

Policy and Sustainability Committee

10.00am, Thursday, 9 July 2020

Tourism and Hospitality Sector Recovery Plan – Follow Up

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| Executive/routine Wards Council Commitments | Executive All |
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1. Recommendations

- 1.1 It is recommended that Committee approve the proposals to:
 - 1.1.1 Transfer of all current staff, assets and liabilities from Marketing Edinburgh Limited to the Council, noting the costs as outlined at paragraph 6.1; and
 - 1.1.2 Make a one-off contribution of £55,000 to the tourism and hospitality sector recovery plan, subject to confirmation that the plan activities are aligned to the Council's priority of net zero carbon by 2030.

Paul Lawrence

Executive Director of Place

Contact: Paul Lawrence, Executive Director of Place

E-mail: paul.lawrence@edinburgh.gov.uk | Tel: 0131 529 4325

Tourism and Hospitality Sector Recovery Plan – Follow Up

2. Executive Summary

- 2.1 On 11 June 2020, Committee considered a report on the recovery plan which had been developed to support the tourism and hospitality sector. This report provides the additional information requested.

3. Background

- 3.1 On [25 May 2020](#), Committee considered the Council's programme for Adaptation and Renewal which focuses on both the recovery of the Council and the city as a whole. The report stated it was important to recognise the city's status as Scotland's Capital, its vital importance to the national economy and the role of the Council in serving the residents of Edinburgh.
- 3.2 On [11 June 2020](#) a report on the Tourism and Hospitality Sector Recovery Plan was considered and Committee approved a Coalition Motion incorporating elements of a Conservative Amendment and a Green Addendum, as follows:
- 3.2.1 Agrees to continue the report within 2 cycles for direct engagement with EICC and Marketing Edinburgh and to come back to Committee with more detail on the in-house model as outlined in option 4, including further detail of Scottish Government and industry resources;
- 3.2.2 Recognises the key role of ETAG in the recovery of the Edinburgh visitor economy, and the urgent need for action as the city faces the likely loss of 18,000 jobs in the sector and £1bn of tourism-related revenue this year;
- 3.2.3 Commends the work done by ETAG in preparing the 'Resilience, Reboot, Recover' strategy and agrees there should be no delay in its implementation; and
- 3.2.4 Inserts a new recommendation (in the 11 June 2020 report) "Agrees that the recovery of tourism and hospitality in Edinburgh must be in line with this Council's 2030 climate target, and carries out all work in this sector on the basis of achieving a net zero carbon city".
- 3.3 The 11 June 2020 report included recommendations:

- 3.3.1 To retain, maintain and update the existing digital assets of Marketing Edinburgh Limited (Marketing Edinburgh) and to enable www.edinburgh.org to be utilised as the digital core of the tourism and hospitality sector recovery plan campaign; and
- 3.3.2 To agree to approach Edinburgh International Conference Centre (EICC) to request that they co-ordinate business tourism bids on behalf of the city for a short interim period
- 3.4 It also set out four options for the Committee to consider:
 - 3.4.1 Option 1 was for the Council to make no financial contribution to the tourism and hospitality sector recovery plan;
 - 3.4.2 Option 2 was to contribute the full £75,000 requested by ETAG for the tourism and hospitality sector recovery plan (to be matched with funding from other public and private sector partners;
 - 3.4.3 Option 3 was to give Marketing Edinburgh a renewed role in supporting the tourism and hospitality sector in the city, by providing in-kind support to the recovery plan at a cost of £65,000 in 2020/21 and £282,000 in future years (assuming no additional income was generated). It also included a one-off contribution to the sector recovery plan of £45,000 with in-kind support also being provided; or
 - 3.4.4 Option 4 was to recognise the importance of the tourism and hospitality sector to the city, for the Council to create a small team within the Council which could provide dedicated resource and on-going support to the sector on a longer-term basis. This option included a financial cost of £50,000 in 2020/21 and £186,000 in future years. It also included a one-off contribution to the sector recovery plan of £45,000 with in-kind support also being provided.

4. Main report

Economic Impact

- 4.1 The detailed implications of COVID-19 on Edinburgh's economy are yet to be fully understood. However, it is clear at this stage that the city is facing one of its most significant economic shocks in modern times. It is possible that the tourism and hospitality sector could be hardest hit over coming weeks and the potential impact of this was outlined in the 11 June 2020 report.

Marketing Edinburgh

- 4.2 Appendix 2 of this report summarises the timing of decisions taken in respect of Marketing Edinburgh since April 2019. The current and former Boards and staff of Marketing Edinburgh have worked extremely hard to develop and maintain digital and data assets which are recognised as extremely important as the city develops adaptation and renewal plans in response to the COVID-19 crisis.

- 4.3 Based on the feedback from partners and members of Marketing Edinburgh prior to the COVID-19 pandemic, the organisation sought financial support from the Council to maintain their digital and data assets associated with business tourism and the on-going operational costs of the company to 31 March 2021. The remaining digital assets of the company were to be ‘hibernated’ (which was estimated to be completed by the end of June 2020).
- 4.4 However, recognising the importance of the digital assets to the city, the Board applied for external funding from VisitScotland and Scottish Enterprise to the value of £65,000 to continue maintaining these assets and to extend the existing staffing contracts to 31 March 2021. The application to Scottish Enterprise was not successful, but VisitScotland have offered £10,000 of funding to Marketing Edinburgh.

Digital Assets

- 4.5 Marketing Edinburgh currently acts as custodian for many of the city’s digital communication channels. They have spent significant time and resources building up a digital hub at www.edinburgh.org which is the home page for ‘This is Edinburgh – the official guide to Edinburgh’ and associated social media channels. These channels have significant reach in terms of internet search engine optimisation and in terms of number of followers.
- 4.6 Building on this digital core enables a clear, curated, joined up approach for the city to clearly and consistently communicate externally and brings together various themes and messages into a single place from which other activities (such as social media and marketing campaigns) can flow.
- 4.7 To continue to be of benefit to the city on an on-going basis and to ensure that the activities and messages are aligned to the Council’s strategic priorities (e.g. the adaptation and renewal programme, Economy Strategy, and net zero carbon by 2030) it is essential that the city’s digital communications channels continue to be curated, updated and co-ordinated.

Tourism and Hospitality Sector Recovery Plan

- 4.8 While the full economic impact of COVID-19 on the city’s economy is not yet known, the tourism and hospitality sector are already experiencing significant challenges which have formed the basis of a recovery plan.
- 4.9 On 11 June 2020, Committee recognised the key role of the Edinburgh Tourism Action Group (ETAG) in the recovery of the Edinburgh visitor economy and commended the work done by them in preparing the recovery plan. It also recognised the urgent need for implementation of the recovery plan without delay.
- 4.10 The short term recovery plan is set out in Appendix 3 with implementation dependent on financial and in-kind support from other partners and stakeholders.
- 4.11 A financial contribution of £75,000 has been requested from the Council to be matched by funding from other external partners (to the value of £75,000) alongside in-kind and additional value-added support. Although there is no direct funding from the Scottish Government or VisitScotland contributing to the cost of this plan at this

stage, ETAG is funded by the Scottish Government through Scottish Enterprise and the proposed campaign is aligned to the VisitScotland national tourism recovery programme. The RRR activity plan schedule shows that all of ETAGs planned and activity for 2020/21 has been realigned to the recovery plan and that the asset audit and marketing platform development will be funded by ETAG. The estimated budget for this is circa £90,000.

- 4.12 In addition, ETAG have confirmed that £23,000 of partner funding has been secured for the campaign and the activity plan schedule shows that some activities are funded via the University of Edinburgh.
- 4.13 ETAG intend to create a website for the recovery plan which will link directly with existing digital assets including www.edinburgh.org as part of its core campaign.

Business Tourism

- 4.14 The 11 June 2020 report recommended requesting that EICC take an interim role in the short term to lead and co-ordinate city wide bids for business tourism events. EICC have an existing team which develop bids on behalf of EICC and they already work closely with others within the sector.
- 4.15 Some Elected Members raised the issue of whether EICC could play such a role independently, given it would be both seeking to attract business to the city as a whole, as well as to EICC itself.
- 4.16 Given this question, and mindful of the wider operating pressures on EICC and the provision made within the tourism sector recovery plan to support the business tourism sector, it is not proposed to ask EICC to undertake such a role at this time.

Proposed Way Forward

- 4.17 Clearly, the four options outlined in the previous report (and in paragraph 3.4 above) remain available to the Council.
- 4.18 Recognising the importance of the tourism and hospitality sector to the economic recovery of the city, support in the way requested forms a core part of the Council's Adaptation and Renewal programme. The previous report indicated option 4 was preferred.
- 4.19 If this option is approved, it is proposed:
 - 4.19.1 To work closely with the Board of Marketing Edinburgh to carefully manage the transfer of Marketing Edinburgh's remaining people, assets and liabilities into the Council, to be supported within the wider Business Growth and Inclusion team in the Place Directorate. This small in-house team would maintain, update and enhance the existing digital assets (set out in paragraph 4.5 – 4.7), continue to support the Meeting Edinburgh activities and develop plans to support the city's future plans, aligned closely with Council strategies and priorities. The cost to the Council would be c£135,000 per annum; and
 - 4.19.2 To make a one-off contribution of £55,000 to the ETAG recovery plan. This is less than the £75,000 requested as it assumes that the web and digital

support will be provided at no cost and there is no longer a provision within the Council proposal to support the business tourism strand of activity. This is urgently needed to support delivery of the overall Resilience, Reboot and Recovery plan but should be conditional on ETAG demonstrating that the plan is aligned to the Council's net zero carbon by 2030 target, and an agreement between the Council and ETAG being signed to that effect.

- 4.20 Recognising the importance of www.edinburgh.org to the tourism and hospitality sector recovery plan, it is proposed that the appropriate legal agreements be drawn up to enable this site and its associated social media channels to be used as part of the recovery plan activities, while continuing to be managed by Marketing Edinburgh (or the Council at the appropriate time). These agreements will include data sharing and confidentiality agreements with all of the appropriate parties.
- 4.21 In working with the Board of Marketing Edinburgh, appropriate legal agreements will also be required to complete the TUPE, asset and liability transfer from Marketing Edinburgh to the Council.

5. Next Steps

- 5.1 If the approach set out above is approved:
- 5.1.1 Council officers will work closely with the Board of Marketing Edinburgh to undertake the necessary activities to complete the transfer of activities and liabilities from Marketing Edinburgh including any associated TUPE undertakings as swiftly as possible;
 - 5.1.2 Council officers will also work closely with the Board of Marketing Edinburgh to develop the appropriate legal agreements which will underpin the transfer of activities and responsibilities;
 - 5.1.3 Marketing Edinburgh will be asked to carry out an audit of its existing digital channels to understand the audience for each and the impact of COVID-19 on traffic to these channels, to review and update existing content and to prepare a plan for future content for each channel. The plan should include the development and implementation of digital and print advertising for local businesses; and
 - 5.1.4 £55,000 will be set aside to contribute to the tourism and hospitality sector recovery plan, on the conclusion of an agreement (or agreements) and confirmation that the recovery plan is aligned to the Council's commitment to net zero carbon by 2030.
 - 5.1.5 Council officers and the Board of Marketing Edinburgh work further with all relevant partners in the business tourism sector to clarify the sector profile and the activity required for the city.
- 5.2 In addition, it is proposed to use the digital and social media channels outlined in this report to support businesses in Edinburgh's town centres. A report on how this can be achieved is due to be considered by Policy and Sustainability Committee on 23 July 2020.

6. Financial impact

- 6.1 If the recommendation in this report is approved:
 - 6.1.1 the on-going revenue cost of the Council taking over and managing the digital assets which Marketing Edinburgh currently maintains and updates is estimated to be circa £135,000 per annum and there is currently an annual budget of £50,000 for this therefore the additional cost to the Council would be £85,000. The cost in 2020/21 is expected to be in the region of an additional £65,000; and
 - 6.1.2 the cost of contributing to the tourism and hospitality sector recovery plan is proposed to be a one-off cost of £55,000 in 2020/21.
- 6.2 These costs would be met from existing Place Directorate revenue budgets.
- 6.3 It may be possible to generate income from the utilisation of the digital communication channels which will transfer to the Council however these have not been factored into the calculations at this stage.
- 6.4 There may be other liabilities which Marketing Edinburgh will need support from the Council to fund to their conclusion (e.g. subvention). These will be brought forward to Committee for consideration at the appropriate time.

7. Stakeholder/Community Impact

- 7.1 If the recommendations in this report are approved, appropriate engagement will be carried out under TUPE Regulations 2006 for the existing Marketing Edinburgh employees affected by this proposed transfer of activities and to ensure that the appropriate legal agreements are developed in support of the transfer of activities from Marketing Edinburgh to the Council.
- 7.2 ETAG will continue to engage with the tourism and hospitality sector and partners on the development and delivery of the tourism and hospitality sector recovery plan.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 - Tourism and Hospitality Sector Recovery Plan Report – [11 June 2020](#)
- 9.2 Appendix 2 – Marketing Edinburgh Decision Summary and Timeline
- 9.3 Appendix 3 – Tourism and Hospitality Sector Recovery Plan

Appendix 2 - Timeline of Council Decisions relating to Marketing Edinburgh

Marketing Edinburgh Limited (Marketing Edinburgh) received £0.890m of funding from the Council in 2018/19.

City of Edinburgh Council – 21 February 2019

On [21 February 2019](#) the budget motion, approved by Council, set out a reduction in funding for Marketing Edinburgh of £0.790m over two financial years. The reduction was:

| Financial Year | Reduction Amount | Funding Remaining |
|-----------------------|-------------------------|--------------------------|
| 2019/20 | £0.300m | £0.590m |
| 2020/21 | £0.490m | £0.100m |

£0.267m of the 2019/20 funding was subject to the development of a business plan which outlined a detailed strategy for transition to zero funding from the Council. This was to include outcomes and targets to show that progress was on track, and scrutiny at a six-month review point. It was also expected that any such plan should clearly set out how on-going support for film and business tourism would be taken forward.

Housing, Homelessness and Fair Work Committee – 31 October 2020 – B Agenda

On 31 October 2019, Housing, Homelessness and Fair Work Committee considered a paper prepared by the Board of Marketing Edinburgh.

This proposed to create a new organisation, with financial support from a number of partners including the Council. Over a three year period, from 2020/21, the core financial support requested from the Council totalled £1.2m (2020/21 - £0.450m, 2021/22 - £0.400m, 2022/23 £0.350m).

In addition, the business plan as submitted suggested additional revenue for activities would be generated and grant/support for activity could come from a number of sources such as the City Region Deal and the possible Transient Visitor Levy (TVL). The TVL revenue was estimated to begin from 2022 and the figure suggested to be allocated was £2.1m per annum (15% of the estimated £14m).

It is also worth noting that this new organisation was not intended to include film and the business plan did not make a clear proposal on how business tourism would be supported in the future.

Committee was unable to agree to the request for funding as it was contrary to the budget decision of Council on 21 February 2019.

The Committee approved:

- The transfer of responsibility for Film Edinburgh to the Council with an associated liability of c£0.050m;
- To progress discussions with key stakeholders on future arrangements to support convention/business tourism in the city;
- Discussion with Marketing Edinburgh, Scottish Enterprise, Edinburgh Chamber of Commerce and other partners on the potential to create a new organisation;
- Within existing resources, to develop plans for the Council to provide additional support for those destination management activities which properly sit within the Council.

City of Edinburgh Council – 21 November 2019

On [21 November 2019](#) the Council appointed three Elected Members to the Board of Marketing Edinburgh, following the resignation of the previous Board.

Finance and Resources Committee – 5 March 2020 – B Agenda

On a B agenda, Finance and Resources Committee agreed to ring-fence £208,800 to cover the cost of liabilities of the company which the Board identified as on-going and which could not be met from the company's financial reserves.

Leadership Advisory Panel – 31 March 2020 – B Agenda

The Leadership Advisory Panel considered a report, on a B agenda, which outlined the business plan prepared by the Board of Marketing Edinburgh for operations in 2020/21 which expected to generate sufficient income to meet the operational costs of the company, over and above grant funding of £0.050m from the Council.

However, the report outlined that COVID-19 had significantly impacted on the company's ability to generate income and therefore it would no longer be possible to continue to deliver the business plan as envisaged.

From the options considered, Committee agreed that Marketing Edinburgh should move into 'hibernation', with funding of £0.073m allocated for the financial year to retain a small number of staff to complete handover activities and to maintain the company's assets (websites, social media, Customer Relationship Management (CRM) system, ambassador database, membership database, partners database (marketing), and toolkits). It was also expected that debt recovery activities would continue and that the company would fulfil, review or terminate where appropriate any on-going contractual

commitments. An additional ring-fenced contingency of up to £0.080m was also agreed to enable the company to deal with any unexpected liabilities.

Budgeted Revenue Funding 2020/21

| | |
|--|----------------|
| Core Funding to Marketing Edinburgh | £0.050m |
| Funding to be retained within the Council for Film Edinburgh | £0.050m |
| Sub-total | £0.100m |

Additional One-Off Funding for Marketing Edinburgh 2020/21

| | |
|--|----------------|
| Operational Funding | £0.073m |
| Contingency (to be drawn down if required) | £0.080m |
| Ring-fenced Liabilities | £0.208m |
| Additional Costs | £0.060m * |
| Sub-total | £0.421m |

* This information has been updated from the previous Members Briefing to reflect that the Leadership Advisory Panel also agreed additional funding up to this amount to cover estimated additional costs likely to be incurred by Marketing Edinburgh.

Supporting Edinburgh's Tourism Sector
COVID19 RESPONSE

RESILIENCE
REBOOT
RECOVERY

INTRODUCTION

This document has been prepared to provide an overview of the Reliance, Reboot & Recovery Plan prepared to support Edinburgh's tourism sector.

It is a working document that will develop and evolve over time, reflecting the rapidly changing environment.

The Plan has been prepared by the Edinburgh Tourism Action Group, following extensive discussions with partners and industry.

SECTION 1: ABOUT ETAG

EDINBURGH TOURISM ACTION GROUP (ETAG)

Company Registration number

546437

Registered address

c/o Scottish Enterprise

Apex House

99 Haymarket Terrace, EDINBURGH

Post Code: EH12 5HD

Email & website

theteam@etag.org.uk www.etag.org.uk

Social media details

@etag_UK

[http://www.linkedin.com/company/edinburgh-tourism-action-group-etag-](http://www.linkedin.com/company/edinburgh-tourism-action-group-etag)

<https://www.youtube.com/user/etaguk>

About ETAG

ETAG was first set up as an informal tourism networking group in 2000.

It was formally constituted as an association in 2007.

In November 2016 ETAG was constituted as a company limited by guarantee.

Total number of members
in Group

26 See
below*

Total number of members
contributing financially

n/a see
below*

*ETAG aims to be an “open access” platform for the engagement of as broad a range of tourism businesses, individuals and stakeholders as possible. There is therefore no formal membership or fee structure. The [ETAG Full Group](#) is made up of representatives from the major stakeholders, agencies and industry groups who collectively represent Edinburgh’s tourism sector. It meets regularly to discuss the key challenges, opportunities and strategic issues for tourism in the city, as well as project specific initiatives.

While ETAG is a formally constituted company limited by guarantee, it is effectively a “virtual organisation” with no staff, core funding or dedicated office space etc. ETAG staff and project funding costs are provided by Scottish Enterprise. Additional funding support is provided by a range of partners & businesses contributing to project specific activity and there is substantial support in kind provided through individuals contributing their time and expertise in support of ETAG activity.

ETAG activity is primarily focused on Edinburgh, but it also works with partners across the wider city region and links into the Scotland wide activity as and when appropriate.

SECTION 2: THE COVID19 RESILIENCE, REBOOT & RECOVERY (RRR) PLAN

2.1 Summary:

The RRR plan was initiated in March 2020, with a view to supporting Edinburgh's tourism sector and wider economy in the face of the unprecedented challenges, immediate threats and longer term negative impacts of the COVID19 pandemic. The plan has, and will continue to, evolve to reflect the circumstances and issues as they become clearer over time.

2.2 Timeline:

March 2020 – proposed end date June 2021 (flexible)

2.3 – Aims and Objectives:

Aim

The overall aim is to support the Edinburgh (and Scottish) economy by supporting tourism, one of the city's key business sectors, which supports hundreds of businesses and over 34,000 jobs. It is estimated that up to 75% of tourism related jobs (22,500) are at risk through the loss of visitor spend.

Objectives

- **Support Supply:** to provide tourism business support through a range of activity
- **Drive Demand:** to develop and deliver a marketing campaign that stimulates visitor demand, based on the principle of “*right messages, right markets, right time*”
- **Leadership & Partnership:**
 - Utilise existing tourism leadership structures
 - Make best use of ETAG's existing leadership role to develop, support and deliver the RRR plan
 - support the wider Scottish tourism sector, recognising Edinburgh's status as the “gateway” to Scotland, international status and expertise in tourism development
- **Lasting Legacy:** maintain a focus on the longer term, with a view to “*build back better*” and Edinburgh's 2030 tourism strategic themes: *People, Place, Environment, Reputation & Partnership*

SECTION 3: DETAILS

3.1 – Strategic Business Case:

Edinburgh's tourism sector has been one of the city's economic success stories over the last 10 years. This success has seen visitor spend increase by 70% and nearly 10,000 new jobs being created directly and has contributed to the city's wider Live, Work, Invest & Study ambitions.

The COVID19 pandemic has effectively closed the Edinburgh tourism sector completely since March 2020 and is likely to result in the loss of over £1 billion of visitor spend by September 2020. This puts 100's of businesses and 1000's of jobs at risk in the immediate future and will have a far greater & longer impact than any other business sector.

Historically Edinburgh's tourism sector has been extremely resilient in the face of major incidents which have disrupted tourism, however the COVID19 crisis has created a unique set of circumstances which leave the tourism sector particularly vulnerable.

In particular the city's success in attracting international visitors, who account for 44% of all visitors, and strength in festivals, events and business tourism, would in most circumstance be key strengths, are now significant challenges in the face of the constraints on international travel

and the long lead in time for the easing of restrictions on major public gatherings. Even once these issues ease, the likely length of time it will take for visitors to be willing to travel or attend public gatherings again will extend the recovery period significantly. Current estimates suggest that it could take up to 4 years.

The implications are significant, with up to 22,500 jobs in the city at risk and evidence demonstrating that low income households, young people and women will be disproportionately impacted given the workforce profile of the tourism and hospitality sector.

The UK and Scottish Governments, alongside national agencies and industry bodies, moved extremely quickly to put in place a wide range of measures to mitigate the worst of the initial impacts, but it was clear that there was a requirement for an Edinburgh specific response, which was the catalyst for the establishment of the RRR plan.

This activity is intended to align with and support the wider City of Edinburgh Council economic recovery plan and act as a swift and short term (12 month) interim response, with a view to the longer term tourism strategy being activated in once the “new normal” for the city’s tourism sector becomes clearer.

There are 4 key objectives:

- **Support Supply:** to provide tourism business support through a range of activity
- **Drive Demand:** to develop and deliver a marketing campaign that stimulates visitor demand, based on the principle of “*right messages, right markets, right time*”
- **Leadership & Partnership:**
 - Utilise existing tourism leadership structures
 - Make best use of ETAG’s existing leadership role to develop, support and deliver the RRR plan
 - support the wider Scottish tourism sector, recognising Edinburgh’s status as the “gateway” to Scotland, international status and expertise in tourism development
- **Lasting Legacy:** maintain a focus on the longer term, with a view to “*build back better*” and Edinburgh’s 2030 tourism strategic themes: *People, Place, Environment, Reputation & Partnership*

3.2 – The RRR Plan:

While the full scale and nature of the COVID19 pandemic and its implications were not at all apparent at the outset, Edinburgh’s tourism sector was alert to the potential challenges and impacts earlier than many other parts of the economy, due to the global nature of the tourism sector and in particular its engagement with the Chinese visitor market.

This awareness, combined with the city’s existing tourism leadership and partnership structures, meant that there was early recognition that alongside the wider national response, there was a clear need for the city to develop its own specific response plan as it became apparent that the tourism sector as a whole was going to face unprecedented challenges, and that Edinburgh was going to face particular and unique issues.

Initial activity was instigated in March 2020 and quickly developed into the first iterations of the RRR plan, which has been evolving since then. This work has been delivered under the auspices of the Edinburgh Tourism Strategic Implementation Group (SIG) and activated primarily through the work of the Edinburgh Tourism Action Group (ETAG).

The city was fortunate that it had these existing leadership and partnership structures already in place, plus that it was already very actively debating the future of tourism via Edinburgh’s new

2030 Tourism Strategy. This has laid the groundwork to address the unique, extremely complex and multi-layered challenges facing the tourism sector, that will require the “*most ambitious collective partnership initiative ever undertaken by Edinburgh’s tourism sector*”.

From the outset, the RRR plan established core working principles:

- All actions to be **guided by and aligned with public health guidance**
- Build on the ETAG core principle of **Collaborating to Compete**
- Harnessing the huge potential of “**Team Edinburgh**” – **the whole is greater than the sum of the parts**
- The need for **public & private sector to work together** and **engage with residents & communities**
- Using **tried & tested models** – nationally (themed years) & locally (Edinburgh in 101 Objects, #UncoverEdinburgh, China Ready Initiative)
- Short term COVID19 response, but **lasting legacy** impacts and commitment to principles set out in Edinburgh’s 2030 strategy – **build back better**
- Ensure **right messages, to the right markets, at the right time**
- The need to **move quickly and be flexible** given the rapidly changing circumstances, both locally and across the wider tourism sector

3.3 – Working with Partners

Key to the delivery of the RRR Plan will be working with an extensive range of partners, including:

- National agencies such as ScotGov, VisitScotland, Scottish Enterprise, Skills Development Scotland, Historic Scotland and CreativeScotland
- National industry bodies such as UK Hospitality, Scottish Tourism Alliance, Association of Scottish Visitor Attractions
- City of Edinburgh Council
- Edinburgh’s Universities
- Local industry organisations/groups, including: Festivals Edinburgh, Edinburgh Hotel Association, Edinburgh Capital Group, Youth Tourism Edinburgh, Edinburgh Cultural Venues Group, Business Tourism Subgroup, Edinburgh Chamber of Commerce, Federation of Small Businesses, Scottish Tour Guide Association
- Individual businesses

As the umbrella organisation for tourism in the city, ETAG already has extensive, established networks and relationships in place with the above. These have been used to inform and facilitate the development of the RRR Plan to date and will be central to the ongoing co-ordination, evolution and successful delivery of the recovery plan.

3.4 – RRR Activity Plan

The detailed breakdown of the activities in the RRR Plan is included in Appendix 1. This is a working document that will continue to evolve over time, reflecting:

- the changing situation as lockdown restrictions are eased;
- progress in specific areas;
- new activities coming on stream;

The Activity Plan will form the basis for tracking progress, monitoring and reporting to partners.

SECTION 4 – MONITORING AND EVALUATION

4.1 – Activity and Outcomes:

The monitoring of the RRR Plan activity and outcomes will be via the RRR Activity Plan included in Appendix 1. The Plan includes a range of activities, delivered both directly and via partner activity, and further refinement of the Activity Plan will be required to effectively track all of this over time.

It is proposed that the RRR Activity Plan will form the basis of a monitoring/update report which will be updated every 4 weeks.

4.2 – Outcomes:

Historically tourism outcomes (ie visitor spend, visitor numbers etc) have been tracked against established, agreed targets on an annual basis, utilising market intelligence captured via national statistics, such as the International Passenger Survey (IPS).

Given the COVID19 situation, it will be essential to put in place an alternative and more frequent regular system of tracking the outcomes of the RRR Plan in order to assess the ongoing impact of the crisis, the effectiveness of the RRR Plan and the implications for the city.

SECTION 6 – MANAGEMENT AND DELIVERY

6.1 – Management

As stated above, the RRR Plan has been initiated via the city's existing tourism networks. ETAG has taken the lead on the development of the Plan, working in close consultation with the Edinburgh Tourism Strategy Implementation Group (SIG).

Both ETAG & SIG have national representation, ensuring that the Edinburgh activity is directly engaged and aligned with the work of the Scottish Tourism Emergency Response Group (STERG) and it is anticipated that Edinburgh will have representation on the new Tourism Task Force which is currently being formed.

6.2 – Delivery

Delivery of the RRR Plan will be via a number of routes:

Direct delivery by partners in specific areas, for example the University of Edinburgh DDI projects

Short Life Working Groups (SLWGs) – a number of SLWGs are being established to cover key areas of activity, including:

- Asset Audit & Sourcing
- Campaign Development
- Business Tourism
- PR and Comms
- Data & Market Intelligence

Task & Finish Groups (TFGs) – TFGs will be established to focus on the delivery of specific projects

6.3 – Project Management

Overall project management and co-ordination of the RRR Plan will be undertaken by ETAG utilising the staff resource provided via Scottish Enterprise (note: ETAG has no direct employees) and equates to 2 FTE staff.

In addition, the “Driving Demand” component of the RRR Plan will require additional, specialist project management support, given the scale and nature of that activity and an allowance for this to be delivered via a contracted, time bound resource has been included in the cost proposals.

RRR Activity Plan Schedule

APPENDIX 1

LEADERSHIP & PARTNERSHIP

| Activity | Budget | Timeline | Key Performance Indicators /Outputs |
|--|--------|----------------------|---|
| <p>Tourism Strategy Implementation Group</p> <ul style="list-style-type: none"> Regular scheduled meetings (2 – 3 weeks) to review situation and agree actions Membership reviewed to reflect challenges Cllr Leader taken on Chair role Resident engagement accelerated – Chairs of OTCC & EWH joined | N/A | March 2020 onward | <ul style="list-style-type: none"> Senior strategy oversight of RRR Plan Ongoing support for RRR activity Enhanced partnership working Alignment with wider Edinburgh economic recovery plan Effective links to wider national activity via STA, STERG |
| <p>ETAG</p> <ul style="list-style-type: none"> ETAG Steering Group Meeting schedule increased from every 6 weeks to minimum 1 per week ETAG Full Group Meeting schedule increased from every 6 weeks to 2-3 weeks | N/A | March 2020 onward | <ul style="list-style-type: none"> Development of RRR Plan Co-ordinated delivery of RRR Plan Enhanced partnership working, industry engagement Comms with key industry groups/associations Funding for delivery of RRR Plan |
| <p>Partnership Working</p> <ul style="list-style-type: none"> Establish Short Life Working Groups <ul style="list-style-type: none"> PR, Media & Comms RRR Campaign Creative – Development & Delivery Audit of Channels & Assets Foresighting & Phasing Business Tourism Establish “Task & Finish” Groups as required | N/A | May 2020 onward | <ul style="list-style-type: none"> 5 SLWGs established Cross agency & sectoral representation & engagement Development and delivery of specific activity plans contributing to the RRR Plan Creation of smaller group for delivery of specific tasks as required |
| <p>Industry Engagement</p> <ul style="list-style-type: none"> ETAG industry & partner comms enhanced via regular mailing, social media channels etc Industry updates, insights, guidance & best practice published and/or signposted via www.etag.org.uk | N/A | April 2020 onward | <ul style="list-style-type: none"> Maintain contact with tourism industry network of 1,200 Two way information sharing <ul style="list-style-type: none"> Understanding of key issues and challenges facing the sector Provision of information to the sector Engagement & support for the RRR Plan |
| <p>Tourism Monitoring & Reporting</p> <ul style="list-style-type: none"> Establish new monitoring methodology for tourism activity post lockdown Edinburgh specific, but aligned with national reporting Short term requirement, but longer term legacy benefit | TBC | July 2020 – Aug 2020 | <ul style="list-style-type: none"> Creation of new monitoring reporting methodology Monthly reporting to inform all stakeholders Provide insights to inform future activity and investment |

RRR Activity Plan Schedule

APPENDIX 1

SUPPORT SUPPLY:

| Activity | Budget | Timeline | Key Performance Indicators/Outputs |
|---|---------|----------------------------------|--|
| <p>Development of <u>initial</u> COVID19 Tourism Checklist & Action Plan document</p> <ul style="list-style-type: none"> • Lead: ETAG (note: subsequently adopted nationally) • Advice on issues & areas to consider • Links to funding support, advice etc available | N/A | Completed and published 27 March | <ul style="list-style-type: none"> • Checklist & Action Plan doc widely circulated to industry • Positive feedback on constructive, practical support |
| <p>Development of <u>post lock down</u> COVID19 Tourism Checklist & Action Plan document</p> <ul style="list-style-type: none"> • Lead: ETAG • Advice on issues & areas to consider • Links to support available | N/A | June 2020 – July 2020 | <ul style="list-style-type: none"> • Core document for Scottish industry, with tailored content for Edinburgh tourism sector as appropriate |
| <p>ETAG Support Activity</p> <ul style="list-style-type: none"> • All ETAG 20/21 planned activity realigned for COVID19 response • Includes <ul style="list-style-type: none"> ◦ Digital Tourism Edinburgh ◦ Business Briefings ◦ China Ready Year 4 ◦ Youth Travel Edinburgh <p>Note: budget excludes specific funding for RRR Plan identified below</p> | £81,000 | April 2020 – March 2021 | <ul style="list-style-type: none"> • Delivery of webinars, workshops etc focused on digital solutions to support COVID19 recovery • 6 – 8 Business Briefings on issues & opportunities • Maintaining and developing China related activity to support market recovery • Specific YTE activity – likely to be early returners |
| <p>Festivals & Events</p> <ul style="list-style-type: none"> • Work with city’s festival and events to support their COVID19 responses and alternative delivery formats: | TBC | June 2020 – onward | <ul style="list-style-type: none"> • Create new “event calendar” for the city – including online delivery, live events etc • Interim solution developed, agreed & activated |

RRR Activity Plan Schedule

APPENDIX 1

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|---|--------------|----------------------|---|
| <p>Business Tourism</p> <ul style="list-style-type: none"> • Requirement to: <ul style="list-style-type: none"> ◦ Ensure all “citywide” BT enquiries are responded to and where appropriate, bids prepared and submitted ◦ Address need to promote Edinburgh as a BT destination to build pipeline – long lead in time ◦ Agree interim solution and longer term way forward | TBC | June 2020 – onward | <ul style="list-style-type: none"> • Interim solution developed, agreed & activated |
| <p>Art in & after Lockdown: Recovering Edinburgh’s Cultural Spaces</p> <ul style="list-style-type: none"> • UoE DDI Initiative • Lead: Morgan Currie • Links to Culture & Communities Mapping Project • Funded via UoE | Confidential | May 2020 – July 2020 | <ul style="list-style-type: none"> • Virtual walking tours of Leith – working with Leith Lates • Curated self guided tours for areas outwith the city’s traditional tourism core area • Encourage visitors to explore wider city, supporting ambition for visitor dispersal |
| <p>Lessons from the past crises for the Scottish hospitality sector and implications for COVID-19</p> <ul style="list-style-type: none"> • UoE DDI Initiative • Lead: Galina Andreeva • Looks at business viability and SME strategies • Initial “Proof of Concept” • Funded via UoE | Confidential | May 2020 – July 2020 | <ul style="list-style-type: none"> • Analysis at the company level to develop data-driven quantitative models that will <ul style="list-style-type: none"> ◦ predict the insolvency/financial distress of tourism and hospitality companies ◦ generate forecast scenarios for recovery of Scottish hospitality sector following the current crisis • Inform strategies to support businesses, mitigate impacts and minimise business closures & job losses |
| <p>SIM-SPREAD: Modelling for Infection Spread Reduction and Cultural and Economic Reopening in Edinburgh</p> <ul style="list-style-type: none"> • UoE DDI initiative • Lead: Dr Rik Sarkar & Professor Jane Ali-Knight • Funded via UoE • Use of simulation and modelling to gain actionable insights | Confidential | May 2020 – July 2020 | <ul style="list-style-type: none"> • This project will model the spread of viral infection to provide recommendations on strategies for lockdown, reopening and social distancing • Actionable insights for the city and tourism sector – particularly focused on cultural activities and festivals • Proof of concept |

RRR Activity Plan Schedule

APPENDIX 1

DRIVE DEMAND:

| Activity | Budget | Timeline | Key Performance Indicators/Outputs |
|--|---------|-----------------------|--|
| <p>Asset Audit</p> <ul style="list-style-type: none"> Review of existing ETAG online resources - photo, video, BOGs etc to repurpose Review of partner VSGF funded online resources to repurpose Business Survey to identify sources of additional photo and video resource for campaign use Funded via ETAG | £3,200 | Apr 20 – June 20 | <ul style="list-style-type: none"> Reduced cost of RRR marketing campaign through utilising existing assets Businesses participating - target 100, to date 182 Creation of free “asset library” to provide open access resource for businesses |
| <p>Post Lockdown Marketing Platform Development</p> <ul style="list-style-type: none"> Marketing element of the RRR Plan established Based on “themed years” model – adopt, adapt, amplify across broad range of city stakeholders Core creative development work commissioned Funded via ETAG | £6,500 | April 20 - June 20 | <ul style="list-style-type: none"> Principles/messaging agreed Theme developed Core creative developed and tested Required delivery resources (cash, staff & VIK) identified for creation and delivery phases (below) |
| <p>Creation of Marketing Platform Assets</p> <ul style="list-style-type: none"> Suite of assets required to deliver campaign Flexible and adaptable – use by wide range of partners | £61,500 | June 2020 – July 2020 | <ul style="list-style-type: none"> Core 60 sec film plus 5 social media stings Suite of social media assets for stakeholders & partner activation Landing page development Playbook/ guidelines - ensuring effective execution of Framework branding Outdoor executions – 3 core, plus incremental executions Media buy Travel trade specific creative developed |
| <p>Delivery of RRR Marketing Activity</p> <ul style="list-style-type: none"> Management and delivery of RRR marketing activity Includes Project Director and website & digital content staff support Ongoing and evolving, evidence based activation informed by wider activity and based on “right time, right message, right market” principles – essential that it is extremely responsive and flexible Extensive stakeholder & partner comms and engagement | £82,600 | June 2020 – May 2021 | <ul style="list-style-type: none"> Delivery calendar established Advance preparation of campaign activation Launch of RRR marketing campaign Effective utilisation of existing digital routes to market <ul style="list-style-type: none"> www.edinburgh.org Partner social media channels (collective reach of over 3 million followers) 11 month activation Training & support for businesses to engage with & |

RRR Activity Plan Schedule

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| <ul style="list-style-type: none"> required Alignment with wider RRR and partner activities Ongoing fundraising, seeking VIK support and development of new partnership opportunities to extend activity | | | <ul style="list-style-type: none"> utilise marketing assets & channels – target 200 businesses Monitoring and reporting schedule created |
| <p>Data Driven Market Analysis</p> <ul style="list-style-type: none"> UoE DDI Initiative Lead: Dr Ewalina Lacka, UoE Evidence to support “right message, right time, right market” Funded via UoE | £9,221 | Apr 20 – July 20 | <ul style="list-style-type: none"> Data gathered and analysed from existing sources Creation of “actionable intelligence” Development of real time data dashboard |

LASTING LEGACY:

| Activity | Budget | Timeline | Key Performance Indicators/Outputs |
|---|---------|------------------|---|
| <p>Edinburgh 2030 Strategy</p> <ul style="list-style-type: none"> Lead: SIG Maintain focus on the 5 core themes of 2030 Strategy: <ul style="list-style-type: none"> People Place Environment Partnership Reputation | TBC | TBC | <ul style="list-style-type: none"> Adapting Edinburgh’s 2030 Tourism Strategy to address priorities & challenges of the “new normal” Tourism fully aligned with Edinburgh’s wider economic recovery strategy 2030 Action Plan developed (at the appropriate time) |
| <p>Roots to Recovery</p> <ul style="list-style-type: none"> International collaboration via The Travel Trade Foundation Lead: ETAG Successful application – Edinburgh selected as 1 of 5 participants | £10,000 | June 20 – Nov 20 | <ul style="list-style-type: none"> Pro bono support via consultancy from TTF Shared learning across 5 global destinations Short term support for RRR Plans Longer term learning for ongoing recovery, sustainability and community engagement Potential platform for securing new funding streams to support environment and community engagement activity |