Tourism Scrutiny Inquiry Panel

Date: 17 November 2014
Time: 5.00PM
Venue: Committee Room 2, Swansea Civic Centre (Pre-meeting for Panel members at 4.30pm)

Members of the Panel:
John Newbury (Convener)  Ann Cook (Assistant Convener)
Mike White               Neil Ronconi-Woollard
Geraint Owens           Andrew Jones
Miles Thomas            Keith Marsh
Cheryl Philpott         Hazel Morris
Chris Holley            Tony Colburn

Copy of Agendas for information to:
Phil Roberts (Director Regeneration and Housing)
Frances Jenkins (Strategic Manager Tourism and Marketing)

AGENDA
TOURISM INQUIRY PANEL

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<th>No.</th>
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<tr>
<td>1.</td>
<td>Progress and Impact Report: Scrutiny Inquiry into Tourism</td>
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<tr>
<td>1.</td>
<td>Main body of the report</td>
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<tr>
<td>a.</td>
<td>Appendix A – original report from scrutiny to Cabinet</td>
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<td>b.</td>
<td>Appendix B – response from Cabinet member including original action plan from Cabinet on 14 Jan 2014</td>
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<td>Appendix C – Cabinet Action Plan and progress update as at 30 October 2014</td>
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In attendance to discuss progress will be:
- Robert Francis-Davies, Cabinet Member for Enterprise, Development and Regeneration
- Mark Thomas, Cabinet Member for Environment and Transportation
- Frances Jenkins (Strategic Manager, Tourism, Marketing and Events)

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<tr>
<td>1.</td>
<td>discuss evidence provided about progress/impact</td>
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<td>2.</td>
<td>discuss and agree the feedback they wish to make to the Cabinet Member/s in the Conveners Letter and to the Scrutiny Programme Committee</td>
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***Please note members should declare personal and prejudicial interests and party whipping in the usual manner.

Contact: Michelle Roberts, Scrutiny Officer
Tel: 01792 637256
Email: michelle.roberts@swansea.gov.uk
Tourism in Swansea
Are we making the most of Swansea’s potential as a destination for tourists?

A Report by the Tourism Scrutiny Inquiry Panel
April 2013
Foreword

Tourism is and must continue to be identified as a key economic driver for Swansea and recognised as such. The tourism sector currently supports over 5,600 jobs both directly and indirectly and in 2011 contributed £333 million to the local economy here in Swansea. In the Regeneration strategy tourism is identified as an economic ‘cluster’ and the Panel was informed that tourism is considered very important locally and is ‘flagged up’ as such. Both the Panel and providers did express concern that tourism as an economic sector has not been given high enough importance in Swansea. Tourism must be fully recognised within this Strategy.

The work that has been carried out around promoting and linking Swansea’s ‘offer’ arising from having a successful football team, is excellent, but we must not rest on our laurels and ensure we build upon this and use the good practice learnt in future projects.

However, we must ensure Swansea is ‘an outstanding tourist destination’ and this means all departments and stakeholders across Swansea working together to ensure the Swansea product is of a high quality. For example, visually some parts of Swansea could be improved at low cost such as addressing empty and derelict shop fronts with decorative hoardings. We were pleased to learn that the developing Destination Management Plan will help highlight and address many of these issues.

We feel very optimistic about the future of the tourism industry in Swansea. There are many future challenges but we are in a relatively good position to face them. We have much to offer the visitor and with the future potential of Copperopolis, the Dylan Thomas Centenary and potential for development on sites along Swansea Bay we are moving in the right direction.

I would like to thank all the people who have been involved in this inquiry for their valuable input, views and ideas including those on the Panel for their commitment and positive input.
Inquiry Summary

1. **Aims of the Inquiry**

The main aim and resulting inquiry question for this review was:

‘Are we making the most of Swansea’s potential as a destination for tourists including maximising the economic benefits for Swansea?’

2. **Evidence Considered**

- Presentation by and discussion with Head of Culture and Tourism and Strategic Manager Tourism, Marketing and Events
- Question and answer session with Economic Regeneration and Planning
- Question and answer session with Corporate Director Environment
- Roundtable meeting with representatives from Associated British Ports and Swansea Bay Port Health Authority
- Roundtable meeting with providers/specialists including: Business Improvement District representatives, Senior Lecturer in Tourism, local consultant, events organiser and representative from Tourism Swansea Bay
- Annual Visitor Survey results. Information on usage of Swansea as a bus/coach trip destination and information around learning from good practice
- Roundtable meeting with Cabinet Members for Regeneration and Place
- Results from Swansea Voices survey and the questionnaire returned by traders/providers
- Information on Copperopolis and preparation for the Dylan Thomas Centenary

3. **Conclusions**

3.1 Swansea is well placed to address future challenges in developing local tourism and meeting visitor expectations.

3.2 Improving the visitor experience depends not only on what Swansea has to ‘offer’ visitors but services available and the overall environment of the area.

3.3 Getting destination management planning right will be essential to improving what Swansea already has to offer the visitor. The move to develop a Destination Management Plan is a correct one.

3.4 There is more that could be done to work with key stakeholders, including local traders and providers, in improving and developing tourism locally.

3.5 Consultation with users and understanding Swansea’s visitor base is important in the creation of a Destination Management Plan and in developing a vision for the future.

3.6 Tourism is a key economic sector and demonstrates significant economic benefits for the area. We, therefore, should be recognising its importance and raising the profile of tourism as a priority.

3.7 Creating a pleasant, clean and well maintained environment is a must…making Swansea an ‘outstanding tourist destination’ is essential.

3.8 Improvements to ‘navigation’ and signage around Swansea are necessary.
3.9 The Authority has improved marketing Swansea as a tourist destination. Marketing campaigns are excellent but we must not rest on our laurels...

3.10 Swansea must ensure any investment in tourism is environmentally and economically sustainable now and in the future.

4. **Recommendations**

   **The Panel recommends to Cabinet that:**

4.1 The Destination Management Plan is in place by July 2013 and that it is reviewed annually

4.2 The Management Board for taking the plan forward must include but not be restricted to: Director for Place, Cabinet Member for Regeneration, Officer from Planning, Highways, Environment and Tourism and Marketing, plus a representative from the key stakeholder group (external to the council)

4.3 The local authority facilitates a key external stakeholder group by July 2013, with the purpose of assisting in the development, monitoring and reviewing of the Destination Management Plan

4.4 They ensure the Plan has a clear vision and branding for Swansea’s tourism product and has a recognised strategic fit within the Council and its strategic partners

4.5 They ensure the Council, on a cross cutting basis, embraces the concept of the Visitor Economy as opposed to just Tourism

4.6 Public realm timetable for renewal form part of the Destination Management Plan

4.7 They adopt a ‘Results Based Accountability’ approach to measure the success of the Destination Management Plan.

4.8 They work towards addressing issues around seasonality including:

   a) taking active steps to encourage further investment in the development, and further upgrading, of local holiday accommodation to a higher quality in order to encourage a higher spending market

   b) facilitating investment in indoor and all year round attractions and activities

   c) developing niche market and products that are relevant to Swansea and have the best economic returns

4.9 The Council's Business Support Service develops a forward plan for supporting businesses contributing to tourism by the end of the next financial year 2013/14

4.10 They identify funding opportunities within the new City Regions initiative to support and develop tourism

4.11 They ensure the Way Finding Strategy is in place by main 2013 tourist season

4.12 The Way Finding Strategy includes consistent branding for signage and provision for consistent ongoing monitoring and maintenance

4.13 They take active steps to encourage/enable tourist related development at the identified sites along the Swansea Bay

4.14 Clarifies what specialist advice and guidance is available to individuals seeking to submit tourism related planning applications in order to facilitate a better chance of approval
1. Background to the Inquiry

1.1 The main aim and resulting inquiry question for this review was:

‘Are we making the most of Swansea’s potential as a destination for tourists including maximising the economic benefits for Swansea?’

1.2 The Inquiry Panel agreed on a number of key questions:

• ‘Who does what’ in creating the visitor experience (destination management issues)?
• What does Swansea have to ‘offer’? What is it lacking? What is the perception of Swansea by a visitor?
• What are the economic benefits of Tourism to Swansea and how can these be improved?
• What do we do, and can we do, to encourage private investment into Swansea?
• What is being done to increase visitor numbers?
• Is Swansea ‘accessible’ as a place to visit?
• How do we work with partners/local providers?
• What are we doing on a national and international basis to attract visitors?
• What are the challenges for the future?
• What are we doing to maximise the benefits from the Dylan Thomas Centenary, large events and having a Premier League football team?

1.3 The Scrutiny Work Planning Conference on 9th July 2012 chose to conduct this inquiry because:

• tourism is one of our key economic sectors (the tourism spend contributed nearly £333m to the local economy in 2011)
• the tourism industry supports over 5,600 jobs in Swansea Bay (directly and indirectly)
• supports commitment to promotion of the Swansea Bay region and achieving a vibrant city centre
• need to improve the visitor experience and encourage more visitors to Swansea
• tourism is an area predicted for growth but highly competitive

1.4 This Inquiry links with the Council’s Corporate Improvement Objective 3 as follows:

‘Improve Swansea’s economic performance so that the City and County of Swansea Supports a prosperous economy’.
2. Evidence Considered by the Panel

2.1 The following evidence was considered by the Panel between 15 August 2012 and 6 February 2013.

<table>
<thead>
<tr>
<th>Date</th>
<th>Evidence considered</th>
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<tbody>
<tr>
<td>15 Aug 2012</td>
<td>Presentation and discussion with Head of Culture and Tourism and Strategic Manager Tourism, Marketing and Events</td>
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<td>12 Sep 2012</td>
<td>Question and answer session with officers from Economic Regeneration and Planning</td>
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<tr>
<td>26 Sep 2012</td>
<td>Question and answer session with Corporate Director Environment</td>
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<tr>
<td>24 Oct 2012</td>
<td>Roundtable meeting with representatives from the Association of British Ports and Swansea Bay Port Health Authority</td>
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<tr>
<td>7 Nov 2012</td>
<td>Roundtable meeting with providers/specialist including: Business Improvement District representatives, Senior Lecturer in Tourism, local consultant, events organiser and representative from Tourism Swansea Bay</td>
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<td>5 Dec 2012</td>
<td>Annual Visitor Survey results, information on usage of Swansea as a bus/coach trip destination and information around learning from good practice</td>
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<td>8 Jan 2013</td>
<td>Roundtable meeting with Cabinet Members for Regeneration and Place.</td>
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<tr>
<td>23 Jan 2013</td>
<td>Results from Swansea Voices survey and responses questionnaire sent to traders/providers</td>
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<tr>
<td>6 Feb 2013</td>
<td>Information on Copperopolis and preparation for the Dylan Thomas Centenary</td>
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2.2 The Inquiry Panel also reviewed a number of key documents that relate directly to this Inquiry including:

- Destination Management Wales (Wales Assembly Government 2012)
- Economic Regeneration Strategy (Swansea 2020)
- Wales Spatial Plan (Wales Assembly Government 2012)
- Swansea Unitary Development Plan
- City Regions report (Wales Assembly Government 2012)
- Tourism for All (Website UK Voice for Accessible Tourism)
3. Findings

1.0 Swansea is well placed to address future challenges in developing local tourism and meeting visitor expectations

From the Trade/providers survey December 2012

What are Swansea Bay’s ten most valuable assets from a tourism and trade perspective?

1. Beaches  6. Mumbles
2. Landscape/scenery  7. History/heritage
3. Gower  8. Ease of access
5. Dylan Thomas  10. Friendliness/people

1.1 The inquiry found that Swansea needs to build on what is already a good tourism product. It was considered important to appreciate those many positive aspects. Swansea has many excellent features that draw the visitor.

1.2 Swansea is in a good position in relation to its tourism ‘offer’, with a beautiful location, beaches and city in close proximity. This is evidenced in the results of a visitor survey, which indicated 97% of visitors would recommend Swansea and 94% said Swansea either met with, or exceeded, their expectations.

1.3 There is still much to do across the City and County in both the urban and rural areas. Issues highlighted include improving cleanliness, the provision of public conveniences, traffic congestion, and signage. These should all form part of the developing Destination Management Plan.

1.4 Swansea is seen as a friendly and inviting city hosting a wide selection of cafes, restaurants and bars. Although the number of visitor facilities is improving, the panel recognised there is still a need for more indoor/wet weather facilities especially for families and children.

Comments from Tourism Swansea Bay

The key issues facing Swansea as a tourist destination in the future:

- Planning – it is very restrictive in some areas – preventing some businesses from growing and improving quality. Some businesses have been damaged and spend a considerable amount of money to survive and fight bureaucracy
- Weather/climate change – look at ways to weather proof the product
- Inequality – it is perceived that Tourism businesses are dealt with differently than other ‘type’ of business – Government bodies receiving funding and creating unfair competition – such as National Museums, there is another…best not to mention
- Recession – families are looking for quality, cost effective day’s out
- Rising petrol prices
- The changing consumer – the consumer is changing – more savvy with technology, has more ‘opinion’ on quality, more out spoken, want more for their money…
1.5 Swansea Council must move away from the ‘silo working’ and work as a corporate body in order to move things forward and make Swansea an ‘outstanding tourist destination’. A continuity of approach from all involved across the Council is needed and it was felt that the Destination Management Plan will be an appropriate mechanism for providing this.

2.0 Improving the visitor experience depends not only on what Swansea has to ‘offer’ visitors but services available and the overall environment of the area.

2.1 In order for the Panel to assess the position in Swansea, they needed to ask ‘where are we now’ and ‘where do we want to be’? By looking at these two questions in conjunction with what is a good visitor economy, helped the Panel identify a number of conclusions that are detailed throughout this report.

Comments made at roundtable meeting with providers, traders and interested parties Dec 2012

Ideas for ways forward for Swansea

- Need for a unique selling point. An event or world class attraction that can define Swansea
- Swansea has many positive assets…but no unique offer
- Branding…Swansea has a shocking brand image…work is needed to correct this perception
- Potential in relation to City Regions…
- Improve social media aspects
- Swansea Council is moving from provider to enabler. It is therefore essential to have investment/sponsorship in Tourism sector business. If Swansea is seen as hard work, why should or would others invest? – there is a need for a big culture shift from ‘problem seeing’ to ‘problem solving’. Many barriers can be overcome with better communication.

2.2 The Panel was interested to explore the concept of a ‘unique selling point’ for Swansea. This issue arose particularly as part of the consultation exercises. The Panel concluded that the aspect of a city by the sea was seen as a good selling point but not quite unique enough and Swansea needs more… ‘Swansea has many positive aspects but no unique offer’.

2.3 However, the Panel concluded that whilst Swansea may not have a unique selling point it does have many good attributes which when looked at together make it a great place to visit.

2.4 The Panel was pleased to hear about the developments in relation to Copperopolis and its potential as a unique visitor experience, including the longer term possibility of it becoming a world class attraction.

2.5 The Panel felt that it will be important to ‘open up’ the river Tawe more to Tourism activities which would ultimately mean investing in landing stages at key locations.

2.6 It was recognised that the Swansea Bay foreshore is lacking in many of the facilities and infrastructure could enable it to attract more visitors. The
identification of development sites along the foreshore that have been detailed as part of the Swansea Unitary Development Plan was welcomed. The Panel reinforced the need for appropriate tourist attractions/facilities at these points especially those which could potentially improve Swansea’s tourism offer and thus attract a wider cross section of visitors. The Panel was particularly keen to see provision for children and young people, which would be of benefit to visitor and local community alike.

2.7 From the evidence gathered it would suggest Swansea does experience some challenges around the issue of seasonality. It was concluded that in order to improve/extend the visitor season Swansea would need to build upon what is already available in order to provide a high quality and varied ‘offer’. This would include increasing the number of indoor/wet weather attractions, extending and upgrading the provision of high quality accommodation and meeting some of expectations that more specialist markets require.

2.8 It was recognised niche tourism is being more widely developed across Wales which has resulted in a demand for more specialist tourism products. Swansea does look to promote a variety of specialist markets and will need to continually assess what is offered in order to capitalise upon the best and most economically beneficial market share.

2.9 Swansea does have a well established sport and outdoor pursuits ‘offer’ including some world class sports activities. More needs to be made of the City of Sport branding and product offer. The attractiveness of this to visitors is of course increased by the beautiful location and beaches of Swansea Bay and Gower.

2.10 The Panel believed it is particularly important to have a diverse visitor economy attracting not only visitors but local people as customers. Such an economy would also enhance employment opportunities.

3.0 Getting destination management planning right will be essential to improving what Swansea already has to offer the visitor. The move to develop a Destination Management Plan is a correct one.

3.1 The Panel found that the work provided by the Tourism and Marketing Team was positive and pro active but many aspects of the tourism product in Swansea are outside the control of just one service area. Many factors are within the remit of a number of Council departments and others are in the domain of an even wider pool of local service providers. Developing a way of co-ordinating and applying a consistent approach is required, ensuring all those involved in making Swansea an outstanding tourist destination are included. There has to be a formalised approach to ensuring effective co-ordination across all involved. The findings of the inquiry indicated that the idea of a Destination Management Plan for Swansea was a positive one.

3.2 The Panel looked at Destination Management Plan advice from the Welsh Government and also at other local authority areas where a Destination

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1. Unitary Development Plan (UDP) link
Management Plan has been developed, particularly looking locally at Cardiff. This helped support the evidence already collected which had identified the importance of bringing all those involved within a location, whether they be public or private service provider, to work together in the development of the Destination Management Plan and instituting actions identified.

**Extract from Destination Management Wales (Welsh Government 2012)**

Local Authorities are often involved in destination marketing, but all are in some way responsible for destination management as they deliver a large proportion of the services and facilities in a visitor area.

In most cases whatever a local community uses a visitor does as well. This includes obvious things like toilets, parks, gardens, beaches, rights of way, libraries, museums, galleries, theatres, cinemas, leisure centres and swimming pools. However the local authority is also responsible for licensing, public transport, highways, signage, street cleansing, lighting, waste, verge cutting, parking, environmental health, air pollution and water quality, all of which are important to the visitor experience.

The key to a quality visitor destination is the seamless provision and maintenance of all of these facilities, and an understanding of their impact on the visitor and resident alike. These responsibilities are covered by a variety of departments in the local authority who need to communicate effectively between themselves in order to maximise the benefits to visitors and residents.

3.3 The Panel emphasised that developing and progressing this plan will require commitment, resources and leadership at a strategic and political level. The plan should draw on different current polices across the authority but must also be a cross cutting management plan that works at both strategic and operational levels.

**Key points raised by the roundtable meeting with local providers and stakeholders on Destination Management Planning:**
- Addressing red tape and bureaucracy seen a key factor
- Council departments working together to ensure one policy does not contradict another… Swansea Council still working in silos must change and get it right before things can move forward. Need commitment and continuity of approach from all involved across the Council
- The visitor experience is seen as the ‘whole package’
- Swansea Council both inhibits and assists local business (for example Environmental Health may help when there are Planning barriers)

3.4 It will also be essential to have ‘buy-in’ from local providers, partners and stakeholders. From the Panel’s consultation exercise with local providers, many were keen to be involved in the development and implementation of the DMP, but wanted to ensure any input was meaningful and time worthy.

3.5 It is fundamental to ensure there is a clear vision for the Authority, partners and stakeholders to work towards. It must identify a clear action plan that will take forward the pertinent issues. Any barriers to departments being fully committed to the Destination Management Plan must be identified and addressed as part of advancing the plan.
4.0 There is more that could be done to work with key stakeholders, including local traders and providers, in improving and developing tourism locally.

<table>
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<th>Relevant points raised by the roundtable meeting with local providers and stakeholders on Destination Management Planning:</th>
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<tr>
<td>• It is important to work in partnership with stakeholders to develop and take forward a vision for Tourism in Swansea.</td>
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<td>• Need a joint vision built upon the uniqueness of the destination. Not making Swansea ‘what it is not’ but ‘what it is’.</td>
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<td>• Stakeholders not involved at concept stages therefore not having ownership of vision. Providers seem to be involved after a decision has been made.</td>
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4.1 The need for co-ordinated and cohesive planning across the Council in relation to tourism was highlighted in the consultation exercise; as was the need to work in partnership with local providers and stakeholders to ensure Swansea is an ‘excellent place to live, work and visit’. There was consensus by both those providers consulted and the Panel that a mechanism to involve and consult with all parties was essential. A key stakeholder group should be formed with the purpose of assisting in the ongoing development of a strategy for tourism related activity particularly the development and implementation, monitoring and review of the Destination Management Plan. The relevant Cabinet Member should also be a participant. This group should be involved from the concept stages i.e. ‘vision’, right through to helping in the implementation of those ‘actions’ identified.

4.2 Working with our partners regionally was also seen as important especially in the promotion of a locality. Visitors are not concerned with local authority boundaries just a ‘whole’ location to visit. They will look at what is on offer in the whole area and choose their holiday location accordingly.

4.3 Stakeholders will also include those living in the local community; who may visit local attractions, beaches etc. Many of our visitors may be staying with friends and relatives, and/or are students from all over the UK and the world.

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<tr>
<th>Headline results taken from Swansea Voices Survey (November 2012)</th>
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<td>• Total of 86% of respondents agree that Swansea Bay is a great place for people to spend a holiday or short break.</td>
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<td>• The majority of Panellists had friend or family visit them throughout the year. With the majority of those visits being 1 to 3 days in duration.</td>
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<td>• The most mentioned attraction was Mumbles including Mumbles Pier</td>
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<tr>
<td>• 93% of respondents said they would recommend a visit to Swansea Bay to a potential visitor</td>
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The Panel therefore believe there is clear evidence for improving local resident’s knowledge and views/perceptions of Swansea. Word of mouth is a valuable tool...local residents could be good ambassadors for Swansea.

4.4 The Panel also stressed the importance of staff as stakeholders; many are local residents and have invested in the success of Swansea economically. Staff can make excellent ambassadors for Swansea. It is therefore important for staff to be kept abreast of what is available across Swansea.
Consultation with users and understanding Swansea’s visitor base is important in the creation of a Destination Management Plan and developing a vision for the future.

From Visitor Survey (September 2012)

Visitor perspective: the main priorities for improvement should be:
- Standard of tourist signposting (road and pedestrian signs) 35.3%
- Cleanliness of public toilets 20.2%
- Availability of public toilets 19%
- Cleanliness of the streets 17.7%

5.1 The Council must understand who our visitors are in order to develop the visitor economy locally. It is therefore important to consult with users, and keep up with current information and trends around tourism.

5.2 The visitor survey completed in September 2012 indicated many of our visitors make repeat visits, and by visiting friends and family. More recently there has been an increase in overseas guests. It shows that the majority of visitors arrive travelling by road in a car or van. Many find out about Swansea via the internet. They come and repeat visit because they enjoy the scenery, coastline and beaches. The activity most enjoyed is walking.

5.3 Many of the comments in the visitor survey around the question ‘what needs improving?’ were environmental in nature including cleanliness of streets, signposting, availability and cleanliness of public toilets. Issues around traffic congestion, need for more wet weather attractions and more shops in the city centre were also emphasised. This evidence supports both the need for destination management planning particularly in relation to environmental issues and clear signage.

5.4 The Panel was pleased to learn 97% of those surveyed would recommend a visit to Swansea Bay to someone else and 94% of visitors said their visit either met with or exceeded their expectations. The Panel felt this showed that once people have visited Swansea they will most likely return. Therefore getting initial visits to Swansea and making a good first impression is an important factor.

6.0 Tourism is a key economic sector and demonstrates significant economic benefits for the area. We, therefore, should be recognising its importance and raising the profile of tourism as a priority.

Extract from Swansea Unitary Development Plan

Vision – A sustainable approach to the development of a prosperous region focused on a cosmopolitan and multi-cultural City and County, which capitalises on its waterfront location. The strategy will be based on the conservation of the best we have, whilst making effective provision for the promotion of employment, good housing, shopping, leisure, tourism, community and education facilities in a safe, accessible, innovatively designed, healthy, ecologically rich and visually attractive environment.
6.1 The Swansea Regeneration 2020 Strategy is the overarching Strategy that details the vision for delivering economic growth and development in Swansea. This Strategy will underpin any work completed in relation to tourism including the development of the Destination Management Plan.

Tourism is and must continue to be identified as a key economic driver for Swansea and recognised as such. The tourism sector currently supports over 5,600 jobs both directly and indirectly and in 2011 contributed £333 million to the local economy here in Swansea. In the strategy tourism is identified as an economic ‘cluster’ and the Panel was informed that tourism is considered very important locally and is ‘flagged up’ as such. Both the Panel and providers did express concern that tourism as an economic sector has not been given high enough importance in Swansea. Tourism must be fully recognised within this Strategy.

6.2 The Panel felt it important to understand not only the direct impact of tourism on the local economy, but also the indirect (supply chain) and the ‘spillover’ benefits like, for example, wider retail spending. The impact of these issues must be considered when identifying and focusing on certain markets, the economic benefits, or repercussions, can be much wider than can be seen at first consideration.

6.3 It was felt important to stress that there are many different interested parties involved in the visitor economy in Swansea. If they all work together to raise the profile of Tourism as an economic sector this will increases the economic value of the sector and what it can potentially generate.

6.4 Swansea Bay has been identified as a ‘City Region’ and tourism should be an important aspect of this moving forward. Councillor felt this was a great opportunity for the City and County of Swansea to take the lead in this area.

6.5 The evidence suggests business support for tourism providers was limited at present with no specific support. The Panel concluded that there needs to be an action plan developed which will take forward business development issues specifically for this sector as part of the Council’s Business Development Services.

This issue was also highlighted in the consultation exercise with traders/stakeholders at both the roundtable meeting and during the wider survey.
Concern was expressed that the planning process in Swansea was perceived as a barrier to developers. It was felt there needed to be more problem solving and advice given in respect to tourism applications. The cohesiveness of our strategies and interpretations of them across the Authority was considered a barrier which needed addressing.

A more positive perception needs to be developed in relation to the planning process. It was felt important to change the perception from a culture of ‘cannot do’. The Panel felt other local authorities may be more willing to ‘open the door’ with assistance and advice. Providers took the view that Swansea is very risk adverse and the area is, therefore, losing out.

The Panel also believed a member of planning staff with a good knowledge or specialism in the tourism field would understand it in a wider sense. They would be more able to advise potential developers and consider the direct and indirect impacts economically on those applications. It was deemed to be important that a senior officer from Planning should be part of the Destination Management Planning process.

Investors must see the benefits and potential of investing within Swansea. It was felt there needed to be a better balance between planning requirements/restrictions and possible potential for economic growth. The Panel understood that it is vital to sustain and protect our beautiful environment, but also important Swansea is able to develop and become a more economically vibrant city. Tourism is vital in helping to achieve that goal.

More enabling is required in relation to planning, which should include a more ‘open door’ policy in relation to giving advice and guidance. The Panel was also keen to see efforts made to change the perception that Swansea is more ‘difficult’ than other areas in relation to planning applications.
6.9 The Panel recognised that in order to deliver new tourism related developments private investment is required. Local authorities do not have the money therefore funds must be attracted from elsewhere particularly from the private sector although the current financial climate makes it difficult. The Panel wanted to see a proactive approach from the Council in attracting investment for Tourism related businesses.

6.10 Working and developing partnerships with other local authorities within the proximity, with regional tourism organisations and Visit Wales was essential. The Panel recognised that visitors often come to Swansea but may not necessarily undertake all their activities within this location and will use the wider region to entertain themselves. It is therefore economically more practical for organisations to work together, especially in wider marketing.

6.11 The Panel explored the potential for improving Swansea’s gateway from the sea. It was felt important that the link to the sea be maximised wherever possible including developments in relation to becoming a cruise ship stop and for any future potential in relation to Swansea Cork ferry. The Panel recognised work was ongoing into these issues and understand any potential growth will be in the longer term.

7.0 Creating a pleasant, clean and well maintained environment is a must...making Swansea an outstanding tourist destination is essential.

7.1 After a visit by the Panel to the city centre it was highlighted that visually there are some parts of the city needing improvement. For example the empty shop fronts and derelict buildings where decorative hoardings could be used to disguise untidy frontages around the train station, High Street and Alexandra Rd areas.

7.2 The Panel was informed the budget for toilets had been greatly reduced and there is therefore poor coverage of WC’s across Swansea, Mumbles and Gower. The Panel recognised the development of any new public conveniences, financed by the local authority, was unlikely but did encourage the development of facilities as part of any new developments. They were also keen any initiatives that could facilitate the wider availability of toilets are considered. They also wanted a review of toilet cleaning regimes during key visitor periods to ensure a quality service is offered at all times.

7.3 The Panel wished to emphasise the importance of renewal planning in relation to the public realm in areas particularly frequented by visitors. The Panel

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concluded that forecasting ahead and scheduling renewal of the public realm was the way forward. The Panel recognised there was a limited capital budget and financial restraints could be an issue, but did emphasise the importance of this sort of longer term planning. The Panel believed that any renewal planning must be linked to the Destination Management process.

**Business Improvement District (BID) representative – 7 Nov 2012**

A well maintained public realm will be more likely to attract and retain businesses and investment in the area.

8.0 Improvements to ‘navigation’ and signage around Swansea are necessary.

8.1 The Panel found signage across the City and County of Swansea is an issue. It is confusing, inconsistent and badly maintained. There was recognition that the signage across the area had evolved over time and is therefore rather ‘hotchpotch’.

The Panel was pleased to hear a ‘Way Finding Strategy’ was being developed to address these issues. The Panel believed, for this strategy to be successful, careful consideration needs to be given to branding and ensuring consistency across the city and for signs to be easily recognisable by visitors.

As an example the Panel made a visit, travelling by foot from the train station on High Street across to the Tourism Information Centre next to the Quadrant Centre. From this the Panel highlighted the need for signs to be checked regularly to ensure their relevance; they are readable and pointing in the right direction.

8.2 The need for good signage in Uplands and Dylan Thomas Centenary 2014 was also identified. The Panel emphasised the importance of signage both to and from the location being considered carefully in the run up to the Centenary.

8.3 The Panel noted that the current electronic information points around the city are redundant and need to be replaced, rethought or removed. Any future information points need to be sited carefully ensuring they are available at major transport hub areas like the bus/train stations and other key strategic locations.

9.0 The Authority has improved marketing Swansea as a tourist destination. Marketing campaigns are excellent but we must not rest on our laurels...

9.1 Ensuring the perception of Swansea as a place to visit (live and work) is a positive one is very important. From the evidence gathered it would seem the view of visitors to Swansea was indeed positive with 94% saying their visit either met with, or exceeded, their expectations. Almost all visitors 97.4% described their visit as enjoyable or very enjoyable. The survey also recorded the numbers of repeat visitors last year stood at 86.1%.
It has been suggested much of the negative perceptions about Swansea emerged from the media and local community. Raising awareness across Swansea of what it has to offer, would be beneficial. The Panel found that this negative perception was not borne out in the results of the Swansea Voices Survey.

It was reported 86% of respondents stated Swansea Bay is a great place for people to spend a holiday or short break and 93% would recommend a visit to Swansea Bay.

Picture: Rhossili Bay

9.2 The success of Swansea City Football Club has helped raise the profile of Swansea across the UK and worldwide. The work completed by the Tourism Marketing Team to link football to the wider Swansea ‘offer’ was seen as excellent. The benefits of the Liberty Stadium which accommodates the both the Osprey’s and Swansea City FC have been considerable. The use of the venue for large music events has also raised awareness of the city.

Picture: Liberty Stadium

The Panel was keen that good practice learnt around maximising benefits to Swansea of having a Premier League football team and applying this practice to other events and activities as appropriate. The Panel was keen to see this good practice applied to the Dylan Thomas Centenary promotions.

**Swansea Tourism and Marketing Website**

The City & County of Swansea promotes Swansea Bay as a visitor destination using a variety of marketing methods and tools. Every marketing campaign is carefully thought out to promote Swansea Bay in the best possible light and the results produced for each one are accurate and precise.

The Panel recognised the opportunity of now having two Premier League football teams in the South Wales area and emphasised the importance of maximising this potential in marketing terms.

9.3 The Panel agreed the Dylan Thomas Centenary in 2014 was a significant opportunity for the area to promote Swansea as a cultural destination, building upon the recognition of Dylan Thomas. They were also pleased to hear some extra monies will be committed in the budget to enable support for local groups to engage with the event. The Panel also agreed there must be a lasting legacy from this celebration. Targeting future cultural events, such as the City
of Culture, should be seriously considered.

9.4 The Panel concluded it essential that continual assessment is undertaken to ensure we are targeting those established and emerging markets that are most relevant and economically beneficial for Swansea. It was recognised an increase in niche marketing was inevitable and this will, if carefully chosen, bring the best economic return. For example: food related tourism, families and football.

10.0 Swansea must ensure any investment in tourism is environmentally and economically sustainable now and in the future.

10.1 The Panel felt it was important to to ensure any future proposals made are sustainable and that we are working towards Swansea becoming a sustainable and distinctive European city.

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**Sustainable Tourism - Destination Management Wales (Wales Assembly Government 2012)**

Tourism perhaps more than any other industry relies upon the integrity of the natural environment. In Wales, beautiful landscapes and coastlines are the very foundation of tourism. Realising the potential of the environment will always be a key priority in the development of tourism. To be sustainable, tourism will need to consider the needs and quality of life of local communities, enhance and respect culture and local traditions, contribute to local economic prosperity as well as minimise damage to the environment.

10.2 The importance of ensuring Swansea maintains its beautiful landscape and coastline was emphasised.

10.3 Developing a quality customer service ethic across direct and indirect business in Swansea was identified. Increasing skills and training locally was recognised as essential to sustaining a good product and the panel agreed it was important that there is ongoing workforce ‘up skilling’. This should include local schools and colleges offering courses relevant to the needs of the tourism industry across this area.

10.4 The City Region Initiative was considered and the potential for Swansea was examined. The Panel acknowledged the need for a city region approach and were keen to see it progress.

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**Swansea Press Release – July 2012**

The report says Swansea Bay – an area covering Swansea, Neath Port Talbot and Carmarthenshire – should be given the new status to help drive economic growth. The focus in Swansea Bay would be on developing an innovative and sustainable economy that taps into its strengths, including stunning outdoor scenery, quality of life and the area’s thriving colleges and universities. City Region status could also help re-balance the economy by expanding the private sector, attracting investment and narrowing the economic gap with the rest of the UK.

10.5 The identification of the sites for potential development along Swansea Bay

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3 City Regions Initiative – link
foreshore (as identified in the Swansea Bay Strategy and in the Unitary Development Plan as nodes) was welcomed. The Panel stressed it was important that any development in these areas should be of benefit to the locality and targeted towards developing Swansea’s visitor economy.

10.6 Evidence suggested that rural tourism in the City and County of Swansea was underdeveloped. The Panel queried whether the most is being made of Swansea’s potential in relation to the asset of rural tourism and concluded that it was limited at present.

4. Recommendations

The Panel commends Cabinet to consider all issues and ideas raised by this inquiry and, in particular, the recommendations set out below. The Panel recognises that

(a) the Authority will need to ensure that any subsequent actions are legal and meet the requirements of any relevant legislation;
(b) has a responsibility to make the best use of limited resources and that any additional costs will need to be considered carefully as part of the budget setting process

The Panel has kept these principles in mind in the course of its investigations.

The Panel recommends to Cabinet that:

4.1 The Destination Management Plan is in place by July 2013 and that it is reviewed annually

4.2 The Management Board for taking the plan forward must include but not be restricted to: Director for Place, Cabinet Member for Regeneration, Officer from Planning, Highways, Environment and Tourism and Marketing, plus a representative from the key stakeholder group (external to the council)

4.3 The local authority facilitates a key external stakeholder group by July 2013, with the purpose of assisting in the development, monitoring and reviewing of the Destination Management Plan

4.4 They ensure the Plan has a clear vision and branding for Swansea’s tourism product and has a recognised strategic fit within the Council and also its strategic partners

4.5 They ensure the Council, on a cross cutting basis, embraces the concept of the Visitor Economy as opposed to just Tourism

4.6 Public realm timetable for renewal form part of the Destination Management Plan

4.7 They adopt a ‘Results Based Accountability’ approach to measure the success of the Destination Management Plan.

4.8 They work towards addressing issues around seasonality including:
a) taking active steps to encourage further investment in the development, and further upgrading, of local holiday accommodation to a higher quality in order to encourage a higher spending market
b) facilitating investment in indoor and all year round attractions and activities
c) developing niche market and products that are relevant to Swansea and that have the best economic returns

4.9 The Council’s Business Support Service develops a forward plan for supporting businesses contributing to tourism by the end of the next financial year 2013/14

4.10 They identify funding opportunities within the new City Regions initiative to support and develop tourism

4.11 They ensure that the Way Finding Strategy is in place by main 2013 tourist season

4.12 The Way Finding Strategy includes consistent branding for signage and provision for consistent ongoing monitoring and maintenance

4.13 They take active steps to encourage/enable tourist related development at the identified sites along the Swansea Bay

4.14 Clarifies what specialist advice and guidance is available to individuals seeking to submit tourism related planning applications in order to facilitate a better chance of approval

Acknowledgements

All those who participated in the inquiry

| Callum Couper, Associated British Ports | Councillor Nick Bradley |
| Bill Arnold, Swansea Port Health Authority | Councillor June Burtonshaw |
| Juliette Luporini, Executive Director of BID | Iwan Davies, Head of Culture and Tourism |
| Dave Kenny, Chair of BID | Reena Owen, Director for Environment |
| Andrew Campbell, Senior Lecturer Tourism Swansea Metropolitan University | Frances Jenkins, Manager Tourism Marketing and Events |
| Ashley Lovering, Events Organiser | Steve Hopkins, Tourism Manager |
| Lawrence Bailey, White Rock Consulting | Steve Marshall, Business Development |
| Tony McGetrick, Tourism Swansea Bay | Rowland Lanchbury, Regen and Development |
| Prof Huw Bowen, Copperopolis | Kim Flanders, Planning Policy |
| Ashley Lovering, Events Organiser | Huw Mowbray, Copperopolis |
The Tourism Scrutiny Inquiry Panel was made up of Councillors who are not members of the Cabinet. As scrutiny councillors their role is to look at policy and service areas in depth and to make recommendations about how things can be improved. Inquiry Panels are time limited task and finish groups.

The Panel included:

<table>
<thead>
<tr>
<th>Councillor John Newbury (Convenor)</th>
<th>Councillor Ann Cook (Vice Convenor)</th>
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<tbody>
<tr>
<td>Councillor Mike White</td>
<td>Councillor Jane Harris</td>
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<tr>
<td>Councillor Clive Lloyd</td>
<td>Councillor Neil Ronconi-Woollard</td>
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<td>Councillor Geraint Owens</td>
<td>Councillor Miles Thomas</td>
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<td>Councillor Keith Marsh</td>
<td>Councillor Cheryl Philpott</td>
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<td>Councillor Chris Holley</td>
<td>Councillor Hazel Morris</td>
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<tr>
<td>Councillor Anthony Colburn</td>
<td>Councillor Andrew Jones</td>
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</table>

For further information contact:
Michelle Roberts
Scrutiny Officer
City and County of Swansea
michelle.roberts@swansea.gov.uk  01792 637256
RESPONSE TO THE REPORT OF THE TOURISM INQUIRY PANEL
LOOKING AT TOURISM IN SWANSEA

Summary

Purpose: To outline the response of the Cabinet Member for Regeneration and the Cabinet Member for Place to the Scrutiny recommendations and to present an action plan to address these.

Policy Framework: None

Reason for Decision: To comply with the requirements of the Council Constitution.

Consultation: Legal Services, Financial Services, Access to Services

Recommendation: That Cabinet:

1) Authorises the response of the Cabinet Member(s) as outlined in the report and related action plan.

Report Author: Frances Jenkins, Strategic Manager – Culture, Tourism, Marketing and Events

Finance Officer: Kim Lawrence

Legal Officer: Nigel Havard

Access to Services Officer: Phil Couch

1. Introduction

1.1 The Tourism Inquiry Report was submitted to Cabinet on the 25th June 2013 by the Tourism Inquiry Scrutiny Panel following a detailed inquiry into Swansea’s potential as a destination for tourists.

1.2 Each recommendation made by the Panel and the Cabinet Member response to these recommendations is detailed in Section 2 below.

1.3 All of the agreed actions have been summarised in a supporting Action Plan outlined in Appendix A.
2. Response to Overview and Scrutiny Recommendations;

<table>
<thead>
<tr>
<th>Recommendation 1</th>
</tr>
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<tbody>
<tr>
<td>The Destination Management Plan is in place by June 2013 and that it is reviewed annually</td>
</tr>
<tr>
<td>Cabinet Member of Regeneration response;</td>
</tr>
<tr>
<td>Cabinet approved the Destination Management Plan (DMP) in December 2013 following consultation and a major stakeholder event in October. The DMP will be reviewed regularly and the governance put in place will see three Delivery Groups meet twice a year; the outcomes of which will be reported to a Steering Group which will be chaired by the Cabinet Member for Regeneration.</td>
</tr>
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<td>Recommendation is AGREED</td>
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<th>Recommendation 2</th>
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<tr>
<td>The Management Board for taking the plan forward must include but not be restricted to: Director for Place, Cabinet Member for Regeneration, Officer from Planning, Highways, Environment and Tourism and Marketing, plus a representative from the key stakeholder group (external to the Council)</td>
</tr>
<tr>
<td>Cabinet Member of Regeneration response;</td>
</tr>
<tr>
<td>The Cabinet Member for Regeneration will Chair the DMP Steering Group comprising of private and public sector representatives. CCS officer representation will be at an appropriately senior level as determined by the Chief Executive. It is envisaged that other representatives will be co-opted on to the Steering group as items on the agenda require.</td>
</tr>
<tr>
<td>Recommendation is AGREED</td>
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</tbody>
</table>
### Recommendation 3

The local authority facilitates a key external stakeholder group by July 2013, with the purpose of assisting in the development, monitoring and reviewing of the Destination Management Plan.

**Cabinet Member of Regeneration response;**

The Council's Tourism Team facilitated two Stakeholder Workshops in February and October 2013. The February Workshop targeted representatives from key local, regional and national stakeholders to initially help provide strategic focus to the Plan. In October, following months of additional online consultation with local stakeholders, a full consultation event was held at the Liberty Stadium and the final delivery timeline was shared with the tourism industry.

Recommendation is **AGREED**

### Recommendation 4

They ensure the Plan has a clear vision and branding for Swansea’s tourism product and has a recognised strategic fit within the Council and also its strategic partners.

**Cabinet Member of Regeneration response;**

The DMP will be viewed as the overarching strategy for tourism marketing and development across the destination. The vision is clear and will be shared;

“Create a world class tourism destination, which delivers a high-quality visitor experience in a pleasant, clean and well-maintained environment”

The strategic themes include;
- Working Together
- Raising the Quality
- Sustainability
- Tackling Seasonality

These are key themes of the regional and national tourism strategies. The City Region Strategy 2013-2030 has also identified three of these aims as ‘cross cutting’ themes within the
strategic plan

The established Visit Swansea Bay brand, the focus of all the current destination marketing will continue to bring together the three key sub-destinations of Swansea (City Centre) Mumbles and Gower.

Recommendation is AGREED

Recommendation 5

They ensure the Council, on a cross cutting basis, embraces the concept of the Visitor Economy as opposed to just Tourism

Cabinet Member of Regeneration response;

The three Delivery Groups, with their various cross sector representatives will look to ensure that the services which form the basis of the whole visitor economy are recognised and not just the traditional tourism services. Greater engagement with those service providers and service users will help to improve the overall visitor experience.

Recommendation is AGREED

Recommendation 6

Public realm timetable for renewal form part of the Destination Management Plan

Cabinet Member of Regeneration response:

Public realm investment is highly ambitious in the current period of austerity. However, the Council’s Economic Regeneration & Planning service has been very successful in attracting external funds to date. A series of meetings are therefore proposed for 2014 to ensure that, subject to funding eligibility and resource capacity, the full timetable is incorporated and / or the link will be made to the strategic plan overseeing this part of the DMP.

Recommendation is AGREED
Recommendation 7

They adopt a ‘Results Based Accountability’ approach to measure the success of the Destination Management Plan.

Cabinet Member of Regeneration response:

The governance of the DMP will seek to ensure that the DMP will produce results and therefore outcomes which help achieve the overall vision. Key Performance Indicators of increased spend, visitors and overall customer satisfaction of both visitors and tourism businesses engaged in the process will be three key outcomes affected by the results and success of the DMP. This evaluation process allows us to measure our effectiveness against the rest of Wales.

Recommendation is AGREED

Recommendation 8

They work towards addressing issues around seasonality including;

a) taking active steps to encourage further investment in the development, and further upgrading, of local holiday accommodation to a higher quality in order to encourage a higher spending market

b) facilitating investment in indoor and all year round attractions and activities

c) developing niche market and products that are relevant to Swansea and that have the best economic returns

Cabinet Member of Regeneration response;

Tackling seasonality and Raising the Quality are key strategic themes within the DMP and either through our own grant intervention or as a result of influencing others. This will remain one of the priorities.

Facilitating investment, where funding provision permits will be a priority for public and private sectors.

Developing niche markets where they have the potential to create
higher yielding visitors will also be explored.

However the destination is very strong in declining markets and this will need to be addressed in the short and medium term in order to attract new markets to the destination.

The impact of points a, b and c will be addressed by delivering at least three of the four strategic themes outlined in the Destination Management Plan.

Recommendation is AGREED

Recommendation 9

The Council’s Business Support Service develops a forward plan for supporting businesses contributing to tourism by the end of the next financial year 2013/14

Cabinet Member of Regeneration response;

UK Government austerity measures and subsequent local government budget reductions have seriously curtailed the Council's ability to offer business support directly in the way it once did. However, the Council's Business and Economic Development Section can facilitate general business advice & coordinated signposting to agencies now tasked with providing specific business related services. In addition, the Council provides advice on environmental and planning issues, financial assistance through both regional funding support and its own small grant and loan schemes.

Property information and Business to Business information such as 'Meet the Buyer' events and information on tendering and subcontracting opportunities, can also be delivered via partners or the Council's own resources especially when considering employment and training opportunities and potential wage and training subsidies. Coordinating all this in the direction of tourism businesses is the challenge and will be the main thrust of the forward plan.

Recommendation is AGREED
<table>
<thead>
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<th>Recommendation 10</th>
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<tr>
<td>They identify funding opportunities within the new City Regions initiative to support and develop tourism</td>
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</table>

Cabinet Member of Regeneration response;

Tourism is a key cluster within the overall City Region initiative and where funding opportunities exist, projects will need to be referenced with the DMP for Welsh Government to consider. Representatives from Tourism will hopefully be involved in some of the delivery groups for the City Region and this will enable the identification of future funding opportunities.

Recommendation is **AGREED**

<table>
<thead>
<tr>
<th>Recommendation 11</th>
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<tbody>
<tr>
<td>They ensure that the Way Finding Strategy is in place by main 2013 tourist season</td>
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</table>

Cabinet Member of Regeneration response;

The Way Finding Strategy has been prepared, agreed and discussed with the Swansea BID. The Strategy is now in place. Whilst implementation has commenced by incorporating appropriate pedestrian signage into funded schemes such as the Boulevard, full implementation will be subject to funding and will take several years. However the existence of the Strategy will provide consistency in what is signed and from where, to provide clear and continuous routes.

Recommendation is **AGREED**

<table>
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<th>Recommendation 12</th>
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<tr>
<td>The Way Finding Strategy includes consistent branding for signage and provision for consistent ongoing monitoring and maintenance</td>
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Cabinet Member of Regeneration response;

The Strategy sets out a clear and consistent style of signing, in order to ensure consistent design. Full implementation will be subject to funding and is likely to take a number of years to achieve. Fully consistent signage across the city centre will therefore take some time to achieve.

The chosen sign design is more robust than other signs, and less prone to interference to turn signs to point in the wrong direction. However replacement costs will be higher when they are needed and this will need to be considered as part of future budget discussions and decisions. Responsibility for maintenance will rest with the Council's Highway & Transportation service as part of overall sign maintenance activities.

Recommendation is AGREED

Recommendation 13

They take active steps to encourage/enable tourist related development at the identified sites along the Swansea Bay

Cabinet Member of Regeneration response;

Active steps are being taken to encourage/enable tourism development at identified sites in Swansea Bay, through a combination of the following actions.

- Mumbles Pier - we are continuing to work with the private landowners who are bringing forward comprehensive regeneration proposals for the foreshore and Headland

- Swansea Point - a new boardwalk access has recently been installed at the Swansea Point dunes using part of the section 106 funds from the Persimmon Homes development at Swansea Point. A new playground has also been recently installed adjacent to the promenade at Swansea Point as part of the developer’s contribution to the enhancement of visitor facilities in and around the site

- Interpretation and Awareness – as part of our aims to encourage visitors to the Bay and improve their awareness of its features of interest, 2 new interpretation panels have been prepared, with one installed at the 360 Watersports
Centre and the other shortly to be installed at Swansea Point. Leaflets and a website and a range of supporting and promotional events have also been undertaken by CCS Nature Conservation

- Environmental Management and Interpretation Plan - a draft Environmental Management Plan and Interpretation Plan has been prepared for Swansea Bay. This seeks to conserve, sustain and improve the intrinsic qualities of the area by setting out a series of strategic actions and objectives, including providing for recreation and enjoyment within a well-managed diverse landscape and embedding a sustainable approach towards the revitalisation of the Bay.

Recommendation is AGREED

Recommendation 14

Clarifies what specialist advice and guidance is available to individuals seeking to submit tourism related planning applications in order to facilitate a better chance of approval

Cabinet Member of Regeneration response;

Planning will encourage prospective applicants to discuss proposals for development (including tourism development) with the Planning Applications team before submitting a formal planning application. This pre-application advice can lead to the submission of better quality applications in line with planning policy.

In addition to the Destination Management Plan policy and guidance for tourism development can be found in:

- Planning Policy Wales chapter 11
- TAN 6 – Planning Sustainable Rural Communities
- Swansea UDP (2008) Section 2.6
- AONB Management Plan (chapter 3)
- Gower Design Guide – includes a section on Tourism (module c)
- Conversion of Rural Buildings SPG – if the proposal involves the conversion of a rural building

Recommendation is AGREED
3. **Equality and Engagement Implications**

3.1 A full EIA report has been produced during the setting up of the DMP.

3.2 As and when individual initiatives are brought forward as part of the DMP, each will be screened for relevance as part of their initiation - with a full EIA report being produced where indicated.

4. **Legal Implications**

4.1 There are no specific legal implications at this stage.

5. **Financial Implications**

5.1 There are no specific financial implications for this report as the majority of the approved recommendations were considered in the Destination Management Plan that was approved by Cabinet on 3rd December 2013.

6. **Background Papers:**


**Appendices:**

Appendix A – Cabinet Action Plan – Scrutiny Inquiry of Tourism

**Contact Officer:** Frances Jenkins, Strategic Manager – Culture, Tourism, Marketing and Events  
☎ 01792 635201

**File Reference** FJ//Scrutiny Response/January 2014 Outlook Cabinet Reports
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Action Taken / Proposed</th>
<th>Timescale</th>
<th>Responsible Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Destination Management Plan is in place by June 2013 and that it is reviewed annually</td>
<td>Destination Management Plan was approved by Cabinet in December 2013</td>
<td>Dec 2013</td>
<td>Frances Jenkins</td>
</tr>
<tr>
<td>2. The Management Board for taking the plan forward must include but not be restricted to: Director for Place, Cabinet Member for Regeneration, Officer from Economic Regeneration &amp; Planning, Highways, Environment and Tourism and Marketing, plus a representative from the key stakeholder group (external to the council)</td>
<td>Cabinet Member to Chair steering group made up of Private and public sector stakeholders in August 2013</td>
<td>August 2013</td>
<td>Frances Jenkins</td>
</tr>
<tr>
<td>3. The local authority facilitates a key external stakeholder group by July 2013, with the purpose of assisting in the development, monitoring and reviewing of the Destination Management Plan</td>
<td>2 stakeholder meetings held in February and October 2013</td>
<td>October 2013</td>
<td>Frances Jenkins</td>
</tr>
<tr>
<td>4. They ensure the Plan has a clear vision and branding for Swansea's tourism product and has a recognised strategic fit within the Council and also its strategic partners</td>
<td>Clear vision approved and DMP shows strategic link to other local and National strategies including Strategic Aim 5: Distinctive Places and Competitive Infrastructures within the City Region Strategy 2013-2030</td>
<td>Dec 2013</td>
<td>Frances Jenkins</td>
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<tr>
<td>5.</td>
<td>They ensure the Council, on a cross cutting basis, embraces the concept of the Visitor Economy as opposed to just Tourism.</td>
<td>The DMP delivery groups will bring together the various internal partners involved in tourism and the Visitor Economy raising the profile and ensuring the cross cutting nature of the Visitor economy is embraced.</td>
<td>November 2013</td>
</tr>
<tr>
<td>6.</td>
<td>Public realm timetable for renewal form part of the Destination Management Plan.</td>
<td>Officers to meet with Economic Regeneration &amp; Planning to programme this into the DMP.</td>
<td>December 2013</td>
</tr>
<tr>
<td>7.</td>
<td>They adopt a ‘Results Based Accountability’ approach to measure the success of the Destination Management Plan.</td>
<td>Reporting progress of the DMP will be from the 3 delivery groups and reported to the Steering Group – each will meet twice a year, whilst the action plan and the nominated tourism development officer will monitor the plan on a weekly basis.</td>
<td>On-going</td>
</tr>
<tr>
<td>8.</td>
<td>They work towards addressing issues around seasonality including: a) taking active steps to encourage further investment in the development, and further upgrading, of local holiday accommodation to a higher quality in order to encourage a higher spending market b) facilitating investment in indoor and all year round attractions and activities c) developing niche market and products that are relevant to Swansea and that have the best economic returns</td>
<td>All will be assessed as part of any criteria established to assess the value of projects coming forward from new or existing businesses. All three points raised are key strategic themes within the DMP.</td>
<td>On-going</td>
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<td></td>
<td>The Council’s Business Support Service develops a forward plan for supporting businesses contributing to tourism by the end of the next financial year 2013/14</td>
<td>The Business Support team will look to ensure improved coordination with tourism businesses and it will form part of the forward plan.</td>
<td>On-going</td>
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<tr>
<td></td>
<td>They identify funding opportunities within the new City Regions initiative to support and develop tourism</td>
<td>Representatives from Tourism to attend appropriate working groups within the City Region delivery Framework.</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>They ensure that the Way Finding Strategy is in place by main 2013 tourist season</td>
<td>Strategy agreed and in place. It will be used to secure appropriate funding, when calls for applications are received.</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>The Way Finding Strategy includes consistent branding for signage and provision for consistent ongoing monitoring and maintenance</td>
<td>Strategy has identified clear and consistent design, which will form part of any application for funding to enable delivery of strategy</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td>They take active steps to encourage/enable tourist related development at the identified sites along the Swansea Bay</td>
<td>Through the implementation of the Swansea Bay Strategy, active steps are being taken to encourage/ enable tourism development at identified sites in Swansea Bay, through a combination of actions at key locations.</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Clarifies what specialist advice and guidance is available to individuals seeking to submit tourism related planning applications in order to facilitate a better chance of approval.</td>
<td>Planning will encourage prospective applicants to discuss proposals for development (including tourism development) with the Planning Applications team before submitting a formal planning application. This pre-application advice can lead to the submission of better quality applications, in line with planning policy.</td>
<td>On-going</td>
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Report of the Cabinet Member for Enterprise, Development and Regeneration

TOURISM INQUIRY PANEL – 17 NOVEMBER 2014

IMPACT REPORT: SCRUTINY INQUIRY INTO TOURISM

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To help the Scrutiny Inquiry Panel to assess the impact of their report into Tourism in Swansea</th>
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<tbody>
<tr>
<td>Content</td>
<td>This report deals with three questions related to the impact of the inquiry:</td>
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<tr>
<td></td>
<td>1. What has changed since the report was presented to Cabinet?</td>
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<td>2. Have the agreed recommendations been implemented?</td>
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<td>3. What has been the impact of the scrutiny inquiry?</td>
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<td>The Scrutiny Inquiry Panel are being asked to</td>
<td>• Consider the contents of the report</td>
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<td>• Reach conclusions about the impact of the inquiry</td>
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<tr>
<td>Lead Councillor(s)</td>
<td>Cabinet Member - Enterprise, Development and Regeneration and Cabinet Member - Environment and Transportation</td>
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<tr>
<td>Lead Officer(s)</td>
<td>Tracey McNulty / Frances Jenkins</td>
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<td>Report Author</td>
<td>Frances Jenkins</td>
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1. Introduction

1.1 The Tourism Scrutiny Inquiry Panel undertook an in-depth inquiry in 2013. This final report is attached at Appendix A. The Cabinet Member response and action plan are attached at Appendix B.

1.2 The reporting timeline of the inquiry is as follows:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Commenced</td>
<td>15 Aug 12</td>
</tr>
<tr>
<td>Agreed by the Scrutiny Programme Committee</td>
<td>10 Jun 13</td>
</tr>
<tr>
<td>Presented to Cabinet</td>
<td>25 Jun 13</td>
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<tr>
<td>Cabinet Response agreed</td>
<td>14 Jan 14</td>
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1.3 The final stage of the scrutiny inquiry process is the follow up. It is at this point that the original panel reconvenes in order to assess the impact of the work.
1.4 The purpose of this report is to assist the panel as it seeks to answer the following three questions, each of which will be dealt with in detail below:

- What has changed since the report was presented to Cabinet?
- Have the agreed recommendations been implemented?
- What has been the impact of the scrutiny inquiry?

2. What has changed since the report was presented to Cabinet?

2.1 The inquiry report highlighted the following as the key measure of impact:

A detailed Action Plan has been drafted and reported in Appendix C

2.2 Since the inquiry concluded the following changes [to the measure] have taken place.

The most significant change has been the introduction of the Destination Management Plan, which will attempt to establish improved collaboration between the public, private and third sectors. The creation of the DMP will see private, public and third sector representatives working together to achieve the shared objective of improving the visitor experience.

The establishment of a steering group including Cabinet Members, Director and Head(s) of Service will add significant weight to ensure the implementation of the Action Plan is both coordinated, deliverable and delivered.

3. Have the agreed recommendations been implemented?

3.1 In responding to the inquiry an Action Plan was drawn up illustrating what steps would be taken to implement all of the scrutiny recommendations agreed by Cabinet (Appendix B).

3.2 The table at Appendix C demonstrates progress against each recommendation and specifically:

- the Cabinet decision in respect of each recommendation
- the action taken / proposed to implement the recommendations
- the responsible officer(s)
- timescales involved

4. What has been the impact of the scrutiny inquiry?

4.1 The Inquiry into whether we were making the most of Swansea’s potential as a tourist destination evolved at the same time that the Council was keen to showcase the destination’s sporting and cultural aspirations. Whilst the City of Culture bid might have not have achieved the sanction of the final judging panel, it certainly won the hearts and minds of individuals and organisations across the City and County of Swansea and the region. The
process of pulling the bid document together also did a lot to harness new cooperation within and across the whole of the cultural sector.

Similarly, and on a lesser scale, the Inquiry, in consulting with various organisations and individuals working within and affected by the tourism sector, highlighted the need for the Council to take the lead on the Destination Management Plan and use it as the mechanism to ensure better coordination and collaboration moving forward.

Recommendation 5 highlighted that a cross cutting approach to tourism was needed within the Council with all departments embracing the wider visitor economy and not just the Tourism Section within Cultural Services. Since the introduction of the DMP there have been a number of examples where this can be evidenced, particularly in relation to Cleansing and Highways services, where particular task and finish projects were resolved quickly.

The Inquiry has provided context whereby the work of the Tourism Section and the other Council services that play an important role in contributing towards improved customer satisfaction, are able to see how they contribute to the Key Performance Indicators for Tourism.

Officers involved in the Inquiry felt that it was apposite experience and which gave them the opportunity to outline and discuss the services as they provided. This was particularly so for the Tourism Section whereby the marketing activity isn’t, for obvious reasons, seen locally. Overall, such was the comprehensive nature of the review, that the whole experience has proved to be a positive one resulting in momentum moving forward as all stakeholders strive to improve the visitor experience within the destination.

Contact Officer: Frances Jenkins, Strategic Manager – Culture, Tourism, marketing and Events
## Scrutiny Inquiry of Tourism in Swansea – Cabinet Action Plan

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Action already being undertaken</th>
<th>New Action Proposed</th>
<th>Timescale</th>
<th>Responsible Officer</th>
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<tbody>
<tr>
<td>1.</td>
<td>The Destination Management Plan is in place by June 2013 and that it is reviewed annually</td>
<td>The Destination Management Plan was approved by Cabinet in December 2013</td>
<td>On-going</td>
<td>Frances Jenkins (Cultural Services)</td>
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<td></td>
<td><strong>COMPLETED? – YES</strong></td>
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| 2. | The Management Board for taking the Plan forward must include but not be restricted to: Director for Place, Cabinet Member for Regeneration, Officer from Economic Regeneration & Planning, Highways, Environment and Tourism and Marketing, plus a representative from the key stakeholder group (external to the Council) | The Cabinet Member to Chair the DMP Steering Group made up of private and public sector stakeholders (August 2013). 3 Delivery Groups also established and reporting to the Steering Group. | On-going | Frances Jenkins |
|     | **COMPLETED? – YES** | | | |

**Progress:** 2 sets of Delivery Group and Steering Group meetings have taken place as at 29/10/14 and can be found at [www.swansea.gov.uk/dmp](http://www.swansea.gov.uk/dmp) these will be on-going actions for the duration of the DMP
3. The Local Authority facilitates a key external stakeholder group by July 2013, with the purpose of assisting in the development, monitoring and reviewing of the Destination Management Plan

| Two Stakeholder meetings held in February and October 2013 and also September 2014 | October 2013 & Sept 2014 | Frances Jenkins |

**COMPLETED – YES**

**Progress:** Stakeholder events are vital communication opportunities to share the work of the tourism team with the sector as well as future plans. Changes to the way the destination will be marketed were shared in Sept 2014 and to date, the sector has been very supportive.

4. They ensure the Plan has a clear vision and branding for Swansea’s tourism product and has a recognised strategic fit within the Council and also its strategic partners

| A clear vision was stated within the approved DMP which also shows strategic links to other local and national strategies including Strategic Aim 5: Distinctive Places and Competitive Infrastructures within the City Region Strategy 2013-2030 | December 2013 | Frances Jenkins |

**COMPLETED – YES**

**Progress:** Clear vision and brand for marketing the destination is firmly established. There is still a lack of clarity over the role of the destination marketing activity undertaken by the Council’s Tourism Section and its role within the City Region.
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<td>5.</td>
<td>They ensure the Council, on a cross cutting basis, embraces the concept of the Visitor Economy as opposed to just Tourism</td>
<td>The DMP Delivery Groups will bring together the various internal partners involved in Tourism and the Visitor Economy raising the profile and ensuring the cross cutting nature of the Visitor Economy is embraced and embedded.</td>
<td>November 2013</td>
<td>Frances Jenkins</td>
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<td>COMPLETED? – YES</td>
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<td>Progress: Improved co-ordination and communication across departments as most of the key services providers now fall under the same Directorate i.e. Place. Delivery through the DMP is, during these challenging financial times, demonstrating the best use of resources available to the sector.</td>
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<td>6.</td>
<td>Public realm timetable for renewal form part of the Destination Management Plan</td>
<td>Tourism Officers to meet with Economic Regeneration &amp; Planning to programme this into the DMP</td>
<td>December 2013</td>
<td>Frances Jenkins</td>
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<td>COMPLETED? – YES</td>
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<td>Progress: The priorities outlined in Vibrant and Viable Places have been identified and incorporated within the DMP. The Waterfront City Programme, which is now coming to end, was also incorporated into the DMP following consultation with colleagues in Economic Regeneration. Communication will be on-going as part of the DMP process</td>
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7. They adopt a ‘Results Based Accountability’ approach to measure the success of the Destination Management Plan. Reporting progress of the DMP will be from the 3 Delivery Groups and reported to the Steering Group – each will meet twice a year, whilst the action plan and the nominated tourism development officer will monitor the plan on a weekly basis.

| The Steering Group will now meet 3 times a year instead of 2. |
| On-going |
| Frances Jenkins |

**COMPLETED? – YES**

**Progress:** At the last meeting of the Steering Group (Oct 2014), it was determined that it would meet three times a year and not two in order that progress could more effectively be monitored.

8. They work towards addressing issues around seasonality including:

a) taking active steps to encourage further investment in the development, and further upgrading, of local holiday accommodation to a higher quality in order to encourage a higher spending market

b) facilitating investment in indoor and all year round attractions and activities

All will be assessed as part of any criteria established to assess the value of projects coming forward from new or existing businesses.

All three points raised are key strategic themes within the DMP

| On-going |
| Frances Jenkins |
c) developing niche market and products that are relevant to Swansea and that have the best economic returns

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<th>COMPLETED? – NO</th>
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Progress: Actions 8a and b are actions which will be mainly driven by the private sector via any intervention it can make. Provided that developments comply with relevant strategies and statutory policies and guidance, CCS will support and enable these developments to take place. The Tourism Section will also undertake a consultation role in any grant applications and will signpost businesses to relevant funding sources to support investment and development projects.

| 9. The Council’s Business Support Service develops a forward plan for supporting businesses contributing to tourism by the end of the next financial year 2013/14 | The Business Support Service will look to ensure improved coordination with tourism businesses and it will form part of the forward plan. | Budget cuts and changing priorities have changed the portfolio of this service and it no longer has a general business support function for SMEs. Business support is becoming more targeted towards Pareto employers in line with the City Region strategy. The Service has developed an ‘Inform Swansea’ e-portal focussing mainly on economic inactivity | On-going | Phil Holmes / Steve Marshall (Economic Regeneration & Planning) |
and employment but that is likely to be the extent of the contribution to businesses of any sector. The service has recently given grants to Tourism based business and there may be opportunities to repeat this within the new round of structural funding, however, the status of those funds is yet to be finalised. Other opportunities may exist in relation to city region related Tourism projects but these are also currently undefined at this stage.

| 10. | They identify funding opportunities within the new City Regions initiative to support and develop tourism | Representatives from Tourism to attend appropriate working groups within the City Region delivery Framework. | On-going | Frances Jenkins |
Progress: As mentioned in point 4 there is still some clarification needed over the integration of destination marketing at a local level with the plans for marketing the City Region. Whilst activity for a number of sectors within the City region has developed, the Tourism sector has yet to be fully explored.

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<tr>
<td>11.</td>
<td>They ensure that the <em>Way Finding Strategy</em> is in place by main 2013 tourist season</td>
<td>Strategy agreed and implementation is underway via aspects of the Boulevard project. The strategy will be used to secure appropriate additional funding, when calls for applications are received.</td>
<td>2013</td>
<td>Phil Holmes / Gareth Hughes (Economic Regeneration &amp; Planning)</td>
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**COMPLETED? – NO**

**Progress:** There have been some slight delays in funding, but these have been resolved and we are now at the stage where the strategy is approved.

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<td>12.</td>
<td>The Way Finding Strategy includes consistent branding for signage and provision for consistent on-going monitoring and maintenance</td>
<td>Strategy has identified clear and consistent design, which will form part of any application for funding to enable delivery of strategy</td>
<td>2013</td>
<td>Phil Holmes / Gareth Hughes (Economic Regeneration &amp; Planning)</td>
</tr>
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**COMPLETED? – NO**
Progress: However the strategy has highlighted the need for this action to be in place in order to ensure that the consistency of approach is implemented across the city centre.

| 13. | They take active steps to encourage/enable tourist related development at the identified sites along the Swansea Bay | Through the implementation of the Swansea Bay Strategy, active steps are being taken to encourage/enable tourism development at identified sites in Swansea Bay, through a combination of actions at key locations. | On-going | Phil Holmes / Gail Evans (Economic Regeneration & Planning) |

**COMPLETED? – ongoing**

| 14. | Clarifies what specialist advice and guidance is available to individuals seeking to submit tourism related planning applications in order to facilitate a better chance of approval. | Planning will encourage prospective applicants to discuss proposals for development (including tourism development) with the Planning Applications team before submitting a formal planning application. This pre-application advice can lead to the submission of better quality applications, in | On-going | Phil Holmes / Ryan Thomas (Economic Regeneration & Planning) |
| line with planning policy. |

**COMPLETED? – yes**

**Progress:** A pre-application advice service is offered by the Planning Applications Section.