

Report of Chief Executive

Subject: Presentation by Visit Pembrokeshire

Decision Required: No

Recommendation:

That Members are asked to note the presentation from Visit Pembrokeshire.

1. Key Messages

Emma Thornton, Chief Executive of Visit Pembrokeshire will provide a presentation on the work of Visit Pembrokeshire over the last year.

2. Background

The Authority has agreed a package of support for Visit Pembrokeshire. As part of our support for Visit Pembrokeshire, the Authority has one seat on the Board of the organisation. Currently the Authority is represented on the Board by Councillor Di Clements. The Chief Executive also attends meetings as an advisor. The Director of Nature and Tourism sits on a group overseeing the Destination Management Plan.

3. Consultation

Presentation for information – no consultation carried out.

4. Strategic Policy Context

This presentation provides an overview of the work of Visit Pembrokeshire, a Partner organisation, over the last twelve months. This work supports a number of the Authority's Partnership Plan themes and Well-being Objectives.

5. Financial Considerations

At the meeting of the National Park Authority in July 2025, it was resolved that the Authority to continue fund Visit Pembrokeshire at the current rate of £25,000 pa until 2029.

6. Risk and Compliance Considerations

Not relevant. This is a presentation by a partner organisation.

7. Impact on our Public Sector Duties

7.1 Integrated Assessment Completed: / No

7.2 Equality, Socio-Economic, Health and Human Rights Impacts

Not relevant. This is a presentation by a partner organisation.

7.3 Welsh Language Impacts

Not relevant. This is a presentation by a partner organisation.

7.4 Section 6 Biodiversity Duty and Carbon Emission Impacts

Not relevant. This is a presentation by a partner organisation.

7.5 Well-being Goals for Wales and 5 Ways of Working (Sustainable Development Principles) Impacts

Not relevant. This is a presentation by a partner organisation.

8. Conclusion

Members are asked to note the presentation from Visit Pembrokeshire

9. List Background Documentation:

[32/25 Support for Visit Pembrokeshire 2026/2029](#)

(For further information please contact Tegryn Jones,
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Visit Pembrokeshire

STRONGER TOGETHER | YMWELD Â SIR

BENFRO

Pembrokeshire Coast National Park Authority

Wednesday 17th December 2025



Agenda

- The value of a County DMO and overview of tourism trends in 2025 (tourism trends–verbal update)
- Significant deliverables between 2020 to 2025
- What's changed since 2020?
- Strategic Priorities 202526
- Q & A



The first Destination Management Organisation of its type in Wales

One Community championing Pembrokeshire

+55 % Membership growth since 2020.
Working together to grow tourism sustainably, making Pembrokeshire a first class visitor destination.

Together we've built a "best in class" public/private sector DMO. Working towards our shared vision to be "a global-leader in regenerative tourism".

Visit Pembrokeshire
Members and the
wider tourism trade

Strategic Partners,
Corporates &
Ambassadors

Pembrokeshire's leading private sector businesses supporting and recognising the importance of tourism to the county.

Pembrokeshire
County Council
& PCNPA

PLANED
Community
Development

Helping us ensure that the tourism we develop has a positive impact on our local communities.



A vital sector of the economy



£634 million*

Annual economic value.
Circa 24% of the
Pembrokeshire economy.



5.7 million visitors*

98% of which are leisure guests.
79% are day trips (reduction of 3%
on 2023).



12,000 - 13,000 jobs*

23% of Pembrokeshire's total
employment



**1825 tourism -related
businesses**

99% of which are micro-
businesses.

*SOURCE: 2024 Economic Volume and Value report



Significant and vital deliverables between 2020 to 2025

Best in Class Public Private Partnership working hard to reignite economic growth



Delivering our shared Destination Management Plan (DMP)

- Visit Pembrokeshire coordinates delivery of Pembrokeshire's DMP.
- We've strengthened, updated and launched the 2024-28 DMP and its governance, to ensure relevance in a post-COVID landscape, with a strategic focus on Regenerative tourism.
- Our impact is visible through our project delivery, business support, destination marketing and uniting partnership role at the heart of Pembrokeshire's tourism community.



DMP Projects delivered to date

- **New Website** – launched Feb 2025. New free to all "What's on" went live mid November 2025
- **Open to All;** In partnership with PCNPA, developing Pembrokeshire as a world-class inclusive and accessible destination.
- **TFW/GWR Partnership** ; encouraging sustainable travel to Pembrokeshire via train. (£20K investment in 2024/25 and £25k to follow in 2025/26).

PLUS OVERLEAF..



Core response during COVID pandemic

- Visit Pembrokeshire was core to the COVID response, leading on both b2b and b2c communications in a time of global uncertainty.

Scolton Manor Strategic Project

Visit Pembrokeshire supported PCC in this project bringing together industry expertise to identify business development opportunities for Scolton Manor.

CROESO AWARDS

RECOGNISING QUALITY TOURISM

CROESO
AWARDS 2024

Croeso Awards

Celebrating success and inspiring the next generation of tourism professionals.

- Delivered in collaboration with Pembrokeshire College and leading hospitality providers, giving students tangible event management and catering experience.
- 3 successful events, bigger and better each year.
- 2024 Awards ceremony linked to Regional and National Tourism industry Awards.
- New partnership with the Celtic Collection for 2026
- Average attendance of 200 delegates.
- Net income from Sponsorship and ticket sales reinvested into tourism in Pembrokeshire.



Industry events & business support

Visit Pembrokeshire is at the heart of the tourism community, providing vital business support through:

- **Monthly B2B newsletter and social media comms** sharing industry news, funding information and market trends
- **Monthly networking events** hosted across the county
- **Annual Tourism Summit** - thought-leadership event.
- **Advocacy** - we provide a voice for those involved in tourism locally regionally and nationally.

holidaycottages.co.uk community fund

Our first ever community fund initiative; inviting community organisations and local charities that benefit Pembrokeshire to apply for one of three £1,000 funds to support their important, ongoing efforts. A great example of regenerative tourism.



Together we have delivered outstanding value for money & return on investment

	2019/20	2025
TOURISM ECONOMIC VALUE	£580m (2019)	£634m
DOMESTIC PROFILE	Static	Growing
INTERNATIONAL PROFILE	Minimal	Growing albeit slowly
PR REACH	Unknown	727 million reach Advertising Value Equivalent: £7 million
SOCIAL MEDIA ENGAGEMENT	Less than 10k followers	94k followers plus 13K e-newsletters subscribers
WEBSITE VIEWS	Unknown	1.2m views
WEBSITE FUNCTIONALITY	Basic visitor information with limited marketing impact or searchability	Best in class UK Tourism Regional website
STRATEGIC PARTNERS	0	9
AMBASSADOR PARTNERS	0	3
MEMBERS	230	357
STATUS IN WALES	Leading	Exemplar
PRIVATE SECTOR MAJOR PLAYER PARTICIPATION	0	Top 11 tourism businesses are all VP Members
SIZE OF VP TEAM	5.2FTE	5.2FTE - strengthened & delivering more
PRIVATE SECTOR CONTRIBUTION	£35K	£105K
PUBLIC VS PRIVATE FUNDING	82 / 18 %	63 / 37 %

Strategic Objectives 2025-26

World Class Destination Marketing and PR



KPIs	Deliverables
<ul style="list-style-type: none"> ➤ 446K (+15%) website unique visitors ➤ 1.2m (+15%) page views ➤ 94k (+20%) SM followers growth ➤ 10k (+15%) B2C subscribers/ 50% open rate ➤ 1K (+10%) B2B subscribers/ 55% open rate ➤ 37% % Bounce rate- 5% decrease ➤ 100 events Website “What’s on” ➤ 6 Press releases/ NIBS ➤ 5 Press Trips incl 1 influencer trip ➤ 30-35 cuttings/online links (regional & national) ➤ 5.7m (+?%) -visitors ➤ £634m (+?%)– Economic value ➤ 20% (+? %) – Overnight stays 	<ol style="list-style-type: none"> 1. Develop thematic content calendar with further integration to socials, B2B, B2C & website. 2. Increase engagement with our social media 3. Explore new platforms to attract and grow new audiences e.g. Tik Tok. 4. Develop SEO strategy to maximise visibility of VP website across key search terms. 5. Pembrokeshire ‘Cool Cation’ Destination Campaign (trend). 6. Bespoke Major Event PR and Promotion Strategy e.g. National Eisteddfod, IronMan. 7. Action plan to ensure we identify and leverage new openings/trends/story ideas. 8. Work with the ferry companies operating the Irish routes to target the Irish market.

Strategic Objectives 2025-26

Strong and Growing Membership Community



KPIs (September 2025-March 2026)	Deliverables
<ul style="list-style-type: none">➤ £43k Core Membership income➤ £14.9k -Strategic Partner income achieved➤ 50 ‘new’ Members➤ 1 ‘new’ Strategic Partner➤ 90% Retention➤ ? % Member Satisfaction	<ol style="list-style-type: none">1. Membership discount strategy for Associations and Industry bodies.2. November Member Survey to inform and shape future delivery.3. Increase promotion of the benefits of new website.4. Identify most clickable SEO content that features Members to drive organic traffic.5. Gather testimonials from our member events (including short videos)6. Develop and distribute a “Membership pack” to make it easier for time short businesses/organisations to engage with the benefits from membership.7. ‘Add On’ Support Package for digitally challenged/ time short members.8. Introduce VP Member perk/discount to reinforce sense of community9. Develop and Roll out ‘Visit Pembrokeshire Pledge’ to engender a sense of belonging.

Strategic Objectives 2025-26

Best in Class Industry Liaison and Support



KPIs – September-March 2026	Deliverables
<ul style="list-style-type: none"> ➤ 2 ‘Networking events’ Sept/Feb ➤ 2 ‘Meet the Team’ events Oct/Dec w 20 attendees /% satisfaction ➤ November ‘Supplier to Buyer’ event w 40 stallholders/ 50 attendees ➤ Tourism Summit w 100 attendees ➤ “Defining sustainable tourism growth for Pembrokeshire” events -Spring 2026 	<ol style="list-style-type: none"> 1. New ‘Meet the team’ Strategy to increase attendance . 2. New ‘Thematic’ Networking Events with guest speakers on relevant topics and structured networking opportunities 3. Post event surveys to monitor satisfaction levels 4. Incentivise non-members to join and access events for free 5. Develop Tourism Summit as major must attend thought leadership event. <p>Save the Date “Thursday 26th March”- Folly Farm</p> <p>Speakers include – Kate Nicholls – Chair -UK Hospitality and John Davies, Chair of The 2026 Eisteddfod</p>

Strategic Objectives 2025-26

Impactful Project Delivery



KPIs	Deliverables
<ul style="list-style-type: none">➤ 15% increase in rail passengers across TFW network through TFW/GWR campaign➤ 90% Croeso sponsorship secured by Jan '26➤ Hospitality Mentoring Partner by Oct 2025	<ol style="list-style-type: none">1. Integrated campaign with monthly marketing activity and paid media activity.2. Deliver paid marketing campaign to respond to TFW/GWR priorities.3. Develop Croeso content onto main VP site mitigating any SEO considerations.4. Secure an Awards presenter/ MOC.

Strategic Objectives 2025-26

Respected Tourism leadership and advocacy



KPIs	Deliverables
➤ Represent Pembrokeshire regionally through SWT Forum and nationally through national bodies e.g. PASC and WTA.	<div><div>1.</div>Local and national consultation communication strategy and roll out.</div> <div><div>2.</div>Represent tourism businesses locally and nationally e.g. Visitor levy, 182 days, Statutory Registration, Statutory Licensing.</div> <div><div>3.</div>Organise 2 MS and MPs Road show per annum</div>

Strategic Objectives 2025-26

Inspiring Destination Management Plan



KPIs	Visit Pembrokeshire Deliverables
<ul style="list-style-type: none"> ➤ Quarterly meetings of DMP SAG ➤ Annual meeting of DMP community Panel ➤ DMP partners to Identify 2 priority projects which can be delivered in 2025/26 	<ol style="list-style-type: none"> 1. Launch new 'What's On' functionality on the VP website. 2. 'Good Visitor Guide' series on socials running weekly April-October 3. 'New' Travel Trade section to VP website promoting 'Travel Trade Ready'. 4. Travel Trade Event Strategy and schedule to maximise impact within budget. 5. Raise profile of our county towns through TFW/GWR campaign. 6. Promote alternative modes of travel to the car through TFW/GWR campaign.



Visit Pembrokeshire's Strategic Partners

Working Together for a Stronger Pembrokeshire



Parc Cenedlaethol
Arfordir Penfro
Pembrokeshire Coast
National Park



Ambassador & Corporate Partners





Visit Pembrokeshire

STRONGER TOGETHER | YMWELD Â SIR

BENFRO

Thank you for your attention, Diolch am eich sylw
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