

Title of Report:	The 148th Open Post Event Evaluation
Committee Report Submitted To:	The Leisure & Development Committee
Date of Meeting:	18th March 2020
For Decision or For Information	For Information

Linkage to Council Strategy (2019-23)	
Strategic Theme	Contributing to Prosperity
Outcome	Promoting the Borough as an attractive place to live, work, invest and visit
Lead Officer	Director of Leisure and Development

Budgetary Considerations	
Cost of Proposal	N/A
Included in Current Year Estimates	YES/NO
Capital/Revenue	
Code	
Staffing Costs	

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

1.0 Purpose of Report

The purpose of this report is to present the 2019 Open Golf Championship Post Event Evaluation, following the conclusion of the independent event impact assessment by the Sports Industry Research Centre at Sheffield Hallam University (SIRC) on behalf of the R&A, in partnership with Tourism NI.

2.0 Executive Summary

The 148th Open Golf Championship was the largest event ever to take place on the island of Ireland. It had been 67 years since an Open Golf Championship had been staged at Royal Portrush.

The 148th Open, will be etched in the memories of those people who either live, work or were fortunate to be visiting the borough between the 14th to the 21st July 2019.

The Royal and Ancient (hereafter referred to as The R&A, the event owner) has been overwhelming positive about the event. It has been described by the R&A and the sports media as the most successful Open Golf Championship ever.

Why was the event such a success? There are many contributing factors, but throughout the evaluation exercise, the quality, depth and trust of the relationships between all agencies involved in planning and delivery of the event has been highlighted repeatedly.

The partner host agencies had a common goal to deliver a successful world class event and exceed the expectations of the R&A.

Outside of the event, a further area of success was the atmosphere and activity throughout Portrush during the week of The Open. This epitomised the way the whole of Northern Ireland embraced the Open.

The Council was committed to consulting and engaging with the community for 18 months prior to the event. This engagement, along with the dressing and animation programme helped create a sense of civic pride which then generated a celebration off the course throughout the week of the event.

The story continues with the delivery of the R&A's Legacy Fund. £100k was distributed via grants to ten community groups and organisations within Portrush.

Council's allocated budget to prepare for, dress the Borough, animate Portrush and support The Open was £350k. Whilst additional funding was gained from other sources, the final account for the Council's allocated budget is £344k.

The forecast total economic benefit for Northern Ireland was, at least, £80m. The independent research now confirms a total economic benefit for NI of **£106m**.

3.0 Post Event Evaluation

The full post event evaluation is at **Annex A**.

4.0 Economic Benefit and Impact

At the time the post event evaluation was conducted the independent event impact assessment had not been concluded. It was undertaken for the 148th Open Championship by the Sports Industry Research Centre at Sheffield Hallam University (SIRC) on behalf of the R&A, in partnership with Tourism NI.

It is now clear that the benefit has exceeded all stakeholder expectations.

The methodology deployed for this study is consistent with that used for previous Open Championships and used by Tourism Northern Ireland as part of the UK agreed event economic impact evaluation framework.

The assessment looks at the economic and media value directly attributable to The Open in Northern Ireland.

The forecast total economic benefit for Northern Ireland was at least £80m. The estimate included a total economic impact, new money, of £33.4m and a destination marketing benefit derived from global media coverage of circa £50m. The total economic impact for CC&G was forecast as £17.5m.

The independent research now confirms a total economic benefit for NI of **£45m** and a destination marketing benefit of **£61m**. Giving a total economic benefit of **£106m**.

The independently researched total economic impact for the CC&G council area is £26.2m.

The impact assessment does not include the wider benefits derived as a result of hosting the event in Northern Ireland e.g. golf tourism legacy.

Golf tourism is now worth over **£42.6 million** annually (Sports Marketing Surveys 2018), having increased by 58% since 2013. 39% of golf visitors in 2018 stated that the hosting of The Open in NI was a major influencer to choosing NI.

Whilst the full legacy value of the event is still to be collated, the current piece of work concludes that the benefit to Northern Ireland of hosting The 148th Open is in excess of **£100 million**.

4.1 Public Perception Survey

In excess of 5000 individual surveys were conducted during The Open, which also established:

- 95% of spectators were satisfied/very satisfied with their Open experience overall.
- 98% from CCG agreed The Open made them feel more positive about where they live.
- 90% from CCG agreed The Open brought the local community closer.
- 99.5% from somewhere in NI were proud that the country was hosting The 148th Open.
- 98% of NI residents felt the event enhanced NI's event hosting reputation.
- 96% of visitors to NI for The Open had an enhanced image of the country as a place to visit.
- 83% of visitors to NI were more likely to visit again in next 2 years as a result of The Open.

4.2 Further Key Headlines

Attendance;

- Total attendance 237,750.
- Unique Spectators 87,200.
- Record spectator attendance for any Open outside St Andrews.

Spectators Origin;

- Northern Ireland 42.4%
- Rest of the UK 20.2%
- Outside NI 37.4%

5.0 Conclusion

The success of the 148th Open is a reflection of what can be achieved through collaborative working across public and private sectors, focusing on a shared and common goal.

The success of The Open is also a consequence of the additional initiatives and cross government backing undertaken by NI agencies, through extending marketing activity and wider infrastructure development, including the Regeneration of Portrush.

The success of The Open will benefit the Borough for years if not decades. The European Tour responsible for the Irish Open, is currently considering a return to Portstewart in 2021 and we eagerly await news of the return of The Open.

Post-Project Evaluation Report



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- A. Branding, Animation and Events debrief session
- B. Business Engagement and Investment debrief session
- C. Town Presentation and Service Continuity debrief session
- D. Local PR/Communications debrief session
- E. Business Survey Results Summary
- F. Future Open – Proposed Project Team
- G. Budget Review

1 INTRODUCTION

Causeway Coast and Glens Borough Council (hereafter referred to as Council) worked in partnership with The Royal and Ancient (R&A) and other public sector agencies to plan and deliver The 148th Open (hereafter referred to as The Open).

It was the largest event ever to take place on the island of Ireland. It had been 67 years since an Open Golf Championship had been staged at Royal Portrush. Therefore, it was a huge task with a number of challenges to overcome along the way.

Council has received the following anecdotal feedback from customers and partners. However, it is also important to undertake a thorough post project evaluation to evaluate Council's role as local enabler and identify areas of learning. This evaluation report can then act as a 'blue print' for when The Open makes an imminent return.

- The R&A Championship Director: 'This was the best atmosphere a host town has ever created for The Open both on and off the course'.
- The R&A's, technical consultant: 'This was the easiest lead into an Open event because the staff were knowledgeable, professional and had developed really strong partnership working'.
- The R&A Marketing Director: 'This should be a model of partnership working going forwards'.
- Local residents have thanked Council for engagement in the lead up to the event.
- "It was amazing. I hope it's on the rotation. I enjoyed the golf course. It played tough and fair. In the town itself, the people were top-notch. This tournament, they always are. Here and Augusta are my two favourite events in the entire world, and it never disappoints. And it didn't here." Jordan Spieth, 2017
- "If you see how the tournament went this week, this is my eighth Open Championship – it was the best one I've ever played in" Shane Lowry, Champion Golfer of The 148th Open.
- Golf365 reported 'Whether it returns to Portrush in five years' time or not, one thing is clear: this year's Open was an unqualified success'.
- The R&A have also confirmed that it will return sooner than the contractual period.

2 AIMS AND OBJECTIVES

The Council's Project Plan sets out in detail the roles and responsibilities of Council and its delivery partners and the original aims:

- 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; and
- Showcasing sport as a means to stimulate an active lifestyle.

3 OTHER EVALUATION EXERCISES

Alongside this evaluation report, there are a number of other evaluations taking place:

- Sheffield Hallam, Sport Industry Research Centre is currently completing an economic impact study which will assess the impact of The Open on Causeway Coast and Glens (CCG); and Northern Ireland.

- Council survey of the business community to capture the impact on local businesses. An overview of the results 114 respondents is provided in Section 5.2 Business Engagement.
- Department for Communities is also undertaking research to assess the benefits of its £17m investment into the Regeneration of Portrush.

4 THE R&A DEBRIEF

The R&A Group Architecture sets out the bronze, silver and gold command structure along with the Terms of Reference for each group. Council supported each of the following groups: Safety, Security and Contingency; Traffic, Transport and Parking, Technical and Marketing and Communications.

4.1 Silver

The Silver Multi Agency group met for the last time on 27th Sept 2019 to undertake a strategic debrief. The Executive Director – Championships at The R&A gave an overview of the areas of success and areas for improvement from The R&A perspective.

The following is worthy of note for Council:

- **Commercial Success** - its sell out position, with the second biggest crowd in Championship history, the success of catering & hospitality and the success of the shop.
- **Environmental Success** – the introduction of single use water bottles worked exceptionally well and was greatly supported by partners and attendees.
- **Logistical Success** - transport planning and logistics were delivered well on the ground.
- **Local Engagement and Support Success** - the R&A expected support and enthusiasm from the spectating crowd, however they had not anticipated the level of support and were overwhelmed with how the fans and destination embraced the Championship. The R&A acknowledged that this local support and atmosphere was partially attributable to the success of the off–course animation programme.
- **Media Success** - The R&A were pleased with external media messaging. The majority of stories were positive with a real focus on storytelling and coverage beyond ‘the golf’. Pre-planning of marketing and communications group and integration across bronze groups assured that there was consistency on messaging.

The R&A have noted the strength of relationships formed, the energy and enthusiasm of multi-agency groups, along with the support from residents, the local community and volunteers.

In terms of areas for improvement relevant to Council, The R&A highlighted the lack of suitable hotels in the local area and subsequent travel time to high end hotels (i.e. Galgorm). Additional high-end capacity in the local area would be required for the return of The Open. Each of The R&A multi-agency bronze sub groups met and undertook a debrief session as follows:

4.2 Traffic, Transport and Parking (TTP) group

Planning for the Traffic and Transport plan began in 2016 with The R&A. There was a principle applied of over-capacity due to the scale and nature of the event. The local networks had not experienced delivery at that level before, therefore contingency plans

were developed with particular focus on public transport provision and parking. The plan had a level of fluidity and allow for daily adjustments as the week progressed.

A full multi-agency debrief was undertaken and the key learnings were identified for each area of work including public transport (rail and bus travel), Park and Ride, Reserved Car Parks, Strategic and Local Road Network and Community Impact. With the knowledge gained from this event, the TTP group will be better equipped to estimate the costs and additional resources required for any future event. Below is a summary of the key learnings in terms of Traffic, Transport and Parking.

Key Learnings - Park and Ride Sites	
A.	P&R 1: Ballybogey Rd - Reduce it in size.
B.	P&R 2b: Rugby Club and Cricket Club - It was not used so there is no need to acquire it again.
C.	P&R 5: Cochrane Fields will need the exit adjusted to enable an exit point onto Dunluce Road.
D.	All: Visibility splays need to be considered for safety.

Key Learnings - Council Land/ Car Parks	
A.	Consider the optics of reserved car parks. If a public car park is not available, it must be used for the event on all days.
B.	To avoid any confusion regarding the management of the Transport Hub, the site should be handed over from Council to The R&A or Translink. Non movable barriers will also be required to prevent vehicles entering when the facility is not in use.
C.	Works to facilitate the pedestrian paths to and from foot bridges along with the works to facilitate taxi rank should be undertaken by The R&A as the land is licensed to them for the event.
D.	Taxi rank location was not well used. There is no alternative location closer to the venue. General opinion is that taxis would only be happy if they had a location within the restricted area which is not possible. There must be a list of phone numbers of Taxi companies posted at the top of the taxi rank for people to call.
E.	Given the underutilisation of Council car parks for businesses and residents, the group may wish to consider using West Bay Green area for all business and residential permits. If this occurred, then Portrush Recreation grounds could be used as overflow car park.

Key Learnings - Communications	
A.	Car park information boards worked well and were well timed.
B.	A similar permanent board could be located within the town providing residents with event information. An alternative would be an Open branded portacabin located close to or within the town as an information point.
C.	Consider an information evening for residents only south of Crocknamack Rd. Consider x3 day drop in clinic for issuing all permits/passes.
D.	Road closures are separate to parking restrictions and must be communicated as such.
E.	The map and communications in relation to access restrictions must be simpler. It would be better to refer to road 'closures' as such for clarity. Green could be used to annotate 'open' roads and red to show the sections of road which will be closed.

Key Learnings - Community Impact	
A.	Ensure all Council permits have been provided to CSP in time for briefing staff. Council staff to be present at the briefing to communicate the rationale for Council plans. It would also be extremely useful for CSP staff to have local knowledge of the area.
B.	Parking for patients to the medical centre could be provided at the top of the taxi rank as this would be closer to the medical centre.

4.3 Safety, Security and Contingency

This group worked together to develop a co-ordinated and effective multi-agency plan with regard to the overall safety and security of the event.

The group also prepared contingency plans detailing the procedures for activation and implementation of the multi-agency arrangements required to effectively respond to an emergency connected with The Open. Overall the group felt it delivered against the agreed plan and demonstrated effective partnership working.

Key Learnings	
A.	The Table Top Exercise was important to this group and allowed for testing scenarios, some of which arose during event week. However the marketing/communications group felt there could have been a scenario which better tested responsive communications. Furthermore, there was a request from Council and NI Water to test business continuity in terms of service infrastructure and Council services (e.g. for Council: A large funeral on a Championship day).
B.	MACC worked well, with the right people present and had mutual respect across agencies.
C.	The band parades and public use of Whiterocks Car Park had potential to have a detrimental impact on the event. However both had positive outcomes in the end and were really good examples of partnership working. The group needs to be aware of both matters in advance of the next Open.
D.	Further monitoring of on course buggy speed and intersections with pedestrians should take place.
E.	There were issues on peak egress and for future planning, the group would look to communication channels to support the plan and ensure people are informed while waiting to exit the event. Spectators should also be advised of the potential waiting time pre event. There was no safety issue but clearer communication could aid managing expectations.
F.	Consideration should be given to the capacity of footpaths on Dunluce Road on peak times and if there is any potential to widen the barricades.
G.	The online portal for accreditation to access the site could be more streamlined especially in build and derig process.
H.	Need to assess the impact of heavy rainfall in the media compound at East Strand and ensure adequate measures are put in place i.e. Cables are raised off the ground.
I.	The R&A are in a conflicted position in relation to the off course activities (Live At The 148 th Open). On the one hand it is an opportunity for them to capture a target audience which is in line with their objective as the National Governing Body for the Sport of Golf. However on the other hand they saw the off course activities as a distraction to the event preparations. At the debrief The R&A advised they would like earlier engagement and have the opportunity to be more involved with the off course programme.

4.4 Technical

The Technical group was responsible for ensuring that appropriate technical and legislative standards were observed in the provision of infrastructure, services/utilities. It also monitored the risk register and risk mitigation measures to be adopted through the planning for event infrastructure.

The group also monitored the integrity of the event infrastructure during, build, event week and derig period to ensure it remained suitable. Many of the agencies involved in this group also worked on The Irish Open together which was extremely useful for building relationships and testing resources.

Areas of strength

- Huddle was a key tool for sharing and amending documentation.

- Structure of meetings was well aligned – initial meet and greet in October with a pause until details relating to specific areas of work had become available. The frequency of meetings increased closer to the event as the details became available.
- Campsite at the University, delivered by Caboose was considered very high quality.
- As with all group members there was a confidence in experience within agencies that allowed issues to be resolved very quickly.
- Standard of fire safety, provisions and knowledge of staff was very high.
- Transparency across agencies was recognised.

Key Learnings	
A.	Agree the protocols relevant to Grandstands and temporary infrastructure which are complete and present for less than 28 days. The R&A needs clarity on the interpretation of legislation/guidance at the earliest opportunity in relation to Planning Permission, Building Regulations Notice, and Health and Safety Certificates. The outcome will have a bearing on the procurement of the event, therefore it is crucial this is agreed in advance. The R&A had sought a legal opinion on the matter of planning permission, which will be reviewed by Council.
B.	Temporary bridges: This should be managed in the Technical Group going forward as the engineer had underestimated the time required to get Dfl technical approval (TAS). However as a general approval has now been granted, the process will be smoother next time.
C.	NIW will be issuing guidance for temporary events which will be useful to have in advance of the next Open.
D.	EHO and The R&A must agree upon what instances are reportable. The R&A only considered it necessary to report instances which related to a work environment, but EHO considered it necessary to report all incidences.
E.	Car parks which are going to be heavily trafficked by staff must be adequately prepared to cater for the volume of traffic.
F.	EHO advised there should be more No Smoking signs around the site especially within Sodexo managed areas.

4.5 Marketing and Communications

The Marketing and Communications Group was responsible for developing and delivering local, national and international communication plans for the event along with a co-ordinated communication protocol. It was also responsible for the creation of a media plan and continuous sharing of all marketing and PR activities.

Areas of strength

- Collaboration and partnership working was facilitated by robust processes and personal relationships.
- Marketing plans were launched early to allow for collaboration with Tourism Ireland in overseas markets.
- Early ticketing sell out allowed for a widening of messages on the spectator experience.
- Brand halo effect felt by all partners.
- Brand protection processes worked well.
- Positive international showcase for NI.
- Highlighted the important role of Project Managers across all groups to identify potential messaging requirements.
- Proportion of new attendees effectively opened up a new market and influenced on course atmosphere.
- Structure and escalation methods were key.

- Strength of working with an agency that understands their audience and engage with them through a level of detail and insights. Level of teamwork and transparency is very important.
- Grateful to The R&A for embracing the NI brand and profile via the shop with the causeway references and wider imagery shared on the village screens.

Key Learnings	
A.	Consideration of turnaround times for approvals, as some were quite tight.
B.	Consideration of tactical communication issues – peak egress, train/coach overflow.
C.	Opportunity for further brand alignment for future events to be considered.
D.	Challenge will be extending the messaging further next time.

5 LOCAL WORKING GROUP DEBRIEF

5.1 Branding / Animation / Events

AIM:

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

This group worked successfully in partnership with TNI to develop an appropriate dressing plan which created a sense of arrival and excitement on the approach to Portrush. The 7 day animation programme (Live At The 148th Open) was exceptional.

The programme was complimentary to The Open and did not have any detrimental impact on The Open (other than busier roads on Saturday night which the PSNI managed). Having the BBC engaged and present was an advantage as it drew a steady crowd. It was also beneficial to have a programme of associated live music across the Borough in other accommodation hubs which acted as an extension to the event.

The weather had a bearing in the attendance at these activities. The first Sunday was very busy as it was part of the 12th of July weekend and the weather was good. Some of the practice days and Championship days had less attendance due to poor weather.

This group experienced some delays at the early planning stages because it was dependant on additional funding from TNI which was not approved until March 2019. It was difficult to agree the target audience. In future, the group must agree both the budget and the target audience at the earliest opportunity. The target audience will be local visitors, residents and golf spectators. Focusing on the above will not jeopardise the traffic and transport plan.

Key Learnings - Animation activities	
A.	Complimentary not competing activities – Early engagement with The R&A to identify opportunities for their involvement.
B.	Do not duplicate activities on course i.e. Interactive golf zone.
C.	Produce freebies/goodies to promote the event/area and give people something as a memento.
D.	Condense the event programme to coincide with the Championship Days.
E.	Link the animation programme to The Open, potential options to consider: a regularly updated scoreboard and some signposting from Metropole Park.
F.	Simplify provision at Antrim Gardens.
G.	Relocate / change format (reduce scale/more lighting) for the History of Golf marquee.
H.	Do not provide fireworks display, but perhaps consider an alternative.

Key Learnings – Engagement	
A.	Community/ Local Business - Early Buy in.
B.	Could link in more with TNI to promote the activities.
C.	Could engage with Schools and community groups.

Key Learnings - Dressing/ Branding	
A.	Produce a single comprehensive branding plan for submission to DfI roads. Engage DfI regarding permissions at the earliest possible stage for approval of structures and banners.
B.	Consider other options for creating an impact on the main approach roads to reduce the costs i.e. floral displays.
C.	Ownership / Hierarchy / Scale of branding - Careful sequencing of banners is required. Limit the number of brands and type of branding.
D.	Co-operation between partners is essential.
E.	Focus on Instagram type visual attractions.

Key Learnings - Marketing / Social Media	
A.	Marketing strategy needs to consider golf spectators, residents and regular tourists at an early stage to make it more effective. This must be done in partnership with TNI and The R&A.
B.	Consider engaging community groups, residents and schools.
C.	Appoint one person responsible for coordinating all of Council's social channels and creating a social media schedule for the months leading up to The Open.

5.2 Business Engagement and Development

AIMS:

- 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.

This group delivered quarterly events which were extremely relevant and well attended. The R&A endorsed these by attending one and permitting the Claret Jug to be at another. These events were crucial in skilling local businesses. This engagement contributed to the general welcoming atmosphere across the town.

Key Learnings	
A.	Ensure any car parks closed to the public are actually used each day of the event.
B.	Website needs to be concise and coordinated with relevant content and clearly signposted from the landing page.
C.	The Business toolkit should be shorter, more concise with additional information on trading patterns/hours.
D.	Retail offering in Portrush is an area which needs developing/expansion.
E.	More engagement with businesses prior to development of POS kits. Earlier planning and confirmation of quantities being provided from TNI. Develop a clear process of registration, production and delivery.
F.	Further World Host training is required to improve customer service. This should target managers within businesses.
G.	Work with the education sector to promote careers in the hospitality industry.
H.	Twilight Market should only operate during busiest trading times/days.
I.	Earlier and more determined engagement is required with recruiters for The Open.
J.	Investment opportunities should be considered much earlier with more emphasis placed on bringing in new investment. This will require a scoping exercise.
K.	Regardless of the advice given out to local businesses, there were very few places open early enough in the morning to get passing trade. This was noted by volunteers and R&A staff. We can be more confident on this matter next time.

The Group undertook a survey of businesses between September and October 2019 to assess the impact of The Open on their business. A summary of the results from 114 respondents is available in Annex E.

In terms of economic impact, this is very much dependent on the nature of the current business. Accommodation providers, restaurants and bars did extremely well during the week:

- Out of the responses received, 60% of business reported an increase in turnover in the lead up to and during The Open.
- However 10% of those who responded, reported their takings were down between 80-100%.
- The down turn could be due to the products they sold and the nature of the business not lending itself to a golf audience, but it could also be because businesses did not adapt for the week (only 30% of business extended or adapted their opening hours during The Open). Some accommodation providers have complained that restaurants and cafes were closed when people wanted to eat (with a lack of traditional Irish cuisine which tourists were keen to sample).

Generally, traffic management was considered efficient by businesses. However Council received criticism in terms of how they communicated Access and Parking Restrictions. The messages were considered misleading, and in fact some businesses feel the messages discouraged visitors from travelling into Portrush by car. This aspect has been noted as a key learning in Traffic and Transport and local communications for future planning.

5.3 Presentation and Service Continuity

AIMS:

- 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.

The town looked its best during The Open and Council maintained a good level of service to residents and businesses. When there were changes to service delivery, Council communicated this effectively. This group provided strong support to the Safety, Security and Contingency Group as well as the Technical group.

Key Learnings	
A.	Greater variety of flowers for biodiversity in the floral displays.
B.	Licence all lands being used by The R&A including the land that the pedestrian bridges are on and the taxi rank to ensure The R&A takes responsibility for works/maintaining etc.
C.	Close working relationship with all partners is key to the success of the event.
D.	Communication/meetings between Council staff also played an important role in the success.
E.	Early confirmation of what approvals are required for temporary structures – see Technical de-brief.
F.	Overcrowding in premises is a long term issue and an approach needs to be agreed in partnership with DfI Roads and the PSNI.
G.	Better understanding of land ownership/boundaries within Portrush is required. A map produced would be helpful.
H.	It would be helpful to have a representative from Estates Team on the Traffic and Transport Group.

5.4 Local Communication and PR

AIM:

- 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.

Council established strong relationships with partners from the start. All media and communications were coordinated in accordance with the communication protocol which set out the importance of collaborating and sharing information to ensure a joint approach was taken with all media enquiries. Whilst this area of work was successful, there are a number of key learnings to consider before the next Open.

Key Learnings	
A.	There should be a Council communications representative attending all Council local groups along with Traffic, Transport and Parking and the Marketing/ Communications bronze groups. Whilst the PM sat across all groups, PM did not have capacity or remit to coordinate all communications. This element needs to be integrated into all the preparations.
B.	Traffic and Transport information needs to be very simple. Rather than putting lots of information online, it must be concise and relevant for the wider audience.
C.	Council should discuss content of the R&A's residents leaflet at an earlier stage as it was effective for communicating relevant information and it would be better to send two of these at key stages.
D.	There has been a suggestion to host an engagement event specifically for residents in advance of The Open to ensure they understand the impact on the roads. This could take place in a venue south of Crocknamack Rd, which is the residential area most affected by the restrictions.
E.	Internally, there needs to be more collaboration between events, destination marketing and corporate communications. In future, the communications lead should devise and coordinate a Council communications plan, taking into account all of the work streams across all groups.
F.	Council should appoint one Point of Contact responsible for coordinating all of Council's social channels in the lead up to and during The Open.
G.	As a result of The 148 th Open, Council will build on its experience and next time, will consider additional community involvement to build excitement and civic pride. This will require greater resource from PR/ Communications and close working with arts, culture and communities.

5.5 Volunteering

AIM: To coordinate all aspects relating to the use of Volunteers off-course.

Volunteer Now did an effective job at supporting the Traffic and Transport Plan, providing a warm welcome to visitors and supporting the animation programme. There was positive media coverage on the BBC, who interviewed and spent time with volunteers, highlighting their good nature and raising the profile of Volunteer Now.

Approximately 350 volunteers were recruited and trained to meet and greet visitors in Portrush and all transport hubs on the approach journey to Portrush. Volunteers in Portrush were briefed on Live At The 148th Open and were able to hand out the programme to visitors to attract footfall towards the town.

Areas of Strength

- Volunteers who are passionate raise the quality of the experience and the volunteers at Portrush were extremely excited and passionate.

- The R&A were so impressed by the service provided that they have asked if Volunteer Now could support them at events outside NI.
- Integration into daily MACC briefings worked very well.
- Ticket allocation to volunteers provided an incentive to do multiple shifts.
- Uniform worked well, in future consideration should be given to wet weather gear.
- The volunteer hub at the Primary School was a good location for briefings, check in and food allocation.
- 5% of volunteers dropped out but this was balanced by most people doing their allocated shifts plus voluntarily doing additional shifts because they enjoyed the experience.

Key Learnings	
A.	The vast majority of volunteers travelled from Belfast, so next time Council should do more to promote these opportunities through local community groups.
B.	Brief volunteers on how to use village services during the week of The Open and to ensure they understand the role of the MACC.
C.	It would be helpful for a representative from Volunteer Now to attend the Traffic, Transport and Parking Group in the months leading up to the event due to their role in supporting the TTP plan.
D.	Consider the creation of a travel card for volunteers with Translink.

6 OTHER LEARNING

6.1 Community

The superb atmosphere within the town and on the course was noted by players, organisers, residents and spectators. The community had a sense of civic pride in response to the dressing and animation programme. This atmosphere and welcome, has in part been attributed to the extent of community engagement via the quarterly business engagement events, the information events across the Borough and the weekly drop in sessions.

However, this is an area that has been discussed in the local debrief sessions and there is a general agreement that Council could have done more to engage other sectors of the community in addition to businesses. Specifically arts and culture groups have been mentioned along with community groups and schools. The R&A took the Claret Jug to a number of local schools which was well received.

This aspect should be considered in detail in advance of the next Open. In order to do so, a representative from the Community and Culture department should be involved in planning for the next Open and resources allocated to engage the local community.

6.2 Sporting legacy

There was unprecedented interest in The Open from across government departments and agencies. On reflection, Council could have capitalised on this further if time and resources had been available.

Notwithstanding the above, Council secured funding from DfC to deliver a primary school golf programme. The £30k award was used to raise the profile of golf and increase levels of participation in sport within socially deprived areas. It was delivered in partnership with the Confederation of Golf in Ireland and Ulster University.

The following is a breakdown of achieved outcomes from the programme:

- 24 Primary Schools involved.
- 1 Taster session + 4 Coach delivered sessions per school. Total of 120 (Taster & Coach sessions) delivered.
- 3 Teacher led sessions per class (P5, P6 & P7) per school for 12 weeks per school = 36 sessions per school. Total of 864 Teacher led sessions (36 sessions x 24 schools).
- Total of 984 sessions delivered (120 taster / coach led + 864 teacher led).
- 48 Teachers trained (2 per school) and instructed to deliver Short Golf Initiative.
- 19,680 total children participating (984 sessions x 20 children per session).
- 6 Local Golf Clubs engaged to lead the coaching and provide School / Club Link exit routes.

The Programme was highlighted on the BBC Open for Summer evening broadcast which included some children who had benefited from the programme being interviewed by Jodi Kidd, Super model and avid golfer which was a great good news story.

In addition to delivering the above outcomes, the relationships between partner organisations and Golf Clubs have been greatly strengthened. The University has since invited Council to work jointly in creating a Golf Strategy.

Also, as a direct result of purchasing the equipment, the project has created a legacy of golf coaching in 24 primary schools in the Causeway area. All associated feedback from participants, teachers, local Golf Clubs and participating Schools' has been positive.

While the above programme has proven successful there could be further opportunity to create a legacy for sport through the hosting of a world class sports event, however additional resources needs to be set aside for such purposes. Therefore to ensure this is considered, Council's Sport and Wellbeing team must be more involved in planning of the next Open.

6.3 Attendance at preceding Open Championships.

The Council's project team visited Carnoustie in 2018 during The 147th Open to attend a practice day. A number of Elected Members and senior staff also visited Birkdale in 2017 during The 146th Open to attend a practice day. A smaller selection visited Royal Troon, Ayrshire for The 145th Open in 2016.

These visits were extremely useful to appreciate the scale of the course infrastructure, test the transport arrangements and in general understand the nature of the event. It was also useful for staff to establish relationships with colleagues in other host Councils to share learnings.

The project team for the forthcoming Open is likely to contain staff who were not involved in The 148th Open. Therefore it would be advisable for the team to attend the whole week or at least 3 days of the preceding Open Championship. Ideally the team should observe a practise day, a Championship day and the presentation of the Claret Jug to the Champion Golfer of The Year.

The attendance and atmosphere on course builds gradually from the practice days to Championship Days, therefore it is important to experience both and understand the nature, characteristics and scale of the event. There are many unique and special moments during the week, that can only be prepared for properly if you have been present and experienced the event beforehand.

7 BUDGET

The Council had an original budget estimate of £350k which was set in February 2018. The actual expenditure and external funding secured was different than the original budget when the project team got into detailed planning and delivery over the 15 month lead in period.

Annex G provides a breakdown of The Open budget including income and expenditure. It is useful to note that whilst actual spend of £434k was different than the original estimates, the overall expenditure did not exceed the total budget which, with the benefit of external income totalled £440k. In summary, the project has been delivered within budget with a £6k surplus.

During the project there were unforeseen costs, some of which were requested and funded by external partners, including:

- Creation and management of Taxi Rank.
- Management of business/residents car parks by CSP.
- Security cover at business/ residents car park through the night.
- Enabling works to create footpaths between the pedestrian bridges.
- Additional promotional material for Live At The 148th Open.
- Creation and management of temporary motor home park.
- Engineer certificates required by DfI Roads for the Roundabout features and banners.
- Works during The Open to repair Rugby Avenue Park and Ride Site.
- Photographer for photo calls, engagement events and on/off course during The Open.
- Remuneration for staff during event week and throughout the planning period.
- Facelift to a number of derelict sites in Portrush delivered by Prosperity and Place.

There was also additional income received including:

- TNI, Branding and Animation contribution (£75k)
- TNI, World Host Training contribution (£6k)
- Contribution from The R&A for works at Rugby Ave (£5k)
- Additional central government funding (£4k).

Whilst the budget experience above is useful in planning for the next Open at Royal Portrush, there are number of areas for reducing costs:

- The footings are in place and can be reused for branded structures on roundabouts.
- The banner brackets can be recycled.
- The animation activity in Portrush could be scaled back in particular at Antrim Gardens.
- The events could be reduced to only take place on Championship Days.

These potential areas of cost savings would need to be balanced against higher expectations from the community in terms of the delivery of additional events across the Borough. Council must carefully consider priorities in terms of spend for any future event as the same level of external funding may not be realisable next time.

8 THE CHAMPIONSHIP WEEK

During Championship week, Council project team met on course each morning at 11.00. It was used to update the group on any actions or risks arising from operations both on and off course the previous day. It was also a time to discuss the plan and programmed activities for the day ahead. It proved useful for ensuring all staff were informed and communication was good throughout the week.

Council also had a Local Liaison Officer in the MACC during operational hours which proved extremely beneficial for recording all relevant issues and ensuring communication across Council staff both on and off course. Both aspects worked well and should be repeated next time.

9 RECOMMENDATIONS FOR FUTURE

9.1 The R&A Group Architecture

The R&A Group Architecture sets out the bronze, silver and gold command structure along with the Terms of Reference for each group. Council supported each of the following groups: Safety, Security and Contingency; Traffic, Transport and Parking, Technical and Marketing and Communications. Council had limited involvement with both the Marshalling and Medical groups.

The following sets out the Council's involvement this year, with suggested changes for the future, however Council appreciate that The R&A regularly review this Group Architecture.

Traffic, Transport and Parking
<ul style="list-style-type: none"> ▪ SRO Chair of TTP Group. ▪ Business support. ▪ Car Parks Manager. ▪ Events Officer. ▪ Project Manager.

It would be advisable for a PR/Communications Officer to attend the Traffic and Transport meetings regularly to be informed and be able to prepare the local communications plan. In addition to PR/Communications, it would also be helpful for a representative from Estates to attend towards the later stages to establish relationships, advise on land ownership and give guidance on enabling works.

Safety, Security and Contingency
<ul style="list-style-type: none"> ▪ Head of Environmental Services – Chaired of Contingency and was responsible for the Table Top Exercise and compiling the Multi Agency Contingency Plan. ▪ Licensing and Emergency Planning Manager. ▪ Project Manager.

This level of representation and support worked well and should be repeated.

Technical
<ul style="list-style-type: none"> ▪ Licensing and Emergency Planning Manager. ▪ Food, Health & Safety and Consumer Protection Manager. ▪ Project Manager.

It would be advantageous to have a representative from Building Control on this group to provide advice and guidance at the initial meetings. It is also essential for there to be a senior planner present at the first meeting to confirm the Council's position regarding temporary structures and whether or not planning permission is required.

Marketing and Communications

- | |
|--|
| <ul style="list-style-type: none">▪ Head of Tourism.▪ Destination Marketing.▪ Council PR Manager.▪ Project Manager. |
|--|

It is essential that all representatives above are present at each meeting to agree communication plans, develop media plans and share all relevant marketing and PR activities for Council. The events manager should also attend where there is discussion in relation to the off course animation programme and marketing of such.

9.2 Council Proposed Team Structure

In order to implement the key learnings and further improve Council's role as the local enabler, the project team structure and Terms of Reference for each of the working groups have been reviewed.

The Council will seek to further activate the community, utilise the event to stimulate an active lifestyle creating a sporting legacy, and use the event's world stage to showcase Causeway Coast and Glens Borough as a destination to visit, work and live.

Annex F is a proposed team structure with Terms of Reference of each group, which if implemented will help deliver the above. The TOR must be agreed and allocated sufficient resources ahead of the next Open Golf Championship at Royal Portrush Golf Club.

10 OVERALL CONCLUSION

This post project evaluation has been conducted to assess the extent to which Council has been successful in achieving the original costs, aims and management plan for supporting the delivery of The Open at Royal Portrush as follows:

Event Success:

Council, in partnership with Tourism NI, successfully exceeded the expectations of The R&A and they have confirmed The Open will return much sooner than the contracted 10 year period.

The R&A confirmed it has been a huge commercial success given the sell-out attendance, sales in the shop and performance of catering and hospitality. It has also been called the 'best Open ever' because of the atmosphere on and off the course. As local enablers, Council played a crucial part in creating a sense of welcome and providing a 7 day programme of animation which successful tied Portrush town with the event.

Achievement of Original Aims:

This report confirms that Council achieved all of the original project aims:

Aims	Achievement Supported by:
<ul style="list-style-type: none"> • Creating significant economic impact activity 	<p>Achieved - Whilst the full economic impact of the event will be confirmed with the publication Sheffield Hallam's study later this year, some conclusions can be drawn from our local survey of businesses.</p> <p>The majority of local businesses have had a positive experience and some have reported their revenue being six times what it normally is for that period.</p>
<ul style="list-style-type: none"> • Reinforcing the principle that the Causeway Coast and Glens Borough Council area should continue to host major events in the future 	<p>Achieved - With regards to the reputation for hosting major events, Council are now considered experts in the field. Consequently Council has been approached to share learnings with Dover Council and Limerick Council which will host major golf events in the future. As such competency has been demonstrated in hosting major sporting events.</p>
<ul style="list-style-type: none"> • Reinforcing the perception that the area is a good place to work, live and visit 	<p>Achieved - The public perception will also be assessed by the Sheffield Hallam study along with a media evaluation. However, based on local media coverage and the anecdotal feedback, the perception of Causeway Coast and Glens Borough is positive.</p>
<ul style="list-style-type: none"> • Showcasing sport as a means to stimulate an active lifestyle 	<p>Achieved - Earlier comments have been made in relation to using the event to stimulate an active lifestyle and whilst the event was used to leverage funding into sport, Council acknowledge there is further opportunity to do more on this aspect next time subject to adequate resourcing.</p>

The legacy of the event will continue for years to come with nearly 70% of visitors expected to return within the next few years. In addition to visitors, the legacy will be tangible for 10 local community groups who have received part of The R&A's £100k Legacy Fund to deliver a variety of projects. Alongside The R&A, Council looks forward to seeing the positive results achieved by these grants for the residents of Portrush.

Achievement of Original Costs:

The Council had an original budget estimate of £350k (allocated from Reserves) which was set in February 2018. The actual expenditure and external funding secured was different than the original budget when the project team got into detailed planning and delivery over the 15 month lead in period.

It is useful to note that whilst actual spend of £434k was different than the original estimates, the overall expenditure did not exceed the total budget which, with the benefit of external income totalled £440k. In summary, the project has been delivered within budget with a £6k surplus.

Management Plan:

Overall the Council's plans, structures and working groups to enable and support the event have been successful with a series of lessons learned and recommendations that can be considered for any future events of this magnitude and scale.

The 148th Open: Evaluation

Branding, Animation and Events

1. What was the aim 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.
2. General overview of the Group's activities:	
	<ul style="list-style-type: none"> • To create an appropriate dressing plan to create a sense of arrival and excitement on the approach to Portrush. • To deliver a celebration programme throughout the week of The Open to ensure Portrush Town is an extension to the event. • To provide an element of branding and entertainment within the main towns of the Borough to ensure they felt part of the event.
3. Operational Delivery – What did we do?	
	<p>A) What went well? Why did it go well? What would we do the same?</p> <p>B) What did not go well? Why did it not go well? What would we change / or what could we do better?</p>

Branding (Macro/Local)

- ✓ Joint approach to design with TNI linking to branding outside the Borough.
- ✓ Early agreement on the brand was crucial to overall delivery.
- ✓ The banners were attractive and created a sense of arrival. They were bright and looked good.
- ✓ Good relationship with the R&A enabled their logo to be used on certain elements of branding/dressing.
- ✓ Flexibility of Council on the minimal level of local branding portrayed, ie. Causeway Coastal Route.
- ✓ Roundabout features were well thought out and created a real impact. The bases are now in place which will allow for similar structures to be erected the next time.
- ✓ Entrance to the Borough/proud to host signs around the Borough helped to include outlying areas in the event. Locations and designs worked well.
- ✓ #The Open signs were well received and provided great photo opportunities. They also helped create a sense of civic pride in the lead up.

- ☒ Flyover banner was too small and a waste of resources as Council spent over £1k just for the engineers report. Need to look at other options for creating an impact on the main approach roads.
- ☒ Lamp post banners were attractive but limited impact because there were too many different banners with different brands/ messages (NI Made for Golf, Causeway Coastal Route, Proud Host). Banners with images / small text were not clearly visible to vehicles passing. Instead of all banners everywhere in a sequence, it may have been better for one type of banner to dominate a particular stretch of road. Simpler designs (perhaps less brands) and better placement is needed next time.
- ☒ We could of encouraged people to engage with us via photo opportunities 'Have you had your photo taken yet at 'THEOPEN?' It was a missed opportunity to engage with the community.
- ☒ Struggled for locations to use the continuous roll. The R&A did not permit it to be used closer to the event.
- ☒ It would have been good for either TNI, Council or The R&A to have dressed the footbridges. Given the size of the footbridges, their proximity to each other and the course, any dressing would have had a strong impact. DfI Roads approval would be necessary to affix any banners. This needs to be considered early in the process.
- ☒ DfI roads permission was difficult as one complete branding plan was not submitted. Need to have all agencies submit to one dedicated person/company so that the full plan can be mapped and submitted in one go.

	<ul style="list-style-type: none"> ☒ Earlier lead in time regarding budgets is required. This delayed discussions which had a knock on effect on the whole plan. ☒ Confusion over roles and responsibilities within DfI Roads. Earlier engagement is required next time as to who will be leading on branding. ☒ A process manual would be useful for TNI to compile for next time along with all the locations used for branding that permission was given for this time around including the cost per area. ☒ Consideration should be given to moving The Garron Rd sign 10 yards towards Waterfoot as it would retain sea views for residents and passers-by would not be seeing the back of the sign. ☒ There was no collateral produced which was a missed opportunity as people like to take something away to remind them of their visit / experience to the area. ☒ More luxurious floral art/displays could have been created within Portrush which would have been softer and saved on costs. ☒ We didn't know exactly what level of branding or where The R&A would place branding until closer to the event and then there was additional expectation to increase the amount of branding close to the course at the last minute.
	<p><u>Live at the 148th Open</u></p> <p>Antrim Gardens</p> <ul style="list-style-type: none"> ✓ Signage and branding around the site was good. ✓ Provided an extension to the overall experience. ✓ Content of the History of Golf marquee was excellent and there was good interaction with customers with the actors. ✓ PHG estimate there was 2000 people who visited the exhibition with 15000 entries complete for the Champions Trail. ✓ Exhibition stands are being reused in the library and train station. ✓ The weather greatly impacted attendance. Saturday was very busy as it was sunny and Sunday was quiet because it was wet.

- The location was disjointed in relation to the rest of the programme of activities. Antrim Gardens was too far from Kerr Street Green and linkage could have worked better.
- Location did not work for traders.
- The interactive golf zone activities were an unnecessary duplication of what was on course.
- The installations were not really suited to an exposed site. Inflatables were affected by the weather. The installations were not value for money in terms of quality.
- History of golf marquee was too big and could have worked better in a different location (possibly within the ropes subject to The R&A approval or at the town hall). Location/format (large vacant space which enclosed on x3 sides) /dressing of marquee could be improved upon for next time to create more atmosphere.

The general thoughts were that running a full programme in Antrim Gardens would not need to be included next time. Consideration should be given to making this a pleasant area of open space with bean bags/big screen/fairy lights instead of an interactive zone. We may consider a TV screen in this location to show movies.

Kerr Street Green

- ✓ Good synergy between the BBC and the Council entertainment programme.
 - ✓ Visual pieces such as the big heads and the #The Open signs created an impact and got lots of attention on social media.
 - ✓ Information Boards / Gantry and branding looked fantastic.
 - ✓ The variety of the artists programmed worked very successfully, ie: Wed: Traditional, Thur: Americana/Rock, Fri: Country, Sat: Opera and Blues. It encouraged different audiences for each of the events and bands were selected, not only because of their quality, but their ability to appeal to all age groups
 - ✓ Artists provided very positive feedback in relation to the event management of the site, including correspondence in advance, access for unloading tech, sound checks and the quality of the technician
 - ✓ The big wheel whilst provided by an independent business, was a welcome addition.
- Location of the Gantry on Kerr Street could have been closer to the footpath.

- ☒ PA needs to have a weatherproof cover.
- ☒ As a result of The R&A's concerns relating to the fireworks – the programme was not finalised early enough. The team needs a longer lead in time.
- ☒ Fireworks did not have the desired impact due to the firing location and the fact they were set off too early. Earlier timing was to placate The R&A's concerns. Might be better to consider a different type of light show for next time.
- ☒ Fireworks will definitely not be repeated unless they can be fired later.
- ☒ Big screen was missed after being used in Portstewart for films. Consideration for next time.
- ☒ The entertainment programme could be compressed and only be provided on championship days. Furthermore the entertainment should focus on early/late evening, as opposed to daytime.
- ☒ The artisan market should only operate at the weekend and music would help to create more atmosphere on Station Square.
- ☒ It would help to have the town management team present to liaise with local businesses and to take pressure off the events team.
- ☒ The licensing team in partnership with PSNI and DfI Road need to proactive manage the risk of overcrowding at The Harbour Bar, in particular where there is spillage of the crowds onto the public road. Other bars were aggrieved that patrons could stand and drink outside The Harbour, but could not outside other premises.
- ☒ If The Open clashes again with the planned band parade then a specialist compere will be required for the static display.
- ☒ Overall marketing strategy for the animation programme needs to be addressed next time. Spend on marketing needs to be reflective of the investment into the animation programme.
- ☒ Claret video was very good but needed released much earlier. Should have been at the start of the year. Could it be more used to engage the community/business community?
- ☒ Reactive communication during The Open: PR./ Communications lead should be able to approve simple communication messages. Escalation only needs to take place in extreme circumstances. If it is reactive, communications needs to happen quickly.
- ☒ It would have been nice to have buskers on the approach from the train station to the venue.

If any future event is to be marketed at golf spectators then the following will be required:

- Earlier engagement with the R&A to forward information on to ticket holders. The emails sent to ticket holders by the R&A which included a link to Live At The 148th Open page, accounted for 5% of traffic to Council's Live landing page. It would be worth doing this again and would be helpful if the tiles were larger in the emails.
- It would also be hugely beneficial if The R&A would send 1 or 2 promotional emails that focus solely on the 'Live at' events/entertainment in the lead up to a future event.
- It would also be good for Council to run its own subscriber promotion via Visit Causeway/Event channels. By doing this, Council would have a mailing list and could send a daily update to during the week of the event which could include more detail
- Online information and brochures to be available much earlier. Reach out to a wider local audience including local schools. Consider localised adverts on Radio.
- TNI could have engaged with accommodation providers across Northern Ireland at an earlier engagement if the material was ready earlier.
- The promotion material needs to include clear positive messages about travel and parking. The responses from the sample survey demonstrated people thought Portrush was closed. However the majority said they had a very experience of using both public transport and the park and ride facilities.

It is important to note that from a small survey of 60 people attending Live At The 148th Open in the town, less than ¼ were golf spectators (23%). The majority of those who answered the questionnaire were there to have a fun day out (55%) or other (22%) as opposed to attending The Open.

Live Music Across the borough

- ✓ Good take up on the live music venues across the Borough. In all of the venues visited however crowds were listening and being attentive to the music and feedback from the musicians was 100% positive.
- ✓ Although the tender for live music specified that the venue had to pay 60% of artists fees, nearly all involved spent 150% – 200% more than what was subsidised.

- ✓ The feedback from all was extremely positive and the venues went the extra mile to refurbish or repaint, include new tech, outdoor events and on some occasions marquees.
- ✓ A number of venues had to turn people away because the venue was at capacity. Some ran out of alcohol on two nights.
- ✓ The tourists were very well mannered, friendly and were generous in tipping.
- ✓ PSNI were accommodating in terms of flexible closing times and outdoor entertainment.
- ✓ One American described the wrap around activities as a 'second festival'. They loved the opportunities to socialise and meet people, which is very different to other Open's when they would watch the golf, go to a restaurant then their hotel.
- ✓ The venue's appreciated the co-ordinated and joined up approach to programming and marketing, including being listed in the printed programme.

- ☒ It may be worth co-ordinating social media across the borough for this programme. Artists did post previews, videos and photos but did not use the #live148open or @visitcauseway. Instead they used tags such as #golf, #theopen, #northcoast.
- ☒ There was a social media strategy and action plan built into the contract, however we need to encourage bars/pubs to do it, along with dedicated staff at events to coordinate, update and tag.

Motorhome Park

- The alternative location was necessary due to the closure of Sandhill Drive car park. However this came at a considerable cost.
- A long term solution should be sought.

PR/Communications

- There was an agreement with TNI that we would share a photographer on course. However, the photographer had limited availability and on the one occasion we used him, it was very expensive. In future we need to consider what

	<p>we want to capture and whether or not we can have a photographer on course a couple of days or make a firm plan with TNI's photographer and agree the prices in advance.</p> <ul style="list-style-type: none"> • It would have been good if Council had appointed one Point of Contact who was responsible for coordinating all of Council's social channels and being the point of contact for TNI, Translink and PSNI. This person would manage The Open related content on Council's pages (Visit, Events and Corporate etc. This person would also create a social media schedule for the month leading up to The Open.
4. Finance - Confidential	
	<p>This group required additional budget in order to deliver the scope and scale of dressing and animation that was expected by partners. It was augmented by Tourism NI (£75k) and the business engagement group reallocated £10k.</p> <p>At the time of writing the whole project has been delivered in budget, however careful consideration must be given next time in terms of spend against aims and objectives because it might not be so fortunate to receive the same level of external funding next time.</p>
5. Health and Safety	
	<p>Where there any reported incidents / accidents / near misses?</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> One lady tripped over a cable at the market. <input checked="" type="checkbox"/> A resident of Kerr Street was annoyed about the noise levels. Abuse of staff – recorded. – both have been dealt with. <input checked="" type="checkbox"/> VIC issue. Hoax.
6. Were the strategic / operational aims achieved?	
	<p>The aims were achieved as the Portrush town became an extension to the event and the animation was complementary to The 148th Open.</p>

7. Key Learnings for next time?

- The animation programme which was delivered was exceptional. It attracted visitors and residents into the town and created a great buzz every day of the event. Having the BBC present was great as it drew in crowds.
- The weather will always play a huge part in the attendance at these activities.
- Agree the budget at the earliest possible stage.
- Complimentary not competing activities – Early engagement with The R&A
- Do not duplicate activities on course ie. Interactive golf zone.
- Community/ Local Business - Early Buy in.
- Consider other options for creating an impact on the main approach roads to reduce the costs.
- Ownership / Hierarchy / Scale of branding - Less is more! Careful sequencing of banners is required. Limit the number of brands and type of branding.
- Co-operation between partners is essential.
- Engage DfI regarding permissions at the earliest possible stage for approval of structures and banners.
- Better co-ordination required to produce a single comprehensive branding plan for submission to DfI roads.
- Produce collateral to promote the event/area and give people something as a memento.
- Condense the event programme to coincide with the Championship Days.
- Link the animation programme to The Open, potential options to consider: a regularly update scoreboard, The Open branding, some signposting from Metropole Park.
- Focus on Instagram type visual attractions.
- Simplify provision at Antrim Gardens
- Relocate / change format (reduce scale/more lighting) for the History of Golf marquee.
- Do not provide fireworks display, but perhaps consider an alternative.
- Marketing strategy needs much earlier focus on golf spectators to make it more effective.
- If the target audience is not golfers then the marketing needs readjusted.
- Appoint one person responsible for coordinating all of Council's social channels and creating a social media schedule for the month leading up to The Open.

8.	Ongoing Work
	<p>Titans</p> <ul style="list-style-type: none"> To be removed at the end of September. TNI/Estates to consider storage solutions if they are not relocated elsewhere in Portrush. <p>Signage</p> <ul style="list-style-type: none"> Toblerone style signs across the borough will come down at the end of September and will be stored by Council. The welcome to Portrush signs will remain in place until Christmas. #THEOPEN at Blackrock Hill was vandalised and has been removed. Entrance to Borough signs will remain until start of next year. Banners are all down across Portrush and other towns. These are jointly owned by Council and TNI. The 148th Open event specific banners will be framed by TNI and used as a keep sake for certain individuals. To be agreed between Council and TNI. <p>Other</p> <ul style="list-style-type: none"> Consider the creation of branding guidance note which can be used for all events. It would provide detail of all potential sites, their size, cost and likely timescale for production/installation.

The 148th Open: Evaluation

Business Engagement and Investment

Project Group:	
1. What was the aim of the Group?	
	<ul style="list-style-type: none"> • 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.
2. General overview of the Group's activities:	
	<ul style="list-style-type: none"> • Organised quarterly business engagement events, providing suitable material, support and training opportunities. • Promoted all employment opportunities. • Use The Open as an opportunity to attract investment in terms of inviting businesses to The Open for networking opportunities.
3. Operational Delivery – What did we do?	
	<p>A) What went well? Why did it go well? What would we do the same?</p> <p>B) What did not go well? Why did it not go well? What would we change / or what could we do better?</p>

Quarterly Business Engagement Events

- ✓ The events were well attended. Better attended than other engagement events.
- ✓ Quarterly sessions were sufficient. This ran coherently with quarterly Portrush Regeneration update meetings which meant there was an engagement event every other month.
- ✓ Good format which left opportunity for breakout questions at the end.
- ✓ Timings worked well. Afternoon and evening sessions meant that the majority of businesses could attend.
- ✓ Session with Angus Council was one of the best as it provided a different voice and direct learnings from the last Open.
- ✓ Variety of speakers/topics covered were relevant and helpful.
- ✓ The face to face engagement on foot with local businesses was really well received. It also was useful for Council's town centre team to build relationships with businesses.
- ✓ Online content was a useful place to signpost businesses to for more information.
- ✓ Drop in sessions were useful and had a mix of businesses and residents attending.

Communications

- ✓ Press releases and social media across business and corporate pages worked well.
- ✓ We sent an initial invitation in the post to the business engagement events with all the dates in advance – no feedback
- ✓ Events were open to press which led to further media coverage.
- ✓ Photographer was appointed to cover some of the events which increased coverage. It also helped highlight the number of partner agencies attending and gave businesses which were investing in the preparations and opportunity to get media coverage.
- ✓ Claret Jug attended one of the events which captured the audience and created good online engagement (Social media posts from individuals)
- ✓ Communications with Trade via tourism and business ezines

	<ul style="list-style-type: none"> ☒ The engagement sessions outside Portrush were not well attended. The wider area could not see how The Open would benefit them and therefore did not engage as much. Regardless of the attendance, the group still feels it is important to provide these opportunities. These surrounding areas may be keener to engage next time because they have now seen one Open and may have ideas about what they could for the next one. ☒ A session for residents in Portrush, (south of Crocknamack Rd), should be considered for the next time. This could have been promoted via a letter drop or online communications inviting all residents to find out about parking/transport arrangements. ☒ There was also the discussion about having a permanent 'Open branded' base in Portrush. This would be a one stop shop for residents and businesses. It would also link the town better with the course. ☒ The link for businesses on the front page of the website for The Open business section was not in the correct location. Needs to be more visible. ☒ Need to build on our experience and use this momentum to demonstrate the benefits are much wider than Portrush.
	<p><u>Taxi Operator's information event</u></p> <ul style="list-style-type: none"> ✓ The taxi event was well attended and was necessary to inform drivers of the procedures during The Open. ☒ The World Host element was perhaps a bit simplistic. ☒ The taxi rank was not used as taxi drivers did not think it was in the right location. Drivers used the Maxol station on Causeway Street as a rank. This is for the Traffic and Transport group to consider. ☒ Wider communication of relevant information should be shared with taxi community in the lead up to the event.
	<p><u>Business Toolkit</u></p> <ul style="list-style-type: none"> ✓ It was really good to have something for businesses to take away. It was attractive and easy to read with helpful stats and useful links to other sources of information.

	<ul style="list-style-type: none"> ✓ Printing in small batches worked well as correct quantities were supplied with no waste. ☒ It could have been produced on smaller scale ie. A5 pages and been shorter. ☒ The message was diluted as you went through the toolkit. Too much information on the branding. ☒ It would be helpful to include more information on timings for trade as many were closed during the busiest trading times, including some food and drink suppliers. Would help to manage the expectations of traders. Feedback from traders who stayed open had more trade between 8pm – 10pm. More detail on product development/ promotion. More details for specific businesses eg. Café, gift shops, bars etc.
	<p><u>Online branding material</u></p> <ul style="list-style-type: none"> ✓ Branding offering was good quality. ☒ It was not well used by businesses. Maybe we could have promoted this more in person and online. Most decided to do their own thing eg. Tesco and Portrush Atlantic Hotel.
	<p><u>Point Of Sale Kits</u></p> <ul style="list-style-type: none"> ✓ Circa 65% of businesses used the products that were supplied. ✓ Bunting and stickers were the most visible around the town and looked well. ✓ It was good quality products ☒ There were mixed messages and confusion to businesses over how they could avail of the POS kits. TNI asked businesses (NI wide) to register in contradiction to the message coming from Council which was you can come and collect it. However because it arrived so late – we had to deliver by hand. For the next time, earlier communication regarding quantities and items from TNI is required. Both parties need to agree a process. Engagement with businesses regarding types of products supplied would also be useful. ☒ The information on quantities/what was being provided by TNI was late in the day. We advised TNI regarding the different types of businesses within Portrush but this was not reflected in the products received.

	<ul style="list-style-type: none"> ☒ It was time consuming to repack the POS into bags for delivery to businesses. ☒ Expectations were built up at the business engagement events regarding the kits but then was not reflected in the delivery and presentation of the kits. ☒ Recyclable products could also be a 'good publicity' story similar to the no plastic message delivered by the R&A this time.
	<p><u>World Host Training for businesses</u></p> <ul style="list-style-type: none"> ✓ The uptake in the training along with the content of the courses was good. General feeling is that customer service is poor within Portrush and that training is required to improve the overall customer service levels. ✓ World host training should continue as part of the P&P remit on a yearly basis. Legacy of the event is to improve service levels. ✓ Awaiting feedback from business community regarding the training.
	<p><u>Development of Restaurant/Food Guide</u></p> <ul style="list-style-type: none"> ✓ Taste Causeway are the experts and have the platform on which to promote local produce. Based on research from Taste Causeway, Council decided not to create a restaurant guide but instead promote local produce. Further development of Taste Causeway is the best route to do this in the future. Taste Causeway was promoted as part of the artisan market at Station Square. ✓ Promotion of local produce within the ropes in hospitality areas worked well with maps displayed showing where the food came from. Feedback is required from the organisers within the ropes (TNI and Sodexo) on how the local produce was received. <p>☒ Council should seek opportunity to link and incorporate Taste Causeway information into World Host training so that hospitality staff are educated on locally sourced products being offered.</p>

	<p><u>Market</u></p> <ul style="list-style-type: none"> ✓ Location in station square, number and range of stalls worked well. Generally good feedback from the market traders. ☒ Some traders would like to change the timings, in order to start later and finish later ie. 2pm – 10pm. ☒ Days of trading should be Championship days only. Thurs – Sun. ☒ More signposting is required from gateway areas such as the train station to attract more spectators. ☒ Ambient music would help create more of an atmosphere. ☒ Electric supply was an issue to keep in mind for the next time. ☒ Encroachment onto Barry’s land was quickly resolved therefore positioning of stalls next time will avoid this area.
	<p><u>Job Creation</u></p> <ul style="list-style-type: none"> ✓ Engagement with CSP was good and some staff were recruited locally. ☒ Despite meeting with largest recruiter, Sodexo, engagement was poor and they were unable to provide a timescale for recruitment. Feedback received from those who were recruited was that communication was poor, confused messages were sent out via email, training sessions were cancelled. ☒ Feedback required from Sodexo on where people were recruited from. Earlier and more persistent engagement required next time.
	<p><u>Investors Engagement</u></p> <ul style="list-style-type: none"> ✓ Invest NI event held in Bushmills distillery for existing and potential investors went really well and was good for making connections. Council needs to work closely with Invest NI and others to attract investors. ☒ The hospitality tickets were difficult to shift. Some companies were either not interested or already attending. A number of those invited wanted to bring partners. ☒ Focus was too much on existing businesses rather than bringing potential investors into the area.

	<p><input checked="" type="checkbox"/> Need to start now to scope out potentials for the next event. Scope out spectators already attending and invite them into the hospitality area. Look at the retail portfolio and who we would like to attract into the area. High end hospitality providers/media suppliers. Appoint a company to carry out a scoping exercise and target potential investors now.</p>
4. Finance	
	<p>The budget for this group was augmented by TNI (£6k) to assist in the delivery of the World Host Programme. It also generated income (£2k) from market traders. The group delivered under budget and as such £10k was reallocated to assist with branding and animation.</p>
5. Health and Safety	
	<p>Where there any reported incidents / accidents / near misses?</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Member of public tripped over cable at the market. Currently being dealt with by council legal team. <input checked="" type="checkbox"/> Encroachment by market stalls on to Barry's land. <input checked="" type="checkbox"/> Atlantic hotel member of staff locked in the business staff car park on one evening by mistake
6. Were the strategic / operational aims achieved?	
	<p>Council with TNI support put in a great deal of effort into engaging and preparing businesses as best as we could. Albeit this was a first time venture for everyone.</p> <p>The engagement events and toolkit were very successful.</p>
7. Key Learnings for next time?	
	<ul style="list-style-type: none"> • Information event is also required for residents specifically on The Open.

	<ul style="list-style-type: none"> • Website needs to have clearer signposting to information on the front page and more concise information provided. • More engagement with taxi firms required to avoid the issues experienced during the week of the event. • Shorter, more concise business toolkit with additional information on how to benefit from the specific trading patterns/hours. • Retail offering in Portrush is an area which needs developing/expansion. • More engagement with businesses prior to development re. POS kits being produced. Partners need to agree at a very early stage: the products produced, quantity of each product, the presentation/packaging, the method registration and plan for distribution. • Further World Host training is required to improve customer service. Target managers/team leaders for training as the knowledge/training/experience will cascade down throughout the business. • Promote future training across the borough especially other accommodation hubs. • Mystery spot checks would help to monitor service levels and would also provide more local examples for future World Host training. • Work with education providers to promote the hospitality sector as a career to grow the pool of resources. • Twilight Market hours and days need to incorporate busiest trading times/days. Championship days only Thurs – Sun. 2pm – 10pm. • Earlier and more determined engagement is required with recruiters for The Open. • Investment opportunities need to be looked at much earlier with more emphasis placed on bringing in new investment. This may also include appointing a company to assist with scoping/targeting potential opportunities. • More visible permanent information source required within Portrush for residents and businesses. Either more visible VIC, information boards or potentially a The Open branded portakabin.
8. Ongoing Work	
	<ul style="list-style-type: none"> • Causeway Chamber have carried out their own survey and the results could be of use to Council. Julienne to request the results. • Council survey for businesses across the borough will be available for completion online by end of September. • We will seek feedback from suppliers to ascertain if there was any upturn in sales of products used within the ropes. This will be gathered via the business survey.

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| | <ul style="list-style-type: none">• Retail offering in Portrush needs expansion. Future work would be to engage with brands to showcase the area and find out what their requirements would be to locate on the north coast.• We will also gather feedback from other suppliers involved in the event such as Riveridge, recruitment agencies etc• Investment scoping work – will need to go to tender. |
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The 148th Open: Evaluation

Town Presentation and Service Continuity

Project Group:	
1.	What was the aim of the Group?
	<p>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.</p> <p>The continuity of Council services including waste operations and environmental health activities.</p>
2.	General overview of the Group's activities:
	<ol style="list-style-type: none"> 1. Meet regularly to co-ordinate Environmental Services activities prior, during and after the event. 2. Establish contacts within external bodies in planning of, and to work with them as required before, during and after the event ensuring all technical and regulatory approvals are in place. 3. In conjunction with other departments, present Portrush and environments in the best possible light to maximise media exposure.
	General Feedback
	<ul style="list-style-type: none"> • Long lead in time to the event and the planning and preparation that took place allowed relationships to be built internally which was key to the success of the event. Everyone involved across the board understood the magnitude of the event and pulled together. • Partnership working externally was unprecedented and should be used as a model for the future. • Adequate staff on the ground who were not under undue pressure.

- Could have been more connection between events in the town and the tournament itself. Nothing really linked to what was happening on course except BBC show.
- Could have had something happening at Metropole Park area to help with getting spectators into the town. Need to be careful with using an area which might take people away from the town centre.
- Need to consider the impact of a much larger funeral or other event taking place during the week of the event. Include as a contingency scenario the next time.

Communication

The MACC and the daily Council meetings is not something that is carried out usually at events. They played a huge part in the success of how everyone worked together. Information was fed both up and down and was used for briefing of other staff. This should be replicated at Council events.

Some improvements could be made regarding communications as Fairhurst did not report accidents and incidents to Council representatives which is a requirement.

Staff Terms/Conditions

Confusion with the overtime policy nearly led to no staff working at weekends or on the bank holidays which would have caused major problems. Also confusion around inclusion of travel time. This is not just Open specific and is a Council wide HR issue which needs addressing. Too many legacy/differing Terms and Conditions are in place.

3. Operational Delivery – What did we do?

For each element/area of work, please consider the following;

A) What went well?

- Why did it go well?
- What would we do the same?

B) What did not go well?

- Why did it not go well?
- What would we change / or what could we do better?

A. Floral Displays

- ✓ With the quantity of new planters included within the EI scheme, there were very little additional floral displays created specifically for the event.
- ☒ For the next time would look at the variety of plants used. Rather than begonias a choice of flowers that are better for Biodiversity within the area would be considered. Could create additional floral beds but there would be a cost involved with creating these and then a cost either maintaining after the event or removing them.

B. Delivering Signature Presentations

- ✓ The Welcome to Portrush sign along with the additional flower beds were the main additions for the event within the town and they looked really well. These would obviously be in place for next time.
- ✓ The general opinion was that the displays at the Lodge and Ballysally Roundabouts looked well and created impact. The bunker was an additional expense which should be looked at next time as to whether it is really required.
- ☒ There were additional costs with creating and then reinstating the pedestrian access to the bridges. Next time this land and these works (both preparatory and maintenance during The Open) should be the responsibility of The R&A and not Council. This would also apply to the taxi rank.
- ☒ The area at Crocknamac Green needs barriers from the start of the event to prevent any parking during the event. Once cars were on it was difficult to prevent others using it.
- ☒ Biestys titan feature did not have the same impact, however it was felt that something is required there as the first 'arrival point' for visitors as they get closer to the event.

C. Grass Cutting

- ✓ No additional grass cutting was required. The schedule was altered to ensure that the last cut was done as close to the event as possible. Main grassed areas within the town were being used for events and parking therefore no further cutting could have been done anyway.

C. Contingency Plan for Watering

- ✓ The watering was completed out of hours as normal therefore it was not an issue. Did not impact on local/event traffic.

	<p>D. Bin Collections</p> <ul style="list-style-type: none"> ✓ Operations changed the time of residential collections which worked well. These arrangements were made in close consultation with PSNI and the Safety, Security and Contingency Group. <p>E. Closure of Civic Amenity Sites</p> <ul style="list-style-type: none"> ✓ An information item went to Council to advise Councillors of the closure and signage was erected to advise residents. <p>F. Special Waste Collections</p> <ul style="list-style-type: none"> ✓ These were cancelled during the week of the event. No complaints received. <p>H. Street Sweeping/Litter Picking</p> <ul style="list-style-type: none"> ✓ Additional Street cleansing was required in the mornings around Kerr Street and the Amphitheatre. <p>I. Public toilets refurbishment and public toilets cleansing during the event</p> <ul style="list-style-type: none"> ✓ Public conveniences were well presented for the week and the cleansing schedule was enhanced to take account of the increased footfall around the town.
	<p>K. Consistency with Enforcement Issues</p> <ul style="list-style-type: none"> ✓ All agencies worked together in partnership when it came to trading etc. NI Water/Trading Standards/HSE/PSNI all worked together in the lead up planning scenarios and actions in advance. • There needs to be a consistent approach with regards to enforcement and overcrowding in premises. Some venues engaged with Council regarding their outside area which led to a successful outcome. Others were not keen to engage which made enforcement difficult. The matter of patrons drinking outside around the Harbour Bar reoccurs every summer and therefore needs to be addressed.

L. Entertainment licenses: on/off course

- ✓ A lot of time was spent preparing for the potential number of applications but the only application came from Kelly's. This may be different next time as traders now know what to expect. The briefing given by Brian Edgar regarding entertainment applications at the Business Engagement session worked well and should be included next time. Current legislation does not allow for last minute applications which meant that the decision to provide entertainment needed to be decided well in advance.

M. Street trading implications

- Understanding of land ownership within Portrush would help avoid potential trading issues. A map of the Council's exact boundaries would be helpful. This will aid the events team and discussion with concessions.

N. Temporary Structures

- ☒ There was confusion over requirements for the temporary structures. Many of the structures were not completed until just before the event. The R&A had requested assistance from building control in an advisory capacity but then chose not to follow the advice. Council could not issue safety certificates until the very last minute upon receipt of adequate information.
- ☒ Council needs to agree what requirements are necessary in terms of:
 - Planning Permission
 - Building Regulation Notice. If advice is sought, BC may need to charge depending on the level of work involved.
 - Health and Safety Certificate

O. Water Supplies

- ☒ Not all water samples were taken that EH wanted to take due to the timescale involved running into the weekend. NI Water were to take the remainder but this was not completed. This could be improved next time.

P. Inspection of Catering facilities on site

- ✓ Inspection planning/schedule and the number of staff worked well. No issues with the passes distributed to staff. Good working relationship with Sodexo with meetings being held every evening.

	<p>Q. Liqueur Licencing / Child Certificate</p> <p>✓ Liqueur licencing and the Child Certificate is the responsibility of The R&A not Council. Assistance was provided this time as legislation differs from the mainland. Next time this would lie with The R&A.</p>
4.	Finance
	<p>✓ This group is currently under budget. Any additional items to be coded to The Open budget will be approved by PM.</p>
5.	Health and Safety
	<p>✓ Where there any reported incidents / accidents / near misses? No</p>
6.	Were the strategic / operational aims achieved?
	<p>✓ The town looked its best during The Open and Council maintained a good level of service to residents. Any changes to services, Council communicated this effectively.</p> <p>✓ Members of this group provided professional support to the Safety, Security and Contingency Group as well as the technical group. This supportive role was very much appreciated by The R&A.</p>
7.	Key Learnings for next time?
	<ul style="list-style-type: none"> • Close working relationship with all partners is key to the success of the event. • Communication/meetings between Council staff also played an important role in the success. • More variety of flowers for biodiversity. • Licence all lands being used by The R&A to ensure they take responsibility for works/maintaining etc. • Confirmation of what is approvals are required for temporary structures must be agreed really early in the process and BC must be clear on its role (if any) in the process. • Overcrowding in premises is a long term issue and an approach needs to be agreed at a senior level. • Better understanding of land ownership/boundaries within Portrush is required. • Consideration should be given to having a rep from this group (estates) on the Traffic and Transport Group.

8. Ongoing Work	
	<ul style="list-style-type: none">• Rugby Avenue temp works and reinstatement works: The R&A have contributed financially and Council will ensure the land is reinstated in time for it to be used at Halloween.• A map of Council owned land in Portrush would be helpful for the future in terms of street trading and for license agreements.

The 148th Open: Evaluation

PR and Communications

Project Group:	
1. What was the aim 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.
2. General overview of the Group's activities:	
	<ul style="list-style-type: none"> To coordinate all external Council communication in relation to The Open in partnership with Council working groups and the wider mar/communications group. Identify and execute all PR opportunities in association with The Open in advance, during and after The Open to promote Council and the wider Borough.
3. Operational Delivery – What did we do?	
	<p>A) What went well? Why did it go well? What would we do the same?</p> <p>B) What did not go well? Why did it not go well? What would we change / or what could we do better?</p>

Residents leaflet

- ✓ The local community paid more attention to the leaflet because it was branded The Open. Therefore, it was good for sharing information and building an understanding.
- ☒ The map was not easy to understand – could be simplified.
- ☒ Might also be useful to have two leaflets 1. In advance of the open to make people aware of the event and where they can find out more and 2. Which is issued closer to the events to communicate how they will be impacted during the week of The Open.

Citizen Newsletter (x2 End of October 2018 and Spring 2019)

- ✓ As the information is within the body of the newsletter, the impact is limited, however we should still do it again as it is literature being distributed to the whole borough. However we could highlight in advance that there will be further information in the next newsletter.
- ☒ Need to promote in advance on social media a week in advance etc.

Council Website

- ✓ It was useful to have all the information in the one place. However not all information is relevant and it needs to be kept extremely simple.
- ☒ Need to focus on what is open and not what is restricted.
- ☒ Could have contacted those affected by parking restrictions directly as opposed to sharing a map.
- ☒ Need to ensure all departments are well linked and kept up to date with relevant with information. Need to build in sufficient time to build and populate the website.

Live At The 148th Open – leaflet

- ✓ The leaflet was concise and attractive. The schedule was easy to follow.
- ☒ Would revise map to show the town in more detail and use the literature to highlight other attractions ie. What the town maps were meant to do. This needs to be carefully coordinated with the business engagement team.
- ☒ More collaboration in house needed before ASG appointed.
- ☒ More time needs to be built in for sign off.

Business Toolkit

- ✓ Good partnership for production of toolkit with TNI.
- ✓ It was really good to have something for businesses to take away. It was attractive and easy to read with helpful stats and useful links to other sources of information.
- ✓ Printing in small batches worked well as correct quantities were supplied with no waste.
- ☒ It could have been produced on smaller scale ie. A5 pages and been shorter.
- ☒ The message was diluted as you went through the toolkit. Too much information on the branding.
- ☒ It would be helpful to include more information on timings for trade as many were closed during the busiest trading times, including some food and drink suppliers. Would help to manage the expectations of traders. Feedback from traders who stayed open had more trade between 8pm – 10pm. More detail on product development/ promotion. More details for specific businesses eg. Café, gift shops, bars etc.

Other council Communications

- ✓ Changes to bin Collections – lead by service delivery team. Worked well.
- ✓ Changes to Civic Amenity Site operating hours- lead by service delivery team. Worked well.
- ✓ Letters were sent to neighbours in close proximity to Kerr Street Green to warn them of the activities and potential impact eg. Noise. This was well received.

- ☒ Residents re. parking /access restrictions. We could consider just targeting residents impacted by restrictions as opposed to putting all the information online and expecting residents to contact us.

PR

- ✓ Primary School Golf Programme: This was a successful aspect of our legacy. Funding for golf would not have been forthcoming from DfC if it wasn't for the event. Council should follow this up to highlight the programme and the investment from DfC.
 - ✓ Jodi Kidd – Mill Strand – Open for Summer piece – referenced the Primary School Golf Programme – interview by Charlene Reid. It was a really nice piece.
 - ✓ Epic Journey: It was great to have a day in Portrush with celebrities.
 - ✓ Claret Jug Tour: It was a beautiful video showcasing our hidden gems and can be used all year.
 - ✓ Claret Jug appearances at business engagement session, sports awards, two local schools. These were really well received and covered by press.
-
- ☒ However if it had been finalised and ready to show in advance, we could have used it more at all consultation events
 - ☒ Perhaps we could have used this to promote our destination; destination marketing team. It could have been used to highlight Kerr Street Green as an event space and to promote Live At The 148th Open. Could have branded the site 'Live At the 148th Open' and collateral to give away and build excitement.
 - ☒ Sometimes the PR activities planned by partners were last minute. Ie. Warmest welcome, Mount Rushmore – TNI and the TI sand sculptures. We could have collaborated more if we had known.
 - ☒ Given the event had sold out the marketing aspect of the mar/communications group was in somewhat redundant. However this meant that t communications were not as coordinated as they should have been by this group.

Media Evaluation

TNI are leading on a Kantar media evaluation and the findings will be shared once available.

	<p>During the week of The Open</p> <ul style="list-style-type: none"> ✓ Council had a base in the media centre throughout the week which was useful for coordinating work with TNI, The R&A and other reporters. ☒ Given the Mayor's limited availability, it was difficult to utilise opportunities for interviews from media. It would have been useful to block out the Mayor's diary and brief him appropriately. It would have also been useful to have this agreed with the Chief Executive if the Mayor was unavailable. ☒ There was an agreement with TNI that we would share a photographer on course. However, the photographer had limited availability and on the one occasion we used him, it was very expensive. In future we need to consider what we want to capture and whether or not we can have a photographer on course a couple of days or make a firm plan with TNI's photographer and agree the prices in advance. ☒ It would have been good if Council had appointed one Point of Contact who was responsible for coordinating all of Council's social channels and being the point of contact for TNI, Translink and PSNI. This person would manage The Open related content on Council's pages (Visit, Events and Corporate etc. This person would also create a social media schedule for the month leading up to The Open.
4.	Health and Safety
	Where there any reported incidents / accidents / near misses? No
5.	Were the strategic / operational aims achieved?
	Yes, we subtly and professionally communicated all aspects of the event to the relevant business organisations, community groups and residents.

6. Key Learnings for next time?	<ul style="list-style-type: none"> <li data-bbox="349 268 2011 427">☒ The Council communications lead for next time should attend all The Council groups and both T&T and Mar/Communications of The R&A group. Whilst the PM sat across all groups, PM did not have capacity or remit to coordinate all communications. This element needs to be integrated into all the preparations as opposed to being a separate group. <li data-bbox="349 480 1935 555">☒ Traffic and Transport information needs to be very simply and easy to understand. Rather than putting lots of information online, we need to keep it concise and relevant for the wider audience. <li data-bbox="349 603 1995 678">☒ Council should discuss content of the R&A's residents leaflet at an earlier stage as it was good for communicating relevant information and it would be good to send two of these at key stages. <li data-bbox="349 730 2018 847">☒ Internally, there needs to be more collaboration between events, destination marketing and corporate communications. In future, the communications lead should devise and coordinate a Council communications plan, taking into account all of the work streams across all groups. <li data-bbox="349 895 1995 970">☒ Council could appoint one Point of Contact responsible for coordinating all of Council's social channels in the lead up to and during The Open. <li data-bbox="349 1023 1962 1098">☒ Now we know what to expect, Council could undertake more proactive communications to build excitement and align itself to the event. This will require greater resource from PR/Communications.
7. Ongoing Work	<ul style="list-style-type: none"> <li data-bbox="349 1198 875 1230">• Announcement of Legacy projects <li data-bbox="349 1241 824 1273">• Evaluation of media coverage. <li data-bbox="349 1284 1099 1316">• Promotion of the Primary School Golf Programme

Annex E

The 148th Open: Business Survey Results Summary

The 148th Open Business Survey was available between 20th Sept and 18th October.

It was heavily promoted to businesses in the Causeway Coast and Glens area, the business support ezine, the tourism industry ezine, Facebook, Twitter and LinkedIn. 114 responses were recorded.

1. Anecdotal feedback

Positive	Negative
<ul style="list-style-type: none">• It has been described The Open as the best thing to ever happen to Portrush and another business said they wished Portrush could host it every year.• One business owner shared a story of an American couple coming into their store on the first Sunday and spending £1500 in under an hour. Following the visit, the couple went online to promote the business on social media.• One local B&B said it took them two full days to process £20k of bookings for next year. The requests came from golfers watching the event worldwide who wanted to plan a visit. Another B&B received x6 times their normal revenue for that period.• The highlight for one taxi driver was, taking Tiger Wood's chef to County Meath.• One business exceeded their Food and Beverage turnover by over 15% and advised they could have had three times as many evening covers if they had capacity.	<ul style="list-style-type: none">• Businesses have complained that The Open was detrimental to their normal peak season business as a result of the additional traffic. Another said they had a very poor week's trade apart from the fireworks night which was busy.• Overall marketing and promotion of access was raised as an issue. One business felt people were actively discouraged from visiting Portrush and they feel the '<i>map of red lines intended to 'inform' about access, deliberately misled and discouraged thousands of visitors</i>'. Small adjustments may lead to considerable increased trade and satisfaction levels for both traders and visitors.• Train arrivals were met by "volunteers" directing visitors away from the town which was raised as a criticism.

2. Business engagement activities

- Over 60% of business felt the Council's communication specifically with businesses was positive.
- 40% would like to send additional staff to world host training.

3. Economic Impact

- 60% of business agree that their business will financially benefit from The Open in the future.
- 60% of businesses experienced an increase in turnover in the lead up to and during The Open. Of that, 40% advised their turnover was up by 30% and nearly 20% advised it was up by 200% on normal trading.
- From the 40% of business who experienced a decrease in turnover, just under half said their takings were down by 30% and under 10% advised their takings were down between 80-100%.
- One business experienced a loss in takings because they paid staff for extra evening hours but the extra footfall did not appear.

4. Opening Hours / Change in business

- Only 30% of businesses extended their opening hours during the Open and 60% made no change whilst 6% either closed or reduced the hours of opening.
- Out of the businesses survey 35% decided to provide additional services, activities and products relating to the event.
- The Yacht Club was one of the few places to get breakfast and guests felt extremely welcome.
- One business exceeded their Food and Beverage turnover by over 15% and advised they could have had three times as many evening covers if they had capacity.
- Customers appreciated the flexibility in opening hours.
- Because the town was quieter until 8 pm, one business served food until 1 am to make up for lost business.

5. Traffic and Transport

Generally, traffic management was considered efficient and allowed local people to move around freely.

A. Parking

- From the businesses surveyed, 85% who had applied for parking permits protected for staff did not use them.
- One business felt the Park and Ride should have a pick up point in the town and should have operated later in the evening.
- Some people thought they could not access the town during the week which meant missed out on the animation activities.

B. Taxi's

- There was a lack of taxi's to take people home at night.
- Taxi drivers would like to be engaged further regarding traffic management.

C. Volunteers

- Train arrivals were met by "volunteers" directing visitors away from the town which was raised as a criticism. Another business recommended further training for volunteers as one gave out wrong information in relation to transport options.

6. Communication / Engagement

- Overall marketing and promotion of access was raised as an issue. One business felt people were actively discouraged from visiting Portrush and they feel the '*map of red lines intended to 'inform' about access, deliberately misled and discouraged thousands of visitors*'. Small adjustments may lead to considerable increased trade and satisfaction levels for both traders and visitors.
- One business commented that the Council blatantly disregarded the opinions of traders.
- Businesses would like one to one meetings to ensure they know what to expect in terms of footfall and the need to change trading hours.

7. Dressing / Animation/ Events

- 60% considered the animation programme as excellent.
- 70% of businesses were complimentary about the branding and dressing, saying it made them feel a part of the major event.
- The market was welcomed by some, however others complained it was a distraction from established shops.
- One business considered the awning/screening around Station Square as detrimental to established businesses on Castle Erin Rd.
- The fireworks were considered a great addition.
- Without the BBC magazine show, there would have been much less engagement in the town.
- In terms of the Live Music across the borough, the feedback was 60% positive and only 20% felt it was poor. However there were a number of requests spread the entertainment programme across the borough in particular Portstewart was names a few times.
- For next time, one business suggested the provision of a big wheel with a late night licensed market in the town or at the beach with music and food.

8. Other feedback

- A number of respondents raised the lack of suitable accommodation for high end tourists as a problem.
- Businesses would welcome more tourist attractions to attract visitors 'all year round' and encourage additional overnight stays. Some suggestions include: a Water World, spa, aquarium, a visitor experience around Mountsandel, a Museum about the Troubles, night time entertainment.
- Businesses identified a shortage of catering staff and request Council to address this shortage.

- Customers would like to experience traditional Irish Catering as there appeared to be a lack of such.
- An accommodation provider complained about restaurants being closed between 2-5pm and asked Council to encourage all businesses especially restaurants to stay open all day.

The Open - Proposed Team Structure

Chief Executive
Member of GOLD
Multi Agency Group

Director of Leisure & Development
Event SRO
Member of SILVER Multi Agency Group
Chair —Transport Sub Group

Project Manager

- Project manage the Council's involvement in The Open

Director of Environmental Services
Member of SILVER Multi Agency Group
Member of Safety, Security and Contingency Sub Group

Branding, Dressing and Events

- To ensure that Portrush is fully associated and becomes an extension to the event through its dressing and complimentary programme of events.
- To create a sense of welcome on the approach to Portrush.
- To extend the festival celebration across the Borough.

Lead: Head of Tourism and Recreations to include Tourism NI.

Business Engagement, Inward Investment and Workforce Development

- To ensure that the Borough's businesses understand the characteristics of golf tourism.
- To use the event as means to generate investment opportunities in the Borough.
- To develop the local workforce in advance of the event for both on course and off course opportunities.

Lead: Head of Prosperity and Place to include Invest NI, Chamber of Commerce and Tourism NI.

Sports Legacy

- Seek to create a Sporting legacy from the event through raising awareness of and participation in golf.
- Work collaboratively to attract funding and deliver activities to increase levels of physical activity.

Lead: Head of Sport and Wellbeing to include Sport NI, Ulster University and Dept. for Communities.

The Legacy Fund

- Set up and manage The R&A legacy Fund

Lead: Funding Unit Manager.

Town Presentation & Service Continuity

- The physical presentation of the town and surrounding area.
- Continuity of Council services including waste operations and environmental health activities during the event.

Lead: Head of Estates to include Dept. for Communities.

Local Communications & PR

- Ensure that all aspects of the event are communicated to the relevant business organisations, community groups and residents.
- Use the event as an opportunity to market our Destination through various media channels.
- Design and deliver a Destination Stand on course.
- Ensure that elected members are adequately briefed in the planning and delivery of the event.

Lead: PR and Communication Manager to include Tourism NI and Destination Marketing Manager.

Community Activation

- Engage the community through schools and community groups in order to generate civic pride and ensure the area fully embraces the event

Lead: Community Development Manager

Technical Support

- Provide advice to The R&A and internal teams to ensure all appropriate technical and legislative standards are observed in the provision of infrastructure and events both on and off course.

Lead: Head of Health and Built Environment to include Licensing, Building Control, Planning, Health and Safety, Environmental Health and Trading Standards.

Annex G: Budget Overview

	Working Group	Initial Assessment / Estimation	Income / Funding Received	Actual Spend
1	<u>Branding, Animation and Events</u> <ul style="list-style-type: none"> Welcome to Borough / Proud Host Signage Branding/Dressing Animation Kerr Street/Antrim Gardens Live Event across the Borough 	£79,000	£75,000 TNI	£189,456.84
2	<u>Business Engagement</u> <ul style="list-style-type: none"> Artisan Market Business Development Clinics Business Engagement Evaluation Business Toolkit World Hosting Training 	£58,600	£6,300 TNI	£21,152.49
3	<u>Town Presentation and Service Continuity</u> <ul style="list-style-type: none"> Floral Displays Staff time erection Banners/Signage Installation of structures on roundabouts including plant hire and materials etc. Costs for staff overtime bin collections Wombles Environmental Health staff costs Staff costs for event support. Set up/stewarding/take down 	£164,000		£100,596.43
4	<u>Traffic and Transport</u> <ul style="list-style-type: none"> Works for Ruby Avenue Taxi Rank Costs Works at Pedestrian Bridges Carpark Management costs Carpark Security Costs Motorhome Park 	£0	£5,000 R&A Contribution Rugby Ave.	£30,847.86
5	<u>PR & Communications</u> Photographer (taken from other working groups)	£0		£720.00
6	<u>Salary</u> Shortfall of £29,872.86	£48,400		£78,272.86
7	<u>Administration / Misc Costs</u> <ul style="list-style-type: none"> Preparation including staff visits to previous Opens PM Mobile phone/Mileage etc. Venue Hire for meetings/events 	£0	£4,284 Additional Central Government Funding	£13,527.51
		£350,000	£90,584.00	
		Total Budget	£440,584.00	
		Total Spend		£434,573.99
		Final Position		(£6,010.01)