

South Ayrshire Council

**Report by Depute Chief Executive and Director - People
to Leadership Panel
of 21 January 2020**

Subject: Tourism, Events and Culture Structure

1. Purpose

1.1 The purpose of this report is to update Panel on the ongoing review of tourism, events and culture and to seek approval for changes to the staffing structure.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 notes the work being done to develop a Tourism and Culture Strategy for South Ayrshire and that this will be reported to Leadership Panel by April 2020;

2.1.2 agrees the changes to the staffing structure for tourism, events and culture; and

2.1.3 notes the events currently funded through tourism and events and the intention for this to be reviewed through the budget setting exercise.

3. Background

3.1 The Council Plan, agreed in 2018, outlined the Council's commitment to 'making the most of the fantastic assets in South Ayrshire, such as our environment, our culture, our heritage, and really putting the area on the map'.

3.2 This commitment reflects the fact that South Ayrshire has world renowned and revered history and heritage, breath-taking countryside, beautiful beaches, national and international transport links, marinas and harbours, iconic buildings, championship golf courses, five star hotels, and award winning restaurants – in short, it can and should be on the world tourist stage.

3.3 However, historically, South Ayrshire has 'punched below its weight' as a Destination of Choice. While the solution to the problem does not lie solely with the Council – there are a number of other key stakeholders such as Visit Scotland, Scottish Golf, transport partners, local businesses and hospitality organisations – the Council has a pivotal coordinating role.

- 3.4 An earlier review of internal arrangements highlighted potential duplication and lack of clarity in terms of the Council's approach to events and tourism. Specifically, the events and tourism team, which was part of the Economic Development service, was structurally and operationally detached from the Council services which organise, promote and participate in various tourist activities and events throughout the year, such as sport and leisure, golf, museums and culture. As a result, there was no overarching tourism and events programme or strategy. Accordingly, in March 2019 Leadership Panel decided a) to transfer the corporate Events and Tourism team to the People Directorate, where most of the activities, resources and facilities which can improve the Council's tourism offering are based, and b) to undertake a review of all Council tourism and events activities.
- 3.5 Work undertaken since that time has confirmed, and indeed reinforced, the earlier understanding that, a) from an organisational perspective there is a lack of consistency and connection between activities and events, and b) that there is no overarching strategy or direction to link these into a Tourism offering. Furthermore, from a South Ayrshire wide perspective, while the Tourism and Events team organises and supports a number of events, it is not always clear how these directly relate to the Council's wider strategic objectives, other than as one-off occasions.
- 3.6 A significant degree of work has already been undertaken in relation to developing our tourism offering which includes the opening of the Grain Exchange in Ayr which has seen significant numbers of people accessing a range of events, the commitment to Rozelle House and the work to extend the nature and type of exhibitions on offer, the ongoing work to progress the Heritage Hub at the corner of the High Street and the Sandgate and the further development of the Stables at Belleisle which is now running well as a café with a program of events under development.

4. Proposals

- 4.1 It is clear, however, that significant improvement and collaborative gain can be achieved by rethinking, redesigning and rebranding the Council offering, coordinating all aspects that contribute to the experience of visitors and local residents and enhancing the interface with relevant external stakeholders. Accordingly, a strategy requires to be developed which sets out a new and different approach which will maximise our potential as Destination South Ayrshire. An initial indication of what this is likely to include is attached at Appendix 1.
- 4.2 The recently published Regional Skills Assessment identifies that, in terms of Key Sector employment, Tourism was the second largest employer in Ayrshire accounting for 12,900 jobs. The latest Tourism Economic Impact report for South Ayrshire identifies 1.5 million tourism visits to South Ayrshire in 2018 generating £220m in the local economy and with visitors supporting around 3,523 full-time equivalent jobs. Trend data for our tourism activity is increasing but there is a lot of competition in Scotland for attracting tourists and tourism spend and we must develop a strategy which drives forward our offering at a more aggressive pace. This is being developed and will be brought to Leadership Panel in April 2020.

4.3 In the meantime, it is clear that changes are required to the existing staffing arrangements to reflect the proposed approach. Review work has progressed to the point where a new structure is recommended in relation to staff working in the areas of tourism, events and culture and venue management and promotion. The proposed structure is set out at Appendix 2. In summary, the proposals are designed to deliver the following improvements:

- **Co-ordinator.** The new co-ordinator post will have the remit to integrate the activity for museums and culture with that of tourism and events to ensure synergy and increase the cohesiveness of these work areas. The co-ordinator will also have responsibility for Libraries some of which are being used as exhibition space and for cultural activity already. The post-holder will also oversee venue promotion and management. The post title is proposed to be Destination Promotion and Inclusive Participation Co-ordinator to emphasise that the intention of the new structure is to maximise the promotion of South Ayrshire as a destination of choice but also that we want participation in tourism, events, culture, museums and libraries to be as inclusive as possible. A central focus of the post will be to work with officers to develop and deliver a programme of appropriate projects and initiatives and supporting action plans which promote the area on the local, national and international stage; which attract tourists into South Ayrshire; which support local participation; and which maximise the impact of tourism, events and culture on the local economy;
- **Tourism, Events and Culture Officers.** The creation of five generic tourism, events and culture officers is intended to bring consistency of approach to the delivery of the strategy and associated programme for events, tourism and culture and to further develop partnership working and to maximise the promotion of the Council's venues;
- **Tourism, Events and Culture Assistant.** This post will support the delivery of specific events and link in with local businesses to maximise local economic impact from the programme of events and initiatives.

4.4 The proposed changes in structure are primarily focused on the resources within the tourism, events and culture services. The Council has a number of key venues such as Town Halls, The Grain Exchange, golf clubhouses and the Stables Café. Work is underway to develop these resources and our marketing and promotion of these in a more professional and progressive way and there is clear potential to integrate this work with the team to ensure that we get the maximum benefit from the Council's facilities from a tourism, events and culture perspective. It is proposed that one of the tourism, events and culture officer posts is focussed on promotion and management of the Council's key venues and let arrangements and the new booking system which is being developed. It is also proposed that other staff involved in venue management and operations of the Town Halls and venue bookings transfer to the Destination Promotion and Inclusive Participation Team.

4.5 The post of Tourism Development Officer was included in the transfer of resources from the Place Directorate. However, the postholder, for some time prior to the transfer, had undertaken economic development work and officers are of the opinion that this work continues to be required. Accordingly, while the Tourism Development Officer post is included in this structural review, the

postholder will continue to carry out economic development activities (on her substantive Level 11 grade and held against vacant economic development posts), pending the outstanding review of Economic Development staffing arrangements.

4.6 The Council currently provides financial support to a range of events and details of these and the budget that has been previously allocated are included at Appendix 1. Other events can receive funding through an event development grant which can provide support for up to 3 years as events become established or for established events looking to grow and extend their offering. The events development budget of £30,000 is used to fund grants of up to £5,000 per annum. Other events which don't receive direct funding do receive marketing support and assistance with promotion.

4.7 In addition to events funding, the service provides £15,000 to Visit Scotland for promotion campaigns throughout the year, £18,000 to Ayrshire Golf which promotes golf internationally, and £15,000 towards the costs of the Biosphere. When the tourism and events strategy is developed and it is clear which sectors and markets are identified for growth for South Ayrshire, proposals will be brought forward as part of the April 2020 update on the future funding of events and promotion activity. However, there are a couple of points to highlight at this stage:

- The level of anticipated funding required for The Scottish International Airshow in September 2020 combined with the Ladies Open taking place at Royal Troon in August 2020 meant that there was insufficient funding within the Tourism and Events service to also fund Burnsfest in 2020. It is proposed to develop some smaller Burns themed events as an alternative. The longer term for Burnsfest will be informed by the tourism and events strategy and the recommendations on events budgeting that flows from that.
- The Council provided £16,000 support to GoFest which took place in September 2019 and comprised a half marathon, 10k, family cycle race linked to some activity on the Low Green and a pyrotechnic plane and fireworks. Funding was provided on the basis of one year only but the event organisers have requested funding for 2020 when they plan to grow the event to include a triathlon and possibly some open water swimming events.
- The Council has been approached for funding for the COIG, which is a 5 route destination campaign designed to promote Ayrshire (<https://thecoig.com/>). It is recommended that this is considered in the wider context of the new tourism and events strategy.

5. Legal and Procurement Implications

5.1 There are no legal implications immediately arising from this report.

5.2 There are no procurement implications immediately arising from this report.

6. Financial Implications

- 6.1 The employee costs of the proposed structure are £50,553 less than the current structure and this will be available as a saving once the new structure is implemented. Funding for a deleted level 7 post is being transferred to economic development.

7. Human Resources Implications

- 7.1 The detailed changes in structure are set in Appendix 2. If the new structure is agreed by Leadership Panel it will be implemented in line with the Council's Framework for Managing Workforce Change.

- 7.2 The staffing structural changes proposed in this report do not significantly reduce the number of posts and it is likely that there will be a job available for everyone who wants one. However, the jobs that are required are different to those that currently exist and the affected employees may reasonably refuse the alternative employment and be entitled to a severance payment. In such circumstances, if the savings (as outlined in section 6 above) do not achieve the 2-year pay-back period (required to access the corporate Workforce Change Fund), posts that remain vacant on the new structure at the end of the matching process will be held vacant to fund the full severance costs.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks associated with adopting the recommendations in this report.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There is a risk that the Council doesn't have an up-to-date structure to support the delivery of a programme of appropriate projects and initiatives to promote South Ayrshire on the local, national and international stage, to attract tourists, to support local participation and to maximise the impact of tourism, events and culture on the local economy.

9. Equalities

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 3.

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council strategic objectives 'to improve and promote tourism opportunities and assets and to create a co-ordinated programme of events and activities' and 'to keep our events programme under review.'

13. Results of Consultation

13.1 Consultation has taken place with Councillor Brian McGinley, Portfolio Holder for Economy and Culture, and the contents of this report reflect any feedback provided.

13.2 Consultation has taken place with the Trade Unions and with staff.

14. Next Steps for Decision Tracking Purposes

14.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director - People and the Director - Place will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Implement the new staffing structure	28 February 2020	Service Lead – Community Services and Facilities
Develop a Tourism and Culture Strategy for South Ayrshire and associated recommendations for funding events	28 April 2020	Service Lead – Community Services and Facilities

Background Papers **Report to Leadership Panel of 12 March 2019**
[Economic Development and Regeneration - Management Arrangements](#)

Person to Contact **Claire Monaghan, Service Lead – Community Services and Facilities**
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Date: 17 January 2020

Events currently supported by Tourism and Events

<i>Main Events receiving SAC Support</i>	<i>SAC Funding Support</i>
The Scottish International Airshow	£250,000
Burnsfest and Fringe (insufficient funds to hold in 2020/21 due to Airshow and Ladies open)	£80,000
Burns on the Beach	£40,000
Bowls Scotland	£38,000
Christmas Light Switch On	£15,000
Holyfair	£15,000
Robert Burns Humanitarian Award	£10,000
Tamfest	£10,000
<i>Specific Event Pressures in 2020/21</i>	
Ladies Open Championship 2020 (Royal Troon)	£65,000

Events and Tourism Strategy - Initial thoughts

These are examples of the approach and direction of travel that is proposed which will be expanded and refined to form a Tourism and Events strategy, which will be reported to Leadership Panel in March 2020.

- Taking a holistic approach to promoting the area, including all elements of Council activities, for example, leisure and sport facilities, events, museums and heritage sites, parks and open spaces, libraries, town centres and golf.
- Capitalising on our unique Burns offering with the Birthplace of Robert Burns, Scotland's national poet and home to the Robert Burns Birthplace Museum
- Developing and assertively promoting an annual programme of events and activities, structured to maximise spin-off benefits to the wider local economy, for example, clustering events over a weekend or several days to encourage visitors to stay in the area.
- Actively engaging with businesses and shops, for example, offering pop-up stalls at our events which are not based in town centres.
- Ensuring that, while we support rural and local smaller scale events, we use our 'big ticket' events to drive footfall into our Town Centres.
- Identifying links between Council activities, events and local businesses, for example through the Grain Exchange or during specific events such as Tamfest.

- Designing events and activities with a 'something for everyone' focus to help establish South Ayrshire as, for example a family friendly destination, with a children's sporting event weekend with alternative activities for one or more parent, such as yoga or golf or as a cultural destination rich in heritage.
- Ensuring our activities and programme of events is equally relevant and accessible to local individuals and families and inclusive participation is actively progressed.
- Targeting Council resources, for example, classifying, and importantly investing in, some golf courses as 'elite courses' and others as family friendly to include other outdoor activities.
- Working with external transport partners to improve accessibility and affordability for events and activities.
- Identifying and promoting centres of excellence to individuals and sporting bodies, for example the recent investment in diving facilities, the development of a new leisure centre and the sports facilities at Craigie.
- Utilising spare capacity within Council facilities for community or commercial use either on a seasonal, activity or geographical basis, for example, Dolphin house as an artist weekend retreat.
- Engaging with communities to help them identify and address ways to improve our places as a destination and strengthen local identity.
- Continuing to attract unique cultural exhibitions and widening access to the arts and culture for our communities.
- Working to capitalise on our racing capacity as Home to The Scottish Grand National and Scottish Gold Cup and ensuring that wider businesses gain the benefits of this association.
- Promoting our strong food and drink offering including Grants Whisky and Hendricks Gin and The Whisky Experience

Summary of Changes

Current structure				Proposed Structure						
	Grade	Posts	£	£	Impact	Grade	Posts	£	£	
Co-ordinator	13	2	63,014	126,028	Posts deleted					
Tourism and Promotion Development Officer	11	1	54,306	54,306	Post deleted					
Enterprise Officer - Events	10	1	49,680	49,680	Post deleted					
Tourism Development Officer	10	1	49,680	49,680	Post deleted					
Cultural Planning Project Officer	9	0.98	45,434	44,525	Post deleted					
Facility Operations Assistant	9	0.50	45,434	22,717	Change in reporting line					
Town Centre Project Officer	8	1.50	40,427	60,641	Post deleted					
Enterprise Events Support Officer	7	0.77	35,872	27,621	Post deleted					
Town Hall Assistant	5	1	28,398	28,398	Change in service					
Admin Assistant	5	1	28,398	28,398	Change in service					
Town Hall Attendent	4	3	25,220	75,660	Change in service					
Total		13.75		567,654	New Posts	Co-ordinator (Destination Promotion and Inclusive Participation)	13	1	63,014	63,014
						Tourism, Events and Culture Officer	9	5	45,434	227,170
						Facility Operations Assistant	9	0.5	45,434	22,717
						Tourism, Events and Culture Town Centre Link Officer	7	1	35,872	35,872
						Town Hall Assistant	5	1	28,398	28,398
						Admin Assistant	5	1	28,398	28,398
						Town Hall Attendent	4	3	25,220	75,660
						Total		12.5		481,229

Savings in cost of proposed structure compared with current structure 86,425

Less transfer of funding for level 7 to economic development 35,872

Savings arising from proposed structure 50,553

South Ayrshire Council Equalities Scoping Template

1. Policy details

Policy Title Tourism, Events and Culture Structure	Lead Officer Claire Monaghan
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2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community, Groups of People or Themes	Negative Impacts	Positive impacts
The whole community of South Ayrshire		
People from different racial groups, ethnic or national origin.		
Women and/or men (boys and girls)		
People with disabilities		
People from particular age groups for example Older people, children and young people		
Lesbian, gay, bisexual and heterosexual people		
People who are proposing to undergo, are undergoing or have undergone a process to change sex		
Pregnant women and new mothers		
People who are married or in a civil partnership		
People who share a particular religion or belief		
Thematic Groups: Health, Human Rights, Rurality and Deprivation.		

3. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes	Level of Negative and/or Positive Impact (high, medium or low)
Eliminate discrimination and harassment faced by particular communities or groups	
Promote equality of opportunity between particular communities or groups	
Foster good relations between particular communities or groups	
Promote positive attitudes towards different communities or groups	
Increase participation of particular communities or groups in public life	
Improve the health and wellbeing of particular communities or groups	
Promote the human rights of particular communities or groups	
Tackle deprivation faced by particular communities or groups	

4. Summary Assessment

Is a full Equality Impact Assessment required? (A full EIA must be carried out on all high and medium impact policies)		YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
Rationale for decision: This paper relates to the structure required to deliver on the Council’s ambitions for tourism, events and culture and is not considered to have any material impact on those with protected characteristics..			
Signed : Claire Monaghan – Service Lead Community Services and Facilities			
Date: 05 November 2019		Copy to equalities@south-ayrshire.gov.uk	