

Report of Head of Regenerative Tourism

Subject: Oriel y Parc Masterplan

Purpose of Report

To share the final Oriel y Parc Masterplan document with Members and to agree the refreshed focus of the site as a true discovery centre for the wider National Park.

Introduction

In early 2022 PCNPA instructed consultants from The Creative Core to undertake a review of the National Park Visitor Centre in St Davids to ensure the centre aligns with the evolving vision and objectives of PCNPA, particularly in light of changes to tourism post COVID.

Little has changed at Oriel y Parc since a major extension was added to the original building in 2008. Since this time the political, economic and social landscapes have changed considerably with PCNPA's priorities changing alongside these. Priority areas such as climate change, biodiversity loss and decarbonisation are at the forefront of the Authority's vision and Oriel y Parc has an important role to play in helping the Authority succeed in tackling these issues.

Furthermore, visitor behaviours and pressures alongside evolving community needs have vastly changed since the expansion of the centre in 2008, therefore a new approach is required to ensure that Oriel y Parc remains relevant for future generations as the flagship facility under our evolving Regenerative Tourism approach.

Background

The Oriel y Parc Masterplan builds upon existing work and research commissioned by PCNPA (some of which is referenced in the Masterplan document):

- Capturing the Coast and Beyond, Interpretation and visitor information in the Pembrokeshire Coast National Park (January 2019)
- Oriel y Parc Business Plan (November 2019)
- Oriel y Parc Interpretation Review and Plan (April 2020)

Options

Several scenarios are presented in the Masterplan document. The purpose of this report is to ask members to support the suggested strategic direction for the future

purpose of the centre and to endorse National Park officers to pursue funding opportunities to realise Option V3, creating a flagship discovery centre for PCNPA.

Various illustrative design options are presented within the Masterplan detailing how Oriel y Parc might succeed in reaching the desired interpretation goals. These designs give a helpful guide as to how the centre may look; however, Members are asked to focus on the centres future purpose and vision, understanding that design ideas may develop with further research and development within the specific chosen option.

Without a refreshed vision, updated interpretive focus and future investment on-site, a significant opportunity for the Authority will be lost. The future potential for Oriel y Parc to significantly aid the Authority in its goals and objectives is documented within the Masterplan and shows how the centre can play a more pivotal part in the National Park's future.

The Masterplan also sets out a clear purpose and vision for the centre, giving National Park officers a clear guide and direction. This is important considering a review of this scale has not been undertaken since 2008. This gives officers clear priorities for the future of the centre, one which aligns fully with the reviewed goals and organisational structure of the Authority.

Financial considerations

Access to Oriel y Parc is free of charge in-line with Welsh Government / Amgueddfa Cymru policy and, as a result, the centre will always run at a cost to the Authority. However, as highlighted below, the centre performs well in terms of hitting its income targets (as does the adjacent car park) and as a result the level of subsidy has gradually reduced over a number of years.

	2022-23			2021-22		
	Actual	Budget	% diff	Actual	Budget	% diff
Carew Merch	120133	72800	65%	87285	28024	211%
OyP Merch	120639	112977	7%	112874	50212	125%
CH Merch	47850	36000	33%	38108	13320	186%

Risk considerations

Even though Oriel y Parc continues to provide high quality services that help visitors and locals to maximise their enjoyment and understanding of the National Park the general offer on-site has remained relatively static since 2008.

As a result, the centre has seen a gradual decline in visitor numbers (which is reflective of many indoor attractions post COVID) whilst continuing to meet its income targets (through an increase in spend per head) during a challenging operational period.

However, without a refreshed approach and further investment the site will plateau and not modernise in order to meet changing demands (in terms of the issues facing the National Park and the needs of its customers). In short, doing nothing potentially

carries more risks than adopting the recommendations highlighted under Option 3 in the Masterplan document.

Compliance

Park purposes form the foundation of this Masterplan, as can be seen within the document.

Several reports have been consulted in the creation of the Masterplan (detailed on page 4); these include Welsh Government strategy documents and PCNPA corporate documentation.

The Well-being of future Generations Act is also well referenced within the Masterplan.

Human Rights/Equality issues

The PCNPA Engagement Action Plan has been referenced and priority audiences will be targeted through the new approach.

Biodiversity implications/Sustainability appraisal

The Oriel y Parc Masterplan proposes a National Park discovery centre which supports the wider work of the National Park as a flagship centre, promoting the values within the Management Plan.

Welsh Language considerations

Welsh language, culture and heritage is at the heart of these proposals and will form an improved part of the visitor experience.

Wider implications

Detail of consultation work undertaken is listed within the report (page 4).

Conclusion

Members are asked to support the proposal for Oriel y Parc to become a true discovery centre for the National Park, where the priority for the centre is to help people understand the purposes and importance of the National Park and to actively contribute to protecting and enhancing the precious coastal landscape and local culture.

Proposals include the strengthening of Oriel y Parc's alignment to PCNPA priorities, specifically in regard to providing experiences which engage audiences with wider messages relating to nature and climate change, health and well-being opportunities in the Park and better understanding the area's unique cultural heritage.

Recommendation:

Pembrokeshire Coast National Park Authority

National Park Authority – 26 July 2023

Members are asked to approve the adoption of 'Option 3' as the long-term aspiration for Oriel y Parc subject to the development of a business plan and the securing of necessary funding.

Background Documents

- Oriel y Parc, Members' Workshop – Briefing Paper, November 2022
- Capturing the Coast and Beyond, Interpretation and visitor information in the Pembrokeshire Coast National Park (January 2019)
- Oriel y Parc Business Plan (November 2019)
- Oriel y Parc Interpretation Review and Plan (April 2020)

(For further information, please contact Claire Bates, Head of Regenerative Tourism claireb@pembrokeshirecoast.org.uk)

Author: Claire Bates

Consulted/engaged with (internal and/or external stakeholders):

See page 4 of Masterplan.

Oriel y Parc Masterplan

**Pembrokeshire Coast
National Park Authority**

Masterplan Report

May 2023



Contents

Introduction p. 3

Background research and consultation overview p. 4

Section 1 - Assessment of existing offer

The need for change..... p. 6

Current audiences p. 8

Current offer - from consultation..... p. 10

Survey results..... p. 11

Visitor engagement..... p. 13

Brand and identity..... p. 14

Building and grounds..... p. 15

Commercial Modelling p. 17

Section 2 - The Vision

Consultation-driven conclusions p. 21

Vision statement p. 23

Audience-focussed strategy p. 24

Target audiences p. 25

Interpretation Strategy p. 26

Design Strategy p. 32

Commercial Model p. 45

Executive Summary p. 50

Appendices

- 1 Format of workshops and surveys
- 2 Results of workshops and surveys
- 3 Competitor slides

Introduction

Context of report

Creative Core were appointed in the summer of 2022 to develop an overarching masterplan for Oriel y Parc (OyP), which aligns with the purpose and vision of the National Park, and can maximise the potential of the centre as a true discovery centre for the Pembrokeshire Coast.

The National Park purposes referred to above are:

1. To conserve and enhance the natural beauty, wildlife and cultural heritage of the area.
2. To promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.

In carrying out these purposes, National Park Authorities are also required to seek to foster the economic and social well-being of local communities in the National Park.

Since April 2020 the effect of the global pandemic has considerably changed the social and economic environment. The pandemic and the experiences of the past two years has changed people's priorities and attitudes. OyP therefore needs to realign its position to remain relevant to the communities and visitors it serves today.

The project was to be delivered collaboratively to ensure the voices of stakeholders and communities are heard and reflected in the vision for the centre. Details of contributors can be found on the following page.

Background to the project

OyP (one of three main Pembrokeshire Coast National Park visitor attractions) was first built as St Davids Tourist Information Centre in 1999, in 2008 the site underwent a large capital investment, creating the centre which stands today. The 2008 development was considered to be one of the most green developments of its time, with the use of advanced technologies in its construction, these include a sedum roof, rainwater harvesting, ground source heat pump and photovoltaic cells along with many other design features to maximise renewable energy and sustainability, with the building gaining BREEAM excellent certification.

The major works undertaken in 2008 included the building of a class A gallery and exhibition space, with high specification environmental management. This space is currently managed in partnership with Amgueddfa Cymru.

In 2018 the Park Authority engaged interpretation, communications and sustainable tourism consultants to review the delivery of interpretive experiences within the National Park. This review identified the need for a clear interpretation plan to be developed for OyP to recognise the centre as the 'main National Park interpretation and information Discovery Point'.

Following this, a consultant was commissioned to create an interpretation plan for OyP in early 2020. This was completed in April 2020 and forms the starting point for our investigations during this project.

Background research and consultation overview

Reports consulted

- Bangor University, Welcome to Wales: Priorities for the visitor economy 2020 – 2025
- Capturing the Coast and Beyond: Interpretation Strategy for the Pembrokeshire Coast National Park 2019
- Kate Lindley Heritage and Tourism, 2020, OyP Interpretation Review and a Plan
- Llywodraeth Cymru, Welsh Government, 2020, International Strategy
- Pembrokeshire Coast National Park Management Plan
- Pembrokeshire Destination Management Plan 2020-2025
- Pembrokeshire Coast National Park Corporate and Resources Plan
- Visit Wales Strategy 2020-25

Consultation undertaken

- St Davids Visitor survey: 13 responses between 28/9/22 - 06/01/23
- St Davids Visitor survey (online): 115 responses between 18/10/22 - 06/01/23
- OyP Visitor survey: 56 responses between 14/09/22 - 06/01/23
- Interview with National Park Authority Discovery Team Leader, Graham Peake (31/10/22)
- OyP Staff Workshop (10/10/22)
- Resident Drop-in Session (10/10/22)
- Stakeholder Workshop (11/10/22)
- PCNPA Members' Workshop (23/11/22)
- Amgueddfa Cymru meeting (02/12/22)
- Questionnaire with Pilgrim's Café, St Davids (05/12/22)
- Meeting with National Park Marketing Team (08/12/22)



Section 1 - Assessment of Existing Offer



The need for change

From and to...

When built in 2008, OyP was intended to tell the story of the Pembrokeshire landscape through art and to inspire visitors to explore the county's rich countryside and coast.

The priority areas of the new Corporate Plan in 2022 state that the National Park's centres, including OyP, should "engage...audiences with wider messages relating to nature, climate change, health and well-being opportunities in the Park and the special qualities of the Park."

The National Park interpretation plan noted that while OyP was a 'well-visited, well-managed centre in an important location for visitor engagement', it 'doesn't represent the National Park fully, communication is not as clear and effective as it could be'

The Pembrokeshire Coast National Park Interpretation Strategy for 2019 noted that 'the centre could do more to provide a central focus for the National Park's special features. It needs to work harder to represent the whole Park and be of value to all the communities and businesses encompassed within it across the area.'

OyP needs to...

The Pembrokeshire Coast National Park Corporate and Resources Plan 2022-23 was aligned with the Well-being of Future Generations (Wales) Act 2015. Implications for a changing OyP are:

- **A Prosperous Wales:** Addressing barriers that can prevent people from being able to connect and engage with landscape, nature and heritage.
- **A Wales of Cohesive Communities:** Supporting activities that provide opportunities for people to come together in the Park. Helping to reduce social isolation, while also providing opportunities for people to get involved in looking after and learning more about nature and heritage in the Park.
- **A More Equal Wales:** Breaking down barriers that prevent some people from being able to access and connect with a range of opportunities in the Park and associated well-being benefits.
- **A Wales of Vibrant Culture and Thriving Welsh Language:** Contributing and working in collaboration with other stakeholders and communities in the Park to enhance cultural, Welsh language and heritage opportunities for people to enjoy in the Park.
- **A Healthier Wales:** breaking down barriers, improving people's physical and mental well-being through helping a wide range of people to access and connect in a sustainable way with the outdoors and heritage opportunities.

The need for change continued...

The plan cites ways in which priorities can be delivered, which OyP could directly contribute to:

- Work collaboratively with others to host activities and meeting places for communities, as well as become integral parts of local communities, encourage sustainable transport and help to break down social isolation.
- Deliver learning, outreach and behaviour change programme that support people, including visitors and communities, to discuss, explore, monitor and consider solutions to the climate change emergency and engage in positive behaviour change.
- Provide support to enable people of all ages to develop an understanding of the National Park.
- Deliver a learning programme that supports children and young people in the Park to explore their Cynefin (local area). This includes delivering a learning programme that supports children and young people to connect with the outdoors and nature, their health and well-being and explore heritage in the Park and new Curriculum for Wales.
- Deliver heritage and cultural visitor experiences and events and activities programme, including digital engagement opportunities that help a wider range of people to feel connected to and be inspired by the Park's history and cultural assets.

Learning...

The new Curriculum for Wales has created lots of exciting opportunity for organisations like PCNPA. Opening up the curriculum like this means that schools and colleges will be looking to work with partners to establish strong links to flexible cross curricular offers that are repeatable and scalable.

Having looked through the education offer and talked to members of the teams that deliver these offers it is obvious that this opportunity is being grasped and developed, even as this is being written. Due to the parallel nature of report and the education offer development, it may be that some of the comments here are in the process of being addressed.

Purpose driven curriculum means that any work PCNPA does will need to be designed with either a specific relationship with a nearby school or a broad and flexible enough offer that it can accommodate the varied requirements schools will need. Continued and robust consultation followed by a development stage of a component-based offer that will allow schools to develop a bespoke experience that best aligns with their curriculum. Schools will inevitably progress their new flexibility at different rates, and it would be beneficial for PCNPA to offer both support in exploring this new freedom for the more hesitant schools as well as constructive and strong partnerships with those raring to go.

To drive repeat educational visits, it is imperative that progression of learning is considered. The offer of PCNPA should be spiral in nature, so groups that came to do an introductory learning experience can return to continue that engagement but at a more in-depth level thus making PCNPA an integral part of a continuing spiral offer.

...and education

The wider PCNPA offers are dispersed across the National Park naturally utilising the landscape to best effect. This means that most offers don't impact OyP and are not centred around the facilities available in the building. The offers are predominantly and understandably aimed at curriculum themes of geography, ecology and history. Efforts can be made to find exciting and engaging activities that will attract, enhance or compliment the wider offer of PCNPA by widening the curriculum offer into perhaps art, design, media. These areas should be developed in line with any new offer developed in the rest of the building. It is a huge commitment to take children out of school for a day and educators are always looking for offers that are carefully constructed to consider a wide cross curricular offer. The more areas children can engage with the more likely effort will be expended by educators to engage in the offer. Therefore, it is really important that whatever the offer is developed for OyP it is part of a wider experience both at the visitor centre and within the local and wider environment.

Current audiences - visitors

Current visitors

Domestic and international visitors OyP's annual footfall is in the region of 130,000. Anecdotally, there is a high proportion of repeat and local visitors among the total number. 44% of OyP survey respondents considered themselves to be regular repeat visitors.

The exhibition comments book broadly suggest that visitors to OyP comprise:

- 52% UK (mostly England)
- 27% Wales
- 21% International

In a survey with visitors to OyP the majority of respondents had an SA (Swansea) postcode.

This broadly reflects the 2022 Visit Wales target audiences which include:

- New staycation markets: high-value visitors from across Britain across the age-spectrum with a range of passionate interests, seeking value-for-time over value for-money from high-quality experiences.
- The people of Wales: promoting tourism within Wales creates confidence, cohesion and opportunities at grass-roots level. The people of Wales are also the best advocates for our own country.

International visitors that are new to Wales: core growth international markets are Ireland, Germany (Working empty nesters: Independent explorers, 45+, affluent, educated. Dual income, no kids: 30-45, well-off, want unique experiences) and near European countries and the USA (Mature empty nesters: Independent explorers, quite independent in their travels and looking for quality accommodation with character).

Potential for growth

Audience development for OyP should consider Pembrokeshire's 2020 target audiences which include:

- Active Family Explorers: Visitors with children aged 7-15 years who like beach and active holidays with sightseeing.
- Scenic Explorers: 45+ They want to experience the outdoors 'off the beaten track' but take in the local culture.

With additional audience opportunities being cited as:

- Pre-family Explorers: 18-35 comprising couples and groups who enjoy the outdoors, activities and sightseeing.
- Cultural Explorers: 45+ who appreciate the scenic aspect of their destination but are looking to deepen their experience through engagement with cultural heritage.

Current audiences - local communities

“It should be for everyone – local community, crafts people etc and visitors alike, but in reality? Do lots of locals think it’s just for visitors? Should be a balance.” Staff Workshop Participant

Local demographic

In 2020 the Pembrokeshire Coast National Park population was 22,451. This comprised:

- Aged 5-15: 2,202
- Aged 16-64: 12,890
- Aged 65 and over: 7,359

The 2011 UK Census the population of the St Davids ward was 1,841 (with 1,509 of voting age). The average (mean) age of residents was 46.1 years.

Potential for growth

Consultation highlighted the importance of developing the following local audiences:

- **Ultra-local residents (St Davids and surrounding area within 10 miles):** Local residents including community groups, individuals, schools and families
- **National Park and Pembrokeshire residents:** To support their understanding and appreciation of the National Park and local offer and become advocates.
- **Local businesses:** These are audiences with whom OyP should be building good links to support the visitor and local economy, including activity providers, and arts and crafts practitioners.
- **Local organisations and groups:** For example local action groups such as Friends of the National Park, Eco Dewi, Ysbrydoli Sir Benfro Pembrokeshire Inspired.
- **National Park staff:** Oriol y Parc has the potential to be a meeting place and communications hub for staff.

The National Park’s Engagement Action Plan 2021 notes further audiences as priority for engagement, that should be considered in the way OyP develops:

- **Young people:** to help shape the work of the Authority, through Youth Committee and Youth Rangers.
- **Volunteers:** so that the services offered are informed by their experience, for example through a Volunteer Forum.

Other audiences, with specific needs and/or characteristics, that were specifically mentioned during consultation included:

- **Educational visitors** (heavily weighted by local stakeholders).
- **Special interest groups:** for example pilgrims, people with interest in history, conservation
- **Diverse audiences:** particularly those with protected characteristics
- **People with additional access needs:** Survey responses suggested that the number of people engaging with OyP with a disability or long-term condition was broadly in line with the national average (c15%).

Current offer - from consultation

Audience expectations

During staff, stakeholder and resident workshops and from surveys people expected the current offer at OyP to include:

- Art gallery / art exhibitions
- Shop
- Tourist information and orientation
- Café and facilities
- National Park Visitor Centre

While OyP met most visitors' expectations, in a survey with visitors to the centre:

- 17% of people in survey did not think that the name accurately described the centre
- Only 15% expected to learn about the Pembrokeshire Coast National Park

Audience barriers

The Discovery Room windows display arts and crafts for sale, with a luxury feel. This can act as a barrier to many, especially families with young children as they may feel 'this is not for them'.

- **Socio-economic barriers:** that could prevent people from being able to connect and engage with landscape, nature and heritage. Pembrokeshire has highest child poverty rate in Wales according to research by End Child Poverty coalition.
- **Signage and orientation:** Some survey respondents noted that they did not see the signs for OyP. The Interpretation Plan noted that orientation signs are not very well visible / readable from an accessibility point of view, the visitor journey around the site is disjointed and many choose to walk straight through the Courtyard to the city, and the picnic area is secluded, it is not obvious what is there.

- **Lack of interest/relevance:** The majority of online survey respondents noted a 'lack of interest' as a reason for not visiting OyP.
- **Not meeting expectation/motivation:** Visitors who were surveyed at OyP noted that they were interested in finding out about the UK's only coastal National Park (Pembrokeshire), Pembrokeshire's landscape, local history and heritage. This expectation can be better met by increasing the breadth and profile of interpretation on-site.

Survey results

The three surveys show that people have varying levels of expectation depending on their prior knowledge. If they are in the space or have visited before they expect art firstly and then tourist information and a shopping experience. The online survey which is reaching a wider audience but where 80% of participants have visited OyP tells a slightly different story. These visitors expect good food as a priority followed by toilets, tourist information and then NP information (i.e. 'getting the basics right'). The same percentage of visitors from both surveys expected art but the wider survey shows it as a lower priority. This may indicate the changing expectations of differing audience sectors as our online survey has a much broader age range and the OyP survey is predominately 50+ couples without children.

The limited St Davids survey suggests that OyP is seen as a café offer to those who offered a specific answer followed by shop and TIC. A third of respondents said they had no expectations, which may suggest they don't know what the offer is at OyP backed up by the fact that nearly half of the responders had not heard of OyP.

Tourist information – Visitors see this as a TIC for the area and a high percentage across all surveys, expressed an expectation of finding this type of information at OyP. When asked what they were interested in, TIC came consistently low on the list, suggesting this was an expectation but not a service they saw as important enough to generate a draw.

Art exhibition – Approximately 24% of people surveyed in the OyP building said they had made a planned visit and 8% said they had come for a specific exhibition. When asked what their expectations were 21% expected art and 7% expected the current exhibition. This suggests that visitors in this group have an understanding that there will be art and around 7-8% have specific knowledge of the exhibition programme.

Café – Food is high on people's expectations with a quarter of those surveyed at OyP saying this was an important part of the offer. A massive 80% of responses from St Davids and the online survey indicated that food was the top reason for their visits. Some even using the other category to 'why did you visit?' to say that food was their motivation.

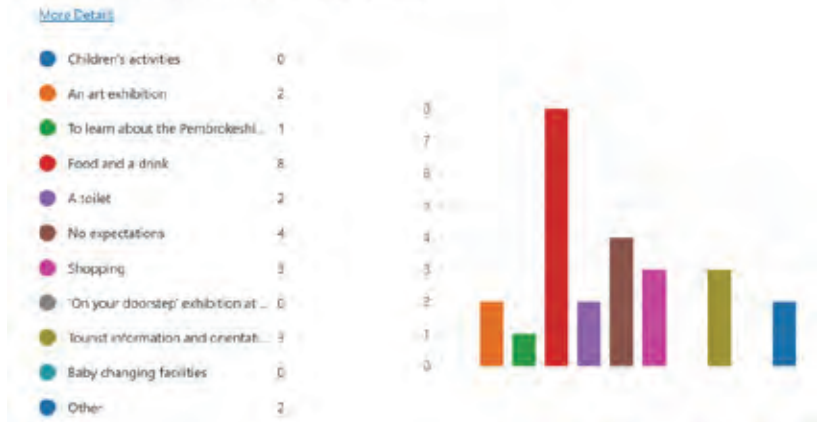
To learn about Pembrokeshire Coast National Park – The results of the surveys show a very mixed picture to this expectation. Our online survey shows a much higher percentage of a family-based audience expecting to learn about the NP, whereas a 50+ audience had lower expectations with only around 8% stating this as an expectation.

Survey results

To answer the question ‘What’s hot and what’s not?’, asks more questions opposed to a list of definitive answers. The data suggests that audiences have defined and different expectations of OyP and what they as groups consider to be ‘Hot’. There is a definite audience that are drawn to the artistic offer at OyP, both on a take it as they find it basis and a more organised trip to a specific exhibition. Other groups are seeing the dominant offer at OyP as an information centre.

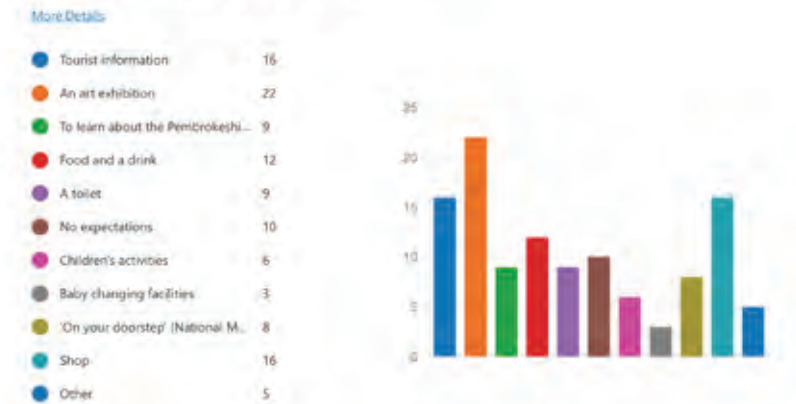
The perception of this offer seems split, as some thought the building was a Tourist information and some a National Park visitor centre, where more information could be sought with specific reference to the National Park. Even with this confusion it is clear that visitors come seeking information of all kinds.

8. What did you expect from your visit to St Davids?



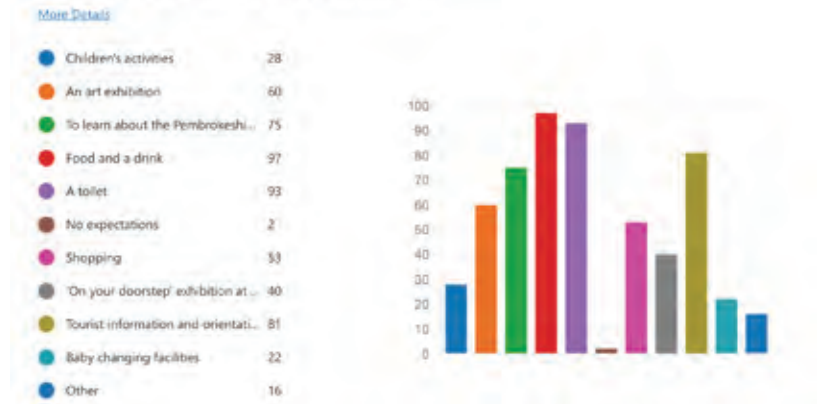
St Davids Survey taken by people in the city centre

7. What did you expect from your visit today?



OyP survey taken by visitors in the building

9. What would you expect from your visit to St Davids?



Online survey taken by those who see the link on social media

Visitor Engagement

Think-Feel-Do

Using the framework of Think, Feel, Do, we can look for how any offer engages visitors and assess its focus. In general, visitor engagements are often biased towards one or other of these elements, some lack engagement in specific segments, some are lack lustre in all areas. For a good base line reading we would expect to see elements of each of these areas even if eventual new thinking led to prominence of one over the other.

Think

Amgueddfa Cymru exhibition – some of the content we saw asked questions of its readers but mostly it was informative in nature and merely provoked a passive intake of information.

The local art displays could provoke thought but needed to be presented in a way that helps visitors get under the skin of the art and not just how much it costs and who created it. Stories of artists working in this special landscape would make people think and consider the pieces more.

Feel

There is an obvious sense of welcome once inside the building and a feeling of warm hospitality after a more difficult time outside the building, where there is some confusion relating to orientation and layout.

Art causes many different emotional responses some will love it others will be unsure of how to respond and end up confused by it. Better introduction and understanding would enable visitors who aren't regular art gallery visitors to engage emotionally with artwork.

Do

Visitors say they are deliberately coming to do something. This is represented through activities, visiting a specific exhibition, getting tourist information to inform activity or coming to the cafe to eat. A lot of this action is driven from visitors' decisions prior to arrival, 'let's go for food', 'I want to see the exhibition', 'let's find something to do'.

There is little evidence for visitors unexpectedly engaging with activity whilst on site. No evidence was found that visitors activities on site were as a result of provocation based on opportunity or interpretive content. Visitors have no voice in the spaces, no questions that can be responded to or activities that allow communicative response in any way.

Our conclusion of how the standing offer promotes Think, Feel, Do, is to only see self-directed examples of these elements. Some visitors come in with an intent, but others passing or discovering the space are not provoked, encouraged or cajoled into any reaction, action or thought. There is an exception with the Amgueddfa Cymru exhibitions as there are some elements in the exhibition that entice response, but even here it is not overt and could be a much greater opportunity to engage visitors.

Brand and Identity

The current brand identity feels lost. While the Welsh name and language is important, the current name of Oriel y Parc / The Park Gallery is misleading, and doesn't currently align with the aim of being a discovery centre for the Pembrokeshire Coast National Park. There are currently no visual cues to help people identify what the building is and its role in the park.

Brand Perception

The current brand gives the impression that OyP is an Art Gallery or Arts and Crafts centre. Used in isolation, the name provides no clue that it relates to a National Park Discovery Centre. Combined with the visuals presented to visitors in marketing and displays, visitors currently expect OyP to be a high-end arts centre.

Identity

OyP's logotype has been designed within a suite of identities alongside Castell Henllys and Carew Castle. The image depicts the centres Tower which is a recognisable feature for those having visited the centre. However, the symbol is misleading as visitors perceive the tower to be historically significant.

**ORIEL
Y PARC**



The name also currently appears differently in various scenarios and proximity to OyP:

Physical signs worded:

- Oriel y Parc Gallery
- Oriel y Parc
- National Park Visitor Centre
- Visitor Centre

Digital references worded:

- Oriel y Parc Gallery and Visitor Centre (*OyP website & Visit Pembrokeshire*)
- Oriel y Parc Landscape and Visitor Centre (*trip advisor*)
- Oriel (*National Museum of Wales*)



Building and Grounds

OyP sits discreetly on a triangular piece of land on the outskirts of St Davids.

The building itself has an interesting story to tell; it is a story of a ground-breaking project using state-of-the-art green technologies to minimise the building's environmental impact and maximise the use of green energy and natural materials.

The orientation of the building, together with its huge thermal massing, ensures that it makes the most of the heat generated by the sun. The curve of the building is aligned so that the sun tracks around and warms the top of the massive spine wall from sunrise to sunset which gently releases this heat throughout the day.

The site, the building and its layout remain much unchanged since 2008. It currently encompasses:

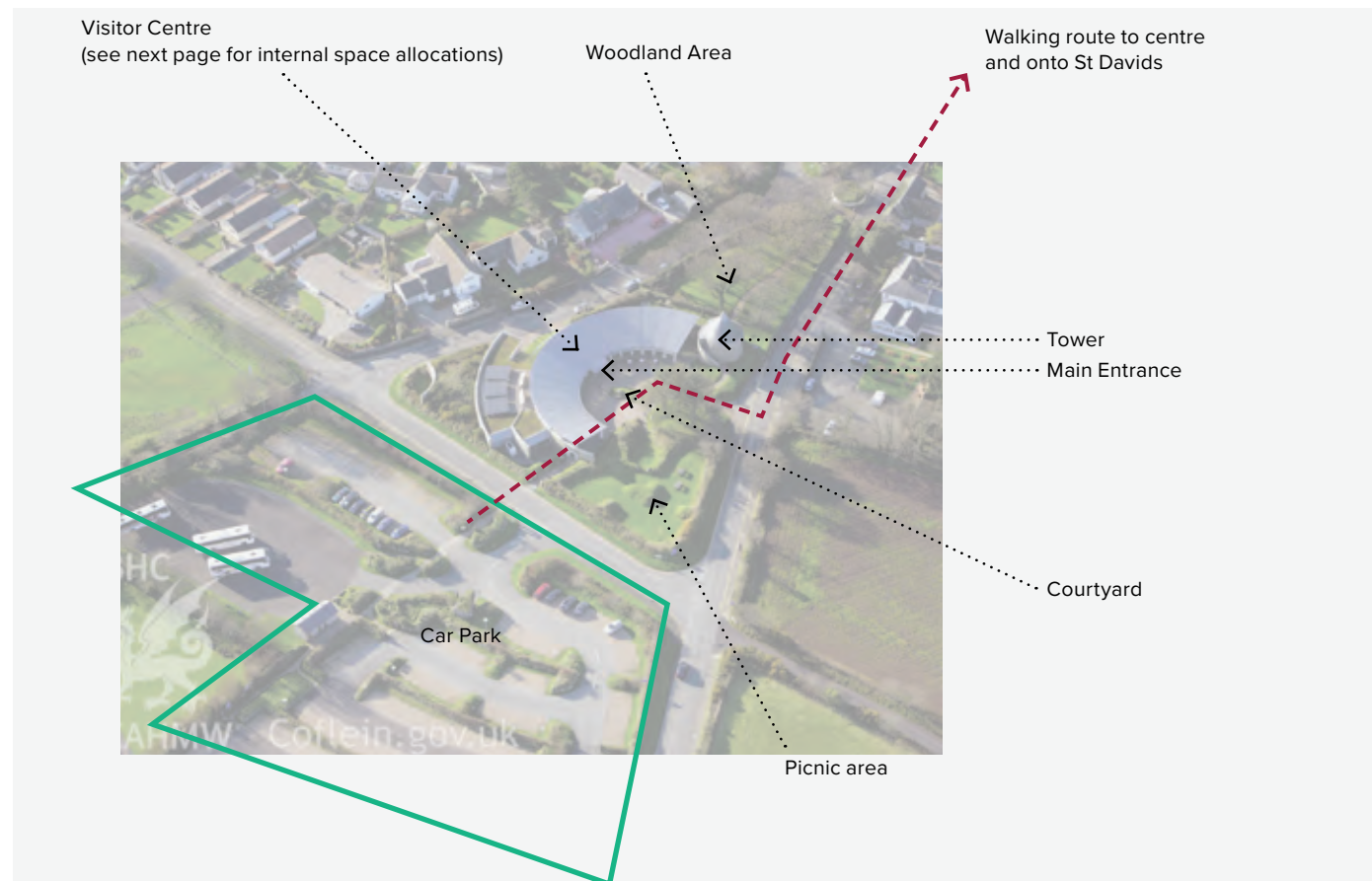
The **Visitor Car Park** is a great asset for OyP, the carpark offers parking for 238 cars, 7 disabled, 7 coaches and 6 campervans, and electric charging facilities. It is accessed via a short footpath from OyP. There is a welcome panel in the carpark, but this is weathered and does not meet current access guidelines.

The **External Courtyard** acts as a thoroughfare for people walking into St Davids and is a great opportunity to entice people into the centre. It currently offers some light-touch permanent interpretation about Pembrokeshire's cultural heritage, a carving of the Pilgrims Prayer, and a sculpture of a giant wild boar Twrch Trwyth, from Welsh mythology.

The **Main Entrance** is concealed and when visitors are seated on the bench in front, is often missed. Visibility through the glazed frontage is obscured by ceramics and leaflet display, giving the impression of being solely a shop and/or tourist information centre.

Picnic Area with wooden sculptures of birds. This area is secluded and not well sign-posted.

The **Woodland Area** features a circle of 'floating stones' depict the alleged site of St David's birth. Designed for visitors to interact with. There is no signage on this approach from St Davids.



Building and Grounds

The **Tower** is currently allocated to the display of works by an artist in residence. Accessible from the cafe, and from the external courtyard.

The current **Gift Shop** has expanded since 2008, using space previously allocated to permanent interpretation about the National Park.

Pilgrims Cafe is a separate business, the operator leasing the premises from NPA on a short-term basis. It offers local and Welsh produce.

The **Tourist Information** centre is predominantly operated via leaflet display, staff knowledge and access to park rangers.

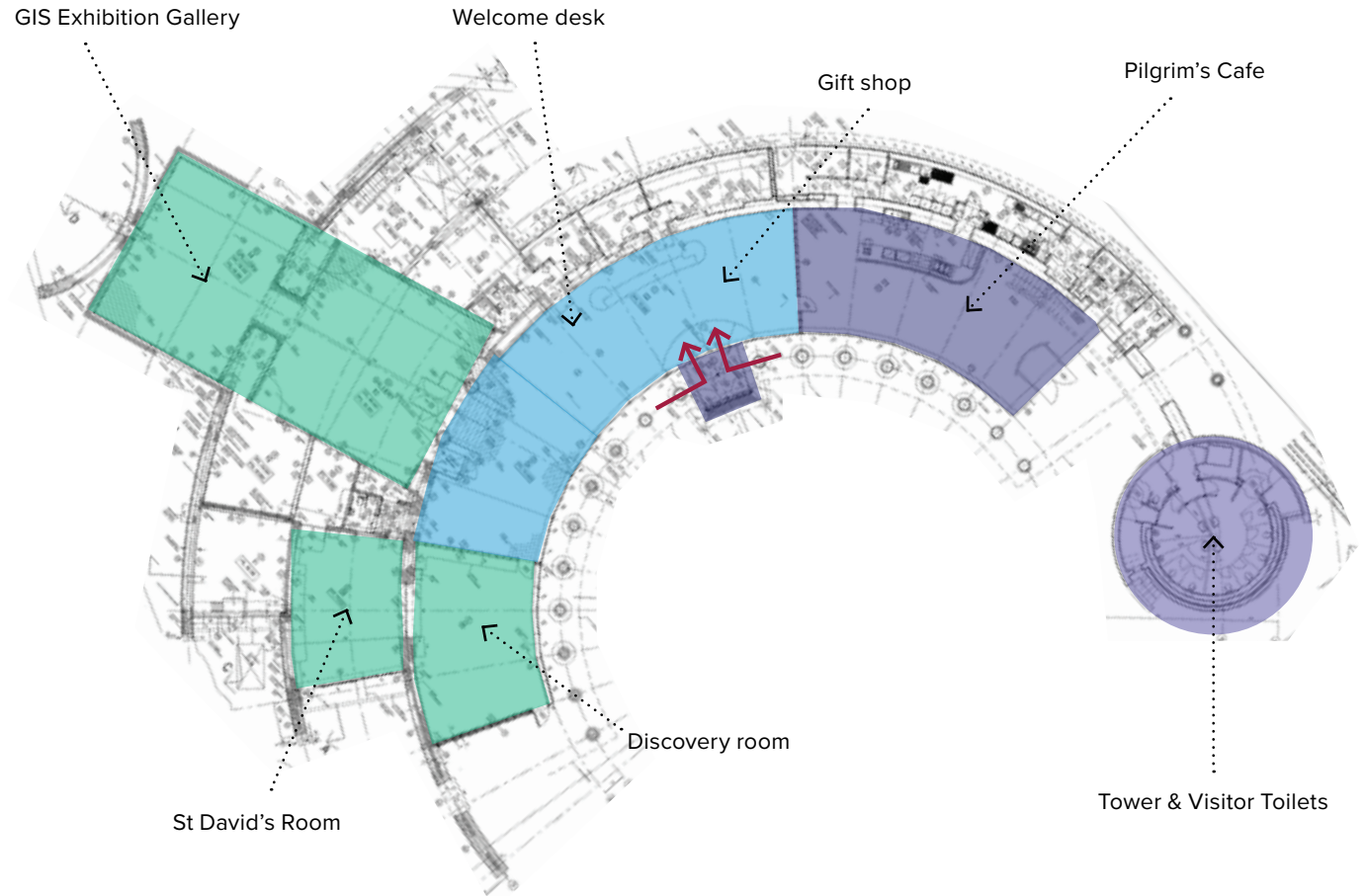
The **Discovery Room** is a rentable space visible from the courtyard, displaying arts and crafts for sale in the windows

St Davids Room is without real purpose, sometimes rented for community events, social groups and art display.

The **GIS exhibition gallery** in the basement of OyP is used for the display of special / temporary exhibitions curated by Amgueddfa Cymru as part of their touring programme. Access via a set of stairs or lift from the reception area.

Back of house areas for staff and volunteers

Signage is currently fragmented, inconsistent and in some instances concealed, so often missed. There is little information about accessibility or dog-friendly places.



Gift Shop



NMW GIS Gallery



St David's Room



Tower

Commercial Modelling - Visitor Numbers

	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	Average*
Total Visits Buildings (Oriol y Parc)	96,797	27,270	17,391	115,105	127,930	130,679	117,628
Total Visits Amgueddfa Cymru Gallery	13,087	10,075	973	23,728	2,160	23,383	15,590
Total Visits Site	198,000	120,000	88,000	268,000	320,000	317,000	306,029
Proximity Visits (St Davids)		232,000	337,734	1,720,000	1,910,000	1,786,000	1,805,333
PCNP Visits		2,320,000	1,209,000	2,330,000	2,320,000	2,230,000	2,300,000
Conversion Site	49%	23%	20%	43%	40%	41%	38%
Conversion Region		12%	5%	7%	7%	7%	7%
PCNP Conversion		1%	1%	5%	6%	6%	5%

The chart above indicates visitor numbers to OyP over the last six years. Data for financial year 2022/2023 is incomplete due to assessment timing. These numbers have been kindly supplied by the OyP Management Team.

‘Total Visits Buildings (Oriol y Parc)’ represents all visitors who have entered the buildings, whether that be exhibition, café, gallery, function room(s) or entrance area.

‘Total Visits Amgueddfa Cymru Gallery’ represents visitors to the downstairs exhibition area co-operated with Amgueddfa Cymru.

‘Total Visits Estate’ represents estimated visitor numbers who pass through or along the grounds of OyP, from the car park or other ingress routes. This includes those who enter the OyP buildings.

‘Proximity Visits (St Davids)’ estimates total numbers of visitors to St Davids itself, including all the above numbers.

‘PCNP Visits’ plots data taken from ‘Statista number of domestic visits to UK National Parks 2016-2019’. No supporting PCNP visitor data was available at the time of writing.

Average numbers exclude covid-impacted years 2019/20 and 2020/21 as these are anomalous. Average numbers also exclude the incomplete data year 2022/23.

Conversion rates indicate the percentage of visitors who enter the OyP buildings from the wider site, St Davids and the Pembrokeshire Coast National Park.

Conclusions

OyP achieves a high number of visits in an average year, surpassing other National Park Visitor Centres, including Powys, Betws y Coed, Beddgelert, Lynmouth, Bakewell, Castleton, Posttbridge and Princetown.

The ratio of wider Pembrokeshire Coast National Park visits to OyP visits is disappointing at 5%. As a comparison, Sutton Bank Visitor Centre achieves 9.2% of wider North York Moors National Park visits.

Attracting visitors who are parking next to, or passing through the OyP grounds is also disappointing with only 41% footfall conversion. Too many visitors are using the path through the centre as a convenient means of accessing St Davids, without exploring the Visitor Centre.

The geography of St Davids probably explains the low regional conversion at 7%. The majority of visitors are arriving at other points of ingress, whether that be coach-drop-off at the cathedral, or other car parks. OyP’s location at the top of a relatively steep hill is undoubtedly a barrier to inquisitive/exploratory footfall, as is the position of the Cathedral, St Davids most significant visitor destination, at the bottom of the hill.

OyP is not perceived as a ‘gateway’ to the National Park by the majority of visitors and it presents the outward appearance of a craft/arts centre which is confusing to many. It does fulfil its purpose as a Tourist Information Centre and the staff are inviting, friendly and informative.

Whilst the overall visitor numbers to OyP are positive, numbers could be significantly increased by targeting the conversion of ‘passers-by’ and those using the car park next door.

Commercial Modelling - Financial Performance

The chart on this page tracks the commercial performance of OyP over the last six years. Figures have been kindly supplied by the PCNP Accounts Team.

OyP Commercial MODEL

	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	Average*
Admission Revenue	£0	£0	£0	£0	£0	£0	£0
Retail Revenue	£120,639	£112,874	£49,034	£118,460	£120,514	£117,955	£119,392
Café Franchise Recharge Income	£20,000	£20,000	£8,040	£20,500	£20,500	£21,000	£20,500
Special Event Revenue	£2,389	£1,128	£410	£1,398	£1,458	£1,107	£1,588
Schools/Edu Income	£399	£0	£0	£1,010	£1,730	£538	£919
Grant Funding Support Income	£0	£11,107	£47,314	£13,353	£0	£1,714	£3,767
Donations	£725	£871	£25	£1,983	£2,120	£2,078	£1,727
Space Hire Income	£1,951	£1,229	£0	£4,537	£4,233	£3,534	£3,564
Exhibition Sales (local artist)	£22,404	£18,367	£6,888	£9,455	£9,335	£12,149	£13,336
TOTAL INCOME	£168,507	£165,576	£111,711	£170,696	£159,890	£160,075	£164,792
Salary and related costs	£196,985	£175,871	£171,566	£176,544	£150,507	£168,103	£173,035
Retail stock costs	£66,282	£61,528	£26,010	£67,409	£66,697	£68,913	£67,325
Café Franchise Support costs	£295	£295	£295	£1,321	£480	£480	£644
Maintenance (buildings & grounds)	£9,609	£9,209	£6,656	£6,887	£7,166	£19,238	£10,725
Exhibition & Display costs	£4,355	£3,603	£140	£1,785	£621	£695	£1,864
Utility Costs	£41,233	£18,535	£4,203	£39,408	£43,604	£43,413	£41,915
Exhibition Sales (Payment to artist)	£16,676	£12,574	£5,118	£6,713	£6,133	£9,584	£9,777
Other Costs	£6,702	£4,721	£3,917	£5,122	£4,264	£3,818	£4,977
TOTAL EXPENDITURE	£342,137	£286,336	£217,905	£305,189	£279,472	£314,244	£310,261
GROSS PROFIT	-£173,630	-£120,760	-£106,194	-£134,493	-£119,582	-£154,169	-£145,469
GM%	-97%	-73%	-95%	-79%	-75%	-96%	-87%
PCNP Support Cost	£142,890	£108,186	£101,076	£127,780	£113,449	£144,585	£132,176
Subsidy-per-visitor	£1.48	£3.97	£5.81	£1.11	£0.89	£1.11	£1.14

Average numbers exclude covid-impacted years 2019/20 and 2020/21 as these are anomalous.

Gross Profit and Gross Margin % are a simple deduction of expenditure from income.

Income from the adjacent car park is not included in the OyP accounts.

Art exhibition sales are on a 40% commission basis.

Space hire income is £3564 which equates to £23 per-square-metre of space-for-hire.

OyP does not charge admission, other than for special events and directly funded education visits. The majority of revenue is generated by the shop, as the café is operated on a franchise-recharge basis. We do not have separate commercial information for the café.

The average subsidy-per-visitor is £1.14 and the PCNP support cost represents 80% of total revenue (£132k support cost versus £165k income).

Conclusions

The subsidy to revenue cost is significantly better than most free-to-enter National Park Visitor Centres, with several requiring a subsidy-per-head in excess of £5.00.

The shop achieves a revenue-per-head of £1.23 with a revenue-per-square-metre of £821 per annum. Both of these numbers represent solid performance. We do not have data on purchasing trends however the gross margin of 57% (£119k revenue versus £68k stock) is favourable.

The total PCNPA subsidy cost per-head is lower than average within the general UK cultural sector, both per visitor and as a ratio of revenue generated.

At 40% the commission on art sales is above the 30% norm but it does not appear to dissuade local/regional artists from exhibiting.

The average subsidy-per-visitor cost was £4.66 in 2019/20 (source: Local Authority Funding Report 2021-Esmee Fairburn Foundation), however the DCMS directly funded institutions show a higher subsidy at £7.20 (Source: Valuing Museums-Impact and Innovation among National Museums)

The café recharge at £20,500 per annum based on 117,628 visitors favours the café operator at a gross margin of £0.17 per visitor. Spend-per-head for similar visitor number cultural destinations (Derby Museum of Making, National Emergency Services Museum etc) is closer to a gross margin of £0.40 per visitor. There may be opportunity to negotiate a charge increase with the incumbent operator, however previous experience suggests the current recharge may be the local 'going rate'.

Both educational visit income and special events income are low at £2,414 total. Location/geography explain some of this under-performance, and it must be stressed that the revised management structure at OyP has already targeted an increase in both revenue streams. Achieving £20k per annum across education and events visits is certainly attainable.

Previous cost-saving measures saw the removal of the Education Officer from OyP. It would be difficult to develop the educational offer income without reinstating this post.

Space hire income is lower than industry norm.



Section 2 - The Vision



Consultation-driven conclusions

From the surveys, workshops and other consultations, the OyP of the future:

Features Welsh language and culture prominently

- Supports the Well-being of Future Generations (Wales) Act 2015
- Accommodates Welsh-language speakers (46% of online survey respondents noted that they had Welsh-language capability ranging from fluent to speaking some/learning).

Is part of a well-connected, organised visitor offer in the Pembrokeshire Coast National Park

- Recognised and resourced as the main National Park interpretation and information Discovery Point.
- Coordinated with the other two National Park hubs at Castell Henllys and Carew Castle, and any new Discovery Points.

Provides accessible facilities and is well served by site infrastructure

- Well-designed, welcoming spaces
- Accessible facilities
- Staff
- Well branded

Provides practical visitor information

- Information about this National Park
- Practical helpful/advice
- Enable activities for visitors (either as starting point or be able to signpost)
- Booking accommodation and activities

Is a hub for local people

- Meeting/social space for residents and local people to use/hire.
- A place to host events and activities, including training.
- Information and promotion of local activities and businesses.

Caters for education visitors

- A centre for children's education
- Provide education programmes
- Support educational visits to the National Park (as a base to start from).

Features the voice of the local community - residents and businesses

- People-focussed message delivery.
- Represent and reflects local people that live and work in the National Park.

Is a hub for collaborations with local people

- Co-created exhibitions and displays.
- Space for joint programme planning, steering groups, networks and discussion groups.
- A place for volunteers at the National Park to gather, meet and plan with staff.

Helps people to appreciate the influence of place on its people i.e. through the way people live and work

- Artist and creative inspiration evident through exhibitions and displays
- Sale of place-influenced products (e.g. retail, cafe).

Consultation-driven conclusions continued...

Provides good quality mission-based interpretation

THINK - I understand the National Park

- I understand what a National Park is
- I understand what the special qualities of the National Park are
- I understand what Oriel y Parc is
- I understand how the National Park is managed
- The National Park Authority and its communities are making a difference
- The National Park has benefits for people and communities
- I understand more about Welsh language and culture

THINK - I think differently

- I learnt something new
- I now have lots of useful information
- I want to get involved/help the National Park
- I think differently and want to make a difference
- I can help to protect the environment

FEEL - I feel welcome, safe and included

- I feel welcome and safe
- I feel included and part of the community
- This is a place for me – my interest and needs have been taken into consideration
- I am impressed by the space

FEEL - I feel informed and inspired

- I feel excited and inspired
- I feel inspired to take action
- I feel informed
- I feel a connection with the National Park and want to find out more
- I am impressed the OyP building reflects the principles of the National Park
- My health and wellbeing is improved through engaging with the National Park
- I have information to help me explore the National Park

DO - I am going to take action

- Be environmentally responsible
- I am going to take action for nature and the environment
- I am going to enjoy the National Park responsibly
- I am going to volunteer/get involved with a community of people taking action
- Support local businesses
- I am going to recommend this place to others

DO - I am going to explore or find out more

- I am going to return or attend an event/activity to find out more
- Find out about the natural and cultural heritage
- Take part in National Park events and activities
- I am going to find out more about the National Park
- I am going to explore the National Park

*The place for you to **discover** the
Pembrokeshire Coast National Park - inspired
by its unique landscape - **creatively captured**
by the **people** who have made this special
place their home*

Audience-focussed strategy

Strategic Aim 1

OyP should be **A place of inspiring information** - a well-planned local information hub that supports people to explore and understand the National Park and its place within Pembrokeshire and Wales.

- A place to start your journey of discovery in the National Park.
- A place to understand what the National Park is.
- Your journey starts here, in St Davids.

What might this look like?

- Event and activity information hub.
- Information provided by staff, residents and communities of the National Park.
- Provocative displays that highlight how to use the National park landscape, including key challenges, but that provide a practical takeaway/practical engagement opportunity.
- Displays that help people to understand that 'you are here in St Davids' and what there is on offer in the city. Information helps people to explore and navigate St Davids, as just one of the places to explore and discover the National Park.

Strategic Aim 2

OyP should be **A place for connection and conversation** – a place to broaden and deepen understanding of the National Park

- A place to appreciate the National Park landscape.
- A place to meet the people and communities of the National Park.
- A place to understand the influence of people on landscape and nature.

What might this look like?

- Prominent use of Welsh language and culture.
- Celebration of Pembrokeshire and Welsh culture.
- Thought provoking displays that aim to influence behaviour – environmental responsibility, buy local.
- Creative expression by the people who live and work in the National Park – meet artists and creators.
- Local producer/provider products and messages to encourage people to purchase/use.
- Learning programmes.

Strategic Aim 3

OyP should be **A place for collaboration** – a place for residents, communities and businesses to celebrate and promote the National Park

- A place for local communities to speak to visitors.
- A place for local communities to meet up and work together.
- A place for local people to contribute to and steer the work of the National Park and its programming.

What might this look like?

- Co-creation of all displays.
- Changeable displays that allow for new research/new ideas/new issues/new businesses to be highlighted.
- Working with local businesses and organisations to determine what messages and stories they can contribute to – their favourite places in the NP, their products, their work etc.
- Steering group of staff/stakeholder and target audiences to discuss collaborative working.

Target audiences

Audience 1: Active Family Explorers

Visitors with children aged 7-15 years who like beach and active holidays with sightseeing.

Why?

- They are seeking activities in the National Park.
- They need information to enjoy it and to avoid harming it.
- One of the National Park's own target audience segments.
- They stand to benefit most from engaging with the centre's information aim (strategic aim 1).

Audience 2: Cultural explorers

45+ who appreciate the scenic aspect of their destination but are looking to deepen their experience through engagement with cultural heritage.

Why?

- They are seeking deeper engagement with the National Park.
- One of the National Park's own target audience segments.
- Needs and interests broadly reflect those of international visitors.

- They stand to benefit most from engaging with the centre's 'deeper engagement' aim (strategic aim 2).

Audience 3: Local stakeholder community

- Local businesses, organisations and groups, including artists, craftspeople and food/drink producers.
- Local action or community groups (e.g. Friends of the National Park, Eco Dewi, Ysbrydoli Sir Benfro Pembrokeshire Inspired).

Why?

- The community has an active interest in, and share the responsibility for, the success of OyP and engaging audiences.
- Good links will promote the centre and NP within the community, including NPA staff, and reduce barriers.
- The voice of the community should feature strongly in the interpretation messaging.
- Good links with the community will raise the value of the offer both to visitors and the local community.
- Co-creation projects offer opportunities to weave together messages and artwork, and to provide routes into engagement with the National Park for participants and viewers.

- Use of artwork to promote local artists/businesses can be integrated to communicate messages.
- They stand to benefit most from engaging with the centre's 'collaboration' aim (strategic aim 3).

Audience 4: Local children and young people

- Local education visitors
- Local young people

Why?

- Opportunities offered by the new Curriculum for Wales.
- Prioritised by local stakeholders. Young people are a target audience also for Amgueddfa Cymru.
- PCNPA has a route into the local community via education sessions; current users of PCNPA education offer are all local.
- Young people can help shape the work of PCNPA, through work experience, Youth Committee and Youth Rangers.
- They stand to benefit most from engaging with the centre's 'deeper engagement' and 'collaboration' aims (strategic aims 2 and 3).

Interpretation Strategy

This section is based on our visitor experience surveys at OyP and the work done in the 'OyP Interpretation review and a plan' (OyPIRP) document. During visits we have continued to feel that the PCNP story is mainly available through leaflets and conversation.

When focusing on the story of the National Park, the displays and interpretive media created appear to be ad-hoc, fragmented and minimal.

(OyPIRP)

Our conversations have been amazingly engaging and informative. The stories that NP staff tell are powerful and emotive but more opportunity needs to be provided for visitors to get involved. All the hallmarks of great interpretation, but not delivered through interpretation in the building, instead delivered through the people working there.

So how do we get that experience into the fabric of OyP?

The 'OyP Interpretation review and a plan' has begun this process by collecting the important narratives and drawing them into coherent themes. As this process continues the list of narrative will need to be distilled in order to be accommodated as there is a lot of potential content mentioned in the 5 themes.

This distillation of narrative is the next important step to take. PCNPA need to create a powerful, emotive and hard-hitting message to cut through the many strands of information that are on offer via OyP and from wider sources. The focus here must be your unique message and not a generic landscape message. This is attempted in the OyP Interpretation review and a plan by developing the Golden thread.

The Golden thread

The key message to be communicated to all audiences through any interpretive media on-site, is that the Pembrokeshire Coast National Park is a beautiful and unique landscape, rich in heritage and wildlife, for everyone to enjoy and help protect for future generations.

(OyPIRP)

This is a relatively broad statement that feels as if it is lifted from a travel brochure and so carries overtones of PR and sales. We would advise that this was revisited to find a statement of interpretive intent that was provocative and generated a passion for storytelling in staff and stakeholders. It needs to be strong enough that it becomes championed and develops an energy around it that encourages staff and stakeholders to push on to achieve the ambition of telling this important story. The vision statement on page 23 is a starting point but this should be developed collectively to ensure wider ownership of the vision.

How is this golden thread unpicked from the mass of threads that make up PCNP? First you listen and search for the passion in your storytelling. Then test it with visitor groups to see how they respond. It is important to find the stories that trigger thought, emotion and action. We have asked visitors what they would like to find out more about and the results listed below show that there are predictable results and some surprises. But it is important to note that asking a group of people what they want to find out more about is useful but is no substitute for testing a series of passionate and emotive narratives that come from experts working in the PCNP. Visitors enjoy quirky, passionate, experience-based narratives no matter what the theme of the story. But this must be tested.

Interpretation Strategy

Partnership with Amgueddfa Cymru

In the present state, this relationship presents as jarring and incohesive, but seems to have huge potential moving forward. This statement drawn from OyPIRP sums up a way in which the relationship could develop as the PCNPA develops its narrative at OyP.

Experience the landscape through the artistic lens, and realise the deep connection between the landscape and artists' practices.
(OyPIRP)

It is tempting to proffer ways forward with this blend of art and story but it is important that it becomes an organic process that supports and is supported by the direction of the prominent PCNP narrative in this space. Therefore it is important that the relationship with Amgueddfa Cymru is carefully nurtured and that their inclusion in the way this interplay develops is sought at the key stages as new narratives are developed.

This 'overall' statement from the OyPIRP clarifies the need and want to put PCNP stories front and centre and drive to establish an emotive element that helps visitors to have a guttural reaction to their experience here. The careful use of art in this type of narrative may well help this ambition.

Overall, the interpretive aim is to help people understand the purposes and importance of the National Park and the landscape; and help them explore and discover the National Park.

Interpretation should also aim to influence the way people feel about the National Park, its heritage and natural environment and how they behave towards it.
(OyPIRP)

Finally, this statement from the OyPIRP sums up the aims and aspirations as we move forward in developing the offer at OyP. This should be listed as an outcome for any development project going forward.

Recognise that OyP is THE place to find out about the story of the unique Pembrokeshire Coastal National Park;
(OyPIRP)

OyP survey on site (52)	Online survey (97)	St Davids survey (13)
The UK's only coastal National Park (Pembrokeshire) (+42)	Local wildlife (+44)	Pembrokeshire's landscape (+23)
Pembrokeshire's landscape (+41)	Local history and heritage (+39)	Local wildlife (+16)
Local history and heritage (+39)	Pembrokeshire's landscape (+38)	Local food and produce (+15)
Local wildlife (+31)	The UK's only coastal National Park (Pembrokeshire) (+27)	Welsh culture – people, traditions (+8)
Welsh culture – people, traditions (+23)	Welsh culture – people, traditions (+27)	Local arts and crafts (+8)
Conservation in the National Park (+17)	Local food and produce (+16)	Local history and heritage (+8)
Local arts and crafts (+14)	Conservation in the National Park (+13)	The UK's only coastal National Park (Pembrokeshire) (0)
Tourist information (+13)	How climate change is affecting the National Park (6)	How climate change is affecting the National Park (0)
Local food and produce (+4)	Local arts and crafts (0)	Tourist information (-15)
How climate change is affecting the National Park (-5)	Tourist information (-20)	Conservation in the National Park (-23)
What's on the café menu (-27)	Health and wellbeing (-60)	Health and wellbeing (-46)
Health and wellbeing (-29)		

Interpretation Strategy - Outcomes

Audience engagement through consultation has produced desired outcomes for the project and has informed the way interpretation is approached.

The strategic audience data suggests that interpretation should be focused around the following three ideas:

- A place of inspiring information
- A place of connection and conversation
- A place of collaboration

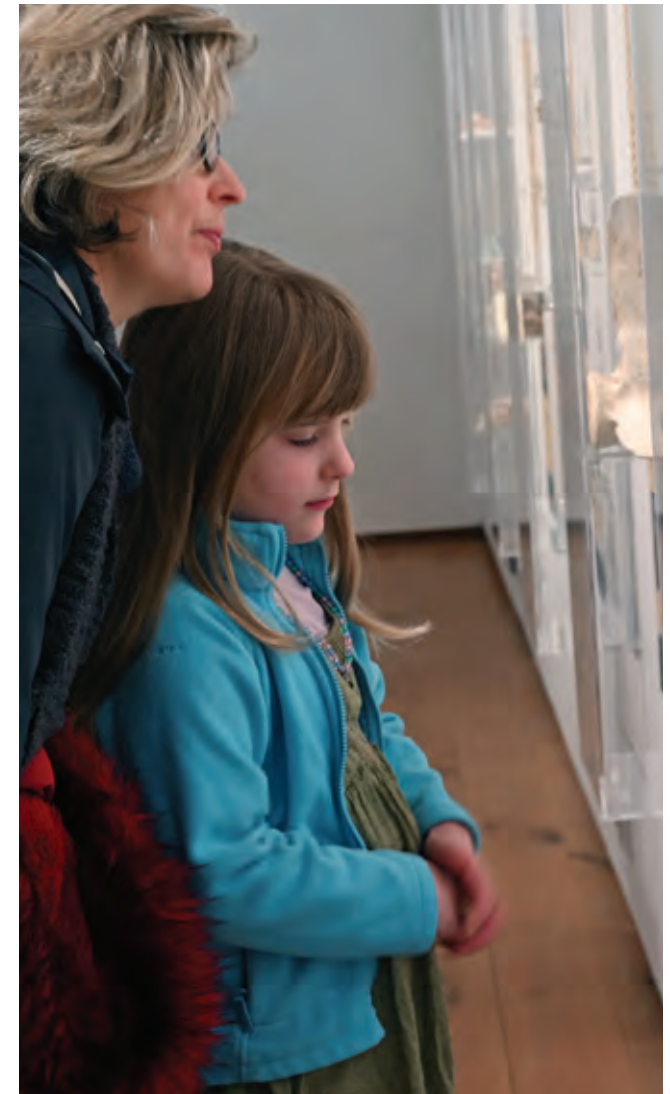
It is proposed that the interpretation is delivered through three themes which will promote the audience outcomes. A crosscutting theme running through the entire space will be a Celebration of Pembrokeshire's Welsh culture. It is imperative that this is prevalent in the language, the first-person narratives and the portrayal of Pembrokeshire through image, feel and tone.

Outcomes

The aims of redeveloped interpretation will be to see these outcomes in visitors.

- A strong feeling of OYP's Welshness and a deeper appreciation for the culture of Pembrokeshire
- A better understanding of the landscape and its inhabitants
- A more detailed realisation of the work done by PCNPA
- A confidence to engage in conversation
- A confidence to engage in local events and experience cultural events
- A desire to express thoughts, ideas and opinions freely through a variety of devices
- To spark a longing to discover and investigate

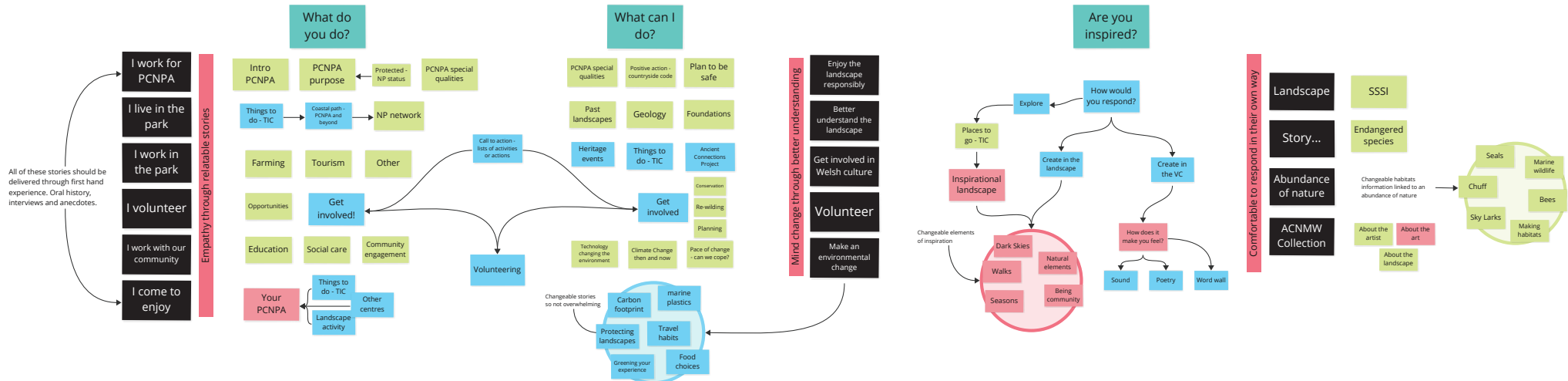
These are preliminary outcomes which should drive the interpretation development but should be flexible to respond and change to reflect ongoing consultation and new visitor needs.



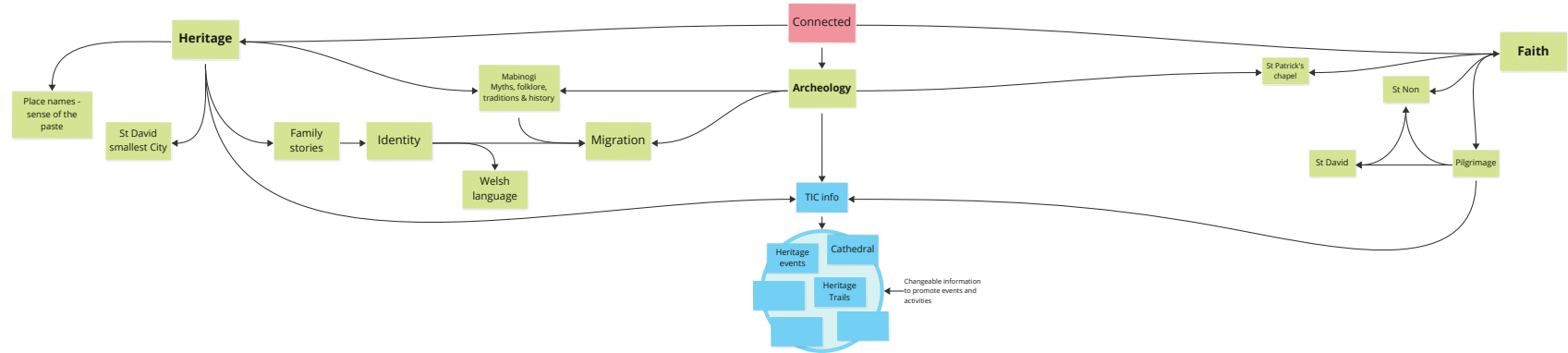
Interpretation Strategy - Thematic Structure

The place for you to start your journey in Pembrokeshire Coast National Park - inspired by its unique landscape - creatively captured by the people who have made this special place their home

- Think
- Feel
- Do



Crosscutting Our story A sense of place, past and present, embedded in Pembrokeshire culture and Welsh language



Interpretation Strategy - Themes

Theme 1 - What do you do?

This first theme includes interpretation that will inspire visitors to consider the wider role of PCNP and PCNPA and therefore encourage inquisitive questioning. We intend to deliver information through first person conversation where visitors will feel as though they are in conversation with experts. Content will be drawn from PCNPA staff, residents and workers in PCNP as well as creatives inspired by the National Park.

Think, Feel, Do linked to audience messaging:

A place of inspiring information

- Tell me what PCNPA does and why it is important to the landscape, people and natural environment.
- Challenge me to discover and uncover more.

A place of connection and conversation

- Why does a National Park need to exist and does it make a difference?

A place of collaboration

- This is my PCNPA and I want to be closer connected to it.

Theme 2 - What can I do?

The second theme opens up conversations linked to what visitors and local communities can do. TIC information of places to discover will be blended with more defined opportunities to volunteer at various levels. Visitors will be encouraged to think about the challenges and opportunities PCNP offers them and surprising ways that they can make a change.

Think, Feel, Do linked to audience messaging:

A place of inspiring information

- How can I constructively get involved? What activities can I do?
- Surprise me with what I can do in PCNPA.

A place of connection and conversation

- Was this landscape always like this? How is it changing?

A place of collaboration

- How can we get involved in community or heritage events?
- I feel more connected to my community.



Interpretation Strategy - Themes

Theme 3 – Are you inspired?

How does PCNP inspire you and others? This section should provoke a response to the landscape and its many attributes. Visitors will be encouraged to look closely and react to their response. A wide variety of response mechanisms will capture how visitors and the local community feel about this landscape. Visitors will leave their mark in some form as a direct response to this beautiful and fragile place.

Think, Feel, Do linked to audience messaging:

A place of inspiring information

- Access to the enormous range of information linked to creative communities, individuals and opportunities.
- I am confident to make a response.

A place of connection and conversation

- This is a safe place to open conversation.
- Try new creative ways to communicate.

A place of collaboration

- Add my voice into a collaborative effort to make a positive difference.

Crosscutting Theme – Our story:

A sense of place, past and present, embedded in Pembrokeshire culture and Welsh language

This theme runs and chases its way through all narratives and portrayals of this area, allowing the culture of Pembrokeshire to shine throughout. Culture, stories and character of this community are interwoven intrinsically with PCNP story.

Welsh first in all cases and many opportunities to hear Welsh language. Visitors should leave with a buzz of visiting a canolfan ymwelwyr Cymraeg (Welsh visitor centre)

Think, Feel, Do linked to audience messaging:

A place of inspiring information

- Better understand Welsh Culture and the nuance of Pembrokeshire Culture.
- I want to seek out more cultural opportunities.

A place of connection and conversation

- This is a place where culture and landscape are interwoven.
- Learn a myth, a phrase or just chat.

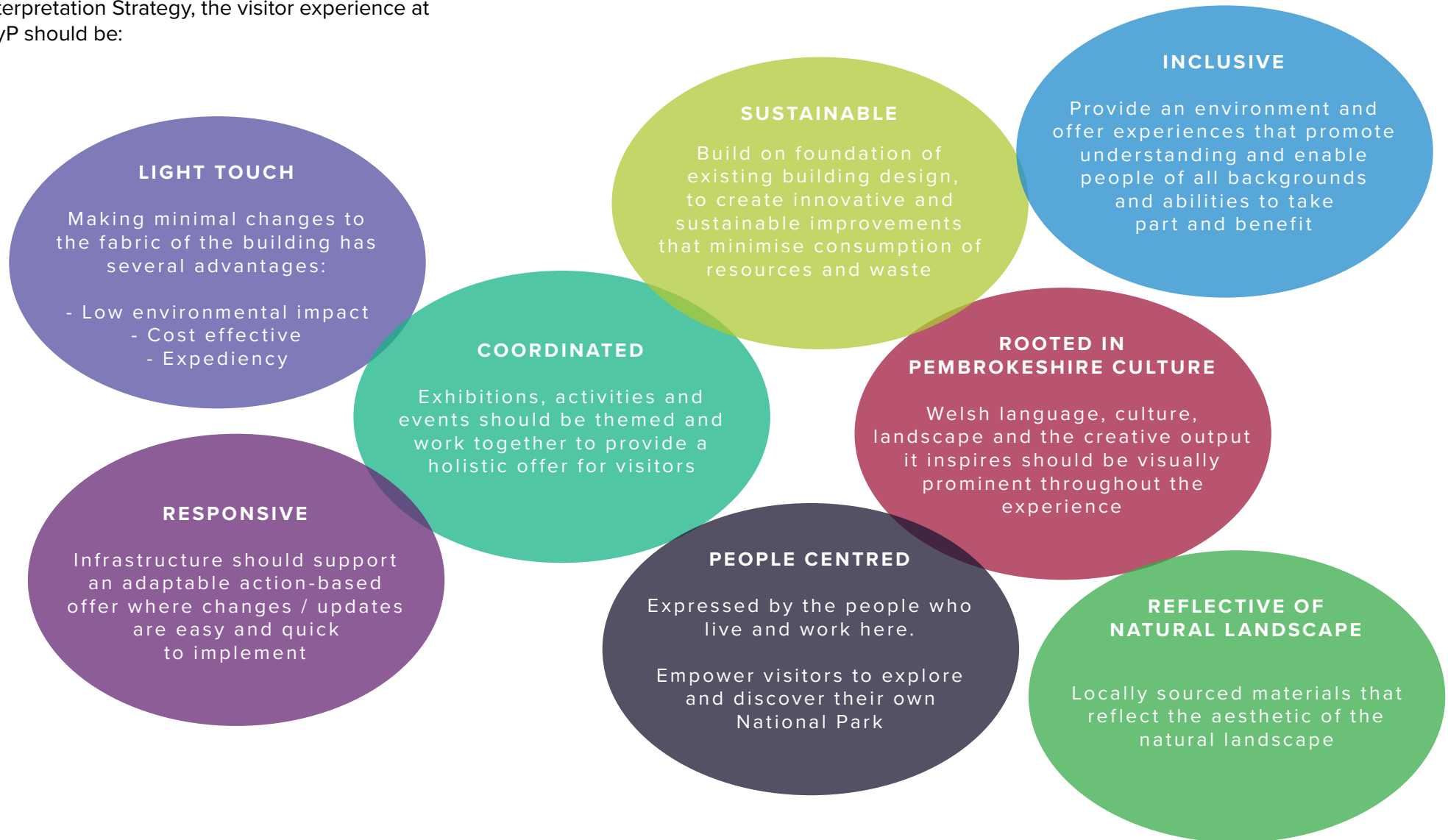
A place of collaboration

- My culture is present here.



Design Strategy - Guiding Principles

Building on Audience Development Rationale and Interpretation Strategy, the visitor experience at OyP should be:



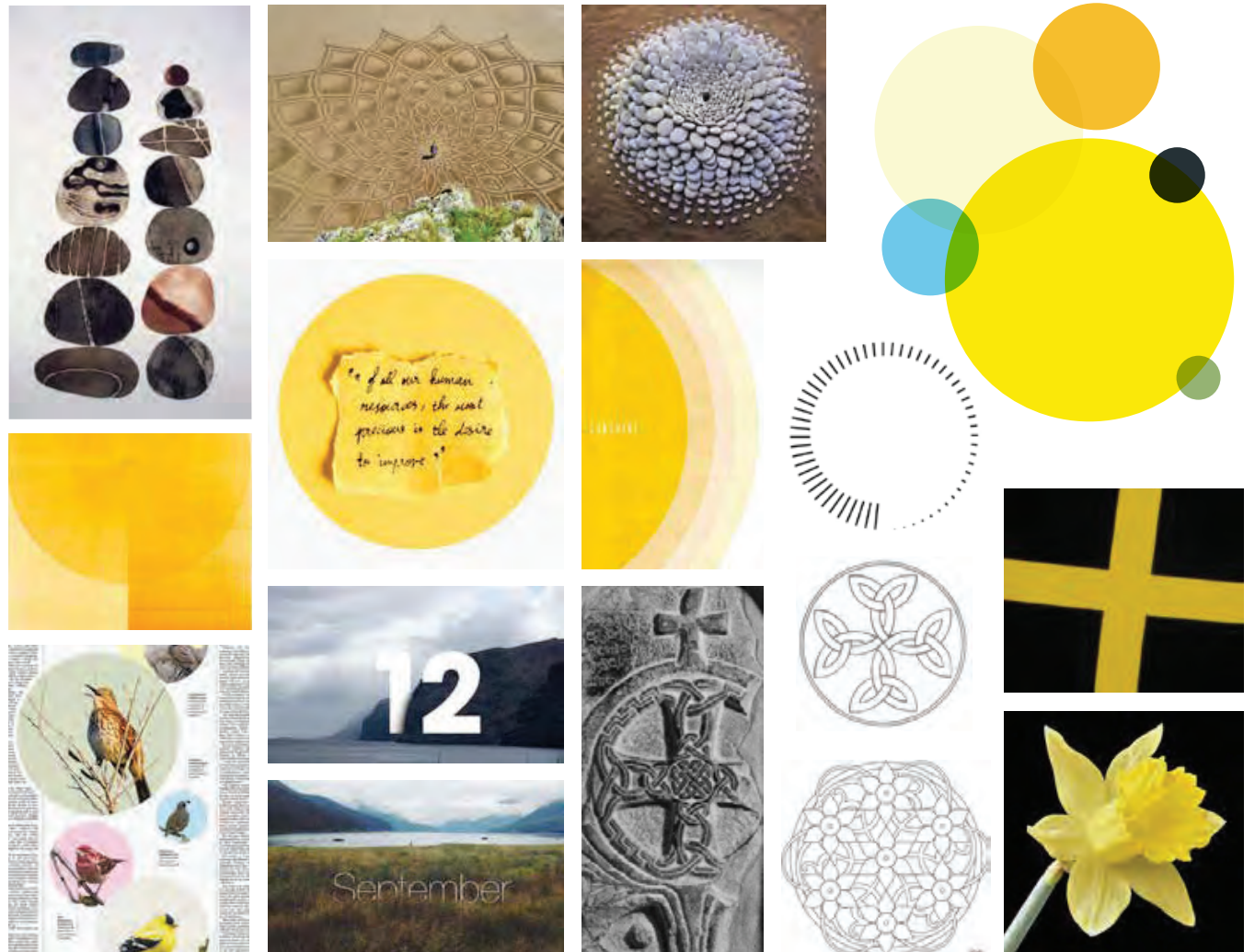
Design Strategy - Identity

A new name, strapline and descriptor is recommended to:

- Align place with strategic audience aims
- Motivate target audiences to visit by providing clarity on what OyP is, who it is for and what it has to offer
- Reflect Vision Statement by positioning OyP as a starting point to explore the Pembrokeshire Coast National Park

An evolution of the current visual identity is recommended to capture

- The special qualities of the National Park - large scale panoramic imagery contrasting with close-up details of flora and fauna
- The unique and recognisable shape of the OyP building, celtic motifs and landscape
- Colours of the Pembrokeshire - bright yellow of St David's flag and daffodil compliment the blue of the current brand.
- The community around / in St Davids - images should include people being active and taking care of the National Park
- Environmental Sustainability - materials should echo the natural landscape and be recycled



Design Strategy - Wider Site Amendments

The diagram on this page highlights key priority areas for infrastructure improvements, detailed on the following pages:

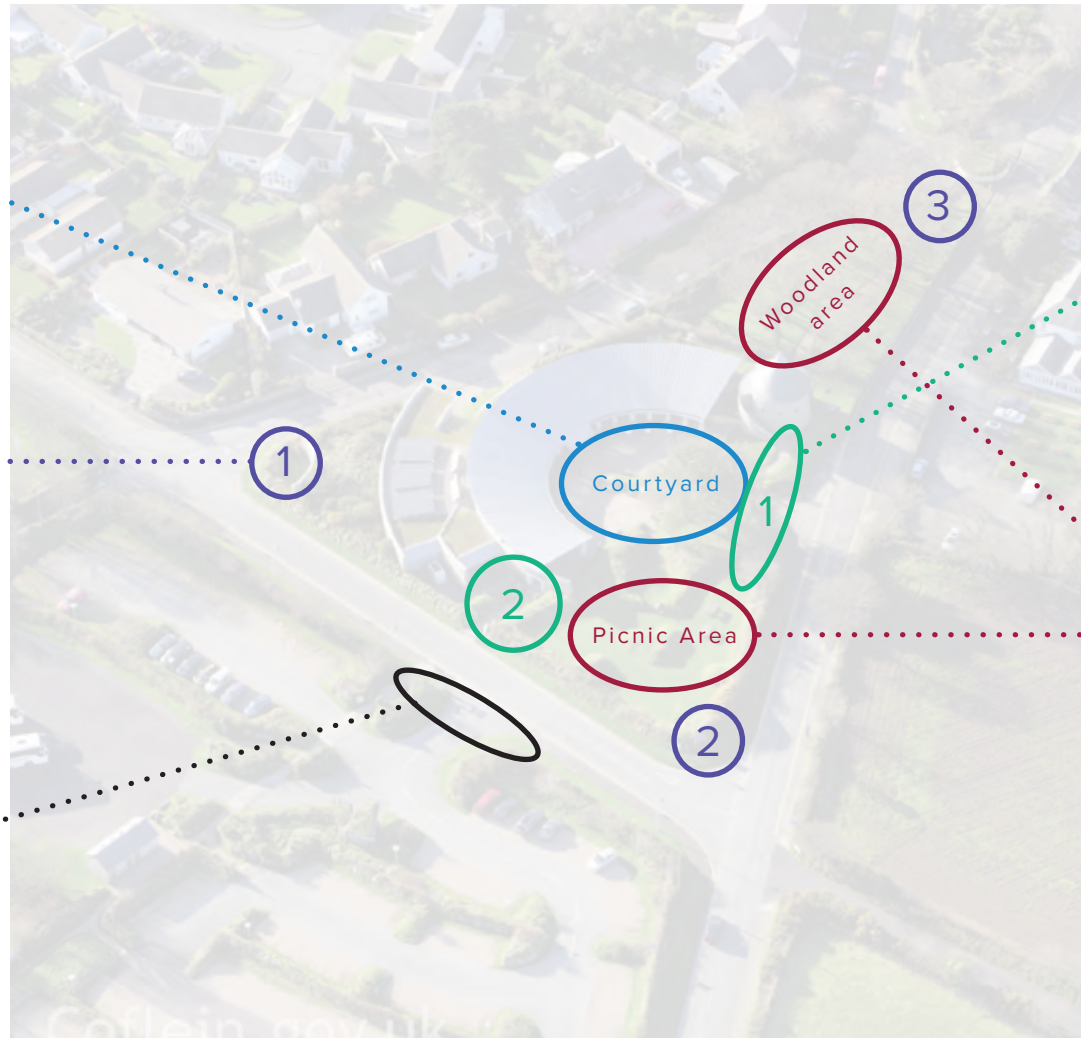
Events infrastructure, new seating and architectural lighting



Destination signage



Carpark signage



Arrival thresholds



Tactile engagements and interpretive furniture



Design Strategy - Site

Arrival and Car Park

On arrival at OyP, visitors should encounter a well-branded and welcoming destination, clearly sign-posted from each entry point whether on foot or in a vehicle.

At each arrival threshold, displays should provide immediate access to practical information about the National Park and the Visitor Centre offer.

The carpark should display a large map of the Pembrokeshire Coast National Park at each entrance/exit point, with a 'you are here' location.

The map should also highlight the other two National Park hubs at Castell Henllys and Carew Castle, as well as any new spoke sites.

Interpretation should be light-touch but prominent to tell visitors they are starting their journey of discovery in the National Park.

All signage, visitor information and interpretation should be bi-lingual, Welsh first.

Courtyard

Once visitors cross the road into the external footprint of the site, the design of the courtyard should create a catchment area to attract visitors just passing through on their way to St Davids.

The building should appear open, and welcoming. The entrance should be opened up to increase visibility inside, a new Welsh oak porch and simple signage removes any doubt of where the entrance is.

New seating and planting provides a noticeable new update to the site and encourages visitors to dwell and use the outside space during pleasant weather. Forms should enhance the shape of the building.

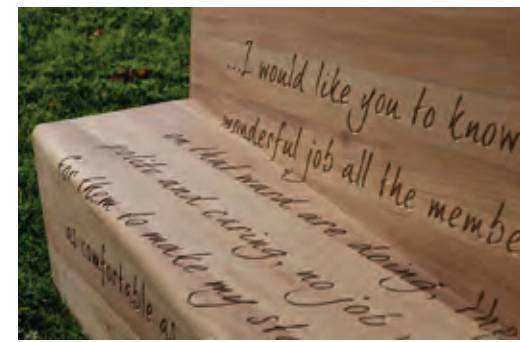
Changeable noticeboards advertise what is happening inside the centre, alongside upcoming events and activities.

A new lighting scheme will make the site feel safer and more welcoming during hours of darkness.

Picnic and Woodland areas

The outside green spaces at OyP should be further enhanced with a suite of tactile engagements that link to the Interpretive themes and encourage awareness of, and interaction with the natural landscape.

These interventions should showcase recycled and upcycled materials.



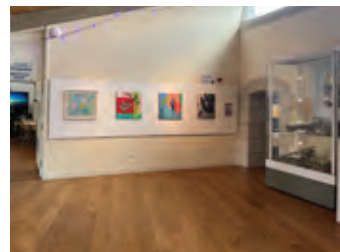
Artists impression of new Visitor Centre courtyard and entrance



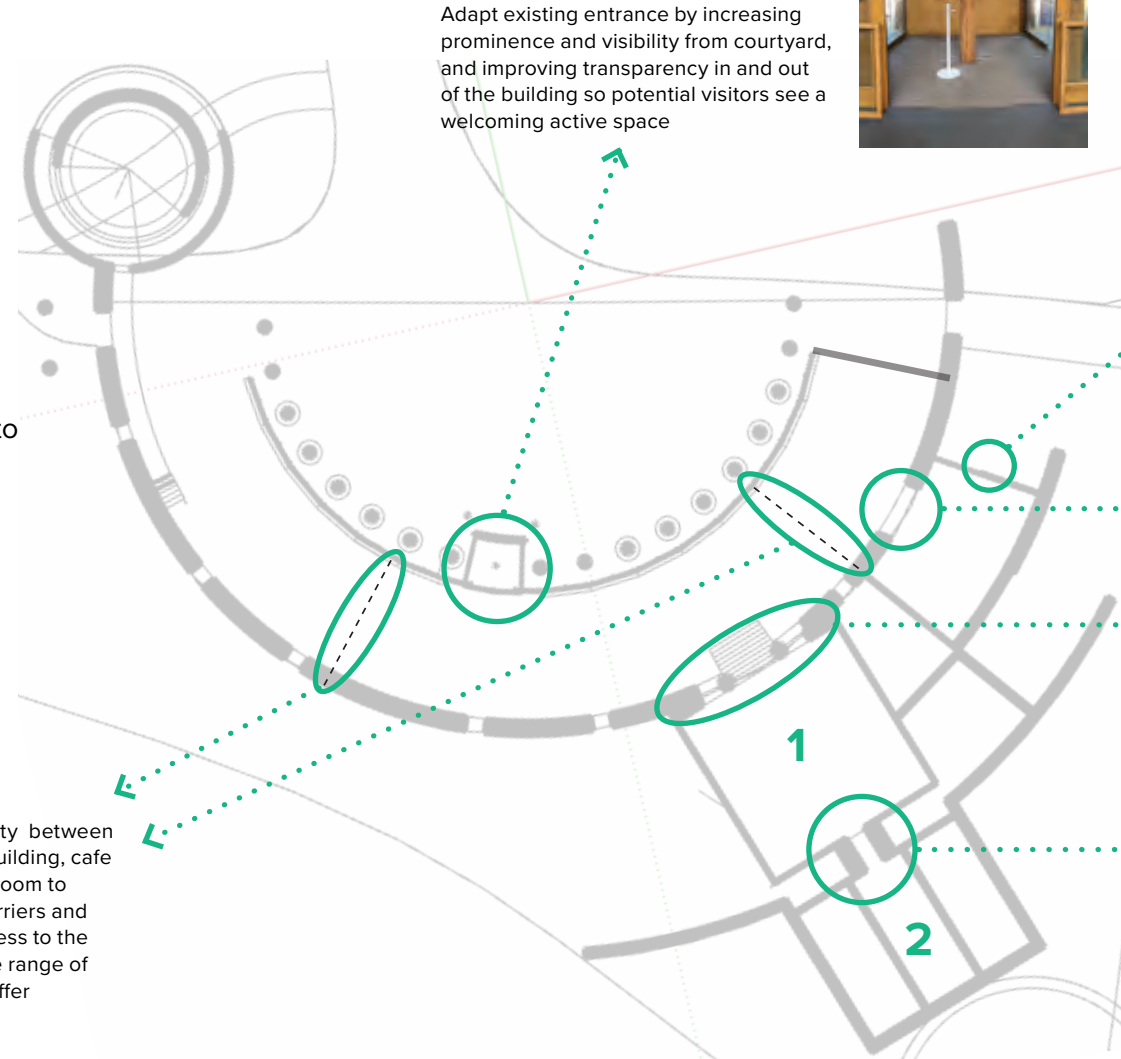
Design Strategy - Building

The diagram on this page highlights key priority areas for improvement to the building. We aim to maximise the potential of the current building and external boundary (including the car park), rather than extend in the first instance. In line with the design principles, recommendations:

- have low (or none) negative environmental impact
- are cost effective in terms of minimum investment for maximum gain to the visitor experience
- are expedient in terms of delivery to ensure results can be achieved quickly



Increase visibility between main body of building, cafe and discovery room to break down barriers and encourage access to the widest possible range of activities and offer



Adapt existing entrance by increasing prominence and visibility from courtyard, and improving transparency in and out of the building so potential visitors see a welcoming active space



First key sightline from access route into the building, therefore needs to provide visuals that align with strategy - a vibrant, community centric space that appears welcoming and accessible

Open up dividing wall between discovery room and St David's room to increase visibility and encourage access when learning groups not using the space

Increase visibility / access into lower ground spaces by better signage and opening up doors to new community gallery

Add secondary control barrier to allow increased access (open doors) to space 1



Design Strategy - Building - Civic Hub

A blended offer

At the heart of the new discovery centre, a hub will blend a variety of offers into a dynamic social space that acts as a starting point for all visitors. Visitors must feel welcome to come in and explore the visitor centre, and know where they are located within the wider landscape. This will be achieved by maintaining sightlines in and out of the building, retaining a light, bright feel with large impactful images and minimal text.

A visible information point will tell visitors where they can go, what they can do, and how they can get involved, from events to volunteering.

Infographics and maps will be used to convey large amounts of information in easily accessible ways, and will be easily updatable by staff and volunteers. This could be through a digital screen infrastructure, magnetic or tension fabric displays.

Bilingual signage will sign post visitors to specific points within the hub using simple action-based words to empower visitors - EXPLORE, SHOP, EAT, DISCOVER, CREATE, RELAX, MEET

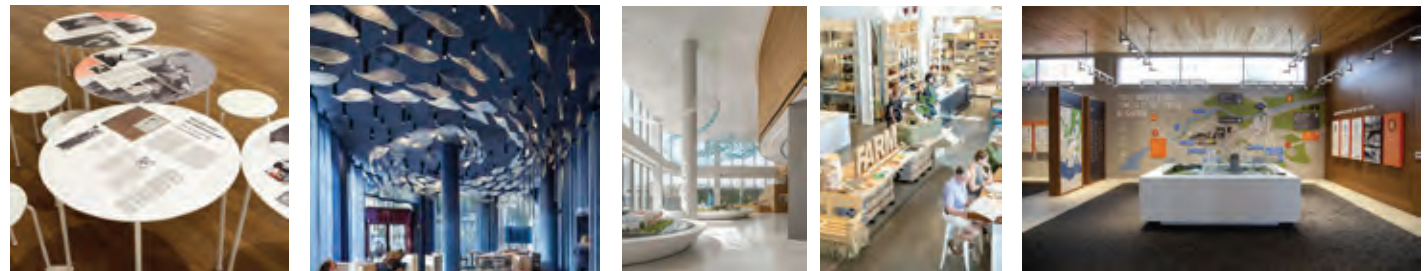
Illustrated window manifestations could present a subtle layer of interpretation alongside a tensioned signage system that provide basic information about the park, activities and events for passing visitors when the visitor centre is closed.

Seating will be positioned away from the main circulation route to allow visitors to dwell without causing congestion for other people entering the visitor centre. Effective wayfinding on the walls and floors will guide visitors in their decision-making on the journey they wish to take that day.

Even though it is operated independently, the cafe at OyP should be opened up visually and physically to appear to visitors as part of the blended discovery centre offer.

It's name and identity should be reviewed in line with the identity of the discovery centre itself.

It will showcase local producer products and feature artistic expressions by the people who live, work and visit the National Park.



The visual below shows how the Civic hub might look following implementation of a blended offer



Design Strategy - Building - Discovery Rooms

A centre for education visitors

The Discovery Rooms at OyP should become the starting point for educational visits, and provide a dedicated space for learning.

Positioned at the ‘front’ of the visitor centre along the glazed wall, this space also has the benefit of lots of natural light and is visible to people approaching the visitor centre, or walking past, so it is important that views in look welcoming and attractive.

Permanent interpretation will be light-touch, focusing on positive influential messaging that encourages visitors to act sustainably during their visit and long after. (Theme 2 - What can I do?)

A tabletop map would be a great way of telling many stories in a simple accessible way that makes direct links to areas within and around the National Park, but provides those visitors who wish to discover more, with a rich choice of narratives and opportunity for exploration.

The spaces should also be designed to attract local communities and businesses who are looking for places to gather, meet and socialise, so the option to reveal and conceal some of the messaging would be preferable.

When not in use, these spaces can be opened up to create an extension to the Civic hub experience, allowing visitors to explore further and dwell longer.



Design Strategy - Building - Special Exhibitions

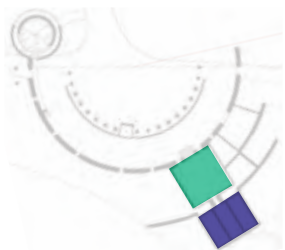
Community Hub

By adding in a dividing glazed partition and door, we create the ability to control both sides of the GIS space independently, therefore space for a much needed co-curated community space is unlocked without extending the building.

(Theme 2 - What can I do?, and Theme 3 - Are you inspired?)

This welcoming, friendly and vibrant space will connect the permanent interpretation in the Civic hub, with a programme of temporary and touring exhibitions in the Amgueddfa Cymru partnership gallery.

The design and content of this gallery will be developed with local communities to ensure it represents and reflects the people who will use this space, encourage conversation and inspire curiosity.



It will feature creative work by the people who live and work in the National Park, alongside evidence of positive action and the benefits it provides for both personal wellbeing and the environment.

Changeable displays will allow for new research, issues and ideas to be shared and discussed easily. By asking questions, OyP staff can collect answers that will provide insight and help shape future exhibitions and programming.



Amgueddfa Cymru Gallery

By embracing a subtle but powerful shift in the collaborative process with Amgueddfa Cymru, significant collections can be integrated into a programme of special exhibitions unique to OyP, co-curated with young people in the community hub. During the time this masterplan has been written National Museum Wales have undergone a rebrand and are known as 'Amgueddfa Cymru'

These exhibitions should tie into Curriculum for Wales and associated learning programmes offered in the Discovery rooms.

Content will provoke a response from visitors, and provide the means to create or leave their mark in an artistic way. (Theme 3 - Are you inspired?)

Stories will feature Welsh language and Pembrokeshire culture prominently



Design Strategy - Building - Tower

Immersive storytelling experience

Complimenting the rest of the visitor experience, the physicality of the Tower offers opportunity for an immersive, yet intimate storytelling experience that inspires people to explore the landscape and express themselves creatively.

Reflecting a journey through the National Park, the content could reflect the habitats that create a myriad of experiences for people and wildlife, and like the real park, provide a momentary escape from an accelerated pace of life. Visitors will also hear Welsh words and local music, meet local people and learn about their favourite places to visit.

They will discover ways to get involved with both the discovery centre, and the wider park and be introduced to artists and creators who have been inspired to make their mark.

This should be a real 'wow' experience that leaves visitors invigorated and excited to continue their journey into the park.

The infrastructure in this space will be adaptable so it can be used for learning groups, activities and events.



The visual below shows how the Tower might look and feel



Design Strategy - Wider Site - Spoke Sites

Mini hubs or spoke site interpretation will be positioned within the National Park landscape to:

- help visitors understand their current location within NP
- signpost people to OyP
- advertise Castell Henllys & Carew Castle
- empower people with practical information about how to use landscape
- provide mission based messages linked to reducing environmental impact



Interventions will include forms of creative expression including music, art, sculpture etc. to link back to the emerging Interpretation Framework and create positive memories and a desire to return.

Structures will be tactile, interactive and engaging but be manufactured from materials that suit and respect the their environment.

Illustrated maps would allow visitors to create their own trails at the hub sites based on personal interest or length of time in the area.

QR codes could also allow people to make 'virtual' visits during different seasons, via bike/car/walking /flying etc.



Commercial Model

PCNPA have tasked Core with developing outline proposals that achieve the following key project outcomes:

- Engage more visitors and provide more meaningful visits to OyP.
- Engage more diverse audiences.
- Represent local groups and visitors alike.
- Better portray the stories of the Pembrokeshire Coast National Park, its landscapes and its people.
- Educate visitors about PCNP through non-didactic engagements.
- Reduce the subsidy-per-visitor cost at OyP to £0.50.
- Help alleviate ‘honey pot’ peak tourism periods.

Based on our assessment of current visitors, discussions with staff, stakeholders and interested groups we have proposed three options at three distinct investment costs.

These three proposals (Option V1, V2 and V3) on the following page target increased visitor numbers through a variety of means, ranging from a revised visual identity with more strategically considered and placed signage, through to a full experiential exhibition with hands-on and audio-visual engagements.

Options V2 and V3 also include amendments to the website and digital assets for use in focused marketing and in support of more thorough activity and outreach planning and implementation. This includes provision with the Option V3 cost model for a part-time Community Engagement Officer and Education Facilitator. Targeting and embracing repeat community use, wider, curriculum-linked education visits and local groups who are not reflected in the current offer is firmly ensconced with each of our proposals. Adding these posts is essential if we are to develop meaningful, sustained links with our local and regional audiences. It may be possible, and indeed beneficial, to fill these posts from the existing team.

Peak Visitor Load

Our proposal embraces OyP as a gateway point, welcoming visitors to the PCNP. There is opportunity to use the adjacent car park as a main point of entry to St Davids generally, including coach drop-off locations. This could be supported by smaller, electric mini-bus transit to and from the Cathedral and potentially to other tourist hot spots, already served by the sustainable coastal bus service.

This wider strategy proposal is not part of this report but controlling visitor ingress, egress and distribution more effectively and using OyP as a gateway and queue management principle would have profound implications for flatter dispersal and coordination, not to mention visitor season elongation.

Using interpretation experiences at OyP to positively impact on tourist/visitor behaviour would actively diffuse peak visitor load and inappropriate behaviour, more often the result of ill-informed practice rather than malicious intent. Our proposal to create a hub and spoke narrative journey that maps the landscape using interpretive wayfinding also controls visitor distribution and dwell time.

Proposed Scenarios

Option 1

This option offers quick results, in a bid to demonstrate change and perhaps the first step towards long term investment in OyP.

A baseline of community engagement would be recommended, to build on the momentum created by the Masterplan project and ensure local voices continue to inform proposals.

A key component of this option is to address the challenges with the current name and brand, this would ideally be co-produced with visitors.

External signage, internal and external interpretation improvements would be light touch, intended to streamline and update messaging and provide an exhibitions infrastructure for staff to update moving forward.

At circa £50,000 and a 6-month project duration, additional funding may not be required.

Option 2

Option 2 builds on the components of Option 1 to offer an engaging visitor experience, whilst making minimal amendments to the building.

A considered approach to community engagement and consultation would seek to fill some of the seasonal gaps highlighted during the Masterplan project.

Audio visual and interactive engagements will provide hands-on opportunities for visitors, whilst touchscreen information points will offer long term sustainability.

The main entrance would be refreshed and new signage and glass manifestations will create a visually striking change to the front of the building.

Included in the budget is provision for a part-time Exhibition Assistant.

At circa £350,000 and a 12-18 month project duration, additional funding may be required.

Option 3

This option builds on options 1 and 2 to create a flagship Discovery Centre for PCNP.

An in-depth programme of community engagement and consultation will inform new permanent interpretation and temporary community exhibitions. A true blended offer will create a Civic Hub, developed with and for the people of St Davids and Pembrokeshire.

This option maximises the site as well as the building, encompassing the Tower as an immersive storytelling experience. The courtyard will be transformed with the introduction of events infrastructure, new seating and architectural lighting. The main entrance will be opened up and enhanced to increase prominence and visibility from the courtyard.

Internal dividing walls will be adapted to offer flexibility for events and programming, offering hireable spaces that reflect the park.

Mini hubs or spoke site interpretation will be empower people with practical information and signposting back to OyP.

Option 3 includes provision for a part-time Exhibition Assistant, part-time Community Engagement Officer and Education Facilitator.

At circa £1m and a 2 year project duration, additional funding is required.

The increase in visitor numbers that passive and active marketing will encourage is reflected within the commercial models we have proposed. Retail design and story-linked product placement will increase retail sales events/space hire.

We have proposed a class-leading audio-visual experience in The Tower. Providing emotional engagement will support learning outcomes and work in tandem with the use and display of local/regional/national artists work, towards placing people-based stories and experiences within the stunning landscape.

Understanding the fragility of the relationship between people and nature and the need to protect PCNP will be taken on through positive experiences, both within the Visitor Centre and guided throughout the landscape. Through involvement, demonstration, participation and accessible engagement, OyP will point to a positive future rather than scaremonger visitors towards inaction.

The vibrancy of Pembrokeshire and Welsh culture, language and people-centred story will lead the way, both in the richness of myth and legend and in the reality of everyday life in and around the park.

Our three proposed options target the following visitor number increase.

Target Visitor Numbers

	Current	Option V1	Option V2	Option V3
Total Visits Buildings (Oriol y Parc)	117,628	135,000	180,000	225,000
Total Visits Amgueddfa Cymru Gallery	15,590	16,424	21,750	27,500
Total Visits Site	306,029	301,667	301,667	301,667
Proximity Visits (St Davids)	1,805,333	1,805,333	1,805,333	1,805,333
PCNP Visits	2,300,000	2,300,000	2,300,000	2,300,000
Conversion Site	38%	44%	59%	74%
Conversion Region	7%	7%	10%	12%
PCNP Conversion	5%	6%	8%	10%

The three proposed interpretation, signage and exhibition options have been costed to a granular level as follows:

All proposal costs include provision for inflation contingency at 5%, offset of business interruption costs and for Year 2-on costs to cover increased Activity Planning and capital costs for more frequent exhibition turnover.

	OPTION V1	OPTION V2	OPTION V3	Y2 + Costs
<i>Project Duration</i>	<i>6 months</i>	<i>12-18months</i>	<i>2 years</i>	
Project Management, Meetings, Expenses	£6,000	£12,000	£24,000	
Digital surveys/data capture		£5,000	£15,000	
Community engagement/co-production	£3,000	£7,500	£15,000	
Stakeholder consultation	£1,500	£5,000	£7,500	
Site survey, drawings and 3D model	£2,000	£3,500	£5,000	
Planning permissions		£3,000	£5,000	
Signage Planning & Design	£2,000	£5,500	£16,000	
Visual Identity, new name and logo	£2,500	£5,000	£10,000	
Interpretation Planning	£1,500	£5,000	£10,000	
Architectural consultancy		£3,000	£15,000	
3D/Spatial Design		£10,000	£31,000	£3,000
Activity Planning		£15,000	£25,000	
Web Design/updates	£1,000	£5,000	£12,000	
Graphic Design	£2,500	£6,000	£10,000	£1,000
Interactive Design		£3,000	£12,000	
Map illustration		£3,000	£8,000	
Retail Planning & Design	£1,000	£3,000	£5,000	
AV Design		£5,000	£10,000	
Site Prep & Prelims	£1,000	£5,000	£15,000	
Groundworks	£2,000	£2,500	£10,000	
Strip-out & Disposal		£2,000	£5,000	
Entrance Amendments		£10,000	£50,000	
External landscaping, benches and planting			£50,000	
Building Fabric Amendments			£25,000	
M&E Works (Power, Data, Lighting)			£5,000	
Repair, Paint & Decorate		£2,000	£6,000	
Content Development	£2,000	£5,000	£15,000	
Artwork Generation	£2,000	£5,000	£11,000	
Signage Manufacture	£8,000	£14,000	£30,000	
Exhibition & Setworks Manufacture		£36,000	£120,000	£15,000
Bespoke furniture Manufacture		£30,000	£45,000	
Loose furniture		£5,000	£15,000	
AV Infrastructure		£15,000	£30,000	
Digital/AV Software		£20,000	£45,000	
Interactive Exhibit Manufacture		£25,000	£25,000	
Graphic Production	£2,500	£15,000	£25,000	
Spoke Site Structure Manufacture x6			£45,000	
Logistics	£1,000	£3,000	£7,500	£500
Installation incl. Expenses	£5,000	£10,000	£75,000	£1,000
Site Management	£1,000	£3,000	£7,500	
Staff Training		£1,000	£3,000	
CAPITAL WORKS TOTAL	£47,500	£313,000	£900,500	
Inc. contingency and inflation 5%	£49,875	£328,650	£945,525	
<i>Business Interruption & Revenue Loss</i>		£2,500	£9,594	
<i>Exhibition Assistant P/T</i>		£15,000	£15,000	£15,000
<i>Community Engagement Officer P/T</i>			£9,000	£9,000
<i>Education Officer P/T</i>			£9,000	£9,000
INVESTMENT TOTAL	£49,875	£346,150	£988,119	£53,500

These option costs have been applied to the existing OyP commercial model to give the following sensitivity results.

The expenditure model includes the amortisation of the proposed exhibition costs over 15 years (Option V2) and 20 years (Option V3) accordingly.

	Current	Option V1	Option V2	Option V3
Visitor Numbers	124571	135000	180000	225000
Admission Revenue				
Retail Revenue	£118,976.00	£128,250	£189,000	£247,500
Café Franchise Recharge Income	£20,667.00	£49,000	£49,000	£49,000
Special Event Revenue	£1,321.00	£10,000	£15,000	£20,000
Schools/Edu Income	£1,093.00	£10,000	£15,000	£15,000
Grant Funding Support Income	£5,022.00	£5,022	£5,022	£5,022
Donations	£2,060.00	£2,060	£2,060	£2,060
Space Hire Income	£4,101.00	£7,500	£10,000	£12,500
Exhibition Sales (local artist)	£10,313.00	£10,313	£10,313	£10,313
TOTAL INCOME	£163,553.00	£222,146	£295,395	£361,395
Salary and related costs	£165,051.00	£165,051	£180,051	£198,051
Retail stock costs	£67,673.00	£78,650	£90,000	£133,380
Café Franchise Support costs	£760.00	£1,500	£1,500	£1,500
Maintenance (buildings & grounds)	£11,097.00	£11,097	£12,000	£17,000
Exhibition & Display costs	£1,034.00	£1,034	£8,300	£19,500
Utility Costs	£42,142.00	£42,142	£42,142	£42,142
Exhibition Sales (Payment to artist)	£7,477.00	£7,477	£7,477	£7,477
Other Costs	£4,401.00	£4,401	£4,567	£5,040
EXHIBITION COST DPCN		£3,325	£23,076	£49,400
TOTAL EXPENDITURE	£292,158.00	£314,677	£369,113	£473,490
GROSS PROFIT	£-128,605.00	£-92,531	£-73,718	£-112,095
GM%	-79%	-31%	-25%	-31%
PCNP Support Cost	£128,605	£92,531	£73,718	£112,095
Subsidy-per-visitor	£1.03	£0.60	£0.41	£0.49

Executive Summary

Oriel y Parc is a successful venue. Against measures applied to cultural destinations throughout the UK, including other National Park sites, OyP achieves very good visitor numbers (circa 130,000 per annum), has a thriving offer that blends local and regional arts and crafts with clear and functional tourist sign-posting and information. It achieves a high ratio of repeat visits and has a strong food and drink offer.

The staff and management team are informed, informative, friendly and passionate and more recent efforts to engage with local communities and stakeholders has reaped significant success.

Working hard post-pandemic, the OyP team have created a ‘buzz’ surrounding events, activities and outreach that is developing greater traction with more diverse audiences.

Commercially, OyP measures very favourably against other National Park Visitor Centres, showing a much lower than average subsidy-per-visitor, assisted by the forward-thinking BREEAM environmentally sensitive and efficient buildings and grounds, complete with ‘Class A’ gallery and exhibition spaces.

In short, Oriel y Parc is getting so much right, one could easily argue not to try and change it as there could be a risk of a marginal or even negative, return on investment.

However, the cultural landscape has changed since the current centre was created in 2008 and there are several ways in which OyP needs to adapt.

The 2022 PCNPA corporate plan reinforces the need to ‘..engage...audiences with wider messages relating to nature, climate change, health and well-being opportunities in the park and the special qualities of the park’ and the 2015 Well-being of Future Generations Act calls for a more vibrant, accessible culture that engages with a thriving Welsh language and community and links mental health to positive cultural activity.

Although the survey results within this report were required with a speed that prevents a meaningful statistical model, it is clearly evident that the work currently being carried out by the OyP team to link ‘local community, crafts people etc and visitors alike’ could be supported through more varied and meaningful engagement within the centre itself.

The pre-Covid interpretation assessment carried out in 2018 supports this, stating OyP ‘...needs to work harder to represent the whole park and to be of value to all the communities and businesses encompassed within it.’

The original intention for OyP to tell the story of the Pembrokeshire landscape through art needs to be supported by non-didactic, activity-based engagements that support the ‘golden thread’ message that Pembrokeshire is ‘a beautiful and unique landscape, rich in heritage and wildlife, for everyone to enjoy and help protect for future generations’.

Increases in ‘honey-pot’ tourism has stretched the ability of regional resources to cope and the need to reinforce environmental good practice through direct, multi-layered messaging that promotes inquisitive exploration, a want to know more and sensitive behavioural change is now a need rather than a want.

This cultural traction needs to start with a stronger educational offer at OyP, supported by facilities and staff. A strong educational offer is a proven precursor for the development of younger audiences which in turn supports ultra-local resident visits, leading to formative relationships with local organisations and groups, through to local businesses-all underpinned by a need for further excellence in accessibility throughout.

Pembrokeshire voices and cultural identity should support local uptake whilst providing more relevant, topical and idiosyncratic, anti-homogenous experiences that attract local and tourist alike. This provides a backdrop for more tenacious environmental messaging.

Executive Summary

Clearly defining OyP as a ‘gateway’ to the PCNP should eradicate the confusion reflected in the survey results as to what OyP ‘is’.

Most survey respondents were unclear as to whether OyP is an art gallery, craft shop or TIC, with 17% stating that the name does not describe the centre. This is straight forward and relatively inexpensive to remedy with amendments to branding, signage, window displays and name. This ‘gateway’ should introduce Pembrokeshire landscape and people stories that represent granular, first-hand evidence of the need to protect the immediate and therefore global environment. Using modern interpretation techniques that are informative, engaging, visceral and representative is essential, as is developing a Visitor Centre that encourages change and the evolution of audience conversations through display infrastructures that are easy to update with future-proof and ensure relevance.

This renewed gateway site should provide the impetus for discovery by directing visitors into the wider landscape. Achieving this in an informed way will help to mitigate peak season ‘honey pots’, interpretive signage and exhibition outcomes being easily changed so that messaging and wayfinding can help disperse visitors. Using ‘spoke’ sites throughout the landscape will continue this mission whilst also reinforcing behavioural objectives.

The on-going relationship with Amgueddfa Cymru is full of potential but lacks the connectivity to be truly great. Ensuring that the wealth of collections and expertise inherent to the National Museum are knitted to a Pembrokeshire-relevant interpretation strategy that fulfils the mission of both organisations needs a greater degree of coordination and interplay.

Creating, displaying and engaging with local art and artists should remain a signature of OyP. Art has the unique capacity to link human stories to landscapes and to provoke open-ended conversations that cover health, humanity and place.

These keystones of a developed educational offer, increased community traction and evolving exhibitions will require additional staff to facilitate them properly. This additional expense, together with our three-tier recommendations for physical amendments to the building and its external spaces can be offset by relatively minor adjustments to the business model-turning low subsidy into no subsidy.

The three options we have suggested all clarify and define the purpose of OyP as a gateway to the PCNP at the very least. At the highest level of investment illustrated in Option 3, OyP would be a world-class National Park Centre, employing a range of cutting-edge, hands-on interpretive techniques, both at the centre and at spoke sites throughout the landscape, to introduce an indelible Pembrokeshire-unique experience.