



To: Business, Economy and Enterprise Scrutiny Board (3)

Date: 17 January 2018

Subject: Destination Management Strategy

1 Purpose of the Note

- 1.1 To inform the Business, Economy and Enterprise Scrutiny Board of current activity in relation to destination and tourism research and the forthcoming development of a Destination Management Plan for Coventry.
- 1.2 To seek the support and guidance of the Business, Economy and Enterprise Scrutiny Board in the development of the Destination Management Plan for Coventry.

2 Recommendations

- 2.1 The Business, Economy and Enterprise Scrutiny Board is recommended:
 - 1) To consider the outcomes of Coventry's Phase 1 tourism research.
 - 2) That, further to planned stakeholder engagement due to take place across January-February 2018, the Board consider a further report with a view to progressing the implementation of a five-year destination management plan for Coventry.

3 Information / Background

- 3.1 Tourism is important to the economy of Coventry. The latest figures available from the Cambridge Model for 2015 show that tourism injected £385 million to the local economy with total visitors of just under 8 million a year and 3.3 million overnight stays. The sector employs some 6,921 Full Time Equivalent posts (FTEs) or around 5.9% of the city's workforce.
- 3.2 Coventry has a strong business tourism offer and the Council has set corporate objectives concerning the development of Coventry as a visitor destination and centre for arts, culture and events. Coventry has both a ten-year partnership Sports Strategy (2014-2024) and ten-year Cultural Strategy (2017-2027).
- 3.3 On 7 December 2017, Coventry was awarded the title of UK City of Culture 2021. The city will also host Netball as part of Birmingham's Commonwealth Games 2022 programme. These events will raise the profile of the city and attract visitors to Coventry from across the UK and internationally.
- 3.4 In the past 18 months, the city has been preparing the ground for delivering a step-change in its tourism profile and offering. In partnership with the City of Culture Trust and research expertise at the University of Warwick, the city has completed a new 12-month visitor profile study and external perceptions research and has additionally mapped its box office attendance to show catchment for cultural events.
- 3.5 In 2017, the city further secured over £2 million in funding through the Great Place Scheme and Cultural Destinations funding (secured by the City of Culture Trust and the city's cultural partners with support from Coventry City Council's cultural capacity building

funding), which will support a programme of activity to promote the city and re-present the city's cultural and heritage offering.

- 3.6 The Great Place and Cultural Destinations partnership programmes will include:
- Further visitor data collection and analysis
 - Marketing activity – including at key transport outlets and hubs
 - A review of the city's visitor web presence and digital capacity
 - Destination website development and enhanced 'what's on' listings
 - A project promoting attractor brands
 - Physical city trails and signage
 - Curated programming and leaflet racks
 - Welcome Training
 - A two-year programme of events engaging local people in culture and heritage including projects in partnership with the BBC and Coventry Telegraph
- 3.7 At a regional level, the West Midlands Growth Company has been created with a regional tourism remit from the West Midlands Mayor. It is well placed to attract national investment from Visit Britain and has already secured resources for international tourism promotion.
- 3.8 Coventry's win of UK City of Culture 2021 has already had a major impact on the city's profile with over 3,000 media and online articles across the UK since the announcement. Based on conservative estimates, the year could attract in excess of 2.5 million additional visitor days. The Commonwealth Games in 2022 will also have impact in the build-up, hosting and legacy for Coventry 2021.
- 3.9 The Council and its partners need to develop and manage any future investment and marketing strategies to ensure that they are delivering value for money, attracting maximum leverage and delivering results across the destination and tourism sector on the back of these exceptional opportunities.
- 3.10 Through the Great Place and Cultural Destinations programme, Coventry has now commenced the process of developing a five-year Destination Management Plan for business and leisure tourism. This will include work to analyse visitor survey, audience, resident and hotel occupancy data; consult with local stakeholders; review patterns of visitor activity and impact through the year; provide comparator data on similar scale destinations; and provide advice on the development of the local tourism and destination sector.
- 3.11 The resultant Destination Management Plan will outline priority actions and support that the destination and tourism sector require, with a particular emphasis on growth within the sector. It will also hopefully inform plans for growth in hotel capacity.
- 3.12 It is recommended that the Business and Enterprise Scrutiny Board consider the outcomes of Coventry's Phase 1 tourism research. It is further recommended that, at a later stage of the development process (further to planned stakeholder engagement due to take place across January-February 2018), the Business and Enterprise Scrutiny Board comment on the structures, roles and partnerships required to deliver destination management functions for the city; with a view to progressing the implementation of a five-year destination management plan for Coventry.

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