

Visitor Economy

6th October 2015

www.wolverhampton.gov.uk

Developing a Vibrant City



Strategic Fit

Our Corporate Plan

Working as one to serve our city

Place Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean

Developing a vibrant city

Improving our critical skills and employability approach

Keeping the city moving

Supporting businesses, encouraging enterprise and attracting inward investment

Improving the city housing offer

People Stronger Communities

People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

Promoting and enabling healthy lifestyles

Safeguarding people in vulnerable situations

Challenging and supporting schools to provide the best education for children and young people

Promoting independence for older people

Strengthening families where children are at risk

Enabling communities to support themselves

Promoting independence for people with disabilities

Keeping the city safe

Confident, Capable Council Stronger Organisation

Future Council - stronger council ready and able to deliver change

Future Customer

Future People

Future Performance

Future Works

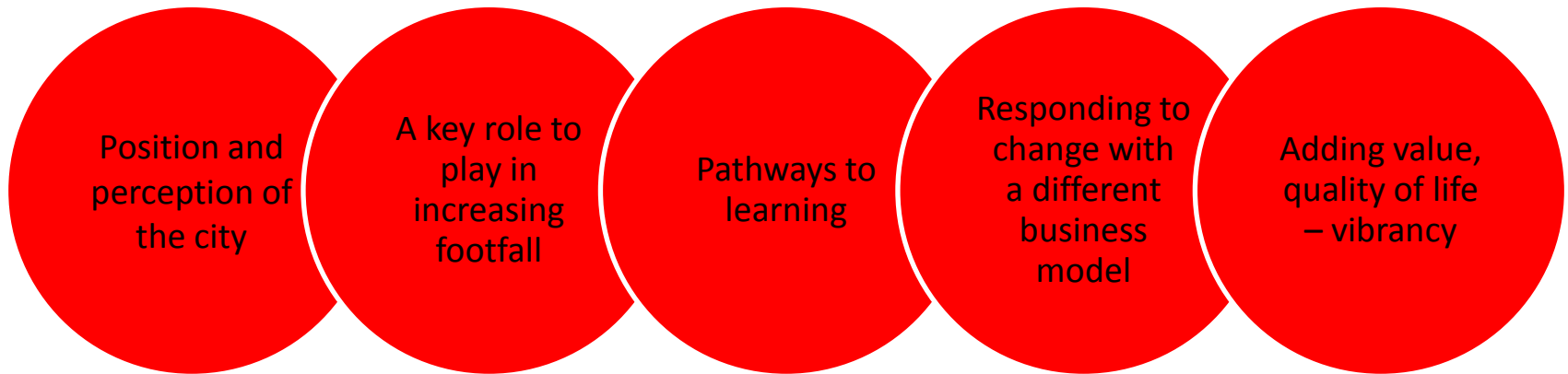
Future Practice

Future Money

Future Space

Equality Objectives

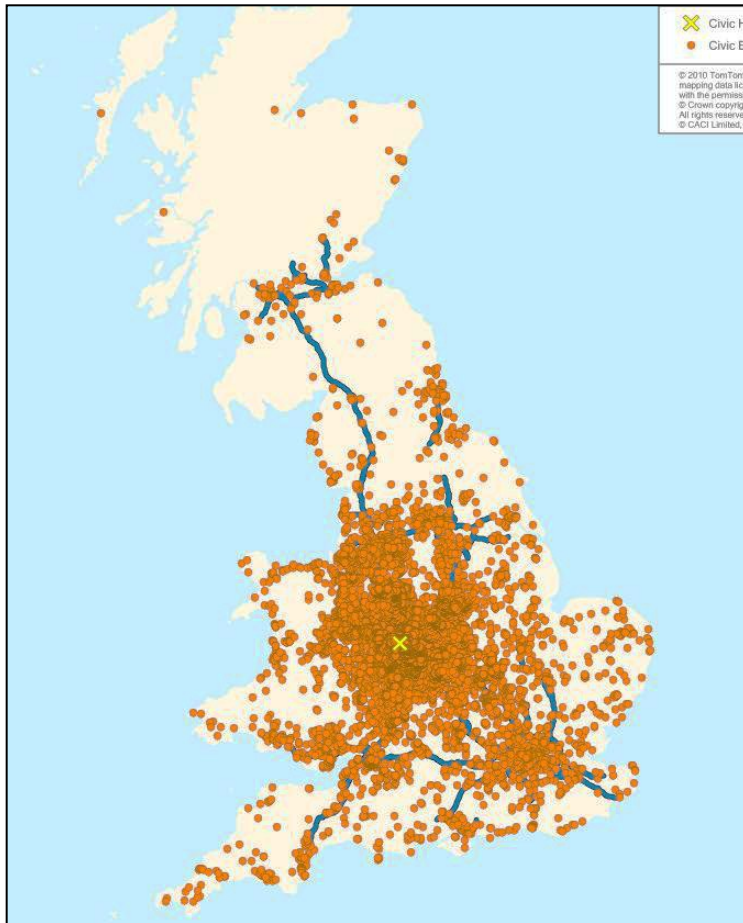
Strategic objectives for the visitor economy



Performance Measures:

- 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

Audience Reach



Ticket buyers for Wolverhampton's Civic & Wulfrun Halls in 2011

Each orange dot represents a
ticket buying household (UK
audience only)

**22% of the audience came from WV
postcodes, 78% did not**

Surveyed audience for 'Hiroshige' exhibition City of Wolverhampton Art Gallery – September 2015



Employment, Skills and Learning

2014/15 highlights

7,500 school
pupils visits

92 FE students
taught on site

286 volunteers
recruited

Supports over
700 jobs in
Wolverhampton

The Integration of services

A new **regime of positivity and can-do attitude**

Moving away from the traditional cultural offer to a more improved **local community** offer balanced with **proactive commercial activity**

Balancing commercial and grant funded income streams

SWOT Analysis – Strengths

Strong local knowledge, market understanding, networks, partnerships and relationships.

Over 1million cultural visitors in 2014-15 (Civic & Wulfrun Halls, Grand Theatre, Art Gallery, Slade Rooms, City Economy Events, Bantock)

Strong concentration of attractive venues within the city centre generates footfall

Location - strong transport networks within a large, densely populated catchment area

Additional complementary cultural offer i.e. Dunstall Racecourse, Molineux, Wolverhampton Speedway, Wightwick Manor, Moseley Old Hall, All Nations Church, Monmore Green Stadium

Supporting a broad education, learning and training offer

SWOT Analysis – Weaknesses

Complementary offer and perceptions of parking / hotels / restaurants

Recent fall in attendance at some sites (though now stabilising and likely to achieve an upward trend)

Inappropriate skills base for the new market – need for training

Council is changing fast, new systems not fully understood and fully utilised

Old buildings that are not necessarily that flexible for the diversification being planned

Inconsistent visitor offer – needs orientating towards the new market plan

SWOT Analysis – Opportunities

Effective use of modern publicity methods and data collection to cross market and draw in new audiences

Development of new markets by creating a programme of activity that sits alongside commercial activity

Need to reevaluate operating methods and hours in light of budget pressure and market need

Expansion of education, learning and training offer

Collections – presents opportunities for new forms of lending and a more exciting exhibition programme

Develop events across all sites, presenting in different contexts, e.g. piano recitals at the gallery

Development of visitor welcome – a joined up approach to visiting and bringing business to our city

Partnership working, e.g. University of Wolverhampton, rotary, temples, commercial partners

SWOT Analysis – Threats

Temporary closure of Civic & Wulfrun Halls poses a risk in business continuity

Threat of closure of Bilston Craft Gallery and Slade Rooms

Inconsistent approach to staff development

Over-reliance on key members of staff

Competition for increasingly limited public sector funding

Competing offers in London, Birmingham etc – competition known and unknown

Broader lack of an understanding of the role of visitor economy & cultural services in economic development - business opportunities and jobs

Changes in legislation, e.g. new Licensing Laws completely changed the Civic Halls' business model

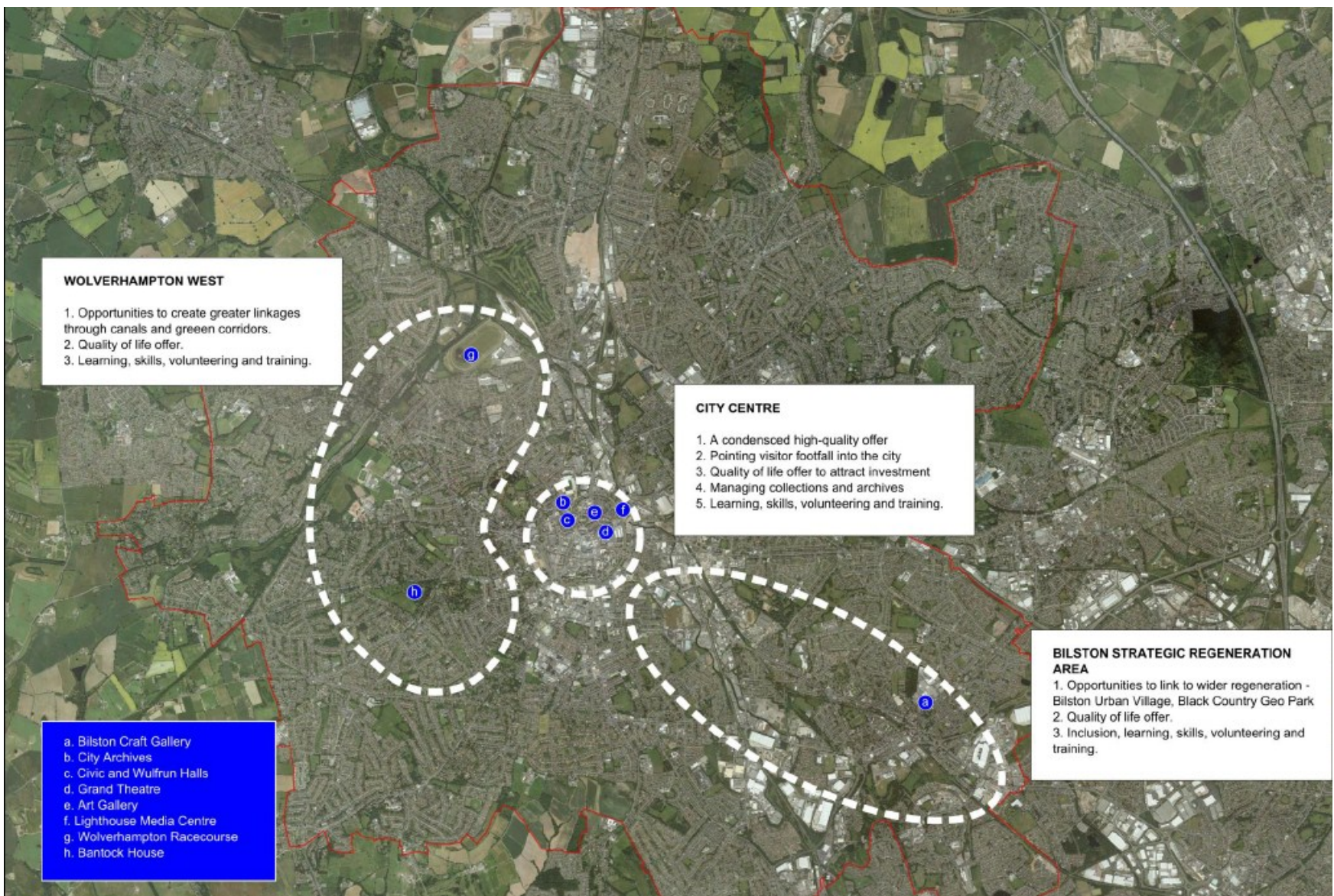
Savings – progress with agreed approach

Remove all subsidies from Council entertainment venues managed by third parties *Progress to date:* effective management of third party relationships to achieve target without closure of venues. £400K one off grant secured for Grand Theatre

Secure and manage a major external investment in the Civic Halls, in order that the Civic Halls become a net contributor to the Council 's cultural and visitor economy services. *Progress to date:* on target, will be fully achieved 2018

Keep remaining venues open, whilst substantially reducing costs to the council, and make a significantly greater contribution to economic objectives e.g. promotion of the city to attract inward investment, greater opportunities for local people to gain skills and enter pathways to employment, improve footfall – particularly in the city centre.

Progress to date: On track to meet all agreed targets



WOLVERHAMPTON WEST

- 1. Opportunities to create greater linkages through canals and green corridors.
- 2. Quality of life offer.
- 3. Learning, skills, volunteering and training.

CITY CENTRE

- 1. A condensed high-quality offer
- 2. Pointing visitor footfall into the city
- 3. Quality of life offer to attract investment
- 4. Managing collections and archives
- 5. Learning, skills, volunteering and training.

BILSTON STRATEGIC REGENERATION AREA

- 1. Opportunities to link to wider regeneration - Bilston Urban Village, Black Country Geo Park
- 2. Quality of life offer.
- 3. Inclusion, learning, skills, volunteering and training.

- a. Bilston Craft Gallery
- b. City Archives
- c. Civic and Wulfrun Halls
- d. Grand Theatre
- e. Art Gallery
- f. Lighthouse Media Centre
- g. Wolverhampton Racecourse
- h. Bantock House

Bantock House Complex

2014/15 Achievements

- Changing the market position of the house to incorporate the park offer
- Increased net café income
- Increased attendance
- Community inspired events – less reliance on council officers and funding
- Net 2014/15 costs £134k – net 2016/17 cost £77k – decrease due to staff redundancy, steady hire fees and sales.

2015/16 Objectives

- To popularise the programme and further change the market position
- To develop and expand commercial activity to maximise income streams
- To develop the learning offer so the venue becomes a place of choice for schools, training providers and businesses

City of Wolverhampton Art Gallery

2014/15 Achievements

- An Arts Council National Portfolio Holder venue = access to grants
- Attendance of 146,088
- 7,422 children and young people educated on site
- 43 collections loans to international museums
- Net 2014/15 cost £882k – Net 2016 /17 £599k – decrease due to phase 1 & 2 restructure, hall hire and sales increases

2015/16 Objectives

- Balance popular programme v's Arts Council requirements
- Improve the offer to key audiences
- Further increase commercial income and reduce costs to reduce reliance on subsidy
- Capitalize on quality of venue as part of inward investment and quality of life offer

City of Wolverhampton Archives

2014/15 Achievements

- Attendance of 12,000 est.
- Funding secured to explore Express and Star photography archive
- Net 2014/15 cost £178k – Net 2016/17 cost £117k – decrease due to a steady increase in hire of facilities

2015/16 Objectives

- Increase/maximise footfall & diversify audience
- Broaden the offer of Molineux House
- Meet legal requirements including successfully achieving archives accreditation
- Develop major imagery project in partnership with the Express and Star Maximise footfall

Civic & Wulfrun Halls

2014/15 Achievements

- Attendance of 221,000
- High number and diversity events
- Change of marketing position from a programme dominated by dance events to one dominated by comedy, on reduced staffing levels

2015/16 Objectives

- To meet the breakeven target in 2021
- To deliver on the outputs of the Civic Halls Improvement Plan
- To develop new markets and change market position
- To deliver a high standard of service for a reduced cost
- To contribute to reputation and footfall in the city

The Slade Rooms

2014/15 Achievements

- Attendance of 25,459
- 65 FE Students taught on site
- Increase diversity of events

2015/16 Objectives

- To renegotiate the rental agreement
- Broaden audience reach and market position
- To meet the breakeven target of 2017 and contribute to below the line costs
- To deliver a high standard of service
- To continue to develop the education offer on site

Bilston Craft Gallery

2014/15 Achievements

- Development of consultation programme on the service
- A fully booked 'craftplay' programme for 0-2 year olds
- Attendance of 14,440
- Net 2014/15 cost £181k – Net 2016/17 cost £64k

2015/16 Objectives

- Maintain a high quality contemporary craft programme in Bilston and neighbouring wards
- To contextualise the current offer within local market need
- Contribute to city-wide visitor offer
- Investigate the viability of a new arts facility in Bilston

City Economy Events Programme

2014/15 Achievements

- Responsibility for administration Parks events by third parties handed over to visitor economy
- Initial partnership working to deliver future events i.e. Racecourse

2015/16 Objectives

- Coordinated events offer across all sites
- Geographical approach to city events – West, City Centre and East
- Prioritise remaining outdoor events budget
- Maintain commercial approach and enabling role in events, e.g. Racecourse bonfire if successful

Next Steps

www.wolverhampton.gov.uk

A new business model

Change is being driven by a reduction in funding, but also the fact that society is changing at a huge rate and expectations are rising given the competition we're up against



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...AT THE GALLERY



Drop in for coffee >



BBC Flog It

Join us on 14 October for a valuation day for the BBC's popular TV programme. -



MEET ME @WAG 30 Sep >

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