



## Report of the Cabinet Member for Investment, Regeneration and Tourism

Scrutiny Programme Committee – 9<sup>th</sup> March 2020

### Key Headlines: for the Investment, Regeneration and Tourism Portfolio

**Purpose:** This report outlines the progress made in relation to delivering the key priorities within the Investment, Regeneration and Tourism portfolio. The report also aims to identify anticipated activities and next steps which will be taken over the coming months, key challenges and the decisions which are expected to be considered by Cabinet. The report also considers the impact of the Well Being of Future Generations (Wales) Act 2015 on the delivery of the portfolio.

**Report Author:** Joanne Portwood

**Finance Officer:** Paul Roach

**Legal Officer:** Debbie Smith

#### For Information

### 1. The Portfolio for Investment, Regeneration and Tourism

1.1 The key responsibilities within the portfolio for Investment, Regeneration and Tourism are as follows;

- Business & City Promotion,
- City Centre Management,
- City Projects and Development,
- City Waterfront & Marina Promotion,
- Creative City,
- Culture, the Arts & Galleries,
- Events, Tourism & Destination Marketing,
- Healthy Night Life / Purple Flag,

- Heritage including the. River Tawe Corridor Development,
  - Inward Investment Opportunities,
  - New Local & Regional Business Opportunities,
  - Parks, Beaches and Foreshore Promotion,
  - Science City,
  - Sports Facilities,
  - Suburban Centres & Community Regeneration Initiatives,
  - Universities Collaboration (Development),
- 1.2 In addition, the Portfolio also includes a joint responsibility with all other Cabinet Members for delivering cross cutting priorities related to Poverty Reduction and Sustainable Swansea.

## **2 Business and City Promotion (including Inward Investment)**

- 2.1 This year we have undertaken a number of activities related to economic development, securing external investment and encouraging inward investment in order to support businesses and promote the city. Work is ongoing in relation to supporting the development of several Green Infrastructure schemes. The development of Green Infrastructure is a key part of the new Swansea Central Development which will include living walls, over 200 new trees and a new coastal park.
- 2.2 We have also been successful in securing funding to develop the Foundation economy in Swansea working on issues related to local procurement and focusing on the construction sector. The purpose of the funding is to enable the Council to pilot a new approach to the design and specification of contracts for the Council to allow small businesses to bid for public contracts and increase the amount of money spent locally by the Council. The pilot will focus on changing the procurement approach for 3 construction based contracts, and the learning from that process will be used to change the overall procurement strategy within the Council. This year we have also established a Swansea Food Partnership and held an initial event to raise its profile linking to Rural Development and Fisheries.
- 2.3 Future plans include continuing our support to implement Green Infrastructure projects, improving our understanding of issues faced by micro-businesses and working with Welsh Government to tackle barriers and improve support for local businesses and continuing to support the development of Swansea Food Partnership, linking to Rural Development and Fisheries.
- 2.4 We have made good progress in securing external funding aiming to facilitate regeneration, support business and promote the city. The acquisition of the Palace Theatre is in the final stages and we are waiting for confirmation of funding from WEFO. In addition, we have submitted business cases and are waiting for confirmation for funding from WEFO and Welsh Government Panel for Orchard House, the

Albert Hall and the former BHS building as part of the Building for the Future programme. It is anticipated that WEFO will also approve an additional £1m for the Swansea Central Phase1 scheme and an additional £1.5m for the Kingsway Infrastructure. Due diligence reviews are underway for several applications from the Town Centre Loan Fund for properties in the Strand, Wind Street and the High Street. An application for £1m has also been received for a proposal at the former Woolworths store. We are continuing to use the Targeted Investment and Regeneration Programme (TIRP) to provide resources where needed for key and existing schemes. Future plans include ensuring that projects meet all of the requirements for external funding and that there is broad range of schemes of varying size with the best chance of success and link with foundation economy work.

- 2.5 Inward investment activities have included the appointment of an Officer working with Regeneration Swansea partnership on the early stages of a Brand Swansea working closely with internal departments and external partners. The Regeneration Swansea partnership continues to meet monthly with strong private sector representation and senior colleagues from partner organisations, shaping the delivery of key investment mechanisms such as the Targeted Regeneration Initiatives (TRI) and Town Centre Loans. Over the next 12 months it is intended that the partnership will continue to refine existing support mechanisms to influence and co-design future regeneration programmes. Future plans include the continuation of branding discussions and the development of 'shovel-ready' schemes to take advantage of and pursue funding opportunities as they arise and the exploration of options for mixed use/mixed funding at key sites

### **3. City Centre Management**

- 3.1 The City Centre Management Team have continued to oversee the Swansea Market, the City Centre Rangers and Swansea Mobility Scheme. In addition, this year the team have secured the renewal of Swansea's Purple Flag status and has been nominated for the annual ATCM awards in ENTE categories of Wellbeing and Outstanding Contribution to the ENTE (the results are pending). Funding has also been secured to deliver Reimagining Wind Street scheme and delivery is underway. This year the City Centre website has been revamped with enhanced social media performance across a number of platforms including the launch of Instagram. The team have also played a key role in the delivery of City Centre Events including the Christmas Market, the Continental Market and the Swansea Fringe. Future plans include supporting the facilitation of the BID renewal process, reviewing street trading and commercial letting processes, supporting the delivery of the Wind Street Feasibility study and supporting the delivery of the City Centre regeneration programme.

- 3.2 This year Swansea Market was awarded the title of NABMA Britain's Best Large Indoor Market 2020 and was the runner up of NABMA Britain's Favourite Market 2020. The Lettings Strategy has been revised and 98% of stall occupancy has been achieved. Funding has been secured to deliver a Market Improvement Plan including the launch of a new look website. Physical improvement work undertaken has included the repair of key roof leaks, an upgrade to the electrical infrastructure and Market lighting and bird proofing measures. We have also introduced new recycling practices and a reduction in landfill waste. We have continued to maintain a good working relationship with the Traders Federation and have played a key role in the delivery of key events such as the Vegan Market. Future plans include the continuation of the day to day operation of the Market, raising the profile of the Market on a local, regional and national level to drive footfall and stall occupancy and to progress the delivery of the Market's Improvement Plan.
- 3.3 This year the City Centre Rangers dealt with 13,363 separate incidents. The team have supported the delivery of multiple key events in the City Centre and contributed to the MARAC process (designed to reduce anti-social behaviour and support vulnerable people). The team have continued to work in partnership with South Wales Police to reduce begging and other issues of ASB and signpost vulnerable people to support services. We have received a great deal of positive feedback from members of the public regarding the support offered by the Rangers, particularly in relation to incidents which required the administration of First Aid. The team have also played a key role in increasing the membership of Store-net and improving operating practices in the City Centre, aiming to reduce retail/ business crime. The City Centre Rangers have also played a role in delivering projects to improve the aesthetics of the City Centre e.g. the vinyl project. Future plans include a focus on operational projects that improve the appearance and management of the City Centre, improved cross referencing and the development of a fast tracking system for reporting any defects with the public realm and supporting vulnerable people. A City Centre ranger for the High Street is also soon to be appointed to support the delivery of the High Street Action Plan.
- 3.4 Swansea Mobility Hire (SMH) has developed and implemented a Repair Service for defective mobility equipment. On average SMH has performed over 600 transactions every month, 515 of which relate to scooters/ wheelchair hire. The scheme has achieved national recognition and the continuation of Service has been secured. A comprehensive health and safety review has been completed and Standard Operating Procedures have been established.

### 4. City Projects and Development

- 4.1 The Swansea regeneration programme has made significant progress over the last 12 months. Work has started on site for the Digital Square – Arena and is part of an 82 week programme. The site is being cleared, hoardings and graphics have been erected and Oystermouth Bridge has been removed. Discussions are ongoing in relation to the lease arrangements and the selection of a hotel operator/brand and a broadband provider. Work on Mariner Street site is also progressing with a view to completion in September 2021. Planning discussions are ongoing to approve revised detailed design proposals (via NMA or s73), and sample materials to discharge conditions. The feasibility study for Swansea Central Phase 2 has been completed.
- 4.2 Work is ongoing in relation to the introduction of a Public Sector Hub, a UK Government Hub and an increase of residential units within the scheme. There are also ongoing discussions with a boutique cinema and other hospitality and leisure operators for latter phases of the development programme. Planning PAC has been submitted for the Digital Village. The strategy for branding and identify strategy and the letting strategy will be agreed following there receipt of Stage 2 report.
- 4.3 Marketing of sites within the City Centre Regeneration programme and other Strategic sites within Swansea will take place at the MIPIM in March 2020. We have developed a range of new promotional material and discussions are ongoing about how we most effectively market opportunities within Swansea with the DIT, the Capital Region, the Western Gateway, DWF and Cushman. We are also preparing to launch a marketing plan and promote opportunities locally at an event in Swansea.
- 4.4 Future decisions about Swansea Central Phase 2, Castle Square feasibility and the Digital Village are anticipated to go to Cabinet in Q2, Q3 and Q4 of 2020 respectively. It is anticipated that planning consent for the Digital Village will be secured in Q2 2020 with a view to starting work on site in Q3 2020 (subject to approval of a Cabinet report). It is also anticipated that Welsh Government will confirm an offer of funding for the Skyline development in Q3 2020.

### 5. Galleries, Culture and the Arts

- 5.1 **Glynn Vivian.** The Gallery has appointed a new Curator with international experience in producing exhibitions who has taken the programming to a new level. The Gallery has continued to develop and grow its links with the British Museum, The Tate and the British Council. The Gallery played a large part in celebrating the 50th Anniversary of the City, with a major exhibition “Swansea Stories” based around the collection. Arts Council Wales continues to financially support the Gallery and its innovative learning programme with third

sector partners. Their support of the Gallery's Resilience programme has helped with ideas to grow income and attendance. The late night monthly opening sessions are now demonstrating that, the Gallery is attracting a younger and more diverse audience.

- 5.2 Over the next few months, it is anticipated that the Gallery will have a full time catering operator, and a formal plan for the gift shop. The Gallery is seeking external funding to support exhibitions by filmmaker and installation artist Charles Atlas. External funding applications have been submitted to develop the Garden space also. The Swansea Open Exhibition continues to be a popular event and is growing every year.
- 5.3 **Swansea Museum.** The Museum continues to be a Fully Accredited Museum (MALD & ACE), and The Museum is a Visit Wales Accredited Facility. The Museum had two successful exhibitions celebrating the 50th Anniversary of the City focusing on 50 years of Popular Music in the City and one on the Cofio Cefn Coed Hospital. Preparations continue for the Penderyn Heritage project at the Museum Store. Future plans includes the fitting of new racking to improve existing storage and seeking further partner museums to host larger objects.
- 5.4 Swansea Museum continues to promote Swansea's critical historic role in early science developments. This is through gallery redevelopment showcasing early photography, natural history and its pioneers and Archaeology gallery. The Museum is working closely with the Royal Institute of South Wales to promote more visits and engage residents in a wider conversation around "What a Museum of the Future looks like."
- 5.5 **Arts, Culture and the Creative Economy.** Swansea Council have played a key role with partners in developing Swansea's Art and Cultural Offer and supporting the development of the Creative Economy. Examples include the following:
  - Developing a Culture and Digital Hub at the Grand Theatre. This is a partnership with Race Council Cymru to provide creative space and production facilities to increase access for more BAME practitioners and community use.
  - Blue Plaque: The scheme continues to support two individuals of national significance per year.
  - Agenda 21 for Culture – Pilot Cities programme. Development of a Diversity Pledge for Cultural Services has been completed and got good feedback from a peer review of international partners.
  - Advice and consultancy to arts sector, promoting capacity building and sustainability continues.

- 5.6 **Libraries.** This year has seen libraries focus on delivering a programme of events to support Swansea @50. Community venues throughout the area participated and hosted summer parties events and activities attracting good support and comments from communities. A renewed focus on book and literacy initiatives helping to sustain use and participation at the libraries following a review of opening hours. The service continues to work within the Welsh Government's Framework for Public Library Standard which is reported in a separate Scrutiny meeting.
- 5.7 Gorseinon library will co-locate with Gorseinon District Housing office in the coming year, as part of us scoping out a 'Libraries Plus' and co-location/ provision model for new ways of service delivery. We will continue to consult with local communities and develop new partnerships to respond to local need and deliver on our core entitlements and public library standards.

### 6. Events, Tourism & Destination Marketing

- 6.1 Swansea Council have played a key role in staging a number of events within the city centre, special events within the wider area of Swansea and the development of Tourism and Destination Marketing.
- 6.2 **Special Events.** This was a busy and challenging year for the Events Team. Our Events programme has grown in recent years and now attracts in excess of 0.5m people each year. Visitors to our Events add a significant boost to the local economy and this is estimated as being in the region of £20m each year. The Events are also a really important aspect of our Regeneration Strategy as they demonstrate that Swansea is a City that hosts major events and is a great place to live, work, study and invest.
- 6.3 The main focus for the Team during 2019 was supporting and delivering an enhanced programme of events to mark Swansea's 50 years as a City anniversary.

Particular highlights included;

- Wales Airshow – attracting over 250,000 people to what is Wales' largest free event. This year, as part of the 50th celebrations, we also added the Airshow After Dark event. This featured hot air balloons and air displays culminating in a fantastic fireworks display. The Wales Airshow was awarded 'Best Event' at the Swansea Bay Tourism Awards.
- November 5th - Fireworks Display – As part of the 50th celebrations the event moved from its usual home at St Helens Ground and we had a free display in the Bay, which attracted over 30,000 people.

- Singleton Park Concerts – Following on from the success of the BBC Radio1 Big Weekend, we undertook to increase the licenced capacity for the park with a new licence to be able to host 40,000 people. The programme in the Park in 2019 saw the Stereophonics (35,000 people), Pete Tong, Jess Glynne & The BBC Proms in the Park.
- 2019 was the 39th year of The Swansea Special Festival – an event which welcomes over 400 children & adults taking part in a mixture of competitive and social activities. 2020 will be the 40th anniversary of the Festival.
- In December last year, thousands of people came to see what has been described in public feedback as the” biggest and best Christmas Parade that Swansea had ever seen”! With a mix of floats, dancers, superheroes, princesses, marching bands, fireworks, special 50th anniversary float and of course Santa.
- The Admiral Swansea Bay 10k was again awarded a GOLD race status by the British Association of Road Races and is currently shortlisted in the 2020 Running Awards in the UK’s Best 10k.

6.4 Over the coming months the team will continue to develop and deliver a range of major events including concerts in Singleton Park, the Wales Airshow and another successful Christmas Parade. The team will continue to work with private promoters, building relationships in order to develop the use of Singleton Park in line with its increased licence capacity. The Events Team as part of its event development plans will focus on sustainability issues around events and event management, including the development and implementation of an Events Sustainable Development Charter.

6.5 **Tourism & Destination Marketing.** The latest tourism figures for 2018 from STEAM once again show an increase on previous year by 3% to £447.74 m. Similarly, there was also a 3% increase in visitors to the area, whilst the number of jobs supported rose by 0.9% to 5,753

Our continued transformation through our digital activity contributes towards these figures with the following increases;

- Over 800K Facebook engagements
- Over 1.5m Video views on Facebook
- A +45% Increase in monthly VSB page views during final months of 2019 following the new site launch
- Introduction of Spektrix ticketing function on [visitswanseabay.com](http://visitswanseabay.com) to enable visitors to book event tickets



- 6.6 Destination marketing focussed on a brand refresh to bring together the Visit and Enjoy! brands, whilst rationalisation of websites means we now only manage one main portal [www.visitswanseabay.com](http://www.visitswanseabay.com). Our Year of Discovery PR Visitor Campaign generated £327,000 worth of AVE (Advertising Value Equivalent) and almost £1m of PR value for the destination. The team hosted journalists from high value national titles such as the Telegraph and the National Geographic and high-profile bloggers/vloggers with up to 80,000 social media followers. New in 2019/20 – generating visits from high value paid for bloggers – to grow the online audience amongst potential new visitors to the area amongst high profile social media influencers. We secured over 130 private and public sector marketing partners and completed a visitor survey at 7 locations to understand the views of our visitors in 2019.
- 6.7 We worked closely with the Tourism Swansea Bay on the development of a MOU between the 2 organisations – the first in Wales, whilst the major outcome of this collaboration was joint delivery of the 2019 Tourism Awards – the largest of its kind in Wales with 540 people attending. Continued to deliver the coordination of the Destination Management Plan and started to review the strategy alongside the new strategy for Visit Wales.
- 6.8 The team supported the delivery of all the major events throughout the year, including changing the public's perception of the Council in the 2019 Christmas parade from a poor performing parade to one of the best parades. The team also played a significant role in the delivery of the Swansea @50 campaign – coordinating the street dressing activity and @50 presence at the major events and worked with private sector event marketing partners to support their events, therefore generating additional income. We further enhanced the Council's Enjoy brand as the in-destination brand for marketing to residents and visitors within the destination, secured a new 3 year agreement with Admiral for the Swansea Bay 10K and delivered over £30K of income from managing major TV film productions including Dr Who, The End of the F'ing world and His Dark Materials.
- 6.9 Future plans include undertaking a bedstock survey to determine the number of bedspaces across the destination. This is a vital piece of research for us, including colleagues in Planning and Economic Development and Welsh Govt, with Visit Wales providing 50% funding. Challenges include demonstrating the value of tourism to Corporate Management Team to allow the delivery of destination marketing plans, so they recognise their role in achieving the corporate performance indicators. A Review of the Destination Management Plan is due in the Autumn 2020 and the research work undertaken in 2019 and 2020 will help inform the review. We will continue to work with colleagues to agree the framework for protocols, roles and responsibilities and agreed commission from the integration of the Spektrix booking system across Cultural Services. The delivery of the 2020 Inside out guide,

likely to be the final piece of print that tourism produces on behalf of its marketing partners.

### **7. Heritage, including the River Tawe Corridor Development**

- 7.1 Significant progress has been made with the regeneration of Tawe corridor, underpinned by strong community involvement. The initial phase of repairs to Musgrave Engine House and Vivian Engine House are nearing completion. The procurement of the Powerhouse and outbuildings redevelopment (Penderyn) are nearing completion with an anticipated start date on site in May 2020. There have been considerable archaeological finds adding value to the scheme. Repairs to the Morfa Bascule Bridge have commenced. An initial quotation has been received for a River Pontoon. Building upon the Bricks and Mortar concept, the project has supported the employability/NEETs agenda through the provision of training and employment opportunities. As part of the River Tawe Strategy/masterplan there is ongoing scoping and programming work on Alamein Road/Normandy Road(as a future extension to HMCW) in progress to facilitate next steps and resource requirements.
- 7.2 Future plans included the imminent appointment of a contractor for the Powerhouse and outbuildings. The development of outline plans for Laboratory and V&S buildings are also soon to commence. In addition, we also plan to conduct structural surveys for White Rock scheduled ancient monument structures and possible further investigations near end of Smith Canal tunnel and other geophysical surveys. Further repairs (river based) are scheduled for the Bascule bridge and it is anticipated that the pontoon will be installed by March 2020.
- 7.3 The Well-Being of Future Generations (Wales) Act 2015 has informed the Council's approach to the River Tawe Strategy through the development of links with Friends groups and strong collaboration on site improvements and future activities engaging the public directly in the sites

### **8. Parks, Beaches and Foreshore Promotion**

- 8.1 This year we opened the changing places facility in September 2019 at Caswell Bay and agreed the principles of the transfer of three tennis courts at Langland Bay with investment from the Community Council under a Community Asset Transfer. We successfully developed a system to market and register via an online system the Langland Bay beach huts and received a record number of applications. Future plans include agreeing the Community Asset transfers for Coed Gwylm Park and further discussions with various clubs, groups and organisations in regards to taking wider and further responsibilities for community assets. We also plan to further develop and a launch an online booking system to be used by sports clubs to register, book and pay for hiring sports pitches for community use.

**9. Sports Facilities**

- 9.1 Around 90% of works have been completed as part of a 5.1million pledge to improve community leisure centres and the LC through the partnership with Freedom Leisure, with a number of openings involving the schools, community and local Members invited. State of the art and larger gyms, receptions (including cafes), community and studio spaces have been completed, along with energy efficiencies in plant rooms, pool covers, and LED lighting. New enhanced pool/wet changing rooms have also been installed at some sites. We have also launched a citywide membership for all of the Freedom sites including the LC, a first since the reopening on the LC in 2008. This year we have also replaced the Hockey Surface at the International Sports Village to meet International Hockey standards, in partnership with Swansea University.
- 9.2 Future plans include the development of a fully costed plan for delivery of the 3G indoor barn and improved Leisure offer at Cefn Hengoed, in partnership with Freedom Leisure, Swansea City Community Trust and the school. There are also plans to improve facilities, including a 3G pitch Bryntawe/Penlan, in partnership with Education and key funders. We also plan to deliver upon a rebranding of the Sports Park at Ashleigh Road, in partnership with the University and Wales National Pool, including fully integrated booking systems for all associated facilities at the site. We also plan to further develop and move forward strategic discussions with Swansea University on the options for future delivery at WNPS post 2023, when the agreement formally ends.

**10. Suburban Centres & Community Regeneration Initiatives**

- 10.1 A Regeneration Murrison group are meeting regularly with good cross sector representation. An action plan is being delivered including the piloting of a shopfront renewal scheme. A resilient heritage toolkit has been developed for the Murrison Tabernacle for use by similar chapels needing sustainable future. Coastal Housing in conjunction Manchester University are conducting some research into the local benefits and opportunity of a Foundation economy. Work is ongoing aiming to link capital and revenue activities to achieve greater impact, bend partner activities to join up and achieve greater impact and interpret heritage with links to the wider Swansea story by laying the foundations for district economic regeneration plans. Work on the Rural Development Programme work in Pontarddulais has recently included fact finding surgeries and link ups with potential Ko-Kooks Indycube.

10.2 Next steps include summarising lessons learned to date and mapping into district economic regeneration frameworks particularly through Regeneration Swansea partnership, exploring opportunities to expand support programmes into all district centres (e.g. property enhancement and sustainable living, town centre loan), supporting the national rollout of local pilot schemes, trialling shop local initiative and learning from other successful centres and understanding ‘mix’ that works well (which) will differ between geographical locations)

**11. Well Being of Future Generations (Wales) Act 2015**

11.1 Ensuring the well-being of future generations is central to the Investment, Regeneration and Tourism portfolio. Sustainable decision making that uses the sustainable development principle’s five ways of working ensures Swansea is a great place to live, visit and work both now and in the future. Examples of this approach in action include;

- Collaboration – the Regeneration Swansea Partnership has developed a collaborative approach to its work. The partnership comprises of good representation from private and third sectors, and key statutory bodies including National Resources Wales (NRW) and Job Centre Plus (JCP). The partnership is an essential vehicle for shaping thinking around future funding programmes and ensuring strong dialogue with key sectors.
- Long term - Investment in projects such as the Kingsway digital employment district aim to future proof the city centre by acting on identified future trends in technology and behaviours.
- Involvement – The involvement of citizens at all stages of decision making is exemplified by the involvement of the public, businesses and environmental groups in contributing to the development of a new Green Infrastructure strategy for the City Centre. This approach engages a diversity of the population using a range of mechanisms from social media, drop-in sessions and workshops.
- Integration - Regional discussions on inward investment have taken place along with discussions with Trade & Invest Wales to refine Swansea Council’s role so it complements Welsh Government activity in this field.
- Prevention – Swansea has taken action to prevent declining public funding for cultural services potentially resulting in the long term loss of key amenities. The successful transfer of the management of Leisure Centres to Freedom Leisure will result in savings safeguarding the facilities future.

**12. Legal Implications**

12.1. There are no legal implications.

**13. Financial Implications**

22.1 The financial implications of individual Capital schemes will be reported separately with FPR7 reports as schemes are developed.