

<b>The Open Championship 2019 – Project Management</b>	<b>13<sup>th</sup> February 2018</b>
<b>To: The Leisure and Development Committee For Decision</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Accelerating our Economy and Contributing to Prosperity
<b>Outcome</b>	Promoting the Borough as an attractive place to live, work, invest and visit
<b>Lead Officer</b>	Director of Leisure and Development
<b>Cost: (If applicable)</b>	£350,000

**The purpose of this report is to provide Members with information on Councils involvement in the 2019 Open Championship and to seek approval from Members for the appointment of a Project Manager to maximise available opportunities and to ensure effective Event Delivery.**

#### **Engagement to Date**

- July 2016 - Councillors and Officers visit to Royal Troone for the 145<sup>th</sup> Open Championship.
- July 2017 - Councillors and Officers visit to Royal Birkdale for the 146<sup>th</sup> Open Championship.
- 11<sup>th</sup> January 2018 – Councillor’s Workshop.

#### **Background**

The 148<sup>th</sup> Open will be played at Royal Portrush from Sunday 14 to Sunday 21 July 2019. It will be the first time The Open has returned to Northern Ireland since Max Faulkner’s victory in 1951.

The 148<sup>th</sup> Open will be the largest sporting event ever staged in Northern Ireland and will have the greatest economic impact of any sports event ever staged in Northern Ireland.

Key headlines relevant to The Open include:

- Sheffield Hallam University have predicted an economic benefit to Northern Ireland of at least £70m (figures calculated in 2014).
- Up to 30% of total spectators come from outside of the UK.
- 60% -70% of visitors expect to return to the area within 12 months.
- The event is broadcast to 600 million households Worldwide.
- The event is seen in 150 Countries.

#### **Research and Liaison to Date**

In preparation of hosting the The 148<sup>th</sup> Open, Councillors and Officers have visited The 145<sup>th</sup> Open (Royal Troone in 2016) and The 146<sup>th</sup> Open (Royal Birkdale in 2017). During and after

both visits, officers have engaged with their Council counterparts to understand the opportunity to realise the full benefit from the event.

Whilst Council would be considered highly competent in delivery of events such as the International Airshow and supporting external events such as the NW200 and Irish Open, it is evident that the scale of The Open will require a greater degree of dedicated project / event management, supporting activity and financial commitment compared to other events in which Council has previously had involvement.

### **Event Delivery**

Council has a significant role with The Royal and Ancient (R&A) Group Architecture, which focuses on the functional areas to ensure the successful delivery of the event. However based upon the learnings from South Ayrshire District Council and Sefton Borough Council, Council should assume responsibility for certain functions that occur entirely outside of the Golf Club during the period of the Event, functions that are separate from the R&A Group Architecture.

### **Council's Aims**

Whilst Council will support the R&A in achieving a highly successful event, Council should aim to lever the full benefit from the event by: Ensuring that the visitors to the Event including golfers, their entourage, attendees at the event, visitors to the town, and locals have a positive experience, creating a positive impact on Portrush in terms of:

- Creating significant economic impact activity.
- Reinforcing the principle that the Causeway Coast and Glens Borough Council area should continue to host major events in the future.
- Reinforcing the perception that the area is a good place to work, live and visit.
- Showcasing sport as a means to stimulate an active lifestyle.

### **Working Groups**

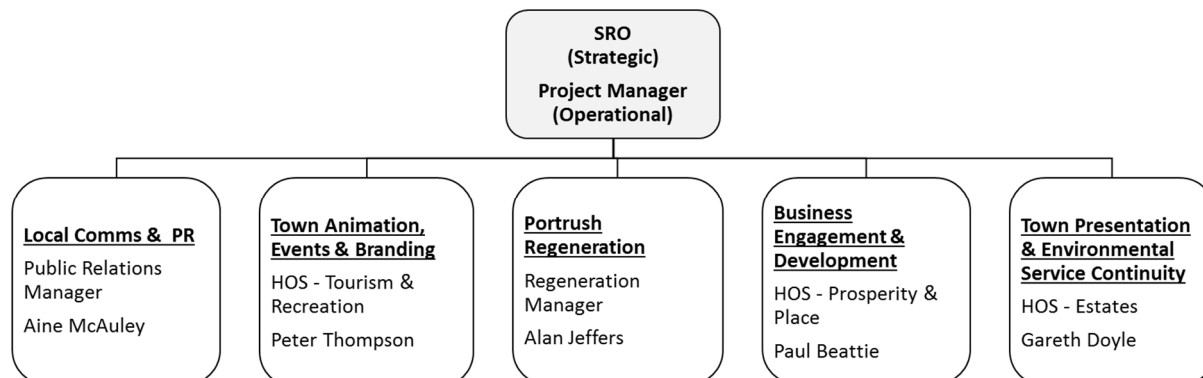
To deliver Council's aims, the following working groups have been established:

1. Branding / Animation / Events:
  - To ensure that Portrush is fully associated and 'tied' to the Open Golf Championship, establishing the Town as an extension to the event.
2. Business Engagement and Development:
  - To ensure that the Borough's businesses understand the characteristics of golf tourism and are fully prepared to capitalise from the major Event opportunity.
  - To use the event as means to generate development and investment opportunities in the Borough.
3. Portrush Regeneration:
  - The completion of the Portrush Regeneration Programme (Public Realm, Revitalise, UDG and train station refurbishment), to capitalise on the media exposure and enhance the visitor's perception of the town.
4. Presentation and Service Continuity:
  - The physical presentation of the town including minor works, flower displays and cleansing to enhance the regeneration activities and to capitalise on the media exposure and enhance the visitor's perception of the town.
  - The continuity of Council services including waste operations and environmental health activities.

5. Local Communication and PR:

- Through media channels, public engagement and consultation, ensure that all aspects of the event are communicated to the relevant business organisations, community groups and residents.

The aforementioned working Groups form the following structure:



The terms of reference for each working group and estimated associated costs are detailed at **Annex A**.

### Project Management

In order to co-ordinate, administer and project-manage Council's involvement in the 2019 Open Golf Championship, the requirement for a dedicated project manager has been identified. The post holder will become the focal point for Council's operational involvement in the event during all three phases:

1. Preparation and planning for the event.
2. The delivery, resourcing, mobilisation and execution of the plan.
3. Post event evaluation.

The job description for the post is at **Annex B**.

### Next Steps

Reports on the preparation and planning for the Open will be provided to Council as follows:

- June 2018
- October 2018
- February 2019
- June 2019

### Recommendation

- A. In order to resource Council's working groups and the appointment of the Project Manager, approval is sought to set aside £350,000 from Council's Reserves.**
- B. Approval is sought from the L&D Committee to appoint a Project Manager as the operational lead for the 148<sup>th</sup> Open Championship from 1<sup>st</sup> April 2018 to 31<sup>st</sup> September 2019.**

**THE OPEN GOLF CHAMPIONSHIP 2019**  
**COUNCIL WORKING GROUPS**

GENERAL

Council is responsible for the certain functions that occur solely outside of Portrush Golf Club during the period of the 2019 Open Golf Championship (the Event). These functional areas are separate from the R&A - Multi Agency Event Planning Groups.

PURPOSE OF WORKING GROUPS

To ensure that the visitors to the Event including golfers, their entourage, attendees at the event, visitors to the town, and locals have a positive experience, creating a positive impact on Portrush in terms of:

- Creating significant economic impact activity.
- Reinforcing the principle that the Causeway Coast and Glens Borough Council area should continue to host major events in the future.
- To reinforce the perception that the area is a good place to work, live and visit.

WORKING GROUPS

The purpose of the working Groups is:

1. Branding / Animation / Events:
  - To ensure that Portrush is fully associated and 'tied' to the Open Golf Championship, establishing the Town as an extension to the event.
2. Business Engagement and Development:
  - Ensure that the Borough's businesses understand the characteristics of golf tourism and are fully prepared to capitalise from the major Event opportunity.
  - To use the event as means to generate development and investment opportunities in the Borough.
3. Portrush Regeneration:
  - The completion of the Portrush Regeneration Programme (Public Realm, Revitalise, UDG and train station refurbishment), to capitalise on the media exposure and enhance the visitor's perception of the town.
4. Presentation and Service Continuity:
  - The physical presentation of the town including minor works, flower displays and cleansing to enhance the regeneration activities to capitalise on the media exposure and enhance the visitor's perception of the town.
  - The continuity of Council services including waste operations and environmental health activities.
5. Local Communication and PR:
  - Through media channels, public engagement and consultation, ensure that all aspects of the event are communicated to the relevant business organisations, community groups and residents.

LEAD OFFICERS

<b>Working Group</b>	<b>Lead Officer</b>
Branding / Animation / Events	Peter Thompson
Business Engagement and Development	Paul Beattie
Portrush Regeneration	Alan Jeffers
Presentation and Service Continuity	Gareth Doyle
Local Communication and PR	Aine McAuley

GOVERNANCE

Coordination and administration of the Working Groups will be managed by Council's Open Golf Championship Project Manager, who will report to the Event SRO (Director for Leisure and Development).

**TOR - BRANDING / ANIMATION / EVENTS**Lead Officer

Peter Thompson

Membership

Serial	Name	Organisation
1	Peter Thompson	HOS Tourism and Recreation CC&GBC
2	Kerrie McGonigle	Destination Manager CC&GBC
3	Christine McKee	Events Manager CC&GBC
4	Noel Davoren	Estates Manager CC&GBC
5	Julienne Elliott	Town & Village Manager CC&GBC
6	Brenda Murphy	Tourism NI

Purpose of the Group

To ensure that Portrush is fully associated and linked to the Open Golf Championship, establishing the Town as an extension to the event.

Principle Aims and Activities

1. To use the Open Golf Championship to enhance the reputation of Portrush and the wider destination to both domestic and international market places.
2. Build on the town's reputation as a service centre and golf destination to the international market place.
3. To capitalise on any legacy from the Open Championship and bring economic benefit to the town.
4. Branding - £36,000

*To work with the Business Engagement and the Town Presentation Teams to deliver high quality presentation branding of the destination on the approaches to the town and throughout the town.*

- Static Branding on the approach roads (longer term and pre event).  
£8,000.
- Destination Branding throughout the resort and at transport nodes eg. Portrush and Coleraine Stations, high pedestrian access zones and arterial routes leading into the area  
£5,000.
- Aerial footprints, temporary art structures.  
£10,000.
- Promenade and street bunting and atmospheric summer lighting.  
£8,000.
- Heavy concentration of branding on pedestrian approaches to the Course entrance.

£5,000.

5. Portrush Summer of Golf - £30,000

*To create a summer theme within the town that appeals to all visitors but particularly the family sector. The proposal is to create a theme around adventure golf, the story of golf, an introduction to the sport of golf, its Majors, Irish/N. Irish achievements (eg the Fred Daly Story).*

- Location – potentially Antrim Gardens.
- Kiddie Golf Experience – tbc.
- PGA Training Pin Challenge.
- Simulated Driving Ranges.
- Pitching to the Green from Bunkers.
- Story of Golf and its Irish/N Irish connection.
- Fan Zone – Entertainment arena with live music and entertainment, big screen, celebrity golf features, street theatre.
- Possible link with the Pirates of Portrush festival.

6. Portrush – Your Entertainment Hub - £13,000

*The town will also run a number of evening entertainment events that cater for the town's summer season but with a special emphasis on hosting the golf market.*

- Local trade with Council support to fill the town with evening entertainment, live music, late night cuisine throughout all participating restaurants, coffee shops and cafes.
- Consideration to summer theatre in Town Hall and St Patrick's Hall.
- Consideration to late night shuttle service to Triangle area.

Frequency of Meetings

Monthly

Resource Requirement

Branding	£36,000
Portrush Summer of Golf	£30,000
Portrush – Your Entertainment Hub	£13,000
<b>Total</b>	<b>£79,000</b>

**TOR - BUSINESS ENGAGEMENT AND DEVELOPMENT**Lead Officer

Paul Beattie

Membership

Serial	Name	Organisation
1	Paul Beattie	HOS Prosperity & Place CC&GBC
2	TBC	Representative from Business Development and/or Town and Village Management team CC&GBC
3	Kerrie McGonigle	Destination Manager or representative CC&GBC
4	Aine McAuley/Caron Young	Public Relations CC&GBC
5	Peter Bolan	Ulster University
6	TBC	Events Team Representative CC&GBC
7	TBC	Tourism NI Representative
8	TBC	Chamber of Commerce Representative
	<b>Additional input on an agreed basis for information purposes:</b> PSNI Transport NI	

Purpose of the Group

Ensure that the Borough's businesses understand the characteristics of golf tourism and are fully prepared to capitalise from the major Event opportunity.

To use the event as means to generate development and investment opportunities in the Borough.

Principle Aims and Activities

1. Establish a regular contact forum with local businesses to ensure that they understand how golf tourism works.
2. Develop and implement a timetable for contact, mixing online and offline means of communication.
3. Ensure that this timetable includes information on events, animation, traffic and transport as they develop from other working groups.
4. Ensure maximum coverage through media channels and one-to-many/one-to-one contact.
5. Using existing templates, develop a business toolkit for online and offline distribution.
6. Develop opportunities to showcase defined local business sectors.
7. Establish contact and information events with potential investors in the Borough, showcasing investment opportunities.
8. Monitor business outputs across all relevant sectors to understand the impact of The Open on local business.



9. Establish a budget for the implementation of the above programme.
10. Link with the other Golf Groups and feedback developments to the main committee/coordinator.

Frequency of Meetings

Monthly

Resource Requirement

Estimated Resource Requirements:

Business Development Clinics	£2,000
Business Toolkit	£2,900
Specialist Business Email Service	£700
World Host Training	£5,000
Development of Restaurant/Food Guide	£2,500
Business Website Development assistance/	£10,000
Social Media Programme for Businesses	£20,000
Sector Specialty Showcase	£2,500
Investors Event	£10,000
Business Engagement Evaluation	£3,000
<b>Total</b>	<b>£58,600</b>

**TOR - PORTRUSH REGENERATION**Lead Officer

Alan Jeffers

Membership

Serial	Name	Organisation
1	Alan Jeffers	Regeneration Manager CC&GBC
2	Graeme Pollock	Capital Projects Officer CC&GBC
3	Mary Kerr	Physical Regeneration Project Officer CC&GBC
4	Jan O'Neill	Physical Regeneration Project Officer CC&GBC

Purpose of the Group

The completion of the Portrush Regeneration Programme (Public Realm, Revitalise, UDG and train station refurbishment), to capitalise on the media exposure and enhance the visitor's perception of the town.

Principle Aims and Activities

1. **Public Realm Scheme** - Refresh and enhance tired public realm to improve the visitor experience and encourage greater out of state tourism. Complementary works include additional footway/roadworks and Portrush Laneways project.  
Lead Agency – CC&GBC
2. **Urban Development Grants** – Private sector investment funding support with key sites to address dereliction issues and provide a catalyst for further private sector investment.  
Lead Agency - DfC
3. **Train Station upgrade** – Create a quality arrival point and encourage greater train usage.  
Lead Agency - Translink
4. **ReVitalise Project** – Exterior improvements to the built environment throughout Portrush.  
Lead Agency – CC&GBC
5. **Variable Message Signage** – Information enhancement provision to improve traffic flow and reduce delays.  
Lead Agency – DfC / DfI
6. **Additional Car parking** – Provision of overflow car parking during the peak tourist season to improve the visitor experience.  
Lead Agency – CC&GBC / DfC

Frequency of Meetings

Monthly

Resource Requirement

All programmes externally funded by Department for Communities

**TOR - PRESENTATION AND SERVICE CONTINUITY**Lead Officer

Gareth Doyle

Membership

Serial	Name	Organisation
1	Gareth Doyle	Head of Estates CC&GBC
2	Noel Davoren	Estates CC&GBC
3	Stuart Purcell	Operations CC&GBC
4	Thomas Vauls	Car parks CC&GBC
5	Sharon Bateson	Environmental Health – Food, H&S Consumer Protection CC&GBC
6	Rory Donnelly	Environmental Health – Emergency Planning, Licencing & Enforcement CC&GBC
7	Jackie Barr	Environmental Health – Public Health (water/sewerage) CC&GBC

Purpose of the Group

The physical presentation of the town including minor works, flower displays and cleansing to enhance the regeneration activities to capitalise on the media exposure and enhance the visitor's perception of the town.

The continuity of Council services including waste operations and environmental health activities.

Principle Aims and Activities

1. Meet regularly to co-ordinate Environmental Services activities prior, during and after the event.
2. Liaise with other CCG Groups to ensure that all issues are addressed and to avoid duplication.
3. Establish contacts within external bodies in planning of, and to work with them as required before, during and after the event.
4. Costing of resources required (staff, plant and materials).
5. In conjunction with other departments, present Portrush and environs in the best possible light to maximise media exposure.
6. Maintain and enhance (within limit of responsibility) the infrastructure of the 'Triangle' area.
7. Ensure safety of workers, volunteers and visitors to the area.

Frequency of Meetings

Monthly and/or as required.

Resource Requirement

## Estimated Resource Requirements:

Environmental Health	£41,000
Operations	£56,000
Estates - Maintenance	£16,000
Estates – Grounds	£51,000
<b>Total</b>	<b>£164,000</b>

**TOR - LOCAL COMMUNICATION AND PR**

Lead Officer

Aine McAuley

Purpose of the Group

Through media channels, public engagement and consultation, ensure that all aspects of the event are communicated to the relevant business organisations, community groups and residents.

Principle Aims and Activities

Working in partnership with all of the Council Sub Groups, act as an efficient channel for all communication activities and PR to keep local audiences (residents, visitors, trade etc) informed, updated and engaged.

Frequency of Meetings

Information will be distributed at 6 weekly meetings to include relevant attendees from each individual sub group.



3<sup>rd</sup> January 2018

## **2019 OPEN GOLF CHAMPIONSHIP – PROJECT MANAGER**

### **RESPONSIBLE TO**

A direct report to the Director for Leisure and Development, the SRO for the 2019 Open Golf Championship.

### **CONTRACT PERIOD**

From 1<sup>st</sup> April 2018 to 31<sup>st</sup> August 2019.

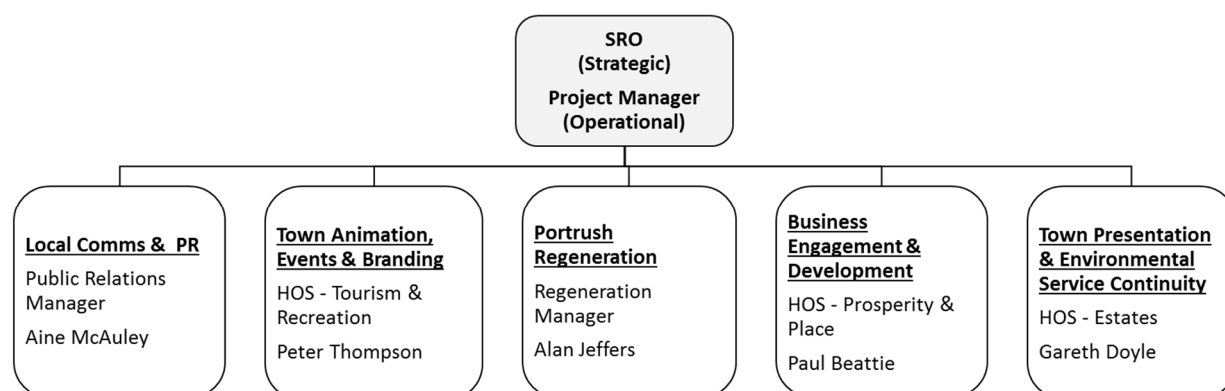
### **JOB PURPOSE**

To co-ordinate, administer and project manage the Council's involvement in the 2019 Open Golf Championship in order to contribute to the successful delivery of the Event and achieve the Council's objectives, which are:

To ensure that the visitors to the Event including golfers, their entourage, attendees at the event, visitors to the town, and locals have a positive experience, creating a positive impact on Portrush in terms of:

- Creating significant economic impact activity.
- Reinforcing the principle that the Causeway Coast and Glens Borough Council area should continue to host major events in the future.
- To reinforce the perception that the area is a good place to work, live and visit.

### **ORGANISATIONAL STRUCTURE**



MAIN DUTIES

To provide coordination, administration and project management support to the following working groups:

1. Branding / Animation / Events:
  - To ensure that Portrush is fully associated and 'tied' to the Open Golf Championship, establishing the Town as an extension to the Event.
2. Business Engagement and Development:
  - Ensure that the Borough's businesses understand the characteristics of golf tourism and are fully prepared to capitalise from the major Event opportunity.
  - To use the event as means to generate development and investment opportunities in the Borough.
3. Portrush Regeneration:
  - The completion of the Portrush Regeneration Programme (Public Realm, Revitalise, UDG and train station refurbishment), to capitalise on the media exposure and enhance the visitor's perception of the town.
4. Presentation and Service Continuity:
  - The physical presentation of the town including minor works, flower displays and cleansing to enhance the regeneration activities to capitalise on the media exposure and enhance the visitor's perception of the town.
  - The continuity of Council services including waste operations and environmental health activities.
5. Local Communication and PR:
  - Through media channels, public engagement and consultation, ensure that all aspects of the event are communicated to the relevant business organisations, community groups and residents.

SPECIFIC TASKSOperational Lead

To be the operational lead in Council's involvement in the 2017 Open Golf Championship (the Director reporting to the CE, is the strategic lead for the event).

In this role you will be required to represent the Council at relevant internal and external meetings and to prepare committee reports as required.

Project Management, Coordination and Administration

Provide coordination, administration and project management support in all the thematic working groups and their associated aims and activities during the following phases:

1. Preparation and planning for the Event.
2. The delivery, resourcing, mobilisation and execution of the plan.

### 3. Post Event evaluation.

All phases will require the necessary project management documentation.

#### Partnership Working

Work in partnership with the relevant Council departments to ensure the successful implementation of the agreed delivery plan in order to achieve the Council's objectives.

To develop effective working relationships with external organisations, including Tourism NI (TNI), Royal Portrush Golf Club, The Royal and Ancient (R&A), the emergency services, community organisations, the media and local businesses in order to contribute to the successful delivery of the Event.

#### Resource Management

Understanding the contractual obligation for the Council to commit resources to the Event.

Manage Council's resource contribution to the Event, specifically the detailed understanding of the value of Council's contribution and support.

#### Budget Management

Manage Council's Open Golf Championship budget that will include the preparation of forecast income and expenditure estimates.

#### Funding Bids

Assisting with the preparation of bids to secure external funding to support the Open Golf Championship.

The availability of Funding from TNI to offset Council's costs specific to the Event.

#### Health and Safety

Based upon Council's involvement and contribution to the Event, ensure public safety and insurance requirements are met in accordance with Government legislation and council policy.

All staff are responsible for the implementation of the Health and Safety policy so as it affects them, their colleagues and others who may be affected by their work. The post holder is also expected to monitor the effectiveness of health and safety arrangements and systems to promote appropriate improvements where necessary.

#### Out-of-office Hours Working

The nature of the work will require the post holder to undertake commitments outside normal office hours on a regular basis. Such a requirement is reflected in the grading of the post and overtime will not be paid, however time of in lieu will be accepted.