest and live.



View from Eagle's Nest in the Wye Valley.
James Harries Multimedia.

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By 2030 we want to be Wales’s stand-out rural destination. A place of imaginative experiences and characterful places to eat, drink, and stay – rich in sense of place. We’ll celebrate Monmouthshire’s creative energy: encouraging the next generation to get inspired, get involved, and shape the future.

Aim

We’ll bring vibrancy to our high streets, adventure to our landscapes, and confidence to our communities through more and better tourism that celebrates and enriches our quality of life.

Objectives

Economic growth	Improved infrastructure	Vibrant culture	Enhanced experiences	Environmental protection
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Creative spirit – a place of inspiration.

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Stand out	Stay	Sense of Place
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Enablers

Brand marketing	Strong support structures	Sustainable and inclusive delivery
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Creativity and originality



inspiring culture

This is the county that inspired the Welsh costume, the world's greatest romantic poets and artists, global rock stars, and the stars of Netflix drama, *Sex Education*. That creative spirit brings a spark to our communities, and to our experiences.

Sex Education Season 3.
Sam Taylor/Netflix.

PART 1:

SETTING THE SCENE

Page 15

The Kymin, Monmouth.
© Crown Copyright.

CONTINUAL
REINVENTION
WILL MAKE US MORE
COMPETITIVE AND
MORE RELEVANT.



INTRODUCTION

In the eighteenth century, the Wye Tour became the first organised tour in Britain. A boat tour down-river, from Ross-on-Wye to Chepstow, provided ‘tourists’ with visits to scenic viewpoints, river-side ruins, and quality dining. The experience attracted some of the world’s leading poets and painters to create the cutting-edge art of their time: and the area continues to inspire the rock stars and screenwriters of today. The home of Tintern Abbey is also home to Otis and Eric from Sex Education, one of the biggest hits on Netflix.

Monmouthshire has been described as the birthplace of British tourism. And in the twenty-first century, the Wye Tour offers us a blueprint for a new kind of rural Welsh tourism for the future. Monmouthshire is a mature tourism destination: its rivers weave through some of Wales’s leading designated landscapes; centuries of heritage; and a distinct cultural borderland.

But with maturity comes risk of complacency, when Monmouthshire, like everywhere else, must continually reinvent itself to remain competitive in a globalised market. More importantly, perhaps, there is a need for this ageing county to ensure that it feels vibrant and relevant to its own young people.

This Destination Management Plan therefore seeks to bring new life to Monmouthshire’s inherent strengths as a destination. And build a regenerative approach to tourism, based on authentic experiences, rooted in our towns and villages and the landscapes that surround them. Monmouthshire-made experiences: that reawaken communities and inspire creativity and opportunity for a new generation.





biggest
days

We're home to stunning venues for the biggest day of your life: castles, gardens and bespoke venues with a saintly touch – like Sant Ffraed House and St Tewdrics House.

Sant Ffraed House.
Marc Smith Photography.

BACKGROUND

Tourism plays a vital role in Monmouthshire’s economy and way of life. Over the past decade, it has grown steadily, outperforming neighbouring destinations. 2024 and the start of 2025 look to have been more challenging, but there is clear capacity for ongoing growth.

Research confirms the area’s core strengths: stunning landscapes, rich heritage, vibrant market towns, and outstanding local produce. Monmouthshire is highly accessible to the UK overnight visitor market. Visit Wales’s Market Demand Studies shows strong interest in experiences the county already excels at — hiking, culture, and cuisine.

Monmouthshire has a mature tourism industry, latent potential, and genuine market appeal.

Local residents agree. Communities here are welcoming and optimistic about tourism’s role in enhancing the environment, towns, and quality of life.

The county is well placed to champion a balanced, forward-thinking approach to tourism – one that delivers immediate economic benefits, boosts adjacent sectors, supports essential infrastructure, enriches everyday life and fosters local pride.

Achieving all this will require clear leadership and coordination to manage potential negative risks and impacts, and to make as positive and regenerative a contribution as possible to the local area.

Tourism pressure on certain hotspots in recent years must be better understood, mapped, and addressed through the new Plan. With ongoing concerns around river quality of the Wye and Usk, the environmental impacts of tourism must be closely monitored. Pressure on sensitive sites should be reduced, and benefits distributed more evenly across the county. The sector’s social impact on housing availability, local services, and infrastructure should be reviewed and addressed through transparent, structured policies. Crucially, local communities must continue to feel a sense of ownership and control over tourism and its influence.

This Plan provides a clear, confident framework to develop, and carefully manage, the visitor economy, ensuring it delivers lasting value to our people, places and way of life.

Opposite:
Abseiling in the Wye Valley.
Monmouthshire County Council.



WHO IS THIS PLAN FOR?

This Plan has been commissioned by Monmouthshire County Council but is designed to provide a common direction for all public, private and third-sector organisations with an interest in nurturing tourism to bring positive benefits to our communities.

The Plan has been produced in the context of an exceptionally challenging economic climate. So while it's unashamedly ambitious, it also includes a number of quick win projects. Like all Destination Management Plans, it outlines both funded activities and unfunded proposals. Not everything will be delivered at once, but the Plan allows us to prioritise future initiatives and investments.

The Council will support the Plan in two ways:

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Monmouthshire County Council's small but dedicated tourism team will coordinate and oversee the delivery of the Plan through the Destination Management Partnership. They will focus on forging transformative relationships with the private, public and third-sectors, creating a growth-friendly environment, and leading destination marketing.

2

Monmouthshire County Council will also take a cross-authority approach to delivering the Plan's key priorities, purposefully harnessing all the levers available to it, from policy to planning and placemaking, to achieve the Plan's objectives. Delivering change will require collaboration across departments, with the Council's expert tourism team leading the charge.

The Destination Management Plan aligns with key Monmouthshire County Council policies including the Community and Corporate Plan, the Replacement Local Development Plan 2018-2033 and Monmouthshire's Economy, Employment and Skills Strategy. Various placemaking plans have also been taken into account.

But the Council's role is one of facilitator and enabler. The Plan ultimately relies on the private and third sector to make it a reality. It's a Plan for all of us.

This Plan is built on purposeful collaboration. To stand out and compete in an ever-changing marketplace, we need to work together like never before to deliver impactful experiences that inspire both visitors and locals.

Opposite:
The Big Banquet at Caldicot Castle.
Huw John Photography Cardiff.



● VISITOR LEVY

The possible introduction of a visitor levy from 2027 onwards could potentially support the delivery of this Plan. However there are a wide range of considerations and a full consultation with key stakeholders will be carried out as part of the decision making process.

A Policy Impact Review to understand the impact of a wide range of policies of relevance to the sector will be carried-out as part of this process.

CURRENT PERFORMANCE

There has been strong and sustained growth in tourism in Monmouthshire over the last ten years. 2024 and the start of 2025 have been more challenging for the sector across the UK but growth has been sustained in Monmouthshire in 2024 albeit at a reduced rate. As an established, accessible and high-quality destination, there's scope to be optimistic, while also being pragmatic about the future.

1

In 2024, Monmouthshire welcomed **2.28m visitors** including **0.61m** overnight visitors: **78% of the economic value of tourism in the county comes from overnight tourists.**

2

The sector contributed **£352m to the area's economy in 2024.** Since 2015 growth has been driven by a surge in non-serviced accommodation, including a 120% increase in self-catering provision. In 2024, recovery of Monmouthshire's serviced sector helped maintain economic growth. Most of the direct economic impact comes from accommodation, followed by food and drink.

3

There has been a **28% real terms increase in the value of tourism since 2015.** Monmouthshire recovered faster from the Pandemic than other parts of the South East Wales region and has significantly outperformed region-wide growth levels in that same period.

4

The industry supports **15% of jobs in Monmouthshire** – more if public sector roles are excluded – making it a key employment sector.

5

Strong seasonal patterns still exist in tourism demand. **Occupancy levels range from 62%-85% for serviced provision.** The average occupancy in the self-catering sector was as low as **51%** in 2024.

6

While Monmouthshire has experienced consistent growth in the value of tourism over the past decade **there is still significant potential for further growth,** particularly outside the main peak seasons as previously noted.

7

Visitor satisfaction with the area is high at 8.79/10. 91.5% are 'very likely' to return in the next few years: visitors, residents and businesses are also very satisfied with the quality of the area's inherent product offer – its towns and villages, landscapes etc.

8

Local communities are positive about tourism's potential contribution to the area's environment, society and culture.

The focus:

MORE TOURISM.
BETTER TOURISM.
YEAR-ROUND STAYING
VISITORS.

£352M
ECONOMIC
IMPACT

28%
GROWTH
SINCE 2015

78%
OF ECONOMIC
IMPACT COMES
FROM STAYING
VISITORS

Sources: STEAM, Visitor & Community Surveys.

iechyd da

SILVER CIRCLE

Monmouthshire's the food and drink capital of Wales. Home to its most iconic food festival; Michelin restaurants; and the 'best foodie hotel in the UK', the Angel Hotel. And raise a glass to local producers at wine, gin, beer and mead tastings at vineyards and distilleries and taprooms like White Castle Vineyard, Silver Circle Distillery and Hive Mind Mead & Brew Co.

Silver Circle Distillery.

OUR PRODUCT OFFER

Tourism’s contribution to the Monmouthshire economy has grown significantly since 2015. While there have been targeted investments, particularly in and around Abergavenny, much of the growth has been driven by a notable increase in non-serviced accommodation, especially in small-scale self-catering options. As a result, the overall narrative of the destination offering has remained relatively static. Ensuring that the product offer stays relevant to the identified target audiences is essential for the area’s future competitiveness. Considerations about the current product offer:

Characterful market towns and colourful villages

There is real pride in the area's market towns; and each town offers significant, and sometimes untapped, tourism potential. They have rich histories and an inherent character, and some iconic heritage attractions. Turning towns into vibrant 'hubs', distinct but interconnected, has the potential to drive visitor spend and benefit residents.

The great outdoors

Most visitors are looking for accessible ways to experience the environment, and the area is well placed to appeal to this large audience. Walking is by far and away the main activity visitors enjoy when in the area, but there's a need for continued investment and innovation, celebrating, sustaining and building on Monmouthshire's existing network of iconic routes and trails. There's an opportunity too to re-engage with activity providers to strengthen the links between market-towns and surrounding landscapes via readily bookable experiences, including along the Monmouthshire and Brecon Canal. Finally, the area lacks new and innovative adventure and adrenaline products, which – if delivered in ways that are sympathetic to the natural environment – stand to strengthen the area's offer for younger markets, including families.

Destination-defining accommodation

There are 553 accommodation establishments in the area. 59% are self-catering establishments; and a third of all beds are in the touring caravans and camping sub-sector, which is highly seasonal. There hasn't been a significant increase in beds in the serviced accommodation sector for over ten years. Securing investment in serviced accommodation is key. This should include keystone town centre inns and authentic, boutique hospitality businesses that will enhance the year-round offer for local residents and literally bring more value to the heart of our communities, creating vibrancy and regeneration.



Abergavenny Food Festival. Kiran Ridley.
Relaxing on the Sugar Loaf. Monmouthshire County Council.
Michelin Star dining at The Whitebrook.

Signature and year-round events

Abergavenny Food Festival is a flag-carrier for the town, and for the county; the Wye Valley River Festival is a great model for a new type of community-centric distributed cultural event; and Castell Roc is an authentic community-run event. They all provide potential benchmarks for introducing similar ‘signature’ events in key market towns or iconic venues, to shine a spotlight on each place’s unique USP. These should be vibrant and include a strong appeal to families and younger audiences – to bring dynamism to the area’s brand and offer. There are several medium-sized event venues in the county that could be brought together into a dynamic year-round programme for visitors and resident audiences.

Food and drink

The local food and drink offer is defining for the area but gastronomy tourism is very competitive. The offer is especially strong in Abergavenny, with quality at all price points. There are also exciting recent developments that could be better celebrated: local vineyards and award-winning wine; breweries and gin making; a new wave of farm restaurants; wild foraging and bee-keeping experiences; and an abundance of high-quality, well branded local food and drink produce. There’s opportunity to continue to build on the last Destination Management Plan’s ambition to celebrate this story with confident, joined-up experiences and promotion, potentially delivered by the private sector, with public sector backing.

Boutique and unique experiences

Similarly, the area is also home to a small number of distinctive and on-trend boutique and bookable experiences, many of them linking place to tangible produce, like Wales Perfumery and our gin distilleries and vineyards. These provide a model for the kind of experiences required in future, especially where they join-up and work together.

Better basics

As previously outlined, recent surveys of visitors, businesses and residents show that they are very satisfied with Monmouthshire’s inherent or core product offer. But there’s a continual need to invest in the supporting infrastructure, signage, wayfinding, public transport, car parking, toilets, because visitor expectations are high, especially as more and more of us travel globally.

Creative industries – and inspiration

Monmouthshire has inspired all kinds of creativity: Medieval poet Dafydd Llwyd praised the incredible fortress-palace at Raglan Castle, with its ‘hundred rooms filled with festive fare, its hundred chimneys for men of high degree’; at the turn of the eighteenth century, the Wye Valley famously inspired world-leading artists such as Wordsworth and Turner; and around the same time, Baroness Llanover creatively elevated the Welsh costume to national status. In the 1960s, Allen Ginsberg, one of the prominent poets of the beat generation, was influenced by the landscapes around him – and a little LSD – to pen an ode to Wales and the county for The New Yorker. More recently, the area has inspired Welsh poets, like Owen Sheers; global and UK music legends, from Queen to Oasis to Catatonia, who have produced tracks at Monmouthshire-based studios; and the television producers of Sex Education and Young Sherlock. It adds up to something special. Bringing these experiences to life to visitors tactically (through VisitBritain’s current ‘Starring Great Britain’ campaign, for example) and through creative experiences is a direct and immediate tourism opportunity. However, bridging strategically with the creative industries sector in the region to put in place a holistic growth plan across these important strands of the experience economy could bring transformative benefits.



National Road Championship. Huw Evans.
His Dark Materials at Dewstow Gardens. Bad Wolf / BBC / HBO.
Campfire at Hidden Valley Yurts. Callum Baker.
Cocktails at the Angel Hotel. Monmouthshire County Council.





celebrations

We gather together at racecourse meets and castle-based concerts; or at celebrations of our cross-border way of life – like the Wye Valley River Festival and Devauden Festival. These events bring vibrancy and soul to our town centres and landscapes, and we need more of them.

Wye Valley River Festival at Llandogo.
Cam Adams.

CURRENT VISITOR MARKETS

It’s important to understand who our current visitors are, to shape the future.

- 90% of visitors to Wales are from Great Britain.
- While this market has been under pressure, 80% intend to take an overnight domestic trip within the next 12 months.
- With over 30m people living within 3-4 hours of our county, and most visitors saying that they want to visit heritage towns, cultural and outdoor attractions and try local food and drink, we’re in a strong place to compete.
- We’re already attracting more international visitors than most parts of Wales, and high-quality accommodation and cultural heritage experiences have the potential to make us stand out.
- Finally, Monmouthshire offers a rich portfolio of experiences for special interest travellers or visitors. These include:
 - High-quality walking, cycling, watersports and fishing.
 - A distinctive equestrian, horse racing and showjumping tradition, including a 100-year old racecourse in Chepstow.
 - Beautiful gardens that are well known to gardening enthusiasts.
 - Innovative and diverse wedding venues, providing a fantastic platform for promoting return visits or longer stays.
 - Boutique venues and experiences for a corporate and incentives market in growth again post-Covid. There's also scope to make more of our proximity to ICC Wales.

Page 25
Involving local residents, including families and young people, will be key to regenerative growth. They are positive about tourism.

Sources: Domestic GB tourism statistics (overnight trips in Wales): 2024; Great Britain Tourism Survey 2023; GB Domestic Sentiment Tracker Report Insights – April 2025, VisitBritain; Destination Monmouthshire Residents’ Survey, 2024.



Tintern Abbey.
© Crown Copyright.

“Today’s tourists don’t want to be insulated from the places they visit inside a cultural bubble. They want to engage with and participate in the local culture. From enjoying local cuisine to celebrating regional festivals and holidays, local experiences are set to become some of the top tourist trends to watch.”

Revfine’s Tourism Trends: 25 Opportunities for The Tourism Industry in 2025.



GLOBAL TOURISM IS CHANGING.

Here are some of the trends that are shaping the industry and that should influence our future developments.

Experience economy

The share of total sales attributed to global tourism spending on experiences is 12% as of March 2024, according to Mastercard Spending Pulse Destinations — higher than ever before. There are opportunities to build hybrid, innovative connections with the region’s creative and cultural sectors to develop high impact experiences of the future. Monmouthshire will need to be original to maintain relevance.

Tech for good

There’s increased focus on immersive, personal experiences brought to life through tech. TikTok recently reported that 71% of its European users were booking holidays using recommendations from the platform. SMART technologies and AI are transforming destination management and marketing, as well as the productivity and success of individual businesses.

A new paradigm

A paradigm shift is taking place in tourism, based on a recalibration of the real value the sector can bring. This is leading to new approaches to tourism innovation and ‘hybrid’ collaborations between established industry ‘players’, local characters and new actors from other sectors. Non-hospitality experts are investing in the sector, driving growth in less traditional ‘tourism’ products.

Quality of life ‘vibe’

There’s a shift from classic western tangible ‘attractions’ to more nuanced experiences for all audiences. A lifestyle ‘vibe’ is as important as individual attractions, but these can become totemic of that ‘vibe’ too, as the zip lines illustrate in North Wales. People are looking to visit places offering a rich quality of life, and this means that tourism serves to underpin a place’s wider brand.

Local cultural experiences

From a tourism perspective, the experience economy is driven by demands for authenticity, integrity, real, people-based and multi-layered experiences delivered by the ‘local’ community. According to UN Tourism 40% of all global international arrivals are motivated by a desire for cultural experiences.

Opposite:
Mari Lwyd at the Devauden Festival.
© Crown Copyright.

INTERNATIONAL BEST PRACTICE

Finally, the new Plan has also been shaped by insights from leading European destinations. In each of these areas, the public and private sectors have worked together in innovative ways to develop regenerative, experience-led approaches to tourism: that are good for visitors, and for communities.

Successful destinations:

- 1

Show that **small, rural areas in much more challenging positions than Monmouthshire** can innovate and succeed.
- 2

Place **cultural identity and creativity** at the heart of the vision.
- 3

Have **strong destination management structures**. But not 'one glove fits every hand'.
- 4

Work in **robust partnership** across sectors, organisations and borders.
- 5

Have **simple strategies** that are SMART and focused on iterative success.
- 6

Use **new ways to measure tourism success** beyond cold economic metrics.
- 7

Have **strong and coherent agreed propositions**, combining products that define the area's unique competitiveness.
- 8

Often **juxtapose tradition with contemporary creativity and design**.
- 9

Back their winners and proactively support **family-owned local businesses**, minimising economic leakage.
- 10

Identify and **embrace investors, innovators and original thinkers**.

Crucially, they recognise that strategies and plans are just one part of the process: what they consistently have in common is a collaborative culture that embraces the challenges and potential of tourism.

Opposite:
Piran, Istria — one of the destinations that has inspired this Plan.



PART 2: FUTURE PLAN

Wye Valley River Festival at Llandogo.
Cam Adams.

LET'S BECOME A BLUEPRINT FOR NEXT GENERATION DESTINATIONS.

PURPOSE

Monmouthshire is the birthplace of British tourism and now we're shaping its future. Our guiding purpose: to become a blueprint for next generation regenerative rural destinations. The most inspiring, connected and welcoming place in Wales to stay, invest and live.

AMBITION 2030

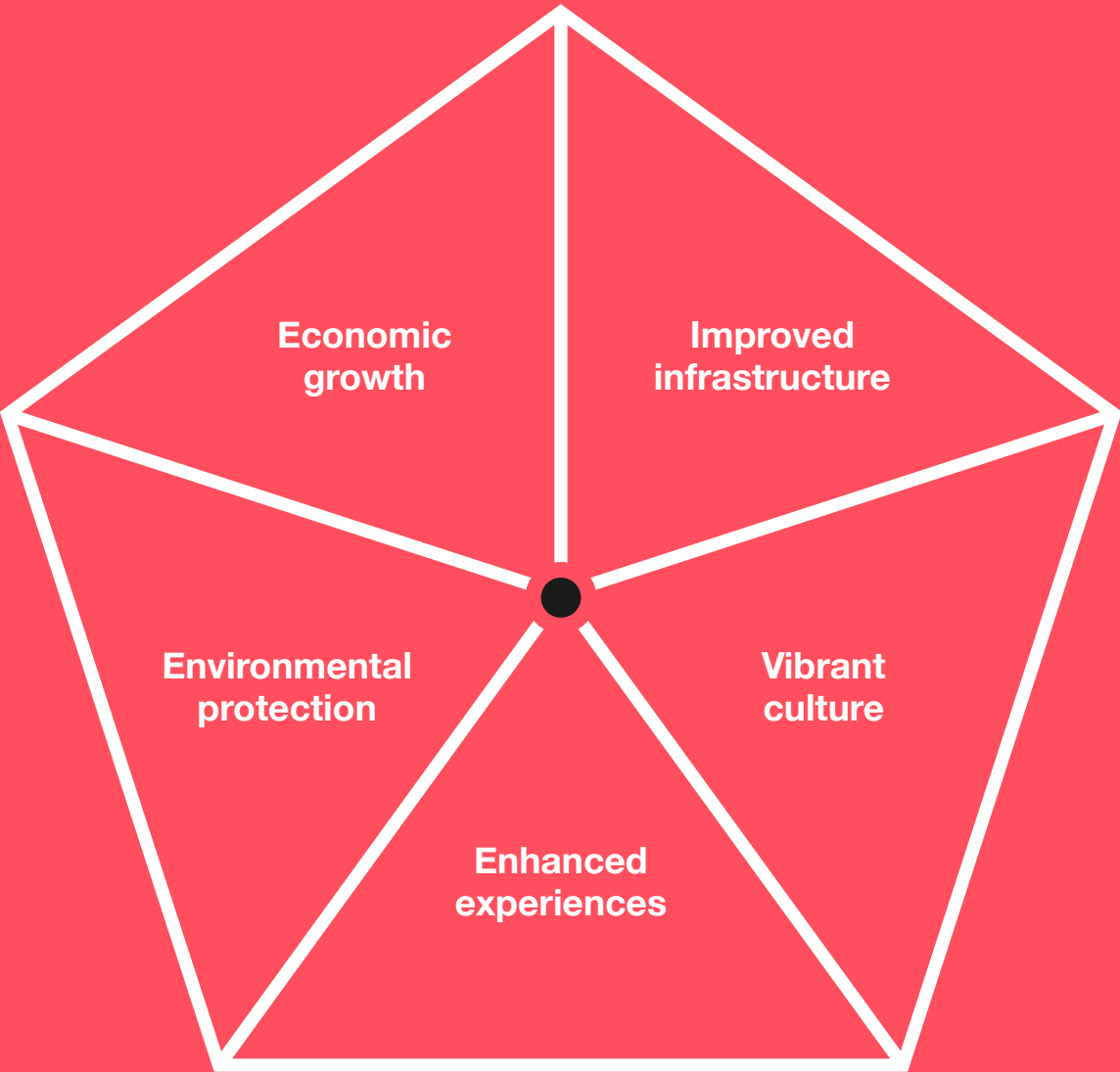
By 2030 we want to be Wales's stand-out rural destination: where guests and residents are enriched by experiences with a strong sense of place. We'll celebrate Monmouthshire's creative energy: encouraging the next generation to get inspired, get involved, and shape the future.

AIM

We'll bring vibrancy to our high streets, adventure to our landscapes, and confidence to our communities through more and better tourism that celebrates and enriches our quality of life.

OBJECTIVES

Our objectives are to deliver economic and wellbeing benefits to Monmouthshire through tourism. Together we want to promote and support:



Our economy With tourism that drives economic growth for local businesses that are embedded in our communities. — 25% growth in economic value and jobs – including within towns and villages. — YoY increase in investment in the sector from the private sector.
Our infrastructure With tourism that helps to sustain and support infrastructure that is good for residents, and guests. — Improved sense of arrival in all key towns and destination hubs. — Improved basic visitor infrastructure – car parking, toilets, signage.
Our culture & society With tourism that celebrates our creativity, bringing vibrancy and building confidence. — More cultural opportunities for local residents, including families and young people. — Improved civic pride.
Our experiences With contemporary Monmouthshire-made experiences that enrich our quality of life. — Measurably more high-quality experiences and events for visitors and locals, including families and young people, that align with our proposition and have a strong sense of place. — 20% increase in serviced bed spaces, 4-5* – with a focus on town centres.
Our environment To start to drive us on a Zero Carbon tourism pathway with sustainable approaches. — Boosted visitor awareness of environmental issues, inspiring positive behavioural changes. — An increase in visitors travelling to and within the destination by public transport and active travel networks.
Our overarching offer Growing visitor, business and resident satisfaction with tourism that works for everyone.

The baseline for evaluating growth against each of these objectives will be set, alongside realistic growth targets to 2030, at the outset of the Plan. The Destination Management Partnership will track performance on an ongoing basis.

GROWTH MARKETS

We'll focus on developing a stand-out proposition, as well as experiences and marketing aimed at the following core growth markets. We'll place an emphasis on value over volume; and on protecting and promoting place over driving day visitor numbers.

Local Market: Residents <ul style="list-style-type: none">— Involving local residents will be key.— Monmouthshire is home to over 90,000 people, almost 50% of whom are over 50 years old. Most local people are in very good or good health, and salary levels are above the national average. Residents see tourism as a positive influence.— <i>We want to cater for this audience, while gradually creating more reasons for families and young people to get involved.</i>	Core Visitor Market: GB Visitors within 2 hours <ul style="list-style-type: none">— A third of tourists in Wales are Welsh. Half the Welsh population live in urban or post-industrial areas in South East Wales. Monmouthshire provides a contrast to everyday life. This is the most diverse market in Wales.— Millions of potential visitors live within a 2-hours drive time of the county, across the English border, including in Bristol.— <i>We want to give these vital core audiences more reasons to stay and spend in our communities.</i>	Future Growth Markets: Wider UK and International Markets <ul style="list-style-type: none">— South East England and the West Midlands are potential growth markets, offering easy transport access, via car and train, direct to the heart of our communities and landscapes.— There's scope to draw in experience-led international markets keen to explore new parts of the UK. We'll target visitors already in the UK and the small, luxury group travel operators.— Again, the aim is to stand out as a UK-leading short-break destination.
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Special interest markets:
Outdoor Activities / Equestrian / Gardens / Weddings / Corporate.

We'll grow success from the inside-out, with Monmouthshire-made experiences that are uniquely local, but international in quality.



market towns

Abergavenny, Caldicot, Chepstow, Monmouth, Usk. We're home to some of Wales's most iconic market-towns: full of rich heritage, contemporary character, and future potential.

Abergavenny Food Festival.
Drabble & Co.

PROPOSITION

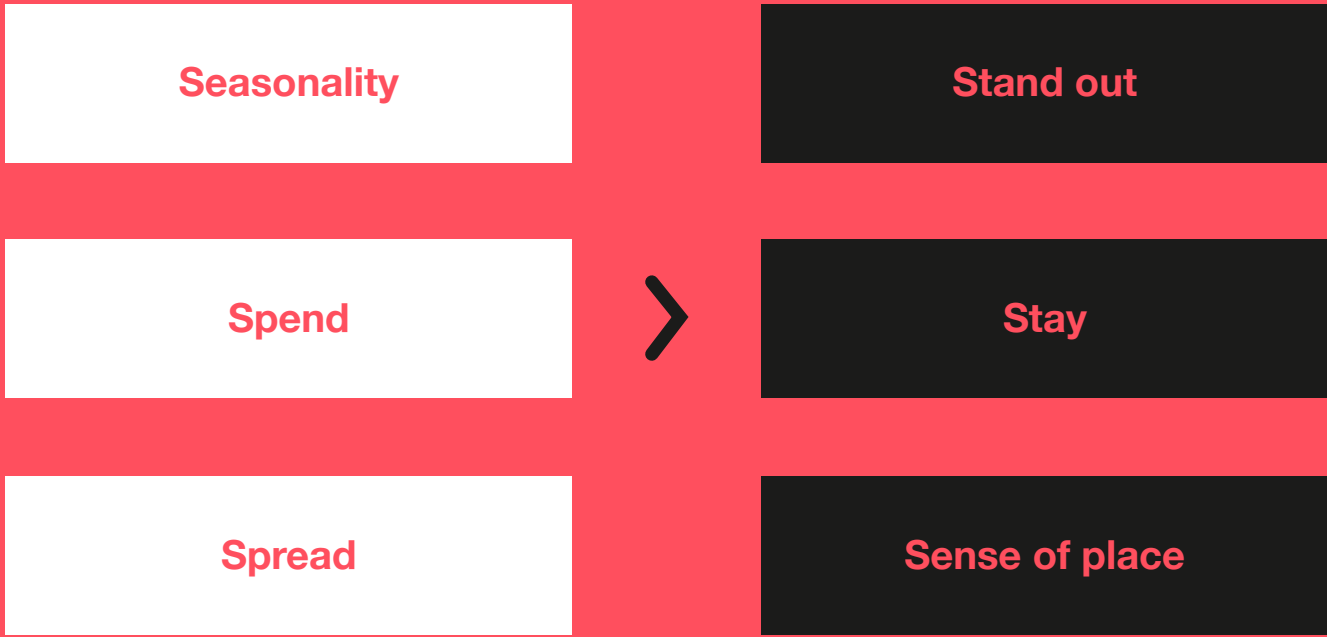
The focus of the Destination Management Plan is on three themes with growth potential for Monmouthshire. These will inform our future product and marketing priorities. They align with Visit Wales's core product themes for Wales – Outstanding Natural Landscapes; Creative Culture & Epic Adventure.

Monmouthshire-made experiences that are uniquely local, but international in quality.		
Vibrant Communities We'll celebrate the colourful character of our communities and put the distinctiveness of our market towns and villages at the heart of every visitor's journey.	Natural Adventure We'll be a place of striking and accessible adventures, that offer deep wellbeing and connect all of us to the world around us: walks, hikes, cycle rides, SUP trips through culture and nature.	Inspiring Culture We'll celebrate all the creativity that has been inspired by our landscapes – bringing our heritage to life with innovation; and providing year-round opportunities to experience arts, craft, and food and drink shaped by nature via tastings, walks, workshops etc.
Creative spirit: we'll celebrate Monmouthshire's creative energy, delivering with cultural confidence and imagination.		

DRIVERS

The Welsh Government's 'Welcome to Wales' strategy highlights three key drivers for growing tourism: **Spend, Seasonality, and Spread**. In Monmouthshire, we're adding three more 'S's to guide our focus:

Stand-out As the 'birthplace of British tourism', we must continually refresh and reimagine our experiences to stay competitive in the market and relevant at home.
Stay Encouraging repeat and new visitors to stay longer in our communities is essential for driving truly regenerative growth.
Sense of place This includes being confident about our borderland and Welsh culture, and the Welsh language.



1

Revitalise the county’s characterful towns and villages through high quality tourism.

Three key priorities have been identified as the core of the future approach.
Together, through this Plan, we’ll:

2

Reignite our natural landscapes with activity and adventure, in ways that are sensitive and creative.

3

Develop imaginative experiences with a distinctive sense of place, that enrich our quality of life.

Veddw House Garden.
Callum Baker.

Central to the future approach is the idea that our main county towns, and market towns in particular, will be totemic of the future visitor experience in the county. There will be a particular emphasis on bringing youthfulness and vibrancy to the offer, and on bringing jobs to the heart of communities. This aligns with the vision outlined in Monmouthshire's Economy, Employment and Skills Strategy and its Replacement Local Development Plan. Many of Monmouthshire's towns and villages have a strong heritage-rich offer, and there is market demand for heritage town experiences.

We'll deliver Vibrant Places through:

1

Integrated placemaking

- **Collaborative, community-led placemaking rooted in purpose** — We'll work with town councils, chambers of commerce, and community groups to align tourism with local placemaking priorities. Each key visitor town or hub will have a distinctive identity but we'll also look to build cohesion across the county, for the benefit of the umbrella destination brand.
- **Distinctive, competitive town centres** — Work with industry partners to reimagine our heritage-rich towns to stand out on the UK stage through product innovation, business support, bold marketing, and rooted community involvement.
- **Confident cultural identity** — Work with cultural and placemaking partners to embed public art, creativity, and storytelling into the public realm to promote a strong, authentic sense of place and showcase the unique character of each town.
- **Cohesive heritage offer** — Create an integrated heritage experience that connects community stories and assets in our towns and villages.
- **Smart, experience-driven innovation** — Use data and digital tools to enhance the visitor experience and support smarter decision-making across placemaking and tourism delivery.
- **Vibrant town life & strategic investment** — Animate town centres with thriving markets and signature annual events, while actively identifying opportunities for quality keynote hospitality investment in town centres lacking in provision, especially boutique and high-end serviced accommodation. We'll also explore cross-county collaborations like a 'Market Towns of Wales' brand with Bannau Brycheiniog, Powys, and Carmarthenshire.

Roles & Responsibilities:

Monmouthshire County Council to facilitate through the placemaking programme and process, collaborating with a wide range of local and national partners and funders.

2

Better basics

- **Improved public transport connectivity** — We will work through the Local Transport Plan to improve the frequency, quality, and visibility of transport links to Monmouthshire, including enhanced rail access to Chepstow, Abergavenny, and signposting from Pontypool.
- Ensure towns and key destinations within Monmouthshire are also well-linked with improving public transport and active travel trails and routes, and better promote easy 'day out' packages for visitors and locals.
- Explore using technology to monitor movement patterns and deliver user-friendly bus services. We'll also look to support community-led EV transport solutions, such as local shuttles from train stations to attractions like trails and vineyards.
- Apply creative placemaking to enhance stations and interchanges and ensure that transport hubs support active travel and cycling with walking/cycling changing facilities, bike storage etc. as is planned in Abergavenny.
- Work with transport providers and businesses to offer bookable packages and experiences, including novel ideas like a 'food train' from Bristol, Cardiff, and Newport.
- **A positive first impression** — Work as 'one Council' to audit (formally and annually) the sense of arrival we provide visitors travelling by road, rail, foot/bike to the county in general, and to each of our key destination hubs.
- **High-quality signposting and wayfinding** — Audit and improve signposting and wayfinding information in key visitor destinations, ensuring that all new signage is distinctive and has a sense of place, building on our recent work in Tintern. We'll incorporate digital signage at key visitor hubs.

Roles & Responsibilities:

Transport bodies, through coordinated delivery.



The Kitchen at The Chapel, Abergavenny.
Wye Valley River Festival parade in Monmouth. Gemma Kate Wood.

3

Living cultural heritage

- **Protected and promoted heritage assets** — We'll use thoughtful and creative placemaking to preserve and showcase the heritage-rich fabric of our communities, ensuring it remains a central part of the visitor experience.
- **Vibrant community-led heritage initiatives** — Partner with local organisations to secure funding for key heritage projects, such as the Gunter Mansion initiative in Abergavenny, which resonate with both residents and visitors.
- **Innovative collaborations to bring our heritage to life** — Engage with heritage organisations, private sector operators and cultural partners to explore innovative, collaborative opportunities for events and activities, like castle escape adventures, or wine-tasting experiences; including looking for ways to celebrate our Welsh identity and the Welsh language.

Roles & Responsibilities:

Monmouthshire County Council in partnership with cultural heritage bodies, such as Cadw.

Chepstow Castle. © Crown Copyright.



While we want to place a real emphasis on enhancing the centre of our communities through the Plan, Monmouthshire is also shaped by its landscape, which have provided inspiration to walkers and writers; anglers and artists for centuries. People will want to stay longer in our towns and villages because they are launchpads to beautiful places to hike, cycle, canoe; and to taste and experience local produce. These landscapes also provide opportunities for local people to enjoy healthier ways of life. And we want to open-up our countryside with care and sensitivity in ways that also serve to promote and protect our natural habitats.

1

A walking and cycling county

- **Contemporary active travel along centuries-old trails** — We'll explore opportunities to enhance active travel opportunities along the historic routes and trails between our key towns and villages, such as the Drovers' Routes. There is also scope to create more product experiences along the Monmouthshire and Brecon Canal.
- **Becoming the hub for national walking and cycling routes** — Continue to prioritise investment in the area's hero or 'national' strategic walking and cycling trails and the existing offer: including Offa's Dyke Path, the Wales Coast Path, the Wye Valley Walk; and do more in the towns and villages that are on these trails to showcase the trails via branding and signage and to encourage more walkers and cyclists to stay overnight in our communities.
- **More and safer road cycling** — Monitor road cycling conditions in-line with the Local Transport Plan, to ensure that the road network is in a good and safe condition for cyclists, while encouraging more cyclists to stop and stay overnight through targeted marketing efforts.
- **Localised walking and cycling** — Work through the Local Transport Plan, to enhance and promote walking, cycling, and wheeling routes in all of our towns.
- **Improved mapping and interpretation** — Work with partners, including Bannau Brycheiniog National Park and the Wye Valley National Landscape to continually review and improve local walking and cycling trail maps and interpretation – aiming to launch one enhanced walking/cycling trail experience a year on the destination website, potentially working with leading local walking/cycling writers and authors. We'll also explore developing 'resort-style' interpretation maps for our key visitor towns and hubs – promoting the variety of activities within the community, as well as in the surrounding landscapes.

Roles & Responsibilities:

Monmouthshire County Council in partnership with Bannau Brycheiniog National Park and the Wye Valley National Landscape.

2

A boosted activity sector

- **Establish an Activity Sector Cluster** — We'll collaborate with local businesses to create an Activity Sector Cluster, fostering the growth of regenerative, community-based adventure and activity tourism, reflecting the 'special interests' prioritised for Monmouthshire in particular.
- **Review and benchmark the sector** — Work with the Cluster to assess the activity sector in Monmouthshire, comparing its scale and performance to similar UK destinations and neighbouring counties, and put in place a plan to grow the sector.
- **Original adventure experiences** — Celebrate existing activity and adventure destinations and operators, such as Llandegfedd Lake. We'll also identify opportunities to create a new, trend-setting activity or adventure experience that aligns with Monmouthshire's brand and revitalises its tourism offering, with a specific focus on family and younger markets.

Roles & Responsibilities:

Monmouthshire County Council in partnership with the Activity sector.

3

Promoting responsible access to nature

- **Promote safe and responsible tourism** — We'll collaborate with the industry to guide visitors on how to responsibly enjoy Monmouthshire's natural environment, reflecting the principles of the Monmouthshire County Council Climate and Nature Emergency Strategy.
- **Highlight natural habitats** — Actively raise the profile of local natural habitats, especially the Gwent Levels, through marketing and communications efforts.
- **Support river and coast initiatives** — Support the delivery of Monmouthshire's Rivers and Oceans Action Plan by raising awareness of the importance of our rivers and coasts – working with the Activity Sector Cluster to mainstream important key messages into their water-based experiences; sharing awareness-raising messaging with the local visitor industry; and incorporating relevant messaging within our destination content marketing.

Roles & Responsibilities:

Monmouthshire County Council with environmental organisations and groups locally.

Stand-Up Paddleboarding at Llandegfedd Lake.
© Crown Copyright.



Key to success is the delivery of stand-out experiences and events, which align with the area’s core proposition and bring our story to life, and that get visitors and residents excited and involved. The area’s inherent offer is felt to be of a high quality but it needs to be continually reinvigorated and brought to life in new ways – for future audiences.

1

Monmouthshire-made experiences

- **Foster networking and collaboration** — We'll facilitate opportunities for businesses to network, share knowledge, and collaborate on joint products and experiences, enhancing the local economy.
- **Forge cross-sector partnerships** — Bring tourism businesses together with food producers, artists, craft-makers, and creative industry partners to inject more dynamism into the local experience economy.
- **Promote existing experiences** — Encourage businesses to feature local experiences and itineraries on their websites and in guest information, cultivating a ‘concierge’-style culture of cross-promotion within the tourism industry.
- **Develop new, localised experiences** — Support the industry to bring at least five private-sector led, bookable product experiences to the market each year, providing guidance at each step of the process, from concept design to product development, to branding and marketing. We'll prioritise experiences that are local, independent and family-run; have a sense of local identity; and provide visitors with the opportunity to experience locally-made produce, from perfume to wine to art. Some of the experiences should appeal to younger markets, including families. Indoor experiences will also be encouraged.
- **Deliver bold, destination-wide experiences** — Work with our businesses, organisations and communities to develop one new, signature, high-profile public-private experience a year to raise the profile of the destination in general. Ideas might include:
 - Wine and Walking Trails / A collaboration between the area’s leading vineyards, to create a bookable ‘wine trail’ experience, which link up to local walks.
 - Views to inspire / A collaborative arts and culture project to showcase the area’s story as a place that has inspired world-leading poetry, art, music and TV, building on the Picturesque Wye Tour initiative that launched just before Covid.
 - Jumping the border / A series of experiences designed to play on Monmouthshire’s borderland position, with stop-off points on both sides of the border; Instagrammable spots at key crossings; a giant swing across the river etc.
- **Sustain signature events** — Support the area’s outstanding signature events by working with organisers to identify potential sustainable funding, allowing for strategic planning and continuous improvement of the visitor experience for both residents and visitors.

- **Coordinate year-round events** — Partner with key event venues such as Chepstow Racecourse, to create a coordinated calendar of year-round events, ensuring opportunities to enhance the visitor experience and encourage longer stays are maximised.
- **Develop iconic town-specific events** — Collaborate with public, private, and third-sector partners to create at least one signature event per town that reflects its unique character and identity – a music festival in Monmouth, for example, to celebrate the town’s rich heritage as a place of music production. These should feel fresh and youthful, and include family and younger markets.
- **Support off-season events** — Foster the development of new out-of-season festivals and events, such as a Walks and Wines Festival in Abergavenny, and aim to launch one major shoulder-season event across the county by 2030 to unify our communities, such as a county-wide walking festival.
- **Unique Welsh weddings** — Collaborate with the Weddings’ sector to continue to grow Monmouthshire’s stand-out weddings’ offer, and to cross-promote longer-stay and return holidays to those attending local weddings and family celebrations.

Roles & Responsibilities:
Monmouthshire County Council to coordinate and facilitate; but delivery and implementation will be private and third sector led.

Wild Swimming at Usk Island. *Callum Baker.*
Abergavenny Food Festival. *Drabble & Co.*



3.Enriching Experiences (cont.)

2

High-quality accommodation

- **Focus on high-quality serviced accommodation**
— We will focus on securing investment in keynote destination inns and hotels, particularly in town centres and visitor hubs where they are lacking, to create a critical mass of quality accommodation in Monmouthshire's market towns. We'll also ensure that opportunities identified through the Replacement Local Development Plan are maximised to deliver improved options for families.
- **Conduct an Accommodation Review**
— Deliver an Accommodation Review and Investment Plan with input from private sector leaders, focusing on town-centre heritage buildings with reinvestment potential, starting with a pilot in Monmouth for a character 4-5* boutique inn or hotel.
- **Strengthen relationships with accommodation providers** — Formalise relationships with current leading serviced accommodation owners, through a CRM model, supporting existing businesses to modernise while maintaining a confident sense of place, and exploring expansion opportunities for exemplars.
- **Promote best practice** — Celebrate local providers through targeted content marketing aimed at industry and customers.
- **Promote keystone Monmouthshire inns**
— Promote the concept of keystone Welsh inn developments in the centre of our market towns, building on our traditions and heritage: a fun and relaxed community centre, showcasing local food, drink, arts, crafts; a driver of local events; a place where businesses gather to discuss new ideas; a training ground for hospitality skills.

Roles & Responsibilities:
The private sector but facilitated via a strategic and proactive approach to identifying and attracting investment, led by Monmouthshire County Council in collaboration with other regional and national partners.

Opposite:
The Angel Hotel, Abergavenny.

3

More access to local produce

- **Promote local food and drink** — We will collaborate with Monmouthshire's food and drink partners to actively promote local produce to the visitor industry, showcasing the area's offerings through destination marketing.
- **Support local arts and crafts** — Build connections between tourism and the creative industries, offering opportunities for businesses to showcase and sell local arts, crafts, and produce in their venues.
- **Promote local food and drink products and related experiences** — Continue to promote local food & drink across all channels and work with vineyards to offer sommelier workshops for hospitality providers to promote local wines.

Roles & Responsibilities:
Monmouthshire County Council to facilitate via food and drink and cultural/creative programmes.





Tintern Abbey Cottage.
Wonderful Escapes at Wern-y-Cwm Farm.
Decanter World Wine Award winning White Castle Vineyard near Abergavenny.

ENABLERS

1

PARTNERSHIP
MARKETING

2

STRONG SUPPORT
STRUCTURES

3

SUSTAINABLE AND
INCLUSIVE DELIVERY

4

CREATIVITY AND
INNOVATION

1. PARTNERSHIP MARKETING

A refreshed place brand

We'll work with all our partners to keep the Monmouthshire brand contemporary and vibrant, proactively challenging tired perceptions of the area. That means continually reinvigorating our content to appeal to new and younger audiences and bringing our communities to the centre of the story. We'll also start to build the tourism brand into a broader place brand, so that our assets can also be used to promote inward investment and wider sector growth.

Market-facing branding

We'll take a flexible approach to destination branding, promoting 'Monmouthshire' in certain contexts, while also aligning ourselves with other market-facing destination brands like Dean and Wye, Bannau Brycheiniog, where appropriate, as we do now.

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Visit Wales Industry Roadshow 2023.
© Crown Copyright.



Consumer Marketing: content and partner-led

Monmouthshire County Council will continue to play a leading role in marketing the destination, as well as harnessing our platforms to provide vital information to visitors and residents that are already in the area. This includes continuing to maintain a rich product database of everything the area has to offer on our website. Through this Plan we'll aim to secure funding and resources to deliver more high-profile marketing campaigns to attract longer stays.

We'll also continue to work in partnership to expand the reach and impact of our work, working with VisitBritain; Visit Wales; Southern Wales Tourism; Cardiff Capital Region; neighbouring local authorities; key regional partnership including the Marches Forward Partnership, the Living Levels Partnership and the Blaenavon Industrial Landscape World Heritage Site; Bannau Brycheiniog National Park Authority; Wye Valley National Landscape; destination management/marketing organisations and tourism associations in the area; town councils; and chambers of trade – as well as tourism and hospitality businesses and organisations, and communities.

We want to encourage as many people as possible to make and share high-quality content about our destination and we'll encourage local people and influencers to get creative through competitions and showcases. We'll share more content that celebrates our unique borderland and Welsh identity.

We'll remain agile and innovative and the Destination Management Partnership will ensure that partners are abreast of the latest digital and social media marketing trends, including AI. A small editorial content board of local creative and marketers will get the work started.

B2B Marketing: bookable experiences

Monmouthshire County Council will also continue to work with partners such as Visit Wales and Southern Wales Tourism to support the industry to develop and create bookable experiences, and to find routes to market for their products. This includes collaborating with intermediaries to distribute products more broadly on our area's behalf; and working directly with tour operators and the trade market. Businesses will be encouraged to use low commission rate booking channels such as TXGB to reduce tourism leakage, and increase reach and bookability (e.g., to overseas operators via the Visit Britain eShop). The potential for growing the corporate market in collaboration with ICC Wales, Cardiff Capital Region and Visit Wales will also be explored.

Developing a unified 'concierge' experience

Monmouthshire is a relatively small destination, and stakeholders feel strongly that we can stand out from the rest by offering a high-quality 'curated' or 'concierge' experience to our guests. At its heart, this isn't a highly technical or complex idea to implement well. It's about all local businesses understanding the offer inside-out and actively cross-promoting each other. So, in the future, we'll meet up more regularly, research and visit what's going on in the area, and proactively offer bespoke ideas and itineraries to our visitors - via marketing channels, welcome packs within local businesses, and personal recommendations. Partners will also explore harnessing AI to power a WhatsApp concierge service for visitors to the area, enabling them to research and 'book as they go.' On a physical, destination level, this concept will be brought to life through better digital signage and interpretation in communities, ideally linking back to the same base data and content.

Catering for residents

This Plan is all about delivering a high-quality visitor experience that is also good for residents. We'll continue to lead the way in Wales by making sure that our 'tourism' marketing isn't transactional, and that our brand, our content and our platforms cater for local people, and are co-created with them. We'll play a role in delivering content that cuts-through on the UK stage, generating civic pride here at home.

Knights at Chepstow Castle.
© Crown Copyright.



2. STRONG SUPPORT STRUCTURES

A revitalised Destination Management Partnership

This is a Plan created by Monmouthshire County Council and informed by extensive market intelligence, and with the input of a wide range of key stakeholders. And it's ultimately designed to be co-owned by our partners, and to inspire collaboration and co-creation. To support the delivery of the Plan, Monmouthshire County Council will create a strengthened Destination Management Partnership, empowered and resourced to make a difference. The Destination Management Partnership will meet quarterly, and will be chaired by a member of Monmouthshire County Council's Cabinet. It will include a cross-section of public, private and third sector partners and report regularly to the South East Wales Tourism Forum. Training and development opportunities will be provided for the group, including learning journeys.

Strengthened destination marketing organisations, tourism associations and community interest companies

Monmouthshire County Council will proactively engage with localised tourism associations, identifying ways to support them – and any new or emerging organisations – to grow their reach and impact. The vision will be to gradually rebalance the model, so that the Destination Management Partnership becomes a strategic group, underpinned by a network of strong tourism associations overseeing the Plan's delivery at localised levels by 2030.

Wales Perfumery near Monmouth.



Town and community engagement

Monmouthshire County Council's tourism team will also meet with the town councils on a regular basis: this will be integrated into existing placemaking meeting structures and forums. Town councils will also be invited to Destination Management Partnership meetings.

Cross-sector relationships

As outlined, Monmouthshire County Council will lead the work of strengthening partnerships within adjacent sectors, building on the good work achieved with food and drink in the county. We'll establish new links with the creative industries sector at county and regional level, to explore film and television location promotion, and broader strategic opportunities linked to the experience economy.

Business support and skills development

Business support services will be actively promoted to the tourism sector, including Monmouthshire County Council provision. Opportunities to work with skills partners, such as local educational providers, to develop the hospitality workforce will continue to be explored, as well as school-based talks and presentations by our industry leaders.

3. SUSTAINABLE AND INCLUSIVE DELIVERY

Future generation tourism

Monmouthshire County Council will work with education and youth worker colleagues to tap into existing youth forums to capture the views of future generations, and to develop a sector that places their requirements front-of-mind.

Community ownership

Ensuring a community-led approach to tourism growth and development is at the heart of this Plan. Communities will be involved in its ongoing delivery, and community sentiment will be closely tracked in the future to ensure that challenges are properly mapped, understood and mitigated.

Environmental management

Tourism will continue to be considered at relevant ongoing environmental partnership meetings, with measures taken to redress any negative trends, as appropriate, based on data and insights.

An inclusive welcome

All public sector partners will ensure that our channels are accessible and inclusive, and we'll work with the industry to develop and fund investments to ensure that our venues, attractions, events and visitor infrastructure are accessible – physically, in terms of the product offer, and in the way they are promoted.

Data-led delivery

As outlined, new approaches will be adopted to capture and join-up data across a wide range of destination touchpoints, from harnessing SMART technology within destinations to using AI to interpret and prioritise data findings. The Plan itself will remain agile and responsive to these insights.

All-Terrain Wheelchairs at Whitestone. Wye Valley National Landscape.



4. CREATIVITY AND ORIGINALITY

Creative collaboration

Monmouthshire's story as a place of creative inspiration for world leading poets, artists, musicians and television producers is relatively untapped. We want to bring that story to life, showcase our creativity in our communities, and continue to make art. As outlined, we'll therefore do more by 2030 to create experiences that showcase our area's influence on art and culture.

We'll create new linkages with creative industries sector partners and local cultural organisations to explore opportunities to collaborate and bring more art to our tourism businesses. This will include working within Monmouthshire County Council to deliver a Cultural Strategy for our county that reflects the ambition of this Plan.

We'll also do more to involve the local creative community in destination marketing activity – using music produced locally in film content, local illustrators to create artworks etc.

Finally, we'll continually explore the way in which other rural communities have harnessed creativity to shift their propositions, bringing examples of good practice to the Destination Management Partnership.

Wye Valley Sculpture Garden. Gemma Kate Wood.
Foraging in Abergavenny. © Crown Copyright.
Castell Roc Music Festival in Chepstow Castle. Castell Roc.



GREAT PLACES
TO VISIT, CAN MAKE
BRILLIANT PLACES
TO LIVE.

Outstanding destination experiences are built by policy-makers, industry leaders, third-sector organisations and local communities collaborating in ways that are regenerative, outward-looking and creative.

Monmouthshire is the birthplace of British tourism. This our chance to get together to make our destination stand out again as the most inspiring place and welcoming place in Wales to stay, invest and live.

LET'S GET TO WORK.

*Look at the stars
Look how they shine for you
And everything you do
Yeah, they were all yellow*

Coldplay, Yellow – written on a starry night during the band's recording sessions at Rockfield Studios, 1999.



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monmouthshire
sir fynwy

Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

Name of the Officer completing the evaluation Nicola Edwards Phone no: 01633 644847 E-mail: nicolaedwards@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Seeking approval of Monmouthshire's Draft Destination Management Plan 2025-2030 – the strategic plan that guides destination development, management and marketing of Monmouthshire.
Name of Service area Destination Management	Date 09/10/2025

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Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts of this Plan on protected characteristics. The Plan aims to improve inclusiveness and accessibility of the destination for the benefit of locals and visitors.	The Plan's vision is for Monmouthshire to become a blueprint for next generation regenerative rural destinations. And to become the most inspiring, connected and liveable place to stay, invest and work.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	The Plan aims to improve accessibility of the destination for the benefit of everyone in Monmouthshire.	The Plan promotes an inclusive and accessible welcome. It aims to ensure all channels are accessible and inclusive and has as a stated aim to work with industry partners to develop and fund investments to ensure that venues, attractions, events and infrastructure are accessible – physically, in terms of the product offer and in the way they're promoted.	The Plan aims to improve the accessibility of the destination.
Gender reassignment	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive Monmouthshire welcome.
Marriage or civil partnership	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive welcome.
Pregnancy or maternity	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts	The Plan promotes an inclusive welcome.
Race	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive welcome.
Religion or Belief	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive welcome.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive welcome.
Sexual Orientation	The Plan promotes an inclusive Monmouthshire welcome.	There are no negative impacts.	The Plan promotes an inclusive welcome.

2. The Socio-economic Duty and Social Justice

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The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	The Plan is based on fair treatment and equitable status of all groups and individuals in the community, aiming to grow the benefits of tourism for everyone in Monmouthshire, whether they're here for a day, a week or a lifetime. Visitor spend helps support services and facilities on which locals depend, and approximately 15% of jobs in the county.	<i>Describe any negative impacts that your proposal/s will have on people or groups of people who suffer socio-economic disadvantage.</i> There are no identified negative impacts.	<i>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage.</i> The Plan aims to grow regenerative tourism for the benefit of everyone in Monmouthshire.

3. Policy making and the Welsh language.


How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language no less favourably	The Plan celebrates and promotes Welsh language and sense of place as important elements of the visitor experience and as critical sources of differentiation and sustainability for the destination.	There are no negative impacts.	The Plan proposes a croeso / welcome underpinned with a distinctive sense of place and an increase in use of the Welsh language.
Operational Recruitment & Training of workforce	N/A	No posts are being created at this time.	N/A
Service delivery Use of Welsh language in service delivery Promoting use of the language	The Plan will not impact on the equal status given to the Welsh language in service delivery. Welsh language and culture will be celebrated as critical aspects of differentiation and sustainability for the destination.	None.	N/A





4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The Plan aims to grow the benefits of tourism for everyone in Monmouthshire. The economic impact of tourism is monitored as a KPI in MCC's Community & Corporate Plan and visitor spend supports approximately 15% of Monmouthshire jobs.	The Plan identifies the best prospects for sustainable growth of Monmouthshire's visitor economy. There are no identified negative impacts.
A resilient Wales Maintain and enhance biodiversity and land, river and coastal ecosystems that support resilience and can adapt to change (e.g. climate change)	The Plan promotes a regenerative approach to destination management, an approach which is sensitive to the local environment, supports Monmouthshire's Rivers & Coast Action Plan, and which is based on a zero carbon tourism pathway.	We'll work with partners and collaborate with the industry to promote safe and responsible tourism.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	'Active landscapes for healthier lifestyles' is one of three key themes in the Plan, aiming to increase (and promote) access to the countryside and opportunities for locals and visitors to enjoy healthier ways of life.	The Plan aims to improve walking and cycling opportunities for everyone in Monmouthshire.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Vibrant communities and places are at the heart of the Plan. The Plan's vision is for Monmouthshire to become the blueprint for next generation regenerative rural destinations. And to be the most inspiring, connected and welcoming place in Wales to stay, invest and live.	The Plan aims to bring vibrancy to our high streets, adventure to our landscapes and confidence to our communities through more and better tourism that celebrates and enriches quality of life for citizens.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Plan aims to encourage responsible access to nature, to raise the profile of natural habitats and to promote responsible enjoyment of the destination	The environmental impact of tourism will continue to be monitored and any negative trends will be addressed based on relevant data and insights.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	and nature, including promotion of public transport options.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The Plan aims to revitalise the county's characterful towns and villages and promote active landscapes and healthy lifestyles through high quality tourism by developing enriching rural and urban experiences rooted in place and culture, based on a cohesive heritage offer.	The Plan promotes a confident cultural identity, healthy and active lifestyles and a cohesive heritage offer celebrating sense of place and Welsh culture.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The Plan supports sustainable growth of Monmouthshire's visitor economy for the benefit of everyone in the county irrespective of background or circumstances.	The Plan aims to sustainably grow Monmouthshire's visitor economy and promote access to a wide variety of enriching experiences for everyone in Monmouthshire regardless of circumstances.

5. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	This is a five year Plan which aims to become a blueprint for a new generation of regenerative rural destinations. And the most inspiring, connected and welcoming place in Wales to stay, invest and live.	The Plan is a blueprint and stepping stone for further actions. It aims to embolden and aid businesses in working together and promoting Monmouthshire themselves, beyond the scope of the Plan.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p>	<p>The Plan has been developed based on in-depth research and in collaboration with a wide range of local, regional and national partners. It's been designed to be co-owned by partners and to inspire collaboration and co-creation.</p>	<p>The Plan's delivery will be overseen by a reinvigorated Destination Partnership, made up of public, private and third sector partners.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>The Plan has been informed by extensive engagement with stakeholders (including residents, visitors and Monmouthshire tourism businesses) and its delivery will be overseen by the Destination Partnership, made up of public, private and third sector partners.</p>	<p>Resource allowing, regular resident and business sentiment surveys will be undertaken to assess satisfaction with the way the destination is being developed and managed for visitors.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>A wide range of economic and wellbeing measures will be monitored on an ongoing basis by the Destination Partnership. In addition regular communication with wider stakeholders will identify any potential issues and enable them to be addressed promptly.</p>	<p>Resource allowing, regular resident and business sentiment surveys will be undertaken to assess satisfaction with the way the destination is being developed and managed for visitors, and to identify any wider issues not identified by the Partnership.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Delivered as part of a wider regeneration and placemaking agenda and through widespread collaboration, the plan provides a clear and confident framework to develop and carefully manage the visitor economy to ensure it delivers lasting value to Monmouthshire communities.</p>	<p>Going forward, a stakeholder group will be established to help aid communication between different organisations and businesses.</p>

6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	There are no impacts on safeguarding.	.There are no impacts on safeguarding.	There are no impacts on safeguarding.
Corporate Parenting	There are no impacts on corporate parenting.	There are no impacts on corporate parenting.	There are no impacts on corporate parenting.

7. What evidence and data has informed the development of your proposal?

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The Plan has been informed by the following data :

- Business, visitor and resident surveys
- Consultations with local tourism associations, town councils, MCC councillors, MCC officers, tourism businesses, chambers of commerce, event organisers and national organisations.
- The Monmouthshire Replacement Local Development Plan
- Monmouthshire Community and Corporate Plan 2022 - 2028
- STEAM data for Monmouthshire & South East Wales, Domestic GB Tourism Statistics (Wales overnight trips and day visits 2024), International Passenger survey 2024
- Monmouthshire hotel and airbnb occupancy data
- Bedstock data for Monmouthshire
- Monmouthshire town Placemaking Plans
- Best practice from other successful tourism destinations in the UK and overseas.
- Monmouthshire's product database
- Destination Management Plans for other destinations (eg. Glasgow, Liverpool, Canada)

8. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive impacts of the Plan are to grow the benefits of tourism for everyone in Monmouthshire (to support vibrant communities, characterful towns and villages, active landscapes and healthy lifestyles, services and facilities and a wide range of enriching experiences and local employment opportunities) to improve quality of life for citizens and the development of Monmouthshire as one of the most inspiring, connected and welcoming place in Wales to stay, invest and live.

The main negative impacts could come from environmental effects (eg. increased carbon emissions) and potential congestion and overcrowding at tourism hot spots. However, the plan seeks to mitigate these by spreading the benefits of tourism more evenly across the county and year, and promoting responsible environmental behaviour including increased public transport use.

These impacts demonstrate how important collaboration will be to effective delivery of the Plan. The Council will need to work across departments and to use all levers available to support tourism, in tandem with businesses, organisations and the residents of Monmouthshire to grow tourism for the benefit of everyone in the county. There is recognition that this isn't a Plan that the Council could deliver on its own, and that we also need buy in from partners and their support to deliver on priorities.

9. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Business Cabinet	30/09/25	
2	Scrutiny	09/10/25	
3	Cabinet	19/11/25	

Place Scrutiny

Litter and Cleansing update October 2025



Questions

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- The estimated volume of litter across Monmouthshire
- The scale of Monmouthshire's road network
- Quantified the volume of litter collected by MCC (via current resource)
- Quantified the volume of litter collected by litter picking groups
- Confirmed the frequency of litter sweeping across major trunk and B-roads (and how requests for ad hoc support are accommodated)
- Present a series of scenarios estimating the volume of additional litter that **could** be collected, and the resources that would be required for each scenario (both physical and mechanical)
- Following on from this, provide a breakdown of the anticipated cost of procuring/providing said resource (e.g. an additional mechanical sweeper @ £XXK, an additional XX hours of physical litter collection at £XX)
- Provide detailed breakdown of any existing shared partnership work between town/community councils and MCC (what do community councils contribute financially, and what do they get in return)
- Any private sector partnership (are there any civic minded residents or businesses who contribute towards litter projects? If not, could they?)



Cleansing and Litter - legislation


- The management of litter and street cleansing operations are based upon The Code of Practice on Litter and Refuse (COPLAR) which was issued Under Section 89 of the Environmental Protection Act (EPA) 1990. It sets out the legal standards which every Duty Body has to achieve.
- In the majority of cases this will fall to us as the local authority; however it should be noted that transport terminals including bus and rail stations fall to the operator and motorways and certain trunk roads fall to the Secretary of State.
- The objective of the Code of Practice is “to provide practical guidance on the discharge of the duties under Section 89 by establishing reasonable and generally acceptable standards of cleanliness which those under the duty should be capable of meeting”.
- The code sets out guidance on response times for bringing areas back up to acceptable standard.




CoPLaR

Response times in cleaning various areas						
ZONE	TYPE OF LAND	Grade A Response time	Grade B Response time	Grade C Response time	Grade D Response time	
1	TOWN CENTRES & SHOPPING CENTRES	←	←	←	6 hrs ←	3 hrs ←
2	HIGH DENSITY RESIDENTIAL (flats / terraces)	←	12 hrs ←	6 hrs ←	3 hrs	
	LOW DENSITY RESIDENTIAL	←	2 wks ←	12 hrs ←	6 hrs	
	ALL OTHER AREAS	←	2 wks ←	1 wk ←	60 hrs	
5a	BEACHES Amenity Beaches	←	←	1 May - 30 September		
	BEACHES Other Beaches	←	←	As Necessary		
6a	MOTORWAYS & STRATEGIC ROUTES Hard Surface Areas	←	←	4 wks ←	1 wk	
6b	MOTORWAYS & STRATEGIC ROUTES Grassed Areas	←	←	4 wks ←	1 wk	
7a	LOCAL ROADS Hard Surface Areas	←	←	2 wks ←	5 days	
7b	LOCAL ROADS Grassed Areas	←	←	2 wks ←	5 days	
8a	EDUCATIONAL INSTITUTIONS Hard Surface Areas (term-time)	←	←	24 hrs ←	24 hrs	
8b	EDUCATIONAL INSTITUTIONS Grassed Areas (term-time)	←	←	24 hrs ←	24 hrs	
9	OPERATIONAL RAILWAY LAND Within 100m Of Platform Ends	←	←	2 wks ←	5 days	
10	OPERATIONAL RAILWAY LAND Within Urban Areas Other Than In 9	←	←	6 months ←	3 months	
11a	CANAL TOWPATHS IN URBAN AREAS Paved Areas	←	←	2 wks ←	5 days	
11b	CANAL TOWPATHS IN URBAN AREAS Grassed Or Non-Paved Areas	←	←	4 wks ←	1 wk	
12	PUBLIC LAND ATTRACTING A LARGE NUMBER OF PEOPLE FOR SPECIAL EVENTS	←	24 hrs ←	24 hrs ←	24 hrs	

Set A: litter and refuse in both relevant highway and hard surface setting




Grade A
No litter or refuse




Grade C
Widespread distribution of litter and/or refuse with minor accumulations

Set B: litter and refuse in a soft surface setting




Grade A
No litter or refuse




Grade B
Predominately free of litter and refuse apart from some small items


Set C: principles of detritus grading in a relevant highway setting




Grade C
Widespread distribution of litter and/or refuse with minor accumulations




Grade D
Heavily affected by litter and/or refuse with significant accumulations




Grade A
No detritus



Grade B
Predominantly free of detritus except for some light scattering



Grade C
Widespread distribution of detritus with minor accumulations



Grade D
Heavily affected by detritus with significant accumulations



The service

- Resourcing the service –
- Cleansing is split over 3 operational depots
- Each depot has a precinct sweeper, an EPA team, litter collection team (15 staff)
- 1 large sweeper 2025
- There are Town Teams paid for by Town Councils in Chepstow, Abergavenny, Magor Undy Caldicot.
- Discussions with Monmouth, Usk Raglan Little Mill are progressing
- Town Teams deliver services over and above the statutory duty and working schedules are jointly managed



Other support

6 x litter groups

419 x volunteer litter
champions

Probation Service

Wider grounds team:
Ops picking litter on mowing
rounds etc



Cost of dealing with litter

Cost Category	Binned Litter Annual Cost (£)	Ground Litter Annual Cost (£)
Frontline Staff	£ 265,757	£ 337,572
Fleet	£ 74,598	£ 384,122
Equipment	£ 7,899	£ 5,902
Public Bin and Ground Litter Infrastructure	£ 107,434	£ -
Overheads	£ 71,014	£ 77,923
Communication and Enforcement	Not included	Not included
Haulage	£ 1,691	£ 845
Disposal	£ 29,520	£ 14,510
Other Cost/Income	£ 10,990	£ 6,908
Total Annual Cost (£)	£ 568,904	£ 827,783

Approximately 1500 tonnes of road sweepings including litter, predominantly detritus
Approximately 500 tonnes of grounds and cleansing material including litter and fly-tipping (costs covered by waste management contract)



Scale of the issue

Table 3: Local Authority Performance against Efficiency Metrics

Metric	Monmouthshire	Average	Rank*
Total cost per tonne	£2,166	£2,090	9 th
Total cost per capita	£10	£14	16 th
Total cost per hectare	£11	£67	16 th
Total cost per bin	£1,541	£1,595	11 th

Table 4: Local Authority Performance against Qualitative Effectiveness Metrics

Metric	Monmouthshire	Wales Average 22/23	Rank*
Street Cleanliness Assessment	98.5%	96% ⁵	3 rd

⁵Of the 20 local authorities who returned data sets

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of the 20 local authorities who returned full datasets, where a score of 1 relates to higher costs.

Year	Loose litter	Litter bin	Dog waste bins	Volunteers	Waste Collection	Other	Blanks	Total
2020-21	139	137	11	59	12	0	1	359
2021-22	136	68	11	46	17	2	3	283
2022-23	112	50	4	25	11	1	1	204
2023-24	129	48	1	54	4	2	1	239
2024-25	129	44	2	59	8	2	1	245
Total	645	347	29	243	52	7	7	

Average	129	69.4	5.8	48.6	10.4	1.4	1.4	
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1600km of County roads x 2
 120km of trunk roads x 2
 6 main towns
 2.25m m2 of open space



The future – up for discussion

- EPR funding – additional sweeper capacity, additional litter operative
- Tidy Towns funding – additional Tidy Towns teams 25/26
- Pride in Place – additional funding 25-27
- Enforcement



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