
CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 - 2020

Purpose of report

1. To update Members on current progress in developing a Cardiff Tourism Strategy and Action Plan Heritage Strategy which is to be taken to Cabinet on 2 April 2015. The Economy & Culture Scrutiny Committee previously considered an item on the Tourism Strategy at its meeting on 8 January 2015 and provided feedback to assist in the development of the Strategy, it was also requested that the Strategy was brought back to the Committee when it had been finalised.

Previous Scrutiny

2. At its meeting on 8 January 2015, Members were informed;
 - The Tourism & Heritage Strategy will aspire to double the number of visitors to Cardiff who are 'staying visitors'. Current figures indicate that whilst Cardiff had 18.3 million day visitors during 2014, there were only 1.3 million staying visitors.
 - The Millennium Stadium had been successful in raising the profile of the Cardiff based on the audience attending events which are held there. However, the nature of those events has resulted in Cardiff having a shortfall in brand name hotels. In anecdotal terms, Members were advised that the best event held in the City, from a hoteliers point of view, was the National Eisteddfod, as the event took place over five days and visitors stayed overnight in the City.
 - Cardiff lacks a unique world class attraction or there is an absence of a signature event held here that does not occur elsewhere. The city

also has limited direct air access. The Tourism Strategy would seek to address these issues

- Some of the priorities for Cardiff are urban sports; Water and maritime activity; Signature festivals and events; Contemporary visual arts; Business tourism.

3. Following this meeting, Members wrote to the Leader, Cllr Bale (Economic Development & Partnerships) to raise the following points;

- The Committee was positive about a drive to develop new signature events or unique attractions for the city rather than predominantly focussing on stadium-based events
- The Committee hoped to see increased joint promotion or partnership working with organisations such as CADW
- The Committee did not expect the promotion of Cardiff to be left solely to Visit Wales, and hoped that adequate resources were allocated for the City to be promoted internally
- The Committee endorsed the idea of a 'City Card' and stated their hope that any card would link with the 'Iff' card that is already in use in Cardiff
- If the Mansion House and City Hall are to be realistically considered as conference facilities, there will need to be vast maintenance improvements made

4. The Leader responded to this letter on 18 February 2015, informing the Committee;

- Discussions are under way specifically with CADW to help foster greater engagement and cross promotion, as a partnership approach is to be at the heart of what is proposed
- The feasibility of a 'City Card' is being finalised and it is hoped to be piloted early in 2015/16 should it be found appropriate
- With regard to the Mansion House and City Hall, the Council is looking at ways of securing a sustainable model for the future of these

buildings and it is essential that the city is able to protect and conserve buildings of such historical importance.

Cardiff Tourism Strategy and Action Plan

5. The Cardiff Tourism Strategy and Action Plan: 2015 - 2020 (attached at **Appendix A**) outlines much of the information received by the Committee at its meeting on 8 January 2015. The report to Cabinet is also attached for Members information at **Appendix B**. Cardiff has established itself as a great venue for major sporting and cultural events, and these must continue to occupy the city's diary of visitor activity – however there also needs to be a shift of emphasis, as outlined in the Strategy and Action Plan. Much of the content of the presentation given by Professor Terry Stevens at the January meeting is summarised on page 11 – Summary of the Current Situation.

6. The main objectives of the Strategy and Action Plan are:
 - Enhancing the appeal of the city for all visitors by greater differentiation in the offer, creating unique products and visitor experiences, encouraging longer stays
 - Creating a fresh and innovative environment that will allow tourism investment and the hospitality and retail sectors to flourish
 - Delivering innovation and creativity in everything we do associated with tourism and the visitor economy

7. The key outcomes to be achieved by 2020 are:
 - the doubling of the value of overnight tourism in commercial accommodation in the city and the wider city region by 2020 to c£800m;
 - growing the value of the day visitor economy by 50% by 2020 to c£1m;
 - achieving a set of agreed targets (relating to job creation, business development, attracting, retaining and nurturing talent and cultural diversity

8. Key targets to be achieved by 2020 are identified on page 3 of the Strategy, these include:
- Establishment of the Destination Management and Marketing Organisation (DMMO) and a new structure by March 2015
 - Agree Memorandums of Understanding with Welsh Government and other key stakeholders to deliver this action plan and program by Spring/Summer 2015
 - Help secure £500m of new tourism investment for the city by 2020
 - Increase the number of hotel and hostel bedrooms in 4 and 5 * properties by 1,500 by 2020
 - Create 20 New VAT registered businesses in tourism per annum
 - Creation of three signature events by 2018 working with the WG's Major Events Unit
 - Creating a number of distinctive and unique Cardiff experiences based on an amalgam and fusion of heritage, culture and language
9. The Action Plan for the Tourism Strategy can be found on page 16 of **Appendix A**. This table identifies actions for the next five years and the organisations who will lead of these actions. The following will be of particular interest to the Committee given previous and future scrutiny work items:
- Establish an agreed positioning and branding for Cardiff and the region with a detailed marketing plan.
[CCC, Region and Visit Wales (VW)/WG by April 2015]
 - Agree and implement a City and region guest card.
[CCC and Cardiff Business Council (CBC) with VW by June 2015]
 - Create a series of Cardiff itineraries based on the city's Neighbourhoods and its themes to include: maritime heritage, art and architecture, local craft and design and shopping.
[City centre management]

- Develop a specific initiative to convert leisure travellers and visitors into potential business tourists, especially during the Rugby World Cup and the Six Nations.
[CCC]
- Establish and manage City Hall as dedicated conference venue supported by the Mansion House and Castle providing a unique Cardiff offer and a complement to the new Convention Centre in Celtic Manor and a market taster for the proposed new Centre in Cardiff .
[CCC + CBC by August 2015 for marketing starting July 2015 supported by dedicated MICE team]
- Create a Summer long program of music and events in Oval Basin .
[Bay partnership with WMC and HA and others starting July 2015]
- Establish at least three signature Cardiff events and festivals that will generate bed nights and times of low occupancy.
[CBC to facilitate task groups for each with events introduced on a phased basis over next three years. These must be fully linked to and integrated with the VW emerging thinking on 'themed years'.]
- Development of maritime heritage related activities including a three city program involving Liverpool and Belfast with Cardiff.
[Maritime Wales, MHT, CCC, other city councils, WG]

10. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 also gives a number of strategic and transformative projects and investments under consideration. These can be found on page 19 of the Strategy document. Again a number of these will be of interest to Members given previous and future scrutiny work items:

- **International Arena** - Large capacity, multi-purpose arena
- **International convention centre** - International standard conferencing and meetings centre
- **Contemporary Art Gallery with associated outdoor sculpture park** - Major world class art gallery for permanent and touring exhibits in Bay area

- **Restoration of The Coal Exchange and regeneration of Mount Stuart Square** - Potential hotel with restaurants, specialist retail and entertainment
- **Chapter Arts Centre** - £6m planned extension and modern art spaces
- **Completion of the International Sports Village** - Inject momentum for completion
- **Roald Dahl festival and attraction** - Work with RDFoundation, VW and others to create world class festival and potential for permanent attraction

Way Forward

11. The Leader, Councillor Bale will be joined by Economic Development and Tourism officers to provide Members with an overview of the Tourism & Heritage Strategy.
12. Members of the Committee will have the opportunity to provide comments, observations, identify priorities and form recommendations to the Cabinet for consideration.

Legal Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly

informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

15. The Committee is recommended to give consideration to the information attached to this report and received at this meeting and to submit any recommendations, observations or comments to the Cabinet.

Marie Rosenthal

County Clerk and Monitoring Officer

27th March 2015