

<b>Appendix B Tourism Recovery Action Plan 2021-22</b>					
<b>Actions</b>	<b>Timescale</b>	<b>Partners (lead in bold)</b>	<b>Funding</b>	<b>Progress to date</b>	<b>Next steps</b>
<b>REVIEW AND RESEARCH: Improving marketing intelligence</b>					
Identify the impact of Covid-19 on the local tourism and hospitality sector via the Tourism Trade Survey.	2022	<b>Swansea Council</b> /Tourism businesses	In house resources	Trade survey development in progress – deferred to 2022	Execute survey, undertake analysis and produce report.
Assessing the impact on the tourism industry as a whole in the destination via the STEAM economic model.	Dec 2020	<b>Swansea Council</b> /GTS UK Ltd	Existing budget	Completed, report received	Assess data in a regional and national context.
Utilise Air DNA (Airbnb bedstock data) to improve accuracy of the STEAM input data.	Dec 2020	<b>Swansea Council</b> /GTS UK Ltd	Existing budget	Completed, report received	Continue to incorporate Air DNA data to improve consistency of STEAM economic trend model.
Undertake bedstock survey to attain a more accurate assessment of bedstock within the destination. This is a key input to maintain the accuracy of the STEAM economic model and is also a vital component of the information required by potential investors/developers.	Mar 2021	<b>Swansea Council</b> /Welsh Government	Existing budget/Welsh Govt funding	Survey complete	Maintaining the database for accuracy of future reporting.
Measure the success of our paid social media campaigns by using the Potential On Investment algorithm. $POI = C_v \times C_i \times M_q$	Ongoing	<b>Swansea Council</b>		Used to estimate the potential ROI of any Tourism team paid social media activity	Analyse 2020 spend using this analysis and continue to calculate at regular intervals throughout the year. This will be used to inform our future campaigns.

REMIND AND RETURN: Destination marketing					
<p><b>Autumn/Winter Campaign:</b> Audience segmentation dependant on restrictions, with message appropriate to Tiers/Restrictions:</p> <ul style="list-style-type: none"> <li>• <b>Local</b> (#LoveBeingLocal) – supporting local businesses (responsibly, within restrictions).</li> <li>• <b>Wales</b> (travel within Wales) – walking and the outdoors (Escape Routes campaign) and ‘I’m a Celebrity’ social media campaign linked to Swansea Bay businesses.</li> <li>• <b>England</b> (tier one and two) – primarily future travel plans, groundwork for spring campaign.</li> <li>• Continuing to promote visiting Swansea Bay ‘Responsibly’, and within certain markets (Tier Three) ‘Visit Swansea Bay. Later.’</li> </ul>	Dec 2020 – Mar 2021	<b>Swansea Council/Tourism &amp; hospitality businesses and local producers</b>	Existing budget	<p>Daily social media posts issued across Facebook, Twitter and Instagram to the different audience segments, linking to new sections developed on <a href="http://visitswanseabay.com">visitswanseabay.com</a> and to tourism businesses.</p> <p>New video content procured to boost online engagement and to support paid-for social media campaign (in appropriate markets).</p> <p>COMPLETE</p>	<p>Maintain flexible approach to destination marketing in line with constantly changing situation in terms of Wales and UK wide restrictions.</p> <p>Maintain brand awareness of the destination and sustain growth in customer engagement with <a href="http://visitswanseabay.com">visitswanseabay.com</a> content and therefore the destination’s tourism businesses to support recovery.</p>
<p><b>Gift Ideas Campaign:</b> Targeting all audiences, to encourage engagement and pre-bookings with tourism businesses and local producers:</p> <ul style="list-style-type: none"> <li>• Promoting businesses with a mail order business (eg local producers)</li> <li>• Those offering gift vouchers</li> <li>• And encouraging customers to ‘give the gift of a Swansea Bay experience’ (in line with Visit Wales’ Christmas campaign).</li> </ul>	Dec 2020 onwards	<b>Swansea Council/Tourism &amp; hospitality businesses and local producers</b>	Existing budget	<p>Communicated with 125 partners and secured almost 40 gift offers from local businesses. (Including 5 new businesses offering gifts.)</p> <p>Developed new section of website and actively promoted on social media from mid</p>	<p>Develop gifts section for future campaigns, for example, Birthdays, Valentine’s Day, Mother’s Day etc.</p> <p>Recruit additional businesses to take part in gifts section.</p>

				November until Christmas.  COMPLETE	
<p><b>Spring Campaign 2021 – ‘Make Swansea Bay your Happy Place’:</b> Target markets: <b>New visitors</b> – to encourage new visitors to make Swansea Bay their Happy Place by using key images and promoting staycations.</p> <p><b>Existing visitors</b> – tapping into memories with existing visitors who perhaps couldn’t visit in 2020 due to the coronavirus pandemic, encouraging them to return.</p> <p>Marketing activity to include:</p> <ul style="list-style-type: none"> <li>• 2 key campaign videos to launch</li> <li>• 8 ‘Happy Place’ videos featuring local businesses</li> <li>• New photography content</li> <li>• Brand awareness media campaign (new visitors)</li> <li>• PR campaign, including journalist and blogger visits, and optimising editorial opportunities</li> <li>• Digital marketing campaign – both organic and paid-for content. Across social media and YouTube.</li> </ul>	Jan-May 2021	<b>Swansea Council</b> /Tourism & hospitality businesses and local producers	Existing budget	<p>Planning phase, including procurement of external contracts (launch of campaign dependant on government restrictions)</p> <p>Videography and photography contracts awarded.</p> <p>Campaign launched end of march 2021 and on-going</p>	<ul style="list-style-type: none"> <li>• Brand awareness media campaign</li> <li>• Develop creative/content for videos, media and online campaigns</li> <li>• Plan, write and publish online content</li> <li>• Develop and execute paid-for digital advertising campaign</li> <li>• Create bespoke itineraries for journalist/blogger visits</li> <li>• Plan, write copy, design and publish Plan-Book-Travel Guide</li> </ul>

<ul style="list-style-type: none"> <li>• Develop web content including campaign led blogs, refreshed and new web pages</li> <li>• Plan-Book-Travel Guide potentially for publication in Summer (restrictions allowing)</li> </ul>					
<p><b>Additional Campaigns:</b></p> <ul style="list-style-type: none"> <li>• Campaigns promoting pre-booking and online purchases e.g. Valentine’s Day, Mother’s Day etc.</li> <li>• City cultural breaks, to coincide with the soft-opening of the Arena, re-opening of City attractions and when events re-start – emphasising the city’s seafront location</li> <li>• #LoveBeingLocal, an on-your-doorstep campaign encouraging residents to engage with local businesses</li> <li>• Outdoor activities and walking, focussing on health and sustainability</li> <li>• Dog-friendly holidays, to reflect the growth of dog ownership during the pandemic (lockdowns)</li> <li>• Event led campaigns e.g. Olly Murs, Foals and Catfish and the Bottlemen</li> </ul>	Jan-Dec 2021	<b>Swansea Council</b> /Tourism & hospitality businesses and local producers	Existing budget	In progress	<ul style="list-style-type: none"> <li>• Plan, write and publish online content</li> <li>• Develop and execute paid-for digital advertising campaign</li> <li>• Sourcing additional offers for pre-booking and online purchasing campaigns</li> </ul>

<b>REMIND AND RETURN: Online marketing</b>					
<b>Website Developments</b> <ul style="list-style-type: none"> <li>• Improvements to marketing partner section and menu navigation</li> <li>• Add more visually prominent and integrated “Good To Go” accreditation badge.</li> <li>• Development of the mail-order and gift voucher section to enable business to generate income even during times of lockdown.</li> <li>• Implement Google AdSense advertising. Adding advertising spaces on the site in order to bring in some passive income to help cover costs.</li> <li>• Improve the Enjoy Swansea Bay section and navigation to create more of a suitable home for local and events-based content.</li> </ul>	Mar 2021	<b>Swansea Council</b>	Existing Budget	AdSense integrated into website.  In Progress	Hand brief to web developer – in progress.  Implement, test and approve.  Trial AdSense by monitoring income generated and impact on bounce rates/any reduction in traffic or negative feedback from customers etc. - in progress
<b>INFORM AND SUPPORT: Business engagement and partnership working</b>					
Offer existing Visit Swansea Bay Partners and other local tourism businesses the opportunity to participate in destination tourism marketing activity and feature on <a href="http://visitswanseabay.com">visitswanseabay.com</a> (vsb.com) at no cost for an entry level package. (The	Jan 2021 to March 2022 (Partner Package now corresponds	<b>Swansea Council</b> /Tourism & hospitality businesses and local producers	Existing resources	Proposal approved by senior management subject to achieving a reduced income target (to reflect reduced buy-in)	Continue to recruit new partners - ongoing

<p>Package cost was refunded in 2020 as part of a support package for local tourism businesses.)</p> <p>Being a Partner is of direct benefit to the business, and as a collective, Partners improve the product and overall destination offer available on <a href="http://vsb.com">vsb.com</a>. This in turn makes vsb.com more attractive to the customer, which increases engagement and bookings with the Partners.</p>	<p>to financial year)</p>			<p>Existing Partners and potential new Partners contacted.</p> <p>Launch of new 'free at entry level' 2021/22 Packages and additional 'paid-for' activity.</p> <p>COMPLETE</p>	
<p>Use the above opportunity as a means of recruiting additional Partners to increase not only the number of businesses who feature in destination marketing activity (and on vsb.com), but also the variety of different business types (e.g. local food producers, craftworkers and breweries).</p>	<p>Jan 2021 – Mar 2022</p>	<p><b>Swansea Council</b>/Tourism &amp; hospitality businesses and local producers</p>	<p>Existing resources</p>	<p>Planning phase: compiling list of new contacts whilst awaiting decision</p> <p>COMPLETE</p>	<p>Contact new businesses and implement proactive recruitment campaign.</p> <p>ONGOING</p>
<p>Work with the Partners to improve their marketing profile on vsb.com and in destination marketing activity to maximise their exposure to customers and facilitate bookings.</p> <p>This includes offering additional paid-for activity to boost their marketing footprint across a range of available opportunities (e.g. website banners, social media posts on vsb.com channels, features on customer emails etc.).</p>	<p>Jan 2021 – Mar 2022</p>	<p><b>Swansea Council</b>/Tourism &amp; hospitality businesses and local producers</p>	<p>Existing resources</p>	<p>Completed audit of existing Partner pages and identified improvements.</p> <p>ONGOING</p>	<p>Actively encourage Partners to improve their webpages on vsb.com and facilitate increased involvement in campaign activity.</p> <p>Encourage the take-up of paid for activity to boost Partner visibility across the destination's marketing campaigns and generate income for the Council.</p>

					ONGOING
Continue to support local tourism & hospitality businesses with the latest information and sign-posting services to relevant legislation, guidance, grants & funding, planning, business development, research, marketing opportunities, etc. via a weekly e-newsletter and tailored one-on-one support.	Jan 2021 – Mar 2022	<b>Swansea Council</b> /Tourism & hospitality businesses and local producers	Existing resources	ONGOING	Maintain high level of engagement with local operators and continue to provide business support on wide range of topics.
<b>Additional resources</b>					
To enable delivery of the above elements of the Recovery Plan the existing Tourism Team would require additional resource to ensure that the profile of the destination and its local businesses continue to gain ground in what will be an increasingly competitive ‘Staycation’ marketplace. It is also imperative to nurture as many businesses as possible to both support the recovery of the industry and increase the product offer on the destination website to convert web views to bookings: <ul style="list-style-type: none"> <li>a temporary increase in hours for two part-time members of staff.</li> </ul>	March 2021 onwards	Swansea Council	Additional Resources	Requires approval APPROVED	Seek approval for increasing hours.  APPROVED