

CARDIFF TOURISM STRATEGY AND ACTION PLAN: 2015 - 2020

Purpose of report

1. To update Members on progress in delivering against the Cardiff Tourism Strategy and Action Plan: 2015 – 2020, and allow Members to review the achievements to date.

Cardiff Tourism Strategy and Action Plan: 2015 - 2020

2. The Cardiff Tourism Strategy and Action Plan: 2015 – 2020 was approved at Cabinet on 2 April 2015 (attached at **Appendix A**). The aim given for the strategy is “to increase the economic impact of Tourism in Cardiff and ensure that the city can compete with leading UK destinations, as well as developing as the gateway destination for Wales as a whole.”
3. The main stated 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.
4. 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).
5. Key targets to be achieved by 2020 are identified on page three of the Strategy (**page 7 of Appendix A**). These include:
- Establish 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 star properties by 1,500 by 2020.
 - Create 20 new VAT registered businesses in tourism per annum.
 - Create three signature events by 2018 working with the Welsh Government's Major Events Unit.
 - Create a number of distinctive and unique Cardiff experiences based on an amalgam and fusion of heritage, culture and language.
6. The Action Plan that sits alongside the Tourism Strategy can be found on **page 20 of Appendix A**. This table identifies actions for the next five years and the organisations who will lead 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.
[Cardiff Council (CCC), Region and Visit Wales (VW)/ Welsh Government (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]
- Establish a CARDIFF+ marketing campaign to promote Cardiff as a base to explore the wider region
[CBC with Capital City Region]
- 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 Wales Millennium Centre (WMC) and Harbour Authority (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]

- Fully exploit the opportunity presented by (a) Rugby World Cup in 2015, (b) the 150th Anniversary of the sailing of the Mimosa to Patagonia in 2015, (c) The Roald Dahl Anniversary in 2016 and (d) The Volvo Round the World event in 2018 to develop a unique city wide festival of art and culture.

Establish floating stage on the Bay

[WMC with HA]

- Creation of a BUTE collection of properties across the region

[CCC with National Trust and CADW]

- Developing urban sports adventure activities including: zip lines, mountain biking, BMX and skate boarding, cycling routes, Parkour, urban running, mass participation activities, geocaching, associated urban camping and festival sites.

[CCC, White Water Centre, HA, VW, Sport Wales, local clubs, private sector]

7. 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 23 of Appendix A**. 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 RD Foundation, VW and others to create world class festival and potential for permanent attraction.
8. Additionally, the Tourism Strategy indicated that a number of initiatives and ideas were being developed and explored further – these are given below. Members may wish to explore how these have developed in the years following agreement of the Tourism Strategy.
- **Creatures of the Bay** - Major world class visitor attraction and cultural animation of the Bay area.
 - **The Science of the Seas and the World of Water incorporating a maritime heritage centre/museum** - Major world class science attraction for the Bay area.
 - **World of Sports Hall of Fame and Welsh Sporting Legends** - Celebration of Welsh sporting legends and heroes and their global achievements.
 - **A Brewery Attraction** - New city centre attraction.
 - **Viewing Platform or high level roof garden and view Point** - Opportunity for city centre and / or the Bay.

Previous Scrutiny

March 2016

9. At its meeting on 17 March 2016, the Committee considered progress against the Cardiff Tourism Strategy and Action Plan: 2015 – 2020. Members were informed:
- A number of partnerships and collaborations has been established in line with the Tourism Strategy, work had been undertaken improving the 'VisitCardiff' brand and website, and a Destination Management Plan had been developed.

- The City Deal allows for pooling of resources in Tourism and there was a commitment to explore new income streams and flexibilities as the Deal develops.
 - Cardiff is looking to develop a significant music event to increase visitors, but this would need a significant investment of funds.
10. Following this meeting, Members wrote to the Leader, Cllr Bale (Economic Development & Partnerships) to raise the following points;
- Members recommend that links be made between the targets and actions within the Tourism Strategy, particularly setting out how the value of overnight tourism in commercial accommodation will be doubled by 2020.
 - Members request clarification on whether the new Cardiff Capital Region Business Organisation is anticipated to take over the responsibilities listed against Cardiff Business Council in the Tourism Strategy Action Plan.
 - Members recommend that organisations such as hoteliers and restauranteurs be encouraged to help fund the various projects being taken forward in the Tourism Strategy.
11. The Leader responded to this letter on 31 May 2016, informing the Committee;
- With regard to hoteliers and restauranteurs being encouraged to fund future projects, opportunities could be sought through the Business Improvement District proposals.
 - Actions identified against Cardiff Business Council would be considered through private sector partnership and through arrangements identified in the City Deal.

April 2015

12. The Committee considered a finalised version of the Tourism Strategy and Action Plan: 2015 – 2020 at its meeting on 2 April 2015. Members were informed:

- The Cardiff Visitor Card was due to be launched on 3 April 2015. An extensive number of businesses have signed up and are prepared to offer a wide range of promotional discounts. The card will be sold for £4.00 and the income from card sales will be retained and used to continue the marketing of the project.
- With regard to a Tourist Information Centre, Officers confirmed that it is believed that the younger tourists are more likely to use the 'App' than physically go to a Tourist Information Centre. This has been helped by the introduction of the new Wi-Fi system.
- With regard to a Leadership Academy, officers advised that research into the synergy with the academy launched at Belfast was being undertaken and there had already been investment.

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

- Members were pleased to see that a number of the issues we discussed at the January Committee meeting had been taken on board and used in shaping the final strategy.
- Members of the Committee consider the strategy and key outcomes to be achieved as ambitious, and welcome this approach.
- Members were pleased to be informed that the income from card sales is retained for the purpose of further marketing the city, that work is ongoing to link this card with public transport around Cardiff, and that this work has been undertaken in partnership with Visit Wales.
- Members requested a one page briefing outlining the promotional plan for the Cardiff Visitor Card.

- Members look forward to a future update on progress in achieving the actions and projects outline in the Tourism Strategy and Action Plan, and in particular to monitoring the success in increasing the number of overnight visitors and monitoring the impact the changes for the Tourist Information Centre have brought.

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

- Measures have been put in place to promote the uptake of the Cardiff Visitor Card, including exploring opportunities to co-sell the card and opportunities for it to integrate with transport operators.

January 2015

15. At its meeting on 8 January 2015, Members considered the Draft Tourism Strategy, and 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.

16. 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 'lff' 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.

17. 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.

Way Forward

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

Legal Implications

20. 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

21. 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

22. 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.

Davina Fiore
Director, Governance and Legal Services
2 December 2016