

Leicester
City Council

WARDS AFFECTED
Citywide

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

7th April 2003

Visitor Development Strategy

Report of the Corporate Director of Cultural Services and Neighbourhood Renewal

1. Purpose of Report

- 1.1 To provide an update on the delivery of the Visitor Development Strategy and seek approval of Stage 2 (the Action Plan).

2. Summary

- 2.1 In February 2002, Cabinet approved Stage 1 (the scoping stage) of Leicester's Visitor Development Strategy. It was agreed that work would be carried out during 2002 to develop an action plan to deliver the Strategy, and that this would be reported to Cabinet.
- 2.2 The attached document is the outcome of discussions between Leicester Promotions, the City and County Councils. It outlines a programme of work to deliver the objectives outlined in the Strategy, and identifies timescales, lead responsibility and resource implications for each specific task. The process will be managed by Leicester Promotions, and monitored through an annual progress report to Cabinet and Finance, Resources and Equal Opportunities Scrutiny, jointly produced by Leicester Promotions and relevant Council Directorates.
- 2.3 Cabinet also agreed in principle that the Strategy and associated tourism activities should provide the future strategic framework for all of the work delivered by Leicester Promotions Limited under its contract to the City Council, and the new contract for Leicester Promotions Limited will be framed on that basis.

3. Recommendations

- 3.1 Cabinet is recommended to approve the attached Action Plan.
- 3.2 Cabinet is recommended to support future work to develop this Strategy, particularly Leicester Revealed, with other partners through the Leicester Strategic Partnership

4. Headline Financial and Legal Implications

- 4.1 Along with the continued operation of the city's main tourist information centre, this Action Plan forms the basis of the work programme Leicester Promotions Limited will deliver in fulfillment of their contractual obligations to Leicester City Council. The details of this are outlined in the parallel paper on Leicester Promotions Limited to be discussed by Cabinet on 10th March 2003 and the financial implications can be summarised as:

2003/4	2004/5	2005/6	2006/7	2007/8
£655,400	£643,800	£643,800	£643,800	£643,800

- 4.2 Leicester City Council will also support the delivery of the Strategy by developing and exploiting synergies between cultural programming and the Visitor Development Strategy work. This will involve a bending of mainstream and levered-in resources rather than a specific additional resource requirement. The Strategy will also add value to the marketing and promotion activity carried out by the Council itself.
- 4.3 The Council has powers to encourage visitors and provide conference and other facilities (the Council currently exercises functions under this power through Leicester Promotions Limited).
- 4.4 The Council has powers to provide entertainment facilities and facilities for recreation.
The Council also has powers to promote or improve the economic, social and environmental wellbeing of its area, and in doing so may expend money. In exercising this power the Council must have regard of its community strategy.
- 4.5 Future contractual arrangements between Leicester City Council and Leicester Promotions Limited are being negotiated by the Head of Legal Services and the Head of Communications and this matter is dealt with in the parallel paper Leicester Promotions Limited which is concerned with future contractual arrangements and will be discussed at Cabinet on 10th March 2003.

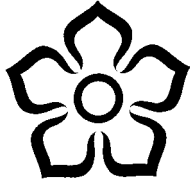
5. Report Author/Officer to contact:

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Joy Brindle
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Cultural Services and Neighbourhood Renewal

DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Executive (Cabinet)



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Visitor Development Strategy

SUPPORTING INFORMATION

1. Objectives

- 1.1 The attached document is the outcome of discussions between Leicester Promotions, the City and County Councils, and outlines a programme of work over the next 5 years to deliver the objectives outlined in the Visitor Development Strategy. These are:
- 1.2 Our customers and communication with them
 - Develop mechanisms for measuring external perceptions of the City in relation to identified competitors and providing business intelligence to shape and advise future initiatives
 - Examine the image of the City and mobilize all sectors in support of an agreed representation of the Leicester “brand”
 - Explore and prioritise all possible market segments and ensure resources and activities are directed according to agreed priority audiences
 - Develop access to visitor information
- 1.3 Our product and making it more attractive
 - Review levels of visitor satisfaction with all aspects of the visitor product and agree strategies to address identified weaknesses
 - Examine access to the city and its facilities in the broadest sense and agree strategies for sustainable improvement
 - Explore the role of festivals and the part they play in enhancing the visitor experience
 - Maximise the impact of existing and new regeneration and development opportunities on the city’s tourism potential
- 1.4 Working together to improve our effectiveness
 - Ensure greater cohesion within the operation and promotion of the local tourism product.

2. Progress to date: Leicester Revealed

- 2.1 Alongside the development of this Action Plan, a great deal of groundwork has been done during 2002 in terms of the largest element of the Plan which is around place marketing and building a common way forward among stakeholders. This common approach is beginning to emerge under the theme of Leicester Revealed.
- 2.2 Leicester Revealed builds on groundbreaking practice in place marketing which seeks to move beyond artificially imposed "straplines", towards recognizing, celebrating and building on a place's true identity. It aims to reveal Leicester's unique identity to our own citizens and to the wider world over a period of years, taking a theme per year and producing a cumulative effect. Work has been carried out to test and refine this approach, and through this process support is emerging from a wide range of key stakeholders across the city.

3. Potential for working in synergy

- 3.1 The Leicester Revealed work, while springing from the Visitor Development Strategy and delivering the economic benefits associated with tourism, also has a much broader potential. Place marketing of this kind is as valid for Leicester residents as for tourists. Properly delivered, it will foster civic pride, raise the city's profile for its citizens, and help the city to become more sustainable and more cohesive across all communities. It therefore has the potential to lie at the heart of a broad range of strategic priorities for the city.
- 3.2 Although the ownership of the Visitor Development Strategy and Leicester Revealed is with Leicester Promotions on behalf of, and with accountability to, the City Council, a mechanism needs to be sought to ensure that Leicester Revealed can play its fullest part in not only attracting visitors, but in fostering civic pride and community cohesion. It is suggested that this be done through linking the delivery of the Visitor Development Strategy, and Leicester Revealed in particular, with the broader work of the Leicester Strategic Partnership (LSP) so that the LSP and its seven theme partnerships can become engaged in the project in appropriate ways. This will facilitate the involvement of a wide range of agencies including the police and health authorities, community groups, neighbourhood forums and the City Centre forum. It will enable Leicester Revealed to deliver the LSP's aspirations, while also allowing the LSP to feed its successes into the programme of place marketing.
- 3.3 Successful place marketing of this kind needs to be based on genuine success as a city, and the Leicester Revealed programme will also need to work alongside the Council's programme of continuous improvement and neighbourhood renewal in the coming years.
- 3.4 The Visitor Development Strategy will feature as an action in the emerging Cultural Strategy Action Plan, and this will provide further opportunities for cross-sectoral linkages in delivering tourism objectives.

3. 5 Finally, the Visitor Development Strategy sits alongside a broad range of work being undertaken by Leicester Promotions on behalf of other key agencies including the Leicester Regeneration Company and Leicester Shire Economic Partnership. There are clear synergies between the visitor development work outlined here, and the broader aspirations of the city and subregion in terms of social, physical and economic regeneration; these need to be maximized through Leicester Revealed and other aspects of the Visitor Development Strategy.

4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications

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Legal Implications

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5. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within supporting information
Equal Opportunities	Y	Action Plan challenges under Our Customers and how to communicate with them
Policy	Y	The Strategy represents the Council's policy on tourism and is linked to the Community Plan, Cultural Strategy and Local Transport Plan . Tourism is also identified as a priority in the LSEP's action plan.
Sustainable and Environmental	Y	The Strategy provides a framework to use tourism to address the Jobs and Regeneration issues within the Community Plan. There are links to the City Centre Management Action Plan, Central Leicestershire Transport Plan, Riverside Strategy and Masterplan.
Crime and Disorder	N	
Human Rights Act	N	
Elderly/People on Low Income	Y	Action Plan challenges under Our Customers and how to communicate with them

5. Background Papers – Local Government Act 1972

None.

6. Consultations

The original strategy was consulted with a broad range of stakeholders. This Action Plan has been consulted with colleagues in ERD, CSNR, the Chief Executive's Directorate and the County Council. Leicester Revealed has involved a wide range of stakeholders across the Council, city and county.

7. Report Author

Martin Peters
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Cultural Services and Neighbourhood Renewal