

<b>Meeting:</b>	<b>Overview &amp; Scrutiny Committee</b>	<b>Date:</b>	<b>1 November 2021</b>
	<b>Cabinet</b>		<b>10 November 2021</b>
<b>Subject:</b>	<b>The Future of the Tourism and Destination Marketing Function Report</b>		
<b>Report Of:</b>	<b>Cabinet Member for Culture and Leisure</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>Yes</b>
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<b>Appendices:</b>	<b>1. Business Case Retaining Gloucester's Tourism and Destination Marketing Function</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To review the work and impact of the tourism activity carried out by the Gloucester City Council's Tourism and Destination Marketing Team and the role they play in supporting Gloucester's Visitor Economy and decide on whether to keep the function within the Council past March 2022.

### 2.0 Recommendations

- 2.1 Overview and Scrutiny Committee is asked to consider the information contained in the appended report and make any recommendations to the Cabinet.
- 2.2 Cabinet is asked to **RESOLVE** that
- (1) The Tourism and Destination Marketing Team should be kept within the City Council for the next three years.

### 3.0 Introduction

#### The Tourism and Destination Marketing Function (Visit Gloucester)

- 3.1 The driver for the Business Case has been the need to have greater visibility of the work of the Tourism and Destination Marketing team with regards to marketing the city and their activity that supports and advises the Visitor Economy businesses in the City. There is now the need to consider the future of the team past March 2022 and ascertain whether financial support for making the function permanent can be approved by the Council.

- 3.2 An overview of the Marketing and Promotion activity carried out by team can be found in the Business Case for the Tourism and Destination Marketing Team (Appendix 1 section 2). The highlights of this activity are the delivery of the Welcome Back Campaign which created exciting new marketing material for the city and delivered over 700,000 media impressions, and the Summer Passport which saw 1,400 people take part in the trail around the city and received some really encouraging feedback from Gloucester businesses.
- 3.4 The service has an annual income target of £30,000 attached to it. To date the service has raised £6,300 through sponsorship of the Gloucester Passport marketing campaign. The Autumn Campaign has been kindly supported with £10,000 worth of support - £5,000 from GWR and a further £5,000 from Gloucester BID. It is anticipated that the income generation target will be met for this year.
- 3.5 The Business Case reviews the future of the marketing function in relation to the current situation following the release of the Destination Management Organisation (DMO) review (link to full report can be found here [The de Bois Review: an independent review of Destination Management The de Bois Review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644441/The_de_Bois_Review_an_independent_review_of_Destination_Management_The_de_Bois_Review.pdf)). A full synopsis of the DMO review can be found in the Business Case (Appendix 1 section 6). When the recommendations following the review have been adopted Visit Gloucester is likely to be a strong tier 3 Destination Partner and will be subsumed within a tier 1 Destination Development Partnership.

#### **4.0 Social Value Considerations**

- 4.1 Communication of social, cultural and economic activity with the wider community will bring benefits to the residents of Gloucester, such as instilling local pride and by supporting people's emotional well-being. Supporting the city's businesses will ensure that the economy can continue to recover, which will provide opportunities for people to be active and engage with cultural activities in the city as lockdown eases. The continued need for a marketing function for Gloucester will be key to positive impact on residents and visitors to the city alike. A concerted effort was made to encourage residents to have their say on how we position the city through the place positioning work. Over 1,000 people took part in the consultation phase of the place positioning project and will be invited to the feedback sessions in November to hear the results.
- 4.2 The team also play an important role in celebrating the diversity of people working and living in the city through promoting community and cultural events such as Jamaica Day, Kings Jam and Rooftop Festival. The team actively support organisations in the city which encourage young people through skills development such as The Music Works, Your Next Move and the Guildhall.

#### **5.0 Environmental Implications**

- 5.1 The small destination marketing team promotes all aspects of the city's cultural offer as well as encouraging sustainable forms of travel such as working with GWR to encourage people to visit by rail and emphasising the walkable nature of the city. There will be some limited impact on the environment, however, as increased tourism and movement of people will increase emissions. This is not specific to this industry and is a wider societal issue. However, the team will develop stronger environmental

messaging, whilst the Marketing function remains within GCC as it will benefit from the support of other council departments and policies.

- 5.2 An increased use of digital marketing methods and a reduction in the production of large quantities of printed material should reduce the overall carbon impact of the destination marketing team.

## **6.0 Alternative Options Considered**

- 6.1 The Business Case (Appendix 1, section 8) includes an options appraisal of different scenarios for the council to consider.

## **7.0 Reasons for Recommendations**

- 7.1 The reasons for the recommendations are laid out in the Business Case.

## **8.0 Future Work and Conclusions**

- 8.1 Future activity to be delivered by the team over the next couple of months include (a full list of planned activity can be found in the Business Case (appendix 1 section 3):
- A Halloween trail and dedicated Halloween activity page for the city. This activity is supported by Gloucester's Business Improvement District (BID) and We Are Destination
  - A co-branded Autumn campaign with Gloucester's BID and GWR which includes social media campaign, Spotify adverts, and outdoor media. This campaign will position the city as a destination for a weekend break to older generations.
  - The 20<sup>th</sup> Anniversary of Harry Potter in October will see the Destination Marketing team collaborating with the Film Office to promote film tourism and the cathedral where Harry Potter was filmed.
  - The City Branding Project is in its final phase. The consultation phase is complete and the narrative for Gloucester has been created. We are now gathering feedback from those who were consulted on the brand with a view to launching the brand for partners to use in January.
- 8.2 The team will require their contracts to be extended until March 2025.

## **9.0 Financial Implications**

- 9.1 If the motion to continue to keep the Tourism and Destination Marketing Function within the City Council is adopted, budget for team to continue their operation will required. This will be identified as part of the budget setting process each year.

## **10.0 Legal Implications**

- 10.1 None directly arising from this report.

## **11.0 Risk & Opportunity Management Implications**

- 11.1 Risks of not accepting the recommendations – will result in the city not having an effective Destination Marketing function. This will disadvantage the city when compared to other areas of Gloucestershire and damage the visitor economy.
- 11.2 An effective and functioning Destination Marketing organisation attracts not only tourists, but supports businesses and attracts inward investment. These benefits would be to maintain the visibility and viability of Gloucester as an attractive destination to visit, live and invest.
- 11.3 The city will benefit from a collaborative centralised destination marketing and management function being held within the city council as the city's visitor economy continues to recover following the coronavirus epidemic. The city can provide leadership and co-ordination when it would be high-risk to create a new organisation at this time.

## **12.0 People Impact Assessment (PIA) and Safeguarding:**

- 12.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

## **13.0 Community Safety Implications**

- 13.1 None

## **14.0 Staffing & Trade Union Implications**

- 14.1 Existing staff temporary contracts to be extended and/or made permanent.