

Gloucester City Council

Meeting:	Cabinet	Date:	10 December 2014
Subject:	Growing Gloucester's Visitor Economy		
Report Of:	Cabinet Member for Regeneration and Culture		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
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Appendices:	Growing Gloucester's Visitor Economy		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To consider the adoption of the Growing Gloucester's Visitor Economy – a 5 year strategy.

2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE**

- (1) That the Growing Gloucester's Visitor Economy strategy be adopted.
- (2) That the Action Plan forms the basis of a work programme over the next 5 years.
- (3) That the relevant officers be instructed to work with Marketing Gloucester to implement the Action Plan, identifying the necessary resources and allocating ownership for delivery.
- (4) That the Growing Gloucester's Visitor Economy strategy be reviewed annually.

3.0 Background and Key Issues

- 3.1 The last City Council Visitor Economy Strategy was produced in 2005 and was named 'Economic Development and Tourism Strategy'. This strategy included a 3 year work programme from 2005-2008.
- 3.2 Since 2008, responsibility for destination marketing of the city has sat with Marketing Gloucester. With a new Chief Executive now in place, the time seems right to progress an updated strategy for growing the visitor economy. In the spirit

of partnership and to reflect the close working relationship between the City Council and Marketing Gloucester, it seems appropriate for Cabinet to consider the strategy as there will be implications for the Council arising from it.

- 3.3 Visit England, the national tourism body encourages and supports the development of Destination Management Plans throughout England and sees them as an essential tool in the delivery of a successful visitor economy. National Government policy encourages destination organisations to become efficient bodies and creating the described document is a key mechanism in achieving this.
- 3.4 There are a number of reasons showing the importance of having a Visitor Economy Strategy in place. Tourism, as the strategy document sets out, is an important contributor to the local economy and one where there is significant potential for growth.
 - 3.4.1 The visitor economy involves a whole set of experiences delivered by many organisations in the public, private and voluntary sectors. It is essential that they work together and in doing so achieve a better use and management of resources.
 - 3.4.2 Supporting the visitor economy is not just about promotion but must cover a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses.
 - 3.4.3 Tourism has a range of impacts on society and the environment and is inherently an activity that benefits from management.
 - 3.4.4 A key benefit of having a strategy is to identify what the real needs and priorities are so that financial and human resources can be used most effectively.
 - 3.4.5 Well researched, argued and presented action plans can strengthen the case for funding and help identify projects for support.
- 3.5 The term 'Visitor Economy' relates to all aspects of the economy related directly or indirectly through the supply chain to the provision of services to visitors and benefiting from their spend. The term 'visitor' has the same meaning as tourist but also includes people visiting just for a day or less as well as overnight. (*Visit England – Principles for Developing Destination Management Plans*).

4.0 Alternative Options Considered

- 4.1 To not adopt the Visitor Economy Strategy, leading to no clear vision for the visitor economy in the city and to have no structured approach to co-ordinating activity, which is not recommended.

5.0 Reasons for Recommendations

- 5.1 Gloucester is a city where activity is progressing at such a pace that it needs to be actively co-ordinated, with clear objectives and a structure that Gloucester City Council, Marketing Gloucester and other city partners can work towards with one clear plan.

6.0 Future Work and Conclusions

- 6.1 The Growing Gloucester's Visitor Economy strategy will be evaluated on an annual basis reflecting on the achievements and way forward. This will be in the form of a report to Cabinet.
- 6.2 The Growing Gloucester's Visitor Economy strategy has already been shared with the Marketing Gloucester board members as well as all councillors and the City Council's senior management team and their comments have already been incorporated into this strategy.

7.0 Financial Implications

- 7.1 In delivering the Growing Gloucester's Visitor Economy strategy, varying financial pressures will need to be assessed through both Gloucester City Council and Marketing Gloucester. Moving forward, the service level agreement currently in place between the two organisations will remain as previous and new projects will be treated on an ad-hoc basis.

8.0 Legal Implications

- 8.1 There are no legal implications relating to this report.

9.0 Risk & Opportunity Management Implications

- 9.1 None at this stage. Appropriate risk management will be undertaken for each City Council project as they arise.

10.0 People Impact Assessment (PIA):

- 10.1 To be considered on adoption of the Growing Gloucester's Visitor Economy strategy.

11.0 Other Corporate Implications

Community Safety

- 11.1 Safety requirements will be addressed by a lead officer/manager within each individual delivered project.

Sustainability

- 11.2 Sustainability issues will be addressed within individual projects within the action plan.

Staffing & Trade Union

- 11.3 Not applicable.

Background Documents: Appendix 1 – Growing Gloucester's Visitor Economy.