

# REPORT FOR DECISION

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<b>DECISION OF:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>6 February 2013</b>
<b>SUBJECT:</b>	<b>Plan for Change - Destination Management</b>
<b>REPORT FROM:</b>	<b>Cllr Jane Lewis, Cabinet Member for Leisure, Culture and Tourism</b>
<b>CONTACT OFFICER:</b>	<b>Graham Atkinson, Executive Director of Environment and Development Services David Fowler, Assistant Director Localities - Designate</b>
<b>TYPE OF DECISION:</b>	<b>KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	This report outlines a final revised working model for this area, which incorporates proposals for both Destination Management and Business Development.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	A revised model from that originally presented to Cabinet in October 2012 for consultation is outlined within this report. The revised model takes into account comments and ideas put forward throughout the consultation period and it is recommended that Cabinet approve this option for implementation.
<b>IMPLICATIONS:</b>	The revised model creates a co-ordinating and enabling role, which will result in a change to the current working model. Staff members within the relevant sections and representatives from Unison have been appraised of this new working model and statutory Section 188 consultation would commence following a decision by Cabinet.
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes

<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	<p>Under the "Plan for Change", the original proposals for this service area generated savings of £89,000.</p> <p>Proposals were subject to a widespread consultation exercise, and have now been revised in the light of comments received.</p> <p>The current budget, original proposal, and revised proposal are set out in the report</p> <p>It can be seen that the revised proposals still achieve the required £89,000 savings (with a small contribution from a voluntary early retirement saving elsewhere within the department).</p>
<b>Statement by Executive Director of Resources:</b>	<p>There are no additional resource IMO, citations beyond those set out in the report. The proposals relating to the web development are in line with the Council's ICT Strategy and will be funded from earmarked reserves.</p>
<b>Equality/Diversity implications:</b>	<p>No see attached EA</p>
<b>Considered by Monitoring Officer:</b>	<p>Yes JH</p>
<b>Wards Affected:</b>	<p><b>All wards</b></p>
<b>Scrutiny Interest:</b>	<p>Overview and Scrutiny have been involved in the consultation process and have an update on the review and it has been subject to a call-in meeting.</p>

**TRACKING/PROCESS**

**DIRECTOR: Graham Atkinson, Executive**

**Director for Environment and Development Services**

Chief Executive/ Strategic Leadership Team	Executive Member/Chair	Ward Members	Partners
	12 December 2012 (JL) 15 December 2012 (JS)		Stakeholder event held as part of consultation process on 26 November 2012
Scrutiny Committee	Committee	Council	
9 October 2012 30 October 2012	Cabinet 10 October		

## **1.0 BACKGROUND**

- 1.1 Following a report to Cabinet on 10 October 2012 it was agreed that proposals for a new Destination Management function should be subject to a period of consultation with local residents and stakeholders. The October 2012 Cabinet report outlined the strategic drivers for change to a new operational model and can be accessed via the hyperlink at the end of this report.
- 1.2 The consultation on the initial proposals for a new Destination Management function are now complete and this report outlines a preferred final delivery model for approval and implementation by Cabinet. Following a decision, the necessary consultation with affected members of staff and trade unions will take place before the necessary operational changes are implemented (s.188).
- 1.2 Currently, Bury Council spends £243,000 on this service (2012/13 financial year) and as part of the Plan for Change a review has taken place to see how this service area can generate savings of £89,000 in 2013/14. From April 2013 there will be an operational service area budget of £154,000.
- 1.3 The revised model outlined in this report will ensure that the council continues to drive forward work that ensures the Borough of Bury remains a popular destination and that the council continues to provide support the borough's businesses in a challenging economic climate.
- 1.4 As this area of work is a non-statutory function for the council it is important that this work demonstrates ongoing value for money for the tax payer, whilst maximising opportunities through utilisation of new technology, partnership working and innovation.
- 1.5 The council currently delivers this work via a team in the Planning Policy and Projects section of the Environment and Development Services section.
- 1.6 The team is currently headed up by the Unit Manager for Economic Planning and Town Centres, who manages both the Senior Planning Officer, who has responsibility for Business Support and town centres, and the Tourism Development Manager. The Tourism Development Manager currently manages the Tourist Information Centre staff (TIC staff).

## **2.0 CONSULTATION**

The consultation invited local residents, local business representatives and stakeholders to submit any views or comments they had on the proposals outlined in the October 2012 Cabinet Report. A summary of these results and full methodology is contained in Appendix 1.

## **3.0 YOU SAID - WE DID: CONSULTATION OUTCOMES SUMMARY**

- 3.1 A number of key themes were outlined throughout the consultation process and these can be summarised as:

- Stakeholders valued the support and skills currently provided by dedicated members of staff in both tourism and business support roles.
- Stakeholders valued the role of council officers in providing business support, particularly in relation to township based events
- Stakeholders felt there needs to be a mix of face-to-face contact and new technology to deliver tourist information
- Stakeholders expressed concern about the ambassador programme and whether volunteers could be relied on to deliver projects with a reduced level of staffing
- Stakeholders were concerned about value for money currently provided by Marketing Manchester
- Stakeholders felt business support was important in the current economic climate.
- Those consultation participants who completed the online survey were more positive about the proposals for the pop-up tourist information service, the Visit Bury website development and the establishment of a volunteer ambassador programme.

3.2 As was made clear during the consultation process we intended to listen to and incorporate comments and suggestions in the final proposal. In light of this process it is clear that local small and medium sized enterprise and those from the tourism sector value the Council's role in providing skilled and professional officers who provide specialist expertise and knowledge. Therefore work has been undertaken to assess how the Council can maintain and provide support for a wider pool of employees in this area moving forward. This included:

- Undertaking modelling work to see how we can maximise the staff capacity within this area
- Holding meetings with representatives from the Fusilier Museum to see how collectively we can maximise the opening hours of the Tourism Information Centre to ensure continued support to the Fusilier Museum and the Fusiliers Museum's current Heritage Lottery Fund bid
- Considering how greater prominence can be given to business development and business liaison within the proposal and how it can be more integrated within any future service design
- Exploring alternate arrangements to generate income from both events and at the Tourism Information Centre, how we can utilise funding from other resources to help deliver projects within this area of work.
- Sourced an alternate funding stream for the development of the Visit Bury website.

3.3 As a result of this work and comments made throughout the consultation process the final revised working model will reflect the fact that the Council:

- will reduce the opening hours of the Tourism Information Centre from 47 hours a week to 33 hours a week, which reflects the outcome of meetings held with representatives from the Fusilier Museum throughout the consultation process.
- will no longer contribute to STEAM tourism data and a set of local performance indicators will be developed to ensure that initiatives undertaken by the team support the Council's strategic outcomes and demonstrates ongoing value for money. There is currently a time lag in receiving STEAM data.
- will need to generate income from all events and activities undertaken to support local businesses. This could include stall holders paying more for their

pitches at events, paid for advertising and marketing opportunities for events from local businesses, reduction in subsidised activity from the council, development of clear business cases to ensure a return on investment and profit for work undertaken. This will allow the council's reduced budget to be focused on providing a dedicated staff resource to provide specialist skills and expertise

- will need to generate increased income from the Tourism Information Centre from merchandise sales, events and ticket commission. This will allow the council's reduced budget to be focused on providing a dedicated staff resource to provide specialist skills and expertise.
- is developing a business case to secure funding from an alternative budget to fund the development of the Visit Bury website. In addition there will be no specific budget for the development of social media which will need to be undertaken at no cost. Maintenance and content management of the new website is to be managed in house and at no additional cost. Where appropriate the council will seek to sell advertising space on this website to local businesses and tourism destinations.
- will utilise Marketing Manchester data sets for the Visit Bury website demonstrating enhanced value for money from this annual contribution.
- will annually review the annual contribution to Marketing Manchester to ensure value for money from this substantial budget contribution.
- will work with Marketing Manchester to ensure an annual work programme is agreed so it is clear what support Bury Council and tourism attractions will receive from this organisation.
- will continue to develop and deliver the Council wide Bury Ambassador programme using existing resources. It is anticipated Ambassadors will be available to provide additional support to staff to ensure the safe delivery of events in the future.

To summarise the revised proposal outlined below will result in us:

- Putting fewer staff at risk
- Focusing our resources on providing specialist skills and expertise through a dedicated staff resource
- Reduce the amount of money we spend to kick start new events and initiatives, with a requirement that activity in this area generates an income for the council.

#### 4.0 **BURY'S NEW OFFER FOR DESTINATION MANAGEMENT AND BUSINESS DEVELOPMENT AND LIAISON**

4.1 It is proposed that the Council's vision for destination management and business development and liaison from April 2013 is:

"Understanding the borough's offer as an integral, yet distinct, part of the Greater Manchester tourism economy, we will fully utilise technology, our frontline capacity, our partners and communities to champion local businesses and promote the borough".

4.2 The key principles for the new destination management and business development operating model for the Council are:

- Focus, with partners, on **developing** and **enabling** events, destination marketing and activity in conjunction with business development initiatives to ensure sustainability through an agreed hand-over plan to local businesses or communities to self manage.
- **Web focused** – The Visit Bury website, smart phone/tablet applications, Quick Response Code (a system to provide a large amount of data in an easy to access means for mobile phones/tablet pcs) and social media offer will showcase the borough to potential tourists.
- **Out and about** – The team will have a presence at the Tourist Information Centre, at events, at tourist attractions in the borough and beyond to promote Bury as a destination.

## 5.0 COMPARATIVE ANALYSIS STAFFING STRUCTURES AND BUDGET

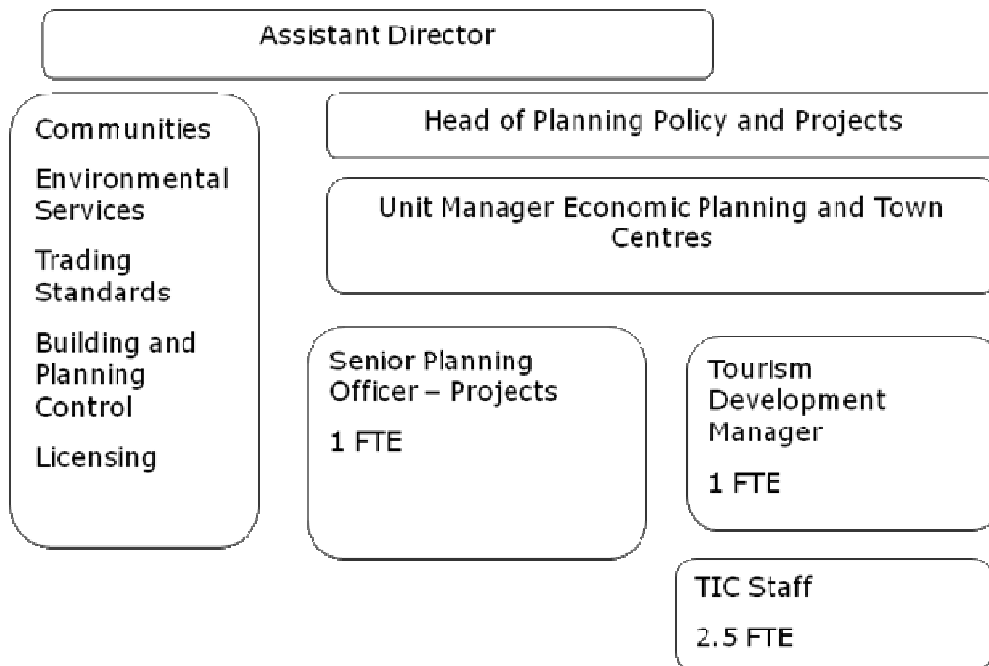
5.1 The table below provides a comparative read across budget allocation for the current, original and recommended proposals to demonstrate where savings have been achieved.

### 5.2 Budget analysis

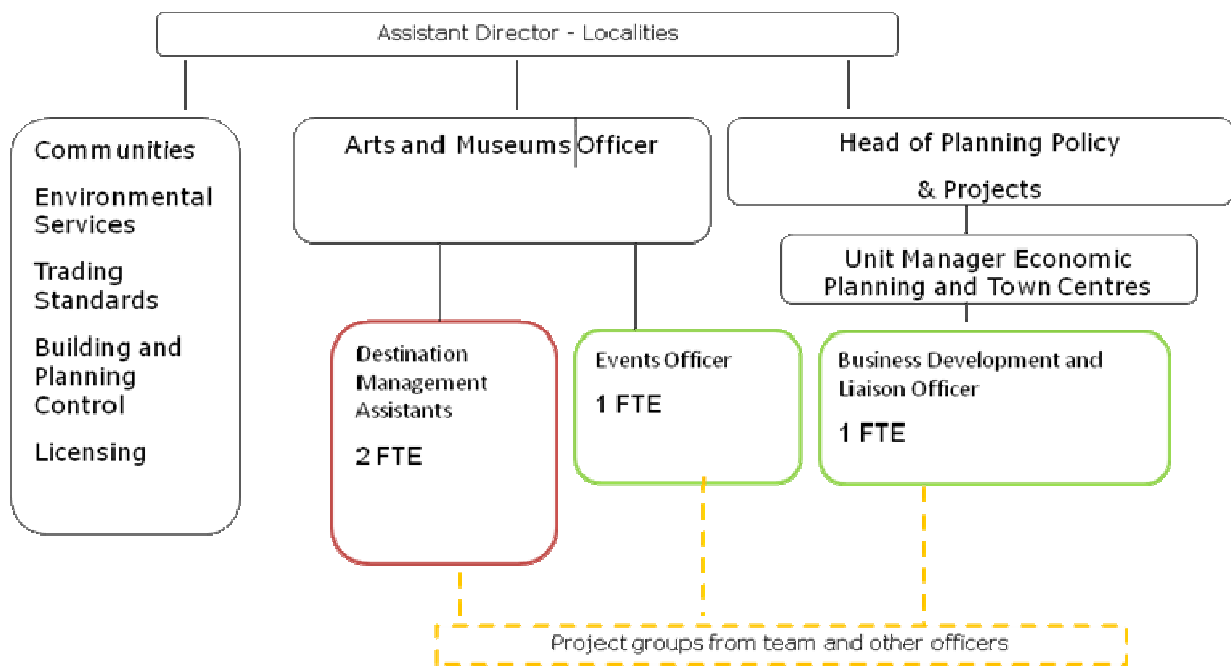
Description	Current Budget	Original Option consulted on	Recommended Proposal
Employee costs	£175,600	£59,300	£125,500
Marketing Manchester/ STEAM Contribution	£31,500	£35,000	£30,000
Events and Initiatives	£18,500	£20,000	-
Discretionary Budgets	£14,700	-	-
Support Costs	£2,700	-	£1,500
Casual/ over time	-	£13,000	-
Ambassador Programme	-	£15,000	-
Website development	-	£12,000	-
<b>TOTAL</b>	<b>£243,000</b>	<b>£154,300</b>	<b>£157,000 *</b>

### 5.3 Comparative staffing structures

**Figure 1: CURRENT STAFFING STRUCTURE**



**Figure 2: REVISED STAFFING STRUCTURE**



Further details of this proposed staffing structure are outlined in Section 6

## **6.0 REVISED OPERATING MODEL: INTEGRATION OF DESTINATION MANAGEMENT AND ARTS AND MUSEUMS SERVICES**

- 6.1 To further support the consultation outcomes and strategic objectives outlined above it is recognised that developing a wider staff resource across arts, museums and destination management will benefit the delivery of initiatives.
- 6.2 It is important to note that the posts and job roles outlined below are all new roles, with different job descriptions to those in the current operating model and as such are subject to job evaluation.
- 6.3 Evidence from recent events such as Bury Light Night 2012 demonstrated that members of staff could be brought together to form a team from within the current structure, including members of staff from tourism and business support functions in the Planning Policy and Projects section; and members of staff in the arts and museums team, to successfully deliver a community event. Bury Light Night 2012 provided a good example of how Bury's arts offer is complimentary to the borough's business and destination offer and joint working can generate positive outcomes for all.
- 6.4 The revised model proposes linking the two existing teams from planning policy and projects, and the arts and museums team into a more unified working arrangement. This approach would enable further joint working to take place, to allow the Council to develop a hub for co-ordinating, creating and contributing to current and new community based events to provide a linked approach.
- 6.5 This option would involve the Unit Manager – Economic Planning and Town Centres and the Arts and Museums Manager:
- Acting as the joint strategic leads for Destination Management and Business Development within the new Localities Division of the Department for Communities and Neighbourhoods (from April 2013).
  - Developing, co-ordinating and implementing a local performance management framework to provide timely data and statistics to show the impact of initiatives undertaken by the team.
  - Developing and implementing a borough-wide strategy for Destination Management, Business Development and the Arts, which includes annual plans for each township to ensure a co-ordinated approach to work delivered. A practical example of how this might operate could be an arts project inputting into a business group led event or a tourism venue hosting a piece of public art and promoting this to drive footfall from new visitors.
  - Leading the development of the Visit Bury website and social media streams. Liaising with Marketing Manchester to ensure access to appropriate data sets and links.
  - Developing an annual work plan with Marketing Manchester to ensure value for money from the council's annual contribution.
- 6.6 The planning policy and projects section of the Localities Division would manage the business development and liaison role. A dedicated Business Development and Liaison Officer would:
- Facilitate township business groups,



- Liaise with businesses in Bury town centre to promote business development and lead on key projects to support the local economy such as further Portas Pilot style bids and event proposals.
  - Lead the development of local business groups and act as a key point of contact between businesses and the local community.
  - Liaise with other council departments, where appropriate, to facilitate a response to issues for which the council has primary responsibility raised by business group representatives at meetings.
  - Support the development and delivery of Visit Bury website and social media streams.
- 6.7 Within the borough's arts and museum team, a new Events Officer post will be established. This dedicated council wide resource would:
- Ensure that the Council provides appropriate technical and specialist support to community based events
  - Co-ordinate the delivery of an annual place based events programme to support the local economy
  - Ensure events support the council's strategic objectives and annual work plans.
  - Produce a business case demonstrating events are cost neutral to the Council and where appropriate can generate additional income for the organisation.
  - Lead the development of a council-wide volunteer ambassador programme to support the delivery of key projects and outcomes
  - Support the development and delivery of Visit Bury website and social media streams.
- 6.8 2 FTE posts will deliver a front-of-house service for the Tourism Information Centre. These roles will
- Support Fusilier Museum's front desk operations.
  - Enable part time or rota-based working arrangements
  - Provide visitor information and advice from the Tourist Information Centre or at events
  - Support the Business Development and Liaison Officer and Events Officer with projects
  - Develop and implement income generation initiatives for the Tourist Information Centre
- 6.9 Members of staff from across the two teams will come together to form project groups as and when appropriate to undertake specific pieces of work to develop or enhance the borough's offer in support of the Destination Management strategic objectives and in conjunction with other business led groups and Bury Attractions Group.

#### **6.10 Ring-fencing of new posts for existing members of staff**

We will apply the council's agreed procedures and it is anticipated that the following posts would be ring fenced for the current pool of Tourist Information Assistants to apply:

- 2 x FTE Destination Management and Attractions Assistants

It is anticipated that the following posts would be ring fenced to the current members of staff employed as Senior Planning Project Officer and Tourist Development Manager

- 1 x FTE Events Officer
- 1 x FTE Business Development and Liaison Officer

Full consultation will take place with employees and Trade Unions in compliance with the requirements for formal consultation in accordance with s.188 of the Trade Union and Labour Relations (Consolidation) Act 1992.

## **7.0 CONCLUSION**

It is recommended that the Cabinet vote to approve the implementation of the revised working model outlined in this report, which reflects the outcome of the consultation process but ensures that the Council meets the required savings of £89,000 whilst establishing a strategic direction for the council's role in Destination Management and Business Development to ensure it is fit for the future.

### **List of Background Papers:-**

Plan for Change Prospectus

Plan for Change Choices Consultation Statistical Report

Plan for Change Programme of Savings approved February 2012

Budget Report 2012/13 (see agenda item)

Greater Manchester Visit England - Destination Management Strategy.

Report to Cabinet 10 October 2012: Plan for Change Destination Management (see agenda item)

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