

# Stronger City Economy Scrutiny Panel – Supplementary Agenda 20 September 2016

<b>Time</b>	6.00 pm	<b>Public Meeting?</b>	YES	<b>Type of meeting</b>	Scrutiny Board and Panels
<b>Venue</b>	Committee Room 3 - 3rd Floor - Civic Centre				

## Membership

<b>Chair</b>	Cllr Jacqueline Sweetman (Lab)
<b>Vice-chair</b>	Cllr Jonathan Yardley (Con)

### Labour

Cllr Harman Banger  
Cllr Philip Bateman  
Cllr Payal Bedi-Chadha  
Cllr Val Evans  
Cllr Hazel Malcolm  
Cllr Mak Singh  
Cllr Tersaim Singh  
Cllr Martin Waite  
Cllr Daniel Warren

### Conservative

Cllr Udey Singh

Quorum for this meeting is 3 Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the democratic support team:

<b>Contact</b>	Julia Cleary
<b>Tel/Email</b>	01902 555046 <a href="mailto:julia.cleary@wolverhampton.gov.uk">julia.cleary@wolverhampton.gov.uk</a>
<b>Address</b>	Democratic Support, Civic Centre, 1st floor, St Peter's Square, Wolverhampton WV1 1RL

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<b>Tel</b>	01902 555043

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[NOT PROTECTIVELY MARKED]

Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

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# Agenda

## Part 1 – items open to the press and public

<i>Item No.</i>	<i>Title</i>
5	<b>Visitor Economy Update</b> (Pages 5 - 18) [To note progress in developing Wolverhampton's Visitor Economy.]

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# Stronger City Economy Scrutiny Panel

20 September 2016

<b>Report title</b>	Visitor Economy Update	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Economy	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keren Jones, City Economy	
<b>Originating service</b>	City Economy	
<b>Accountable employee(s)</b>	Mark Blackstock Tel Email	Head of Visitor Economy 01902 554447 <a href="mailto:Mark.Blackstock@wolverhampton.gov.uk">Mark.Blackstock@wolverhampton.gov.uk</a>
	Crissie Rushton Tel Email	
<b>Report to be/has been considered by</b>		

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## Recommendation(s) for action or decision:

- The Scrutiny Panel note the information about Wolverhampton's Visitor Economy, and the City of Wolverhampton Council's work to support its growth and development.

## 1.0 Purpose

- 1.1 The purpose of this report is to update Stronger City Economy Scrutiny Panel on partnership working around the visitor economy and progress in developing the City of Wolverhampton Council's Visitor Economy offer.

## 2.0 Background

- 2.1 Stronger City Economy Scrutiny Panel received a report on 6 October 2015 providing an overview of activity to support the development of the visitor economy including activities to obtain a better understanding of our markets, outlining our offer and what we are doing to improve the offer to visitors to the city. This report provides an update on progress over the last year,

## 3.0 Broader Visitor Economy and Context

- 3.1 The visitor economy has a major part to play in making the city more attractive for investors and residents, which in turn helps with image, reputation and skills retention. The objectives for the Council in respect of this agenda are:
- Enhancing the position and perception of the city as a place to live, work, learn, invest and do business in
  - Increasing footfall and vitality in the city centre, and more widely across the city
  - Providing pathways to learning, skills, volunteering and employment
  - Contributing to local quality of life
- 3.2 Wolverhampton has a strong cultural, leisure and entertainment offer, with the Civic Halls, Grand Theatre and City of Wolverhampton Art Gallery providing the largest cultural offer within the Black Country, attracting visitors from across the West Midlands and beyond.
- The city's main cultural venues and events bring in over **1 million visitors each year**.
  - Together, they have a local economic impact of **£17.3 million**, supporting **637 direct and indirect jobs**.
  - The Civic Halls, the largest business in the Black Country's creative and entertainment sector, generates **£4.3 million of Gross Value Added (GVA) in the local Wolverhampton economy**.
  - The Grand Theatre supports a further **£3.6 million of GVA** in the wider economy.
- 3.3 Black Country Strategic Economic Plan (BC SEP) includes a priority to create Distinctive Urban Centres, recognising their important role in making the Black Country a good place in which to live, work, visit and invest. In particular, the cultural, leisure, events, conferencing and hospitality offer is increasingly important in attracting and retaining businesses and a skilled workforce. The BC SEP specifically recognises the importance of Wolverhampton's cultural and creative economy, with six venues in the city classified as national / regional cultural assets.

## 4.0 Partnership Working

- 4.1 Partnership working is crucial in delivering a strong visitor economy. No longer can retail be realised upon as the main pull. Expectations of visitors and behaviours of visitors are changing, which requires a more holistic offer.
- 4.2 **City Centre/Shoppers:** Wolverhampton has a number of retail centres including the City Centre, Bilston and Wednesfield town centres, local district centres and a number of retail parks. Wolverhampton City Centre is a key area for retail in the Black Country, with a turnover of around £535 million. The City Centre has around 1.8 million square feet of commercial space of which one million square feet is retail and the remainder leisure, restaurants, pubs, hotels and offices. There are around 700 shops of which around half are independents and there is a long established market that operates four days a week. Around 30% of the total retail floor space is accounted for by the town's two managed shopping centres, the Wulfrun Centre and the Mander Centre. Significant investment is currently underway in the city centre set out below:
- 4.3 The refurbished **Mander Centre** will extend the existing retail offer of the city. The £25 million refurbishment will be anchored by a new flagship 93,000 square feet new Debenhams department store and will include a number of other retailer new to the city, including H&M. It is hoped that the investment will enable Wolverhampton to compete with major retail centres across the UK and together with other schemes going on around the city, including the £900,000 high street facelift, give Wolverhampton a commercial edge. Mander Square should be complete in Autumn 2016 with the new Debenhams store opened by Autumn 2017.
- 4.4 **Westside:** The Westside scheme will see a new multiplex cinema as an anchor to a wider leisure scheme. It will include a new multi-storey car park, a hotel, and a range of new food and drink outlets and other leisure attractions. Urban and Civic fought off competition from 10 other leading UK developers and investors to land a 6 month exclusivity period on the 6.4 acre site, which comprises 3 adjacent parcels of land in the freehold ownership of the council. They will now further develop their proposal to deliver a multi-screen cinema, restaurants, bars, hotel, multi storey car park, apartments, and public realm, in 2 phases over 5 years.
- 4.5 Following a successful business vote to establish a **Business Improvement District (BID)**, Wolverhampton BID Company Ltd launched on April 1st 2015. Wolverhampton BID Company is a non-profit organisation set up to promote and enhance Wolverhampton to make it more attractive to visitors, shoppers and investors. Representing more than 670 businesses in the city centre, the BID works with stakeholders and partners to identify, agree and deliver programmes which increase the appeal of the city centre and subsequently improve trading conditions. Its key aims are to:
- Direct and deliver £3 million of investment in the city centre from 2015 to 2020.
  - Improve people's perceptions of the city by delivering a safe, clean and welcoming city centre, day and night.

- Address the issues of accessibility and parking to remove the barriers to people choosing to shop and visit the city.
  - Increase footfall and raise the city's profile through enhanced and targeted marketing, and co-ordinated promotions and events.
  - Secure Wolverhampton's future as a thriving and vibrant city, putting it back on the map as a destination of choice.
  - Make sure Wolverhampton city centre is doing all it can to enhance its offer and secure its future.
- 4.6 One of the key activities of the BID is to promote the city through ensuring there are varied and engaging events happening is essential to attracting visitors to our city centre. The BID team have hosted four events: a Macmillan City Café, Seaside in the City, Christmas Grotto and the Easter Parade and Workshops. Seaside in the City transformed Queen Square in to a true British seaside resort and attracted over 1,000 people to enjoy the free family fun with traditional seaside fun, a surfboard simulator, sand, games, Punch and Judy, storytelling, ice cream and candy floss.
- 4.7 The BID has been proactive at promoting the city through positive news and actions to enhance the city including quarterly supplements in the Express and Star showcasing the city, events and key BID projects to positively promote the centre. In addition, the Enjoy Wolverhampton website provides a directory of shops and services, events, places to stay and venues to visit, it now features a news section where we regularly provide updates on new business openings and events.  
<http://www.enjoywolverhampton.com/>
- 4.8 **Quality public space** is a critical component of the City Centre offer. Proposals and decisions on its design, use and management will impact on the future enjoyment, attraction and economic viability of the City as a whole. The City Centre Connected Places Strategy and Delivery Plan will be a comprehensive framework , supported by a programme of works designed to substantially improve the City Centre environment by creating new and improved public spaces within the City Centre including the creation of flexible new events spaces, with excellent legibility and connectivity between strategic developments and integrating with new and improved car parking. This is something that retailers and developers regard this as vital part of creating an attractive, welcoming, vibrant city centre.
- 4.9 **Cultural Visitors:** Wolverhampton has a strong cultural, leisure and entertainment offer, with the Civic Halls, Grand Theatre and City of Wolverhampton Art Gallery providing the largest cultural offer within the Black Country, attracting visitors from across the West Midlands and beyond. Both the Civic halls and Grand Theatre are benefitting from a large capital investment scheme made possible as a result of £7M funding secured from the Black Country Local Growth Fund, with additional final support from the City of Wolverhampton Council and a contribution towards the costs provided by the Grand Theatre.
- 4.10 The **Grand Theatre** scheme is now complete and includes the refurbishment of the main foyer and bar area, the first and second floor bar areas and include new bars,



improved seating and furniture, creating better circulation for visitors and a more attractive and modern environment for patrons.

- 4.12 **Wolverhampton Racecourse** is also a key partner and helps to put Wolverhampton on the map with at the Races TV reaching 49,000 homes in 52 countries. As part of visitor week, the Summer afternoon at racing attracted 1000 visitors. Wolverhampton Racecourse is expanding its offer to racing, music evenings and conference and events and working towards a common goal of keeping and attracting business and tourism to our region. The racecourse is a key player in the city's visitor economy and its on-site Holiday Inn Hotel has recently undergone a major refurbishment. The major investment involved the remodelling and refurbishing all public areas and all 54 bedrooms, new menus, comfortable areas to catch up with work or simply relax, meet, chat, eat and drink and Starbucks coffee.
- 4.13 **Light House Media Centre**, a registered charity, is the Black Country's only independent cinema, housing two screens, 3 galleries and a café bar within the iconic Victorian architecture of The Chubb Buildings. Light House offers the city an eclectic packed programme of 21st century culture.
- 4.14 **Collaboration between the Council and the University:** A joint business plan has been developed, which includes activities for improving the customer offer in the city, providing learning and employment opportunities, working towards increased financial resilience, improving the profile of the city and creating high quality artistic programme. This development work has been made possible by the award of £107,390 granted by the Arts Council's Resilience funding strand in March 2015. A Project Board has been established who have been tasked with developing a funding strategy to deliver elements of the business plan which cannot be realised within existing resources. The Project Board will continue to develop and monitor the success of on-going collaborative projects including **Arts Fest**, the Wolverhampton Literary Festival and the University MA show; as well as volunteering & internship schemes and artistic programmes, all of which take place as part of our core activity.
- 4.15 The city's **events programme** is now delivered using a mixture of partners. This has led to an increase in the volume and variety of the programme. For example, Engineering Day at Bantock sees the service work with a number of partners. This year, JCB attended the event and secured 9 new apprentices from the local area as a direct result of the event. Monthly meetings take place amongst the key cultural and entertainment organisations in the city to discuss and develop collaborative projects and activities.
- 4.16 The arts and culture venues deliver programmes which **celebrate the history and heritage of the city**. Local History is an important element of the temporary exhibitions programmes across all venues from *In a Landscape* artist David Ward's contemporary interpretation of the local history collections at the Art Gallery to smaller shows like *Motorbikes Made and Remembered* at Bilston Craft Gallery. A complimentary programme of local history talks runs throughout the year, with an

average attendance of 40 people per session. We have recently introduced a £2 charge for these events and this has not resulted in a decline in attendance. The Local History Symposium and Local History Fayre are held annually at the City Archives. As part of the arts and culture programme we commemorate significant historical events in the city through special exhibitions and events. This is an area of activity that has the potential to be developed further, with local partners across the city.

- 4.17 A significant development in 2015-17 has been the **Black Art Project** funded through a grant of £183,000 from the Heritage Lottery Fund to collect work by artists of the British Black Art Movement which started in Wolverhampton in 1983. The project has led to the acquisition of new artworks for the collection so that this important part of the city's heritage can be conserved. It has also resulted in some national partnerships with organisations like INIVA (Institute of National and International Visual Arts) and the police. Our celebratory Black art and music event, 'Sunny Sunday' in July attracted around 300 people.
- 4.18 **Cultural Education Partnership** is being developed in order to attract funding for cultural education in the city. This group takes in over 20 partners, of which, the council is one. A bid for funding for various youth-lead large scale activities in the city will be worked up. Early research suggests that a music festival and a public art project would be the most effective way to engage the city's young people.
- 4.19 The city is proud of its many miles of canals which run through stunning scenery, all of which bring a better quality of life for residents and a welcoming experience for visitors. The city of Wolverhampton led a partnership Black Country Blue Network bid for European Regional Development Fund (ERDF) resources to fund investment in green space, including Smestow and Wyrley and Essington, linked by the canal and river (blue) network. We are also working in partnership with the Canal and River Trust to bring forward major regeneration schemes adjacent to the canal in the city including a variety of leisure and commercial uses.
- 4.20 **Visitor Week** is part of Wolverhampton's annual City Conference Season which consists of three separate weeks of focused activity. Each programme providing a platform to showcase the city's achievement, support economic prosperity and bring people together to shape a better future. The City Board and its supporting Boards members work together, supported by other partners to develop and deliver the City Conference Season.
- 4.21 Visitor Week 2016 was a ten day programme of events which ran between Friday first to Sunday tenth of July 2016 showcasing Wolverhampton's visitor 'offer' over ten days in July. Around 50 partners worked together to deliver and support 19 varied events in the programme covering music, arts, heritage and leisure as well as support to encourage people into engineering careers, apprenticeships and jobs. With support from businesses many events were either free or at a purse-friendly price. In addition 11 city centre businesses offered the opportunity for visitors to benefit from discount offers in the city centre.

4.22 The 'Enjoy Wolverhampton' Business Improvement District (BID) brand was used rather than 'Making it Happen' as the message is appropriate to visitors and the BID have an existing visitor offer via their website. In addition the majority of the partners contributing to the programme were BID members.

4.23 The programme resulted in:

- a) Raising awareness of the city's cultural, leisure and visitor offer with
  - Over 6,500 people attending the events and activities
  - Over 2 million (potential) audience reached through the overarching promotional campaign
  - Over 1.5 million (potential) audience reached through social media activity
  - Over 12,000 views of the web page content of these 74% were new visitors, most views after the landing page were the special deals
  - A free 7 page pull out feature in the Chronicle and Express and Star promoting the programme a potential readership of 130,000
  - 'At the Races' TV featuring an interview with Mayor aired across the world putting the city on the map to 49,000 homes in 52 countries
  - The Express & Star covered the programme and individual events over 15 times
  - Visitor programme was covered by the Business Desk Online; Signal Radion; BBC Radio WM, Free Radio and Wolverhampton Community Radio
  - 15 partners tweeting using hashtag #enjoywton
  - Nearly 25 partners sharing key messages via their communication channels including via social media to over 45,000 followers on Facebook and over 38,000 followers on Twitter and several newsletters
  - Marketing activity on transport, posters boards and promotional leaflets distributed across a half an hour travel time to the city centre
- b) Encouraging an increase in footfall and visitor numbers to the city with
  - The 'Summer Afternoon of Racing' breaking normal Tuesday attendance figures, attracting 1,000 visitors with 500 of these using the 'free' tickets
  - Bank's Brewery Visitor Centre 'selling out' of free tickets within 36 hours of publicity in the Wolverhampton Chronicle
  - Over 400 people visiting the Wolves Museum with two city gems being unearthed
  - 400 school children enjoying a Victorian celebration with the mayor and an additional 80 visitors attended the celebratory evening sessions
  - Over 800 people enjoyed live music at Wolvestock and Banstock
  - Around 300 people enjoyed a super Sunday of fun at WV venue
  - Visitors being welcomed to the city centre by volunteer Welcome Ambassadors
- c) Supporting local businesses to improve their service offer and promote Wolverhampton as a hospitable city with
  - 50 partners representing the Wolverhampton's visitor economy coming together in a networking event which generating over 15 ideas to develop and support the visitor economy
  - Good responses to the city centre business special deal offer

- Feedback from nearly 250 visitors views on the visitor offer

4.24 The City's Visitor Week programme achieved its aims by working together, the council contributed under five thousand pounds towards advertising the programme plus officer time. The BID and other partners sponsored and provided in-kind support. The annual Visitor Week programme will be expanded for future years and continue to take place at the beginning of July each year.

4.25 **Further Programme Development:** In recognition of the importance of **culture and the creative sector**, the Council have commissioned BOP Consulting to undertake a Strategic Planning exercise that focuses on the Wolverhampton's culture and creative economy. The final report will provide a strengths, weaknesses, opportunities and threats analysis for the creative and cultural economy in the City, providing an important evidence base for investment. The objectives of the piece of work are as follows:

- Identify strengths and weaknesses of the different sub-sectors in order to inform our Business Support, Inward Investment and City Development programmes
- Recommend how the Council can focus its efforts, maximise potential and in order to develop projects and make a strong business case for investment
- Investigate how Wolverhampton's emerging cultural strategy sits within West Midlands Combined Authority strategies and identify points for synergy.

4.26 More broadly, Wolverhampton is also hosting 12 cities as part of an URBACT funded '**Gen-Y City**' project which focuses on developing, attracting and retaining Gen-Y (under 30's) creative tech talent in European cities. This takes place on Tuesday 27 and Wednesday 28 September and includes representatives from Poznań and Torun in Poland, Bologna and Genoa in Italy, Sabadell and Granada in Spain, Coimbra in Portugal, Nantes in France, Kristiansand in Norway, Klaipėda in Lithuania, Daugavpils in Latvia. The following elements are considered essential elements of a city which is attractive to creative young people:

- **Placemaking:** crucial to develop a vibrant place where young people want to live, work and play.
- **Developing creative tech talent:** start young at school to create young people to meet future business needs. Focus of discussion was how we can increase the number of young people studying STEM subjects
- **Retaining young people:** through creating opportunities/pathways for young people to jobs or self-employment and to create that vibrancy that will make young creative techs want to stay.
- **Attracting creative tech talent:** relates to building on tourism to attract people to live in the area. The University actively promote itself to international students through their international offices.

4.27 **National profile:** Wolverhampton Art Gallery is an Arts Council National Portfolio Organisation (NPO), receiving £127,755 annually for a programme of contemporary art and craft. As an NPO, we have a recognised regional role as leaders in our sector. Particular recognition has been given to our work with children and young people, through initiatives like Craftplay for under 5s and Art Forum aimed at 14-25 year olds. In 2015/16 9,469 young people under the age of 19 took part in formal learning sessions at our cultural sites.

- 4.28 The City of Wolverhampton Council's pro-active approach has strengthened our position when it comes to seeking external funding partners. The Visitor Economy Service, represented by the Arts and Culture Manager is playing a lead role in the development of a Black Country Cultural Consortium, to be supported by the Arts Council through a development grant. The group will campaign for the benefits of cultural provision as part of the wider economy at a national and regional level. They also work together to secure funding for projects which will raise the profile of the Black Country as a whole including the Great Places Scheme (a £1.5 million scheme funded by Arts Council, Heritage Lottery and Historic England). This work feeds into the wider agendas of the New Horizons Vision for the City in 2030 and the work of the West Midlands Combined Authority.
- 4.29 Initial work has started at a West Midlands Combined Authority level to improve the regional offer to the film industry. Building on the existing service that is delivered by Birmingham City Council, the project will see a shop window style website that offers location managers and other industry specialists a one stop shop for their needs, facilitating everything from securing locations to license applications. The expected result is increased exposure for the region, and for Wolverhampton and its exceptional locations.

## **5.0 Overview of the role and performance of Council run venues**

- 5.1 Alongside its partnership and enabling role, the Council also owns and manages a range of cultural and entertainment venues. Performance of these venues is measured by:
- Number of visitors to city's main cultural venues
  - Number of businesses supported. (Civic Halls Improvement Plan)
  - Number of people accessing the creative economy, learning, training & volunteering opportunities
- 5.3 In 2015/16, there were 790,000 visitors to the Council's Visitor Economy sites: Civic & Wulfrun Halls, Grand Theatre, City of Wolverhampton Art Gallery, The Slade Rooms, Light House Media Centre, Newhampton Arts Centre, Bilston Craft Gallery, Bantock House and Gardens, City of Wolverhampton Archives. It should be noted that Civic and Wulfrun Halls were closed for a quarter of this period, as part of the major refurbishment work.
- 5.4 In addition, the service supported 21,000 educational visitors to arts sites and 157 college pupils taught on site in the Slade Rooms. £500,000 has been saved through the restructure of newly formed Council's Visitor Economy Service. Also in this time, the Art Gallery now operates seven days a week.
- 5.4 Going forward, the service has adopted a new operating model consisting of:
- centralised core team providing marketing, publicity, financial reporting, event planning and refocus the work of the curatorial and learning team

- Operational improvements with one team servicing all sites and a centralised room booking system
- Introduced commercial activity across all sites including charging for events at the Gallery.

These changes will enable the service to react to changing commercial market situation and enables a seven day offer to customers.

- 5.5 Gross income across the venues is achieving year on year increases. In particular Slade Rooms, Art Gallery Café, Bantock Café, and parks events have seen significant increases since this time last year. Civic Halls is anticipated to break even by 2018/19 and then income is expected to rise upon reopening.

## 6.0 Venue specific updates

- 6.1 Set out below are updates on specific venues sitting underneath the Visitor Economy service:

Venue	2016/17 Objectives	Progress in 2015/16
Bantock House complex	<ul style="list-style-type: none"> <li>• Increase/maximise footfall and diversify audience</li> <li>• To popularise the programme and further change the market position</li> <li>• To develop and expand commercial activity to maximise income streams</li> <li>• To develop the learning offer so the venue becomes a place of choice for schools, training providers and businesses</li> </ul>	Capital bid in progress to link the café to the house, allowing for events requiring catering to take place in the house.
Bilston Craft Gallery	<ul style="list-style-type: none"> <li>• Increase/maximise footfall and diversify audience</li> <li>• To contextualise the current offer within local market need</li> <li>• Contribute to city-wide visitor offer</li> <li>• Greater use of the complete site – gardens</li> </ul>	<ul style="list-style-type: none"> <li>• Progress with development of the Geopark project</li> <li>• Varied programme of activity at the site</li> </ul>
City Economy Events Programme	<ul style="list-style-type: none"> <li>• Coordinated events offer across all sites</li> <li>• Prioritise remaining outdoor events budget</li> <li>• Maintain commercial approach and enabling role in events, e.g. Racecourse bonfire</li> </ul>	<ul style="list-style-type: none"> <li>• A changed programme of events, focussing on market need and budget limitations.</li> </ul>
City of Wolverhampton	<ul style="list-style-type: none"> <li>• Increase/maximise footfall and diversify audience</li> </ul>	<ul style="list-style-type: none"> <li>• Rebrand as Molineux House</li> </ul>

Archives	<ul style="list-style-type: none"> <li>• Broaden the offer of Molineux House</li> <li>• Meet legal requirements including successfully achieving archives accreditation</li> <li>• Develop major imagery project in partnership with the Express and Star maximise footfall</li> </ul>	<ul style="list-style-type: none"> <li>• Collection displays on site i.e. enamels collection</li> <li>• Digitisation of stored information</li> <li>• Early discussions about the site hosting weddings</li> </ul>
City of Wolverhampton Art Gallery	<ul style="list-style-type: none"> <li>• Increase/maximise footfall and diversify audience</li> <li>• Create a populist approach whilst satisfying external stakeholder objectives</li> <li>• Improve the offer to key audiences identified in the audience development plan</li> <li>• Further increase commercial income and minimise costs to reduce reliance on subsidy</li> <li>• Create a world class contemporary venue as part of inward investment and quality of life offer</li> </ul>	<ul style="list-style-type: none"> <li>• Capital investment in the gallery cafe</li> <li>• Funding application for feasibility study to move the café to front of house, and review use of rooms in the building</li> <li>• Sunday opening</li> </ul>
Civic & Wulfrun Halls	<ul style="list-style-type: none"> <li>• To meet the breakeven target in 2021</li> <li>• To deliver on the outputs of the Civic Halls Improvement Plan</li> <li>• To develop new markets and change market position</li> <li>• To deliver a high standard of service for a reduced cost</li> <li>• To contribute to reputation and footfall in the city</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in fixtures and fittings</li> <li>• Review of public realm surrounding the Civic Halls site in the context of recent events in Europe, police crowded placed report</li> <li>• Box Office to go out to tender in Summer 2016, bringing with it an enhanced marketing &amp; publicity offer</li> </ul>
Northcote Farm	<ul style="list-style-type: none"> <li>• Increase / maximise footfall and diversify audience</li> <li>• Develop the site as a more commercial entity</li> <li>• Deliver the service within budget as set out in the business plan</li> <li>• Repositioning the core offer – more animals and local culture</li> <li>• Increased profile</li> <li>• Fully integrate the team with the Visitor Economy team</li> </ul>	<ul style="list-style-type: none"> <li>• Service handed over in early April</li> <li>• Initial briefings with team</li> <li>• Researching a number of short term improvements</li> </ul>
The Slade Rooms	<ul style="list-style-type: none"> <li>• To renegotiate the rental</li> </ul>	<ul style="list-style-type: none"> <li>• Renewal of lease in 18</li> </ul>

	<p>agreement</p> <ul style="list-style-type: none"><li>• Broaden audience reach and market position</li><li>• To meet the breakeven target of 2017 and contribute to below the line costs</li><li>• To deliver a high standard of service</li><li>• To continue to develop the education offer on site</li></ul>	<p>month's time</p> <ul style="list-style-type: none"><li>• Plan to break even</li></ul>
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- 6.2 2016/17 priorities for tourism and visitor economy marketing activities are:
- A city wide programme of significant events, including partner events
  - Contribution to new Visit Wolverhampton website
  - Review the public facing service from the art gallery
  - Play a significant role in the development of the public realm
  - Internal computerised system for managing venues rolled out across the service in order to feed visitor websites of the future
  - Visit Britain bid to be applied for to ensure that Wolverhampton stays competitive in the rapidly growing global tourism industry, by offering world-class English tourism products to the right customers at the right time.
  - Film location bid to be supported to become a part of West Midlands Film Bureau

## **7.0 Financial implications**

- 7.1 The changes within the Council's Visitor Economy Service are aimed at reducing subsidy through making the venues more commercial. Since 2014/15 Visitor Economy have achieved savings of £1.5 million with £870,000 of this relating to commercialisation activities, with further savings already planned and included in the MTFS for future years. [ES/08092016/O]

## **8.0 Legal implications**

- 8.1 There are no legal implications to this report. [Legal Code: TS/02092016/S]

## **9.0 Equalities implications**

- 9.1 Priorities for the Council's visitor economy service includes diversifying the audience which includes measures to attract other groups including equalities groups such as improved access to open up sites to people with disabilities.

## **9.0 Environmental implications**

- 9.1 Objectives for the Council's Visitor Economy service includes better use of public realm and other facilities including gardens.



## **10.0 Human resources implications**

10.1 There are no human resource implications.

## **11.0 Corporate landlord implications**

11.1 There are no corporate landlord implications to this report, although corporate landlord are consulted on improvements.

## **12.0 Schedule of background papers**

