

**SERVICE SPECIFICATION BETWEEN CARDIFF COUNCIL  
AND CARDIFF & CO 2007/08 – 2009/10**

The purpose of this Service Specification is to set out the services that the Council will require from Cardiff & Co, and to provide an overview and put in context the existing marketing, tourism and inward investment services that are provided by Cardiff Council.

Part I of this Service Specification provides the context and framework for service delivery, setting out Cardiff Council and Cardiff Harbour Authority's Strategic aims and related Plans and Strategies. Part 1 also details Council responsibilities and functions for tourism and inward investment.

Part II of this document details the specific activities and service requirements expected of Cardiff & Co.

**PART I  
CONTEXT AND FRAMEWORK**

**Introduction**

Cardiff's vision is to ensure that it is a world class European capital city with an exceptional quality of life, and at the heart of a competitive city-region. Cardiff's ability to develop as a thriving modern city capable of delivering an outstanding lifestyle depends, to a considerable degree, on its relationship with the rest of Wales, the UK and Europe. The marketing of Cardiff on a national and international basis will therefore play a vital role in ensuring the success of this vision.

Through a range of initiatives and the development of the Cardiff brand, this marketing will need to promote the city for tourism, sport and inward investment and bring about a quantum shift in the promotion of the city, by building on work already done by the Council and its partners.

In order to achieve these aims Cardiff Council has established Cardiff & Co as a new company to market the capital city of Wales across the world The Company is limited by guarantee and whilst currently a wholly owned subsidiary of Cardiff Council, aims to become a joint venture by inviting public and private sector stakeholders. |

**Comment [KA1]:** Refer also to financial contribution

Cardiff's city product is rapidly growing in size, quality and importance providing an ideal foundation for Cardiff & Co to maximise the effectiveness of new city marketing activities. The company has been specifically set up to drive increased visitor spend and business investment, focusing on delivery of measurable marketing initiatives. Importantly, the company will be the custodian of the Cardiff Brand.

## **Strategic Context**

Cardiff's Community Strategy sets out a Proud Capital Vision that has been developed by the city's key stakeholders and community planning partners as an overarching strategic framework to build on Cardiff's strong foundations of success and develop a renewed sense of purpose to underpin the next phase of the city and region's development. Ultimately, this vision is about how Cardiff can be transformed into a world class "quality of life" city region. The Council's contribution over the next three years towards the delivery of the Proud Capital vision for the city and region is set out in its Corporate Plan 2007-2010.

A key objective in the Corporate Plan is to promote Cardiff on the national and international stages and develop the Cardiff Brand through the further progression of the marketing and investment vehicle – Cardiff & Co – with the intention for the organisation to be majority funded by the private sector by March 2009.

In addition the Council's Economic Development Strategy highlights the key sectors which will offer the greatest potential for future growth and prosperity, add value to Cardiff's economy and aid the diversification of the city's economic base.

## **Organisational Context**

The core funding for Cardiff & Co is being provided by Cardiff Council and Cardiff Harbour Authority with the intention that Cardiff & Co generate substantial external funding.

Cardiff Harbour Authority was established as part of Cardiff Council in 2000. It assumed responsibility from Cardiff Bay Development Corporation for the management of the Cardiff Bay Barrage, the Inland Bay and the Rivers Taff and Ely.

Whilst forming part of Cardiff Council, the Harbour Authority is funded directly the by Welsh Assembly Government and subsequently has separate accounting procedures. This adds a requirement for robust monitoring of specific promotional work related to the Cardiff Bay area of Cardiff. This will require specific reporting and monitoring processes for the Cardiff Bay area. Please refer to map at Appendix 'A' which defines the Cardiff Bay area.

The following areas of public service responsibility underpin this service specification:

### **The Development and Marketing of Cardiff as a Visitor Destination**

Cardiff Council is responsible for bringing together the diverse elements which contribute to Cardiff as a tourism destination and for promoting and developing Cardiff's tourism product and services in line with customer

expectations in order to maximise the economic benefit of tourism for the people who live and work in the city.

Council responsibilities include:

- Development of Cardiff's Tourism Strategy and the tourism elements of the Economic Development Strategy. (New Tourism Strategy planned for 2008 onwards).
- Support and input into other Council / Wales wide plans and strategies which relate to Tourism.
- Management of the Strategic Tourism Growth Area programme to develop and invest in key tourism product and infrastructure.
- Tourism quality and skills development initiatives.
- The Cardiff Museum Project.
- The development and product marketing of Cardiff as a Cruise Ship destination.
- Tourism related surveys, research projects and trade information.
- Management of Cardiff's Tourist Information Services, including call centre.
- Setting and monitoring of Destination Marketing Service Specification – this function to be contracted to Cardiff & Co.

The Cardiff Harbour Authority has a vision for an international water venue and visitor destination that will act as a focal point for the very best of leisure, sport, environmental management and nature conservation.

Key responsibilities of the Harbour Authority include:

- The management of Cardiff Bay and the rivers Taff and Ely as far as the weirs at Blackweir and Wiggins Teape respectively.
- Operational management of Cardiff Bay and Cardiff Bay Barrage.
- Operational management of the Norwegian Church and Cardiff Bay Visitor Centre.
- Water quality in Cardiff Bay.
- Safety and navigation within Cardiff Bay.
- The promotion and use of Cardiff Bay for sporting events and activities.

- Local venue and product marketing.
- Setting and monitoring of Destination Marketing Service Specification in respect of Cardiff Bay – this function to be contracted to Cardiff & Co.

### **The Promotion of Cardiff in relation to Business and Inward Investment**

Cardiff Council works actively to promote the city as a leading, competitive international business location. Through strong established relationships with local partners, the Council undertakes a range of investment related activities to attract and sustain new investment projects to Cardiff.

The Council plays a key role in developing Cardiff's proposition for a variety of markets based on strong local knowledge and proactive engagement with local business clusters and supporting organisations.

Over a number of years the Council has developed a high-quality commercially focused enquiry response service that has been carefully refined to meet the needs and nuances of targeted business and geographical sectors.

The Council's Business & Investment Unit also has a role in raising awareness of business related issues and support programmes within the local economy and for raising awareness of economic related issues within the Council.

In addition to marketing and promotional activities the Council undertakes a broad range of business support, regeneration and innovation related activities including:

- Assisting businesses to start up and grow in the higher value added sectors through the provision of a range of facilities and business support initiatives.
- Developing and undertaking selective investment support initiatives to attract and sustain investment in Cardiff within the context of the overall marketing strategy for Cardiff.
- Supporting existing local businesses in a broad range of sectors to ensure there is a wide choice of employment opportunities available to encourage economic regeneration.
- Co-ordinating and supporting a range of relationships with the local business community and local business support agencies to maintain and develop local market intelligence and to promote continuous improvement in the city's economic competitiveness.

- Assisting in the development of employment land use policies to provide a wider range of choice of quality sites and ensure better protection for local employment opportunities.
- Developing and implementing economic regeneration and environmental initiatives to assist in the development of a sustainable economy.
- Developing initiatives to improve learning, skills and work in a range of sectors in Cardiff and its city region.
- Setting and monitoring of Destination Marketing Service Specification in respect of Inward Investment – element of this function to be contracted to Cardiff & Co.

## **PART II THE ROLE OF CARDIFF & CO.**

The Council will require Cardiff & Co to develop a Business Plan on a yearly basis which is geared to delivering Cardiff's strategic marketing requirements. The Business Plan, performance targets and required monitoring outputs for the current year will be detailed before the end of November 2007 and be appended as part of this Agreement. For subsequent years the Business Plan and performance and monitoring arrangements will be set by the end of April and for the term of the Agreement, they must fully satisfy the Council's requirement and be approved by the Council.

### **Outline of Key Activities to be Undertaken by Cardiff & Co in Respect of Destination Marketing for Cardiff and its City Region**

Cardiff & Co is required to develop and promote the Cardiff Brand and act as brand manager and champion.

Cardiff & Co is required to develop and implement a Destination Marketing Strategy (to be approved by the Council), that has set objectives and monitoring systems. Cardiff Bay will need to be included as an integrated part of the city offer, although additional monitoring arrangements will be required.

Cardiff & Co is expected to target both domestic and overseas markets and such activity should be based on the most appropriate markets / segments for Cardiff as identified through appropriate research. The key objective being to increase the number of staying visitors and boost overall visitor spend for Cardiff and the city region.

Cardiff & Co is required to run a Conference Bureau and set a high priority for business tourism.

Cardiff & Co is required to increase awareness of Cardiff events programme and performances at Council owned venues to audiences beyond the Cardiff County boundary.

Cardiff & Co is required to publicise Cardiff's Tourist Information Service and the Cardiff Bay Visitor Centre in their publications and web site, and also to provide destination brochures for display in these centres.

Cardiff & Co is required to work on a partnership basis with the Council and other local authorities and tourism organisations to ensure that Cardiff 's interests are properly represented on an all Wales basis.

Cardiff & Co is required to maximise positive media stories for the destination and its venues and to arrange / support a range of familiarisation and journalist visits.

### **Outline of Activities to be Undertaken by Cardiff & Co in Respect of Cardiff Harbour Authority.**

Cardiff & Co is required to ensure that the Harbour Authority is well represented in its delivery campaigns and public relations activity. Marketing activity that is intended to promote Cardiff Bay should include commercial, development, leisure and tourism activities that are present on the water and land areas that are directly controlled and managed by the Authority and those that impact upon it.

Cardiff & Co should particularly seek inclusion of Bay and its venues such as the Tube, the Norwegian Church and the Water Activity Centre in its on and off line promotional activities.

Cardiff and Co is specifically required to provide support and staffing for attendance at the Cardiff Harbour Authority stand at London Boat Show (1 person daily for the duration of the show).

Cardiff & Co is required to increase awareness of key dates in the Cardiff Harbour Authority Events Calendar and draw in conferences and events to the Bay.

Cardiff & Co is required to raise the profile of the Bay by generating media coverage specifically relating to the Harbour Authority Area.

Cardiff & Co is required to support the Council, Harbour Authority and Associated British Ports in their endeavours to develop cruise business. Support should include a specialist section on the Cardiff web site and support for familiarisation visits and supply of destination promotional material.

## **Outline of Activities to be Undertaken by Cardiff & Co in Respect of Inward Investment**

Cardiff & Co is required to work proactively with the Council to undertake a range of generic place marketing activities to raise the profile of Cardiff as a leading, competitive and international business location. This is particularly important in respect of key London events.

Cardiff & Co is required to assist the Council in promoting a number of key emerging sectors of the local economy. These include financial and business services, bioscience, creative industries, technology, leisure and tourism.

Cardiff & Co is required to work closely with the Council to develop an overall Economic Marketing Strategy, to cover a full range of economic sectors with particular reference to the Council's Economic Strategy 2007-12 and the action plans now being developed around the key identified sectors.

Cardiff & Co is required to work with the Council on a partnership basis with other local authorities and economic development organisations to ensure that Cardiff interests are properly represented.

Cardiff & Co will be responsible for generating investment enquiries for the Council and is required to transfer enquiries within an agreed framework for the Council to respond accordingly.

Cardiff & Co is required to engage with the Council in developing the city's product and business development sub-brands pursuant with specific marketing and promotional opportunities/activities.

Cardiff & Co is expected to work towards exhibiting at MIPIM and MAPIC.

## **Key Fundraising Expectations**

Cardiff & Co is expected to make all endeavours to maximise income to the company year on year. The expectation being that in year 3 of trading, the company will achieve funding from external sources, which matches the Council's financial contribution in that year.

## **Monitoring and Reporting Arrangements**

As set out in the Payment Schedule for year 1, payments will be made to Cardiff & Co quarterly provided that there is satisfactory compliance with a set of monitoring and reporting arrangements that will enable Cardiff Council to effectively scrutinise the operations of Cardiff & Co and establish value for money. This arrangement will be reviewed for subsequent years of operation.

For year 1, Cardiff & Co is required to prepare a Business Plan and propose a set of monitoring and key performance indicators (KPIs) to the Council by 5 November 2007 for consultation and approval by the Council. The approved KPIs and other monitoring requirements will be deemed to form part of this

agreement. The provision of a Business Plan and monitoring and KPIs to the satisfaction of the Council will be required by end April for 2008 and 2009

### **Financial Arrangements**

For the duration of the Agreement Cardiff & Co is required ensure robust financial arrangements to protect the Council's investment, as follows:

Cardiff & Co is required to keep up-to-date accounts for inspection by the Council at any time. The accounts should be drawn-up in accordance with recommended best practice and based on the financial year running from 1<sup>st</sup> April – 31<sup>st</sup> March.

Whilst Cardiff & Co remains as a subsidiary of Cardiff Council, it must provide the Council with its accounts on set templates by 31 May each year at the latest. This will enable the Council to meet its statutory requirements to submit group accounts. Should the status of the company change from being a subsidiary of the Council, the financial arrangements will be reviewed.

All accounts shall clearly identify all Council contributions.

In exceptional circumstances where concerns of a financial nature arise, the company must inform the Council and if required give the Council access to all books, accounts and vouchers, including bank statements, return cheques and cheque stubs within 10 working days of any request or as soon as possible after the request.

If the company is wound up or goes into liquidation (including being subject to an administration order); receivership; bankruptcy; enters into any compromise or other arrangement of its debts with its creditors; or is likely, in the view of the Council, to become unable to pay any of its debts, then on the occurrence of any of those events the Council shall be entitled to recover forthwith from the company any funding paid and no further monies shall be due or payable by the Council.

Cardiff & Co shall ensure that adequate financial controls e.g. ensuring segregation of duties, the maintenance of proper books and records, bank accounts requiring two signatures and the retention of supporting documentation for audit purposes exist at all times.

### **Photography**

Cardiff & Co is required to make provision to give Cardiff Council and Cardiff Harbour Authority access and free use of the Cardiff & Co's photographic library. Where copyright is to be vested, it should be vested for use by all three organisations.

### **Intellectual Property and Data Protection**

In respect of mailing lists, contact profiles etc. Cardiff & Co is required to make provision to share such information with the Council should the Council require it.

## **Welsh Language**

All print material and advertising targeted at the public within Wales must be in a bilingual format, giving equal status to Welsh and English languages. This must include letters and electronic communications. Separate Welsh and English language publications will only be considered appropriate in Wales, if the distribution method provides a choice of languages at the delivery point. In line with the Council's Welsh Language Policy any communication received in Welsh will be responded to through the medium of Welsh.

## **Contact Information**

### **Key Contact for Cardiff Council / Cardiff Harbour Authority**

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