

Strong and Supportive Communities Scrutiny Committee	Agenda Item No. 8
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Report of the Executive Director of Governance

Contact Officer(s) – Dr Douglas Gyte, Strategic Tourism Manager
Contact Details - 01733 453490

VISITOR ECONOMY STRATEGY 2015-2020 PROGRESS REPORT

1. PURPOSE

- 1.1 The purpose of this strategy will be for the city council to establish a strategy for development of the Visitor Economy for Peterborough that will form part of the policy. It will make clear how and why the city council can best facilitate the development of the visitor economy and achieve progress in support of key corporate policy objectives.

2. RECOMMENDATIONS

- 2.1 That Scrutiny Committee note progress on the Visitor Economy Strategy 2015-2020 and its scheduled submission to the Cabinet 21st September

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 It is designed to be a contribution to the delivery of corporate policies: It is aligned with and will support delivery of the [ONE vision for Peterborough](#) Sustainable Community Strategy and planning policies and with the Culture Strategy 2015-2020 (Arts and Heritage).

A key focus is on residents as visitors as an enhancement to their quality of life. It is crucial that we secure their understanding and commitment to the visitor economy project. The strategy shows how everything we do is actually for residents 365 days a year and shows how they will be involved. It aims to focus partnerships practically between the public and private sectors towards the common purpose as envisaged in the sustainable community strategy.

The strategy will aim to maximise the contribution of the visitor economy to the Sustainable Community and Growth agenda for the city. It is designed to create a new framework for development of the city as a destination and its local, regional, national and international promotion.

4. BACKGROUND

- 4.1 This report and strategy is submitted to Scrutiny following a year of development and consultations. The alignment of the whole visitor economy and city management approach being adopted will put the city at the cutting-edge of destination development following best practice advocated by VisitEngland and outlined in the national Strategic Framework for Tourism 2010-2020.

Peterborough Visitor Economy Strategy 2015-2020:

- Creating a City Management Partnership
Where we want to be and how we get there
- Executive Summary and Contents
- Action Plan

Background papers

- Destination Review and Appendices
- *Destination Review: the Evidence Base*
What we do and where we are
- Appendices: Detailed background original research and papers

The full sets of documents are designed to be an online resource and are available as electronic documents. However hard copy will also be placed in the Members Lounge and Group Rooms for perusal.

5. KEY ISSUES

5.1 Overall the aim is to bring together a wide range of business and community interests aligned with the delivery of the council's corporate agenda in this regard.

- Although it is presented as a council policy document it is designed to be primarily on how the city council and its officers can work directly with public and private partners across the city to develop the value of the visitor economy to the city together: the visitor economy development can only work as a shared project.
- It is designed to be an important step in the evolution of the city identity and image that is both understood and supported by residents and becomes a key attracting supporting component of the city identity across: Invest, Work, Live, Learn and Visit.
- It is also aligned with and will support delivery of planning policies and with the Culture Strategy 2015-2020 (Arts and Heritage).
- It is designed to be at the heart of the promotion of economic, environmental and social well-being of the city
- A key focus will be the emphasis on the inclusion of the people of Peterborough and all its communities both urban and rural in the ongoing development of the city.

5.2 *A summary of key information and ideas from the review of Peterborough as a destination*

- *Visitor Economy:* Clarifies what we mean by the wider Visitor Economy to include not just attractions, accommodation, retail and food and drink but the notion of the visitor journey and how all the services and management of the city must be aligned to create this experience of a welcoming city experience for residents as visitors. It is made clear that this applies to both development of the urban and rural areas of the city as an integrated offer.
- *Facilitating the growth of the visitor economy starts with local residents*
However it is essential to the surrounding region and it is this organic growth that will ensure we make the city also desirable to others and secure longer-term success nationally and internationally. In the national context the direct links to London and national and regional airports will reinforce the city location and its growing importance and influence. This strategy will help us plan ahead for the coming growth of the city to ensure that it is sustainable and that the visitor economy is ready and welcoming for all.
- *The Volume and Value of the Visitor economy.*
The latest report for the city commissioned (December 2014) as the baseline for this strategy outlines the importance of the wider visitor economy the importance of tourism to Peterborough estimated 5.7 million visitors per year: 5.25m day visitors and 482,000 staying visitors. The economic value of tourism to the Peterborough economy from visitors alone is over £291m (£185.4m day and £94.9m staying visitors). The wider economic benefit across the visitor economy with additional and supplier effects is £376.4m. Peterborough direct tourism employment was estimated at 5,416 and total actual with tourism related employment as 7,167. The proportion of tourism and additional employment in the city is 9.7 %. It illustrates the importance to the economy and well-being of the city of tourism and the wider visitor economy.
- *Residents:* a key focus is on residents as visitors as an enhancement to their quality of life. It is crucial that we secure their understanding and commitment. The strategy shows how everything we do is for residents all year and how they will be involved.

- *2018 Peterborough 900 year of celebrations*
In the period 2015-2020 there is the once in a generation opportunity of “2018 Peterborough 900: year of celebrations” as a key driver for ALL actions during 2015-2018. These are explored to create a focus and a real sense of urgency whereby all project development can consider the potential for growth to build capacity towards a peak by 2018 and a commitment to 2017 as a year of promotion nationally and internationally in the preceding year. Initial meetings have explored the possibilities and these will be developed further in 2015 and 2016. The mechanisms have already been put in place with VisitEngland nationally and internationally to achieve this.
- *Developing Peterborough as a Destination for visitors and residents*
City themes: are identified based on consultation and development work for the 2014 Visit Peterborough Handbook and Visit Peterborough website review. A core reason for changing the approach was also to align with the VisitEngland “experiential” approach to city marketing and product development. The visitor economy strategy shows exactly how we are to develop Peterborough to fit in with the national best practice guidelines. The Peterborough city identity and image structure developed for the visitor economy aspects of the city identity are as follows:
 - Primary themes: Heritage City, Environment City, Event City
 - Secondary themes: Sport City, Culture City, Shop City, Family City, Night City, Stay City Food & Drink City
 - City region themes: Regional City, Opportunity City, Smart City, Gigabit City, Conference City, Wedding City, Language City, Learning City,

These will be reinforced throughout all future developments and promotions.

City Areas: In addition to the Historic City core and urban areas there are 3 distinct landscapes that all form attractive propositions for the image and identity of the unitary city area that resonate with the surrounding areas. These areas will structure and clarify the “Peterborough story” and also guide how local visitor economy cluster development can be encouraged.

- The Historic Core of Peterborough
- Peterborough Nene Valley with a great range of leisure opportunities
- John Clare Country: northern rural areas with beautiful stone villages
- The Fens of the East and South East and their unique character and landscape

This is developed into a clear structure for how different areas of the city will be developed in partnership with surrounding districts. This visitor economy structure will ensure that we proceed on a consistent rational basis.

- *Selling the city: Team Peterborough*
The marketing of the city is an important part of continuing to support the growing city and its people. The [Visit Peterborough Handbook and website](#) has been developed to be part of the “family” using the Peterborough (P) city logo and associated imagery and created a particular related style needed for visitor economy promotion. It also echoes many elements and guidelines already developed to:
 - promote the city externally [Invest in Peterborough](#) inward investment website
 - promote the [Environment Capital](#) as a city-wide partner project

The strategy proposes development of new guidelines to achieve progression to wider cross-council understanding through corporate marketing and on to greater shared-use with all key partners as the truly city-wide “Team Peterborough” ownership envisaged originally.

5.3 *The Visitor Economy Strategy 2015-2020:* Creating a City Management Partnership

In order to develop the visitor economy and clearly link to corporate policy the following Vision, principles, objectives and action areas have been identified.

Vision

To develop and promote Peterborough as an excellent, accessible, unified and varied visitor and business destination throughout the year. Contribute to the social, environmental and economic development of the urban and rural areas of the city and support the ONE vision for Peterborough policy towards sustainable communities.

Principles

To deliver the vision and 5 cross-cutting principles for ALL projects are established

- *Working for a common goal and ONE vision for Peterborough partnership approach*
The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring as it is about encouraging new visitors from “away” in the early stages especially.
- *Developing the city*
Reinforcement of the city themes
Maintain and grow the value of business and conference tourism
- *Positioning the city*
Peterborough is an important growing city at the heart of East England
Peterborough is both heritage and modern
- *Develop links between the urban and rural areas*
Reinforce the 4 City areas of Peterborough as interrelated components of the city
Historic Core, Nene Valley, John Clare Country and the Fens
- *Integrate sustainability in development plans*
Development of sustainability, accessibility and social inclusion are key to supporting the *Creating the UKs environment capital* aspiration for the city.

Strategic Objectives and Action Areas

- *Objective O1 - Promoting the city*
Action areas (27): The strategic development of events and product development and marketing to build the image and identity of the city are explored.
- *Objective O2 - Managing the City*
Action areas (6): The management of the city centre specifically will be covered, however as outlined earlier the strategy is to evolve the team to work across the outer and inner city centre, wider urban areas and support city-wide development.
- *Objective O3 - Improving the Environment and public spaces*
Action areas (12): The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be reviewed or established.
- *Objective O4 - A Prosperous City*
Action areas (7): Visitor Economy Conference, Visitor Economy Networks, Visitor Economy Forum and building towards a shared Destination Management Framework

5.4 *Delivering the strategy and governance:*

Background

Local Authority and Visitor economy: Local Authorities have a duty to promote social, economic and environmental well-being and the visitor economy is a powerful way of working in partnership with the private sector and the community to benefit all. The role is to be a facilitator and bring together strategic harmonisation that assists the market but does not interfere or attempt to duplicate or replace private sector activity. Successful destination development and place-shaping can only be achieved by local government playing its influencing and facilitating role and empowering the private sector and the community to create the place that is good for business, good for our people and good for the environment we are seeking to create across the city.

A key task therefore is the creation and coordination of partnerships towards a shared agenda. Whilst this is a city council corporate policy document in so far as it clarifies the agenda of HOW we can all work together to a common purpose. Therefore there are 4 ways in which delivery will be monitored and managed.

i) *The City Council Monitoring of its input and delivery of the strategy*

There is significant commitment by City Services and Communications to drive and deliver actions that will deliver the city council's commitment to facilitating growth of the Visitor economy

The 4 Strategic Objectives of the strategy ARE the corporate objectives set for the department. The strategy will be benchmarked with:

- A Peterborough Visitor Economy volume and value research to be repeated and reported annually and volume and value figures for comparison to the city region.
- Progress will be reported on the action areas under the 4 key objectives and the 57 key *action areas* for progress to be reported annually to committee.

These will be reported on by City Operations and Communications across all its activity as part of the unit's ongoing reporting schedule. They will also be linked to staff PDRs and work targets. A council monitoring committee for the strategy will meet annually to monitor progress overall of the partnership working arrangements as outlined below.

ii) *Visitor Economy Networks:*

The Visitor Economy Network groups will be the main vehicles for engagement with private and public sector visitor economy businesses. The Hotel and Conference Group and the Peterborough Attractions Group will also be taking on delivery of the VES. Other meeting structures will be reviewed to be brought into delivery of the VES and this is set as a work objective for 2015 for Commercial Operations and partners.

iii) *Visitor Economy Partnership group (Forum)*

The Visitor Economy Partnership group will be "a strategic forum to oversee *Visitor Economy Strategy* and the VENs delivery. It will clarify the relationships between all key networks. It will in time create a more private sector led ethos within the partnership framework. It will actually strategically plan and work together to ensure shared delivery across all the groups. It will be made up of the Chairs of the Visitor Economy Network Groups and the major organisations such as Commercial Operations, Vivacity, the Cathedral and the Arena, Opportunity Peterborough and member representation through the Briefholder for Visitor Economy or their representative.

(iv) *Visitor Economy Conference*

There will be an annual conference where all partners and networks will be invited for a review of progress and discussion of priorities for the next year.

The 5 year plan for the evolution of these structures into full Destination Management ones is outlined in Figure 4 and discussed in the conclusion.

6. IMPLICATIONS

6.1 *Financial:* There are no new financial resources requested, it is stated throughout that the strategy and core principle 1 is that it is based on the best use of existing resources both of the city council and in liaison with partners. The aim is to align and harmonise development activity to maximise the benefits of cooperation, avoid duplication and make best use of existing resources. Any proposals that may emerge will be able to be judged within a clear strategic framework that will simply aim inform future strategic decisions and investment planning. At its best the Visitor Economy idea is an approach that makes this possible and will allow difficult investment decisions to be made on a sound basis.

Legal: The Visitor Economy Strategy will be listed in the Major Policy framework but as a "local

choice". It is a significant document and is intended to go to full council for adoption. As a partnership framework document there are no specific legal issues raised by this strategy.

Corporate Priorities: Environment Capital and Discrimination and Equality.

The strategy and all action areas proposed are preceded and underpinned by 5 core principles Principle 5 is "Wise Growth" and specifies that all action areas and development proposals will actively consider the sustainability, accessibility and social inclusion requirements and opportunities. The aspiration to be the UK's Environment Capital is also supported by other action areas identified across the development of sustainable tourism activity cycling walking and active leisure and sustainable transport. The designation of *environment city* is already incorporated as one of the 3 headline messages along with *heritage city* and *event city*.

Crime and Disorder / Community Safety: These issues are fundamental to the development of an attractive place to visit that is safe and open. These issues are fundamental to the city management team of commercial operations and will be part of the evolution of a growing evening and night-time economy and the integrated use of CCTV in city management for example.

Human Resources: No HR issues are raised although ongoing review of the Visitor Information service to change to support delivery of the Visitor Economy Strategy will continue.

ICT: The VisitPeterborough website and ICT management systems will be reviewed in the light of current ICT innovations. No immediate implications are envisaged.

Cross-Service Implications: The Visitor Economy Strategy approach will require adoption as a concept and influencing factor going forward across the council. Consultations on the draft strategy have taken place particularly with planning and with corporate marketing to begin this journey. In particular external links with economic development (Opportunity Peterborough) and Culture, Heritage Sports and Libraries (Vivacity) will be crucial in the early stages especially and have all been consulted.

Property and Procurement none are raised by this strategy

7. CONSULTATION

7.1 This report has been developed in partnership with public and private sector Visitor Economy agencies and network groups. Whilst this is a city council strategy document it frames how our activity can best support and facilitate the development of the visitor economy of the city. The strategy has been developed through discussion for the last year and represents the views and commitments of the wide range of the Visitor Economy providers of the city. We have ensured we have secured the "buy" in of all the key players and partner organisations across the visitor economy and that the main direction of travel is supported by all.

The strategy has been framed in response to ongoing consultations and working with: major partner provider organisations Opportunity Peterborough and Vivacity especially Heritage and Arts development and attractions such as Peterborough Cathedral, Peterborough Arena, Nene Park Trust and Burghley House, the Peterborough Hotel and Conference Group and the Peterborough Heritage Attractions Group and individual discussions with a cross-section of visitor economy businesses individually as for example in those involved in the range involved in the new model [VisitPeterborough Handbook and website](#). The Chamber of Commerce, Travelchoice, Queensgate, Wildlife Trust and PECT in different ways have all been key to the development of the framework for the development of the Visitor Economy.

In addition and specifically the Visitor Economy approach has been part of the ongoing consultations for the "Heritage Ambition" and the Peterborough Cultural consultations that has led to the Peterborough Cultural Strategy and commitments are made to continue these consultations and working relationships as the strategy is developed during 2015-2020.

The strategy action plan outlines all the main "action areas" that will need to be developed and

which organisations will need to be involved in to deliver the ongoing developments within this Visitor Economy Framework for the city. It will involve more systematic development of Visitor Economy Networks in the urban and rural areas, it is envisaged these will be locally responsive and involve local public and private sectors to develop each locality but within the outlined overall framework for the city and its region.

8. NEXT STEPS

- 8.1 The report will be considered by Cabinet for adoption on the XX March TBC

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1 There is a full bibliography of corporate and other strategic documents referred to in the strategy at the end of the document with website links for follow up access.

The Visitor Economy Strategy and Action Plan is based on a comprehensive Destination Review that is available as background papers

- Peterborough destination review: *the Evidence Base*
What we do and where we are
- Review Appendices: Detailed original research and papers

10. APPENDICES

- 10.1 The Visitor Economy Strategy 2015-2020

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