

# Growing Gloucester's Visitor Economy Action Plan Update 2015 - Appendix 1

10.1						
Subject	Issue	Proposed Action	Action to Date	Owner	Milestones/Dates	RAG
Accommodation	There is considered to be a lack of hotels rooms in Gloucester and a lack of 4/5 star hotels in the city centre.	Commission and promote research to investors showing the demand led opportunity that Gloucester provides.	Review and collation of current research including Arkenford, JCS Hotels Study, ONS visitor numbers. Information collated in "Growing Gloucester's Visitor economy" strategy document. Using VE strategy research promoted need for additional hotels rooms to owners Central Hotel. Influenced decision by them to purchase and refurbish Central Hotel.	Regeneration & ED/MGL	Jul-15	BLUE
		Marketing Gloucester work with Economic Development to produce evidence that Gloucester will support more Hotels and then present this to investors and developers.	Subscribed to Acorn T-Stats, data collation ongoing.	Regeneration & ED	Mar-15 and ongoing - ED and MGL to develop a "Hotel Prospectus" by end Dec 2016	GREEN
		Partnership with hotels in the wider area.	Working with local hotels for expansion. Additional 300 rooms added 5 mile radius >50 in the city boundaries.	Regeneration & ED	May-15 and ongoing	BLUE
		Work with AIR BnB, Holiday Lettings to increase local providers – roadshows etc.	Airbnb roadshow was held in March 2015 with over 60 people in attendance? As of December 2015 Gloucester listings have risen from 2 in December 2014 to 52 within the city and over 300 within a 6 mile radius.	Regeneration & ED	Sept-15	BLUE
10.2						
Subject	Issue	Proposed Action	Action to Date		Milestones/Dates	RAG
City Branding	There are many different logos being used by City organisations, it would be ideal to reduce the number and increase the quality. Additionally the city as a whole has not developed a theme colour/style palette for city dressing and furniture.	Form working group with Marketing Gloucester, Gloucester City Council Marketing Communications, Civic Trust etc. to develop uniform branding. Produce brand bible for city organisations – see Gloucester Diocese for example.	Glos2015 branding widely taken up by city council and businesses in the city which is first step towards a common brand.	MGL	Regen and ED to complete Public Realm review by April 16. MGL to create Branding Guide by December 16	AMBER

		Competition through press/radio to produce new city branding.	"Skyline" branding used in 2015 was popular and can continue to be used, negating the need for a competition.	MGL	Dec-16	AMBER
		Survey of local people as to whether they prefer contemporary or traditional branding styles.	Straw poll of styles indicated colour pathway favoured by most as defining the city is red and white.	MGL	2016/2017	AMBER
<b>10.3</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Tourist Information	Provided by TIC and Marketing Gloucester there is a need to relocate the present TIC services and improve the offering and data collection.	MGL work with TIC on new TIC location to ensure best practice . Co-locate Marketing Gloucester and TIC in the same building possibly with Economic Development to enable better coordination of activities. Production of a plan for the development of world class infrastructure to complement the world class TIC team. Consideration must be made of investment in data collection, multimedia and retail requirements. Because the TIC is the first contact point for many visitors to Gloucester it is crucial that we make a good impression. It is believed that revenue from the TIC could be substantially increased by further development of the commercial model.	Preferred option for relocation was 26 Westgate Street. Currently occupied by Gloucester Antiques Centre and work needs to be done to understand how these two uses will sit together once the space requirement for the Antiques Centre is clear. Work also needs to be done to understand the shape of a 21st century tourist information service in the light of new technology and the presence at the new bus station facility.	TIC	Complete in 2016 - TIC Strategy to be developed (RC / LC - Dec 16). Review of "City Centre Resources" to form part of any future City Council Realignment (RC / AH - Dec 2016)	GREEN
<b>10.4</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Marketing	Profile needs to be raised of the city nationally and internationally but with minimal above the line budgets.	Improve content, functionality and graphics of <a href="http://www.thecityofgloucester.co.uk">www.thecityofgloucester.co.uk</a> .	New website commissioned.	MGL / County Comms	Launch Jan/Feb 2016	GREEN

		PR – Maximise coverage in international, national, regional media.	Wide TV, press and online coverage during 2015, leveraged from events including Tall Ships, Scrumpy and RWC. Work to be continued.	MGL / County Comms	Tall Ships May 2015 regional TV coverage BBC/ITV national+ regional press Scrumpy Aug/Sep 2015 regional TV coverage BBC/ITV national+ regional press	GREEN
		Seek additional funding from EU/Cotswolds Tourism for above the line promotion.	Now dealing directly with Visit England and Visit Britain.	MGL	01/05/2015 - See 10.9 for Action	AMBER
			Gloucester has been adopted as “nurturing project” by Visit Britain meetings to further develop.	MGL	Mar-15 annually thereafter	GREEN
		Exhibit at events aimed at tour operators promoting Gloucester as a great destination. Speed dating for tour operators/Familiarisation trip.	Attended Best of Britain and Ireland at NEC with TIC. Attending National Travel & Tourism Show with TIC.	MGL / TIC	March 2015 annually thereafter	GREEN
		Continue efforts to maximise value of Digital media, social media, tripadvisor.	Increases in social media Klout rating. Score now in top 5% globally.	MGL / County Comms	Jul-15	GREEN
		Promotional campaign on Aethelflaed to gain national PR coverage.	Committee now formed to look at 2018 celebrations.	MGL / County Comms	Summer 2018	GREEN
		Regular promotion of anniversaries of Gloucester people and events.	Ongoing. Planning well ahead for Henry III.	MGL / County Comms	Sept/Oct-16	GREEN
			Ongoing. Planning well ahead for Aethelflaed.	MGL	Summer 2018	GREEN
			Ongoing. Planning well ahead for Beatrix Potter.	MGL	Summer 2016	GREEN
<b>10.5</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Rugby World Cup	Huge opportunity for the city but no additional funding for promotion of the city. Additional funding is assigned to Fanzone, city dressing and event logistic support.	Marketing Gloucester in conjunction with Gloucester City Council will make best use of PR and social media within current budgets and look to achieve sponsorship to enable additional promotion and events.	Raised over £170,000 from direct sponsorship and Arts Council grants plus £16,500 for collateral and leveraged funding for city dressing from local media. Maximised press coverage through hosting of foreign press groups.		Sept/Oct	BLUE

			Application made by Marketing Gloucester for funding from Arts Council for England approved.		Sept/Oct	BLUE
			Wide TV and press coverage of Scrumpty sculpture trail gave advance and extra publicity to Gloucester as host city.		Sept/Oct	BLUE
			Cultural programme of events significantly improved visitor experience of the city and provided additional PR coverage.		Sept/Oct	BLUE
<b>10.6</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Cultural Identity	Sometimes negative perception of Gloucester by locals.	Use Believe in Gloucester Campaign through initiatives such as BiG awards, BiG Residents' Card and so-on.	Ongoing.	MGL	Nov-15 annually thereafter	GREEN
		Youth BiG campaign/Youth Ambassador Working with Young Gloucester, CofE, local religious and VCS, Local Schools, RC, Jamie McDonald , launch local heroes card for youth and develop youth engagement programme.	Part funded various Street Art projects around the city connected with Rugby World Cup. Supported Tredworth fun day. Worked with Hype and Increase the Peace on various projects.	MGL	2015/2016	GREEN
		Taxi drivers and service employees can be disparaging about their own city. Improve knowledge of service workers about what else the city has to offer. Ambassador schemes linked in with an award to incentivise.	Over 100 Taxi drivers graduated from fully funded World Host training programme with many 100s of other people in the city also taking the training. MGL with Economic Development on ESF £100,000 funding through GFirst LEP of this World Host training.	MGL	First completed 2015. Aim to extend programme 2016-2017	GREEN
<b>10.7</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
City Dressing	In part the city is "tired" and empty shops create an unattractive ambience.	Explore options and implement a series of city dressing initiatives including, hanging baskets, flags, banners.	Hanging Baskets funded until 2016 and flag poles now installed. Programme of painting for street furniture by volunteers. Shop unit vacancy lowest for 10 years.	MGL	2014/15/16 - look to include hanging baskets again in 2016	GREEN

			Flagpoles installed July 2015 and used successfully during Rugby World Cup and Carnival.	MGL	Aug-15 - to look at future Dressing for Summer Events, eg SoMAC	BLUE
<b>10.8</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Signage	Unattractive "gateways" into the city.	Improve and regularise signage indicating city entry. Achieve sponsorship for roundabouts so that they can be improved. Increase and improve signage.	Sponsorship achieved for roundabouts.	MGL	Sept-15 - ongoing	GREEN
		Find commercial funding for digital information boards.	Signage ongoing, planning applied for first project of five digital signs. Expressions of interest from commercial partners. Objection lodged by Civic Trust.	MGL	Subject to planning permission begin installation March/April-16	AMBER
<b>10.9</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Cotswolds Tourism	Engagement has been sporadic and representation in promotional material has been diminished. Association of Gloucester with Cotswolds brand is important – particularly for International markets and day visitors staying in rural areas and other Cotswold Tourism area towns.	Ensure that for International consumption Gloucester is strongly represented as the Cathedral City of the Cotswolds and Heritage City of the Cotswolds – both true statements. Ensure that Gloucester gets a proportional amount of any funding gained for the Cotswolds Tourism Partnership based on its impact on the tourist economy.	Marketing Gloucester withdrew funding from Cotswolds Tourism body as was representing poor value but through Tripadvisor and social media has successfully increased profile.	MGL	Meeting with new Cotswolds Tourism in January 2016 to discuss future opportunities	AMBER
<b>10.10</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>

Events	While shown to be essential to the local economy historically not all events in the city have been well coordinated leading to conflicts of timing and poor quality. Additionally some events have the potential to be grown to have far more impact on visitor numbers and spend. The significant events: Tall Ships, Three Choirs, Crucible are not annual, leading to “dead” years. Particularly May bank holiday. This is a missed opportunity.	Continue to improve delivery and promotion of current events.	Coordinated calendar of events widely subscribed to be city events organisers. More to be added.	MGL	Apr-16 plan training day on coordinated calendar of events	GREEN
		Work to develop “Fringe” festivals for “Three Choirs” and “Crucible” and “Tall Ships”.	Tall Ships “fringe” worked well during 2015 with Stone Carving, Sea Shanty Festivals, Flower exhibition at St Mary de Crypt and Markets organised by GCCCP coordinated to complement each other. A good model for future events this worked successfully with the whole city from Llanthony Priory/Quays to Kings Square benefitting from activities and increased footfall.	MGL	May-15 ongoing with other events	GREEN
			SoMAC 2016 is planned to bring festival atmosphere to the city during the summer and to coincide with Three Choirs.	MGL	July/Aug-16	GREEN
		Look for additional self-funding large popular events to fill “fallow” years.	Research well advanced on a Life, Leisure, Adventure festival to alternate with Tall Ships on an annual basis.	MGL	May-18	GREEN
			Sculpture trail to be held in a future year, to be agreed. Currently consulting on what form this might take	MGL	Apr-16	GREEN

		Publish the three year events calendar currently used for internal consumption to enable tour operators and visitors to plan visits.	Produced internally, ready to be published externally subject to approval by Marketing Gloucester Board and City Council.	MGL	July-Sept-17	GREEN
		Develop events and promotions around anniversaries similar to the model for Richard III for Aethelflaed amongst others including Henry III, and the Siege of Gloucester.	Committees formed and planning well under way for Aethelflaed and Henry III. Siege of Gloucester still to be finalised. Beatrix Potter 150 <sup>th</sup> celebrations taking place in 2016.	MGL	2016-2018	GREEN
<b>10.11</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Car parking	Car parking costs can have a negative effect on footfall	Discuss with Gloucester Quays the possibility of Introducing a parking scheme(s) at Quays/Eastgate Centre and in City centre similar to that offered by Swindon Outlet Centre, or by Worcester Asda i.e. parking fees redeemable upon achieving a certain level of spend. In Gloucester City car parks this could be redeemed on following visit with one time Parking Scratch card.	Ongoing, Changes to city parking are underway. New Automatic Number Plate Recognition system will have more flexibility for promotions than Pay & Display.	Regeneration & ED	Summer 2016	GREEN
		Promote changed times of free parking to support evening and Sunday economy.	Signage organised for Southgate Moorings carpark and social media.	Regeneration & ED	May-15	BLUE
<b>10.12</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>

City attractions	Not enough cooperation and coordination between City Attractions.	Combine disparate groups such as Hotels and Attractions and Quays Marketing to form a city wide single Tourism Partners Group for the city to meet quarterly including: TIC, Marketing Gloucester, Hotels, members of other attractions and Museums, and tourism businesses. To be held at different premier locations.	Ongoing. Meetings held informally but need to be formalised through 2016.	MGL	Mar-16	AMBER
<b>10.13</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Advertising and Promotion	Lack of funding for tourism compared to other comparable destinations means that Marketing Gloucester don't have the budget for national advertising, videos or distribution of Gloucester Visitor Guide internationally etc. Winchester has a population of 116,000 people compared to 150,000 in Gloucester. Visit Winchester spend £70,000 pa on their marketing of which £8,000 was spent on producing 3 videos recently. MGL has spent approximately £42,000 on Destination Marketing and Tourism Services the last financial year.	Increase private sector funding by approaching large businesses in the area. Try and tap into other sources of public sector funding. Link with Cotswolds Tourism and Visit England to enable Gloucester to "piggy back" on coop marketing initiatives.	By funding through advertising Marketing Gloucester has produced and distributed over 215,000 brochures promoting the city. Total amount of printed collateral produced by Marketing Gloucester reached over 500,000 . Whilst there is little budget for above the line advertising except that which is event based this has been compensated for by strong PR. 100,000 Scrumpty leaflets produced July 2015 (self funded), 100,000 "What to do and see" leaflets produced (self funded), 15,000 city guides produced (self funded), 30,000 "Cultural events" brochures produced (funded by the Arts Council).	MGL	Various throughout year	GREEN
<b>10.14</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Restaurants	Lack of quality independent restaurants and wine bars in city centre.	Approach restaurants in neighbouring towns and offer financial incentives to open a restaurant in Gloucester.	Much work has been done on approaching restaurants, and a wide range of grants is available particularly in Westgate Street. Meetings with a number of national and regional organisations.	MGL	Attract independent restaurants and winebars to city - ongoing	GREEN



	Inconsistent Customer Service Standards	Use Rugby World Cup as a catalyst to enrol companies in service sector on free training workshops. See Liverpool Capital of Culture. Aim for World Host City status <a href="http://www.worldhost.uk.com/become_destination">http://www.worldhost.uk.com/become_destination</a>	Worked with Economic Development on successfully raising £100,000 funding through GFirst LEP for World Host training. Promoted training through networks and full take of funding achieved (GEL).	MGL / Regeneration & ED	May- Sept 2015	GREEN
<b>10.15</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Culture and Arts	Gloucester is perceived by the Arts Council as being a cultural "black spot". Cultural offerings are huge drivers for tourism, can act as a stimulus for economic growth and build civic pride. The city has opportunities to claim potentially millions of pounds of Arts Council funding.	Form a voluntary creative hub, utilising the best of local and national talent with experience of raising funding from the Arts Council and elsewhere to act as catalyst and drivers for growth in this sector in Gloucester.	Location for creative hub identified, funding and business model developed. Key players identified and engaged.	Cabinet Member for Culture & Leisure	Planned to open Mar-16	GREEN
		Update and develop cultural strategy and produce roadmap towards achieving £5 million capital funding within a scheduled timescale.	Interim Culture board formed, initial funding secured, Arts Council England engaged. Consultants appointed, wide consultation in progress.	Cabinet Member for Culture & Leisure	Strategy due to be complete and adopted Mar-16	GREEN
<b>10.16</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Perceptions of Safety in the Evening Economy		Gloucester's night time safety has vastly improved but PR has not kept up. More good news should be issued to improve perceptions.	LVA have now combined with evening economy group forming a stronger voice. First fruit of this is the free drinks for designated driver campaign.	Regeneration & ED	Ongoing	GREEN

		Best Bar None Awards - very easy to administer. Press surrounding awards will make for good PR.	Aim to have good news story once monthly on Gloucester's evening economy.	Regeneration & ED	Initial Oct-15 and ongoing	GREEN
		Purple Flag Scheme - promote a safe and vibrant evening economy.	Administered by Gloucester City Council. Ongoing, first award ceremony completed.	Regeneration & ED	Ongoing	GREEN
		Marketing Gloucester to investigate at more evening events/festivals. Provide an incentive for businesses to stay open in the evening and benefit from additional footfall.	investigating with partners Illumination of boats/ships in Gloucester Docks December 2015 tester for large illumination festival as per Lumiere, Durham.	Regeneration & ED / MGL	Dec-15 and ongoing	GREEN
<b>10.17</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Linkages between the Historic Docks and the City Centre	Signposting and linkages between the Quays, Historic Docks and the City Centre need to be improved.	Using Apps, city dressing, traditional and new electronic signage, funded by sponsorship aim to close the gap between the "two city centres" and unify into one experience. One board centrally placed near the Quays may also be valuable to driving visitors from Quays into the Historic City Centre.	Funding secured from Gloucester City Council and expressions of interest from private sector sponsors. Planning permission applied for, one granted, four ongoing.	MGL	Planned installation of Digital signage commence Mar/Apr-16 completed by year end	GREEN
		Ensure that events bridge Quays and Historic city centre.	This has become Intrinsic to planning future events and shown successfully through 2016. Tall Ships festival 2015 successfully did this. As did Scrumpty sculpture trail.	MGL	Ongoing	GREEN
		Produce collateral that covers both in a unified way.	Scrumpty brochure, visitor guide, where to eat and drink all have achieved this.	MGL	Ongoing	BLUE

		Support efforts for regeneration of the gaps such as between Prison and Blackfriars and development of the waterside .	PR/Investor relations.	MGL	Ongoing	GREEN
		Support efforts to build iconic mixed use venue at Southgate carpark.	Ongoing, awaiting report from Interim Culture board for strategic recommendation. 3D animation concept produced by Marketing Gloucester. Southgate Moorings remains an option but others sites are too.	MGL	Cultural Strategy published Mar-16	GREEN
<b>10.18</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Maximise Visitor Spend		Launch Visitors card/City Pass similar to Big Residents' card examine York's model and see how it could apply to Gloucester, TIC to investigate Marketing Gloucester to implement.	Marketing Gloucester working with TIC and four museums in city have produced a Museums pass which allows annual access to all participating museums for a one of fee of £10 per person or £20 for a family. Once this has established investigations will be made to see if this can be extended.	MGL	Museums pass produced Summer 2015. Further integration to take place ongoing.	GREEN
<b>10.19</b>						
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>
Venue	Lack of suitably sized venues to run commercially viable events and exhibitions.	Investigate opportunities with commercial partners, LA and Arts Council for funding to create the much needed multiuse space in the city.	Ongoing, awaiting report from Interim Culture board for strategic recommendation. Commercial partners currently being polled with some encouraging feedback.	Cabinet Member for Culture & Leisure	Awaiting Cultural Strategy and action plan Mar-16	GREEN
<b>10.20</b>						GREEN
<b>Subject</b>	<b>Issue</b>	<b>Proposed Action</b>	<b>Action to Date</b>		<b>Milestones/Dates</b>	<b>RAG</b>

Hotel Rooms	Lack of quality hotels in the city centre barrier to growth.	Publicise current research to investors and hotel owners and actively pursue potential investors in new hotels. Work with City Council to identify key sites for Hotel development and produce document in electronic form for distribution.	Premier Inn to be built at Bakers Quay. Central Hotel & New County both adding rooms. Potential for hotels within Kings Quarter & Blackfriars.	Regeneration & ED / MGL	Ongoing	GREEN
			Using VE strategy research promoted need for additional hotels rooms to owners of Central Hotel Influenced decision by them to purchase and refurbish New County Hotel.	Regeneration & ED / MGL	Jul-15	BLUE