

Chief Executive South of Scotland Destination Alliance

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Chief Executive at South of Scotland
Destination Alliance

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WELCOME FROM **DAVID IBBOTSON, CHAIR**

Dear Candidate, thank you for your interest in the role of Chief Executive at South of Scotland Destination Alliance.

The South of Scotland Destination Alliance (SSDA) is the new industry led destination management and marketing organisation for the South. It formally brings together the Scottish Borders Tourism Partnership and Visit South West Scotland, and I was delighted, this summer, to be appointed as inaugural Chair.

I am honoured to be working collaboratively with enthusiastic Board colleagues, stakeholders and partners. We are unique in our approach and business model and I am interested to hear from equally unique senior executives who can bring entrepreneurial edge and commercial thinking along with strength and depth in relationship building.

I believe that this is an exciting and crucial time for the Alliance as it takes its initial steps in shaping and delivering our strategies and plans. Working together we want to reinvent what many people think they know, present others with something they are unaware of and use all the digital and traditional means available to us to open possibilities and recognise opportunity.

Our ambitions are high and our expectations great; we are aware we have been charged with a serious economic purpose. This is not only about brand and messaging; it's about delivering the whole "coast to coast" strategy. We are proud of what we have achieved in our short time to date and I hope as you learn more, you feel the same passion and curiosity about what the South of Scotland has to offer and how you could lead and contribute. For me, and the Board, this role is for someone who can "eat, sleep and drink" the South of Scotland and to do this with great vision and credibility.

We are seeking a Chief Executive who shares our enthusiasm and values, and who can be creative in building our organisation so that our ambitions are realised and ultimately the economic development of our beautiful, inspiring and often surprising area is delivered.

I hope you enjoy learning about us and find our work and our ambitions and values as exciting as we do – your journey could start here!

David Ibbotson
Chair (Owner - Knockinaam Lodge)



Chief Executive
South of Scotland
£Competitive

ADVERTISEMENT

The South of Scotland Destination Alliance (SSDA) is the industry-led Destination Management and Marketing Organisation for the South of Scotland encompassing Dumfries and Galloway and the Scottish Borders.

The aim of SSDA is to create and lead the delivery of a clear tourism strategy from coast to coast, supporting the best possible recovery plan for the sector and the wider economy of the South of Scotland. Our ambition is to make the South of Scotland a top tourism destination, creating a world class visitor experience and driving the local economy with multi-million-pound growth in tourism spend.

As our first ever Chief Executive, you will lead this newly formed organisation through the excitement and challenges of its initial steps and on towards the delivery of the long-term ambitions. Those ambitions are high and there is a great deal to do. We need a committed and resilient leader to drive and lead the organisation; someone who is as passionate about our mission as we are.

With strength and depth in relationship building you will bring commercial philosophy and entrepreneurial flair. We are looking for someone who is bold, determined and people-centric, with the motivation to challenge existing thinking whilst clearly articulating aspiration; someone who can make their mark.

You will have a track record of motivating and developing those around you and, with a genuine passion for what you do, you will have experience in building an open, collaborative and delivery focused culture.

You may have a background in hospitality, events or travel but what is more important is your desire to make a difference, your political nous and ability to build credibility and belief in the South of Scotland, quickly.

If this opportunity excites you and you want to drive and deliver with strong purpose, we'd love to hear from you.

To apply for the post, please send a tailored CV and covering letter highlighting your skills and experience pertinent to the role to :scotlandexecutive@badenochandclark.com

For a confidential, informal discussion about the role, please contact Badenoch + Clark Executive directly on **+44 (0)141 220 6460** or e-mail the aforementioned e-mail address. **Applications should arrive no later than midnight, Sunday 29 November, 2020.**

THE ROLE

Working closely with the Board, in particular the Chair, the Chief Executive will give direction and leadership to the achievement of SSDA's vision, objectives, values and strategies.

The CEO will have overall responsibility for:

Strategy and Planning

- Providing leadership to the organisation, by:
- Strategic business planning and reporting against outcomes, i.e. increasing revenue whilst also deliver targets around visitor spend
- Effective financial planning, management, reporting and accountability
- Building effective strategic relationship with partners, funders and other stakeholders
- Challenging existing and assumed thinking
- Showing passion and commitment for delivery and development

People

- Leading and engaging the employees, by:
- Setting clear organisational goals and objectives
- Devising communication and an approach that encourages two-way conversations

- Developing direct reports and identifying strength and depth
- Modelling and instilling the required culture; mirroring the values
- Aligning energies and efforts against what is important

Funding and External View

- Engaging with partners and stakeholders, by
- Representing and promoting SSDA at national and local forums
- Broker relationships with strategic partners, with a particular focus on the public sector
- Seeking media and promotion opportunities to enhance the profile
- Ensuring that the organisation is effectively marketed through a range of media, and that materials are accurate and credible and reflect who we are
- Communicating effectively and sensitively with partner agencies, funders and the wider public

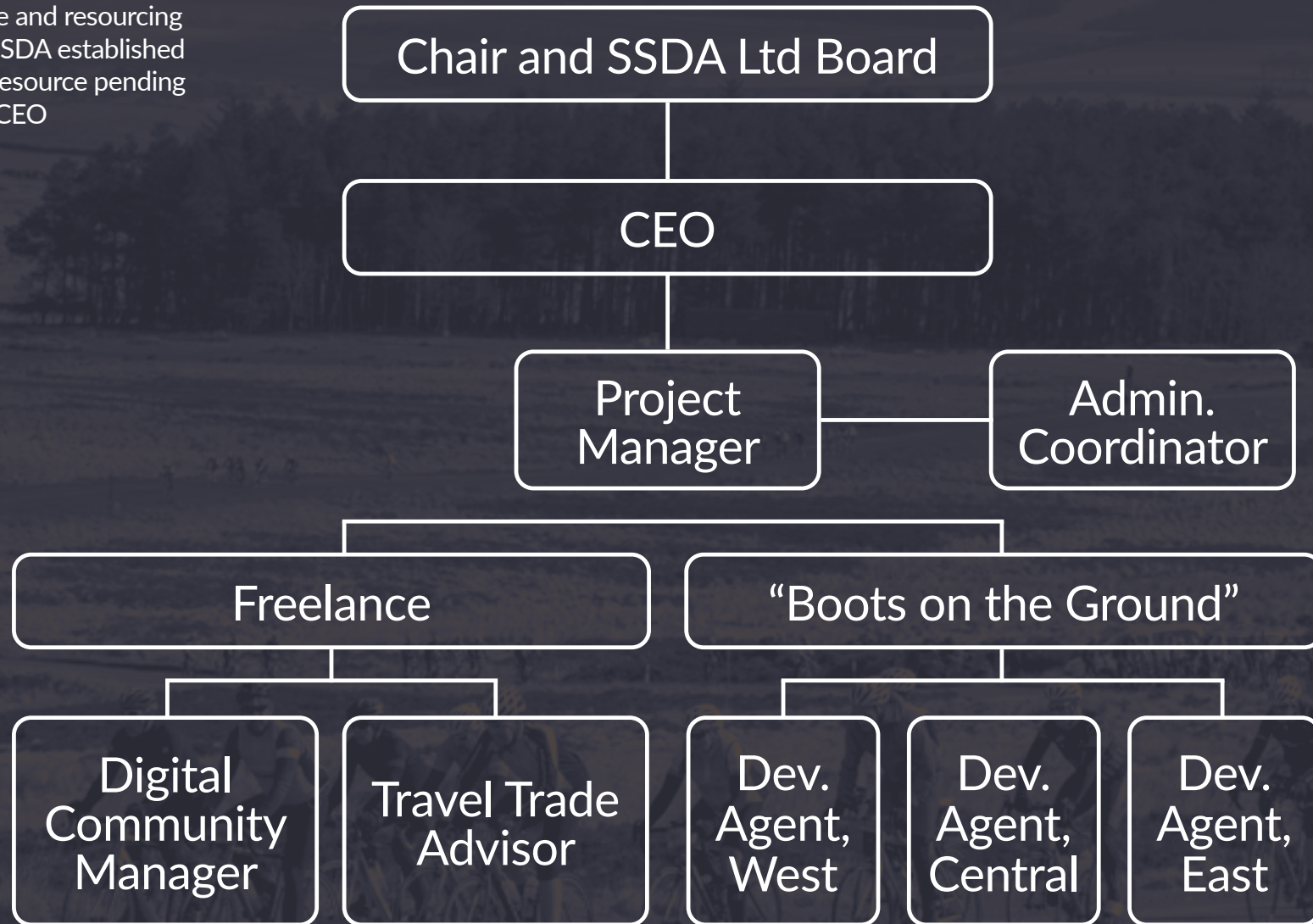
Finance and Governance

- Building an environment of fiscal controls and strong governance, by
- Securing long term sustainability within the 5-year programme and delivering "self-sustaining" by Year 6
- Ownership policies and procedures, regularly evaluating and making changes as required
- Ensuring transparent and structured financial information
- Working closely with the Chair and the Board in a supportive atmosphere of collaboration
- Ensuring that the Chair and the Board have the information, reports and support required to fulfil their roles and responsibilities



STAFFING & STRUCTURE

Current structure and resourcing adopted to get SSDA established using freelance resource pending appointment of CEO





BACKGROUND

In May 2018 following the establishment of the South of Scotland Economic Partnership, the two destination groups for the South of Scotland (Scottish Borders Tourism Partnership and Visit South West Scotland) came together to form a Tourism Leadership Group (TLG)

This group has been steadily working on devising a programme of activity to unite the region as a single destination and has secured a £2.7m budget from South of Scotland Enterprise Agency (SOSE) towards a £4m programme to drive this forward over the next five years. This builds upon an original start up fund of £350K, which was awarded through South of Scotland Enterprise Partnership (SoSEP) and supported by VisitScotland, Dumfries and Galloway Council and Scottish Borders Council.

Our story so far ...

- We acknowledged the need for a joined-up tourism voice across the South with a Tourism Leadership Group (TLG) formed in May 2018.
- In July 2019, the South of Scotland summit, attended by 24 tourism businesses, SoSEP, key agencies and local organisations unanimously agreed a collaborative action plan and the sourcing of a strategic funding package.

- This need for a coherent strategic approach is supported by TEAM Tourism's Market Assessment Report in April 2019 that formed part of the SoSEP tourism work plan.
- We have developed a long term proposition, linked to the National Tourism Strategy, that over the course of the next five years allows us to become a profit making business that drives £750 million of tourism spend in the region, with an increase to £1billion by 2030.
- Our focus is on place-making, people, digital capability and sustainability
- As an industry we were optimistic about the outlook for 2020, however Covid19 very quickly had a devastating impact on tourism businesses across the South of Scotland, so now more than ever before, we believe the role and function of SSDA is critically important to the recovery and future economy of the South.

The Covid19 pandemic has since had far reaching consequences globally and the tourism sector has been one of the worst hit. But this has served to cement the resolve of the TLG to lead the industry out of this crisis and create a new norm for destination development, management and marketing.

Adopting the place brand Scotland Starts Here, the TLG established South of Scotland Destination Alliance Ltd in May 2020 and is seeking to establish a long term programme of activity that will completely reinvent the destination credentials of this region which is within a 2 hour drive of 14m people.





OUR OBJECTIVES

Encourage the development of the tourism industry in the South of Scotland through activities of benefit to visitors, businesses and the community.

1. To lead, influence and co-ordinate the development, management and marketing of the South of Scotland (including but not restricted to Scottish Borders and Dumfries and Galloway Council areas) as a leading tourism destination, creating a world class visitor experience while taking into account the needs of visitors, local residents, businesses and the environment
2. To stimulate innovation in tourism product development, product differentiation, diversification and flexibility to secure the South of Scotland as a leading tourism destination for domestic and international markets
3. To promote and encourage the development of the tourism industry in the South of Scotland through activities of benefit to visitors, businesses and the community at large and through, for example, developing and promoting the "Scotland Starts Here" brand , further developing the South West Coastal 300 and other strategic tourist initiatives and fostering collaboration between South of Scotland tourism businesses, operators etc who nationally and internationally can promote tourism in the South of Scotland

In addition to the core remit of developing the region's tourism, hospitality and leisure offering, the SSDA will look to build cross-sectorial engagement:

- Develop the industry's links with the region's education sector, highlighting tourism as a career, and helping to ensure we have a future workforce.
- Build the tourism supply chain and create partnerships in everything from laundry provision to digital capabilities.
- Work actively with local communities to demonstrate the value of the tourism (particularly important post-Covid) and to cement its part in the place-making activity of the South.
- Encourage a carbon-neutral approach from our membership by bringing together sectors including energy provision and transport to deliver a long-term and sustainable tourism supply chain for the South.

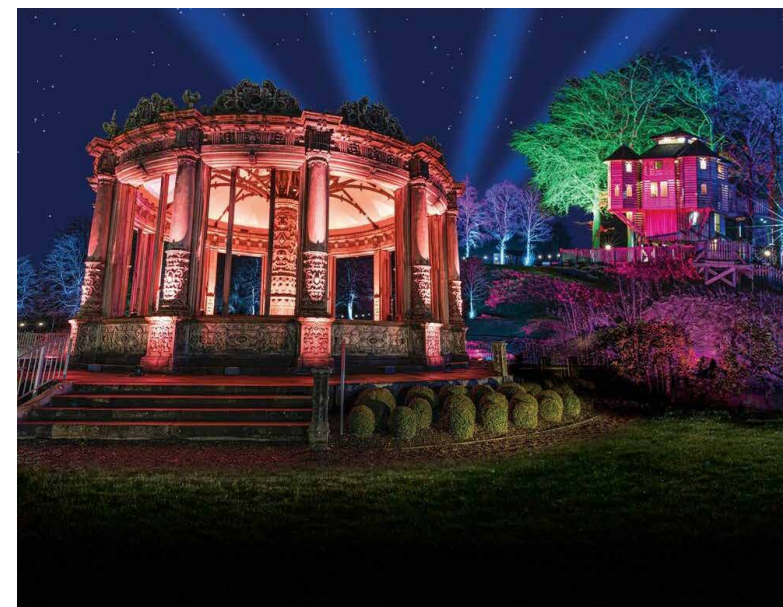


The Scotland Starts Here campaign showcases to visitors that it is in the South that Scotland's identity and soul were born - not only from a location perspective, but also as the pivotal areas that have shaped the nation's history and culture for centuries.

It comprises of a travel inspiration website (www.scotlandstartshere.com), a mobile app and a suite of digital marketing assets including podcasts, eBooks, videos, blogs and social media advertising.

Aimed at visitors from the UK, Europe and International markets, the campaign focuses on four key themes of Hidden Wonders, Active & Outdoors, Food & Drink and History & Heritage. By putting a spotlight on authentic local experiences and award-winning products and businesses, it will increase potential visitors' awareness of what the area has to offer for short breaks and holidays.

It signalled the first phase of a new tourism drive across the areas and the wider South of Scotland. Now under the umbrella of SSDA it will be extended to cover the D&G area. Over the past three years, MBTAG has engaged over 800 businesses in the Scottish Borders and Midlothian areas in workshops, training and product development to make them more tourism ready. Funding for this programme will end in October 2020 and so all assets will be transferred to SSDA for the new organisation to build on and market the whole of the South.



scotlandstartshere.com

FUNDING

The funding we have received from SOSE is the first major investment from the newly formed enterprise agency. A key element of all future funding is commercialisation of SSDA Ltd with income anticipated from:

1. Booking income – develop a booking revenue stream either through a proprietary booking engine or commercial relationships with Online Travel Agencies
2. Membership income and Scotland Starts Here brand licensing – given Covid19, we will offer a year of free access to Scotland Starts Here marketing assets, but will drive membership revenue thereafter
3. Sponsorship – the increasingly joined-up nature of the South and its tourism network will offer opportunities for commercial sponsorship along the lines of North Coast 500
4. Service provision – develop the expertise and industry engagement to commercially deliver key tourism initiatives for partners like local authorities, SoSE, Visit Scotland and Scottish Government





ACTIVITIES

SSDA have a five-year Activity Plan which will support the sustainable growth of the South of Scotland's tourism sector - from direct business engagement to facilitating the creation and delivery of the region's tourism and destination development strategy.

Year 1 Activity: Themes

- South of Scotland Covid Recovery Strategy & Planning
- Industry Leadership and Capacity Building
- Scotland Starts Here Place Branding and On-line Package Development
- 5-Year Destination Dev Strategy Development
- Industry Engagement Programme
- Business Readiness Programme
- Scotland Starts Here Strategic Marketing Programme

Our Values

- Ambitious – being brave, bold, passionate, exciting, trail-blazing and exceeding expectation
- Progressive – challenging the norm in Destination Management and Marketing, forging new ways of working as a Board, an industry and as the public sector, stimulating innovation in tourism
- Integrity – acting with honesty and respect for each other, our members and partners, acting with conviction, being fair and consistent
- Collaborative & Supportive – committed to working together for the collective good of the South, empowering our team, supporting businesses, nurturing new talent
- Industry-led – being member-centric and keeping our members interests at the heart of all we do
- Sustainable – operating responsibly, developing the South's eco-tourism credentials, encouraging a carbon-neutral approach amongst members and driving a sustainable supply chain



HOW TO APPLY

To apply for the post, please send a tailored CV and covering letter to scotlandexecutive@badenochandclark.com

Please note that the covering letter should be no more than 2 pages of A4 and should summarise your relevant skills, experience and motivations for applying to and working with South of Scotland Destination Alliance. It is therefore an important part of the application and will be used as part of our selection process.

For a confidential, informal discussion about the role, please contact Badenoch + Clark Executive directly on **+44 (0)141 220 6460** or e-mail the aforementioned e-mail address.

Conditions and Remuneration

Salary £Competitive

Location

South of Scotland

Closing date for applications

midnight Sunday 29 November

Informal Virtual Meetings with SSDA

Thursday 17 December

Interviews with SSDA

Monday 21 December

To be inspired

See South Scotland - Culture

See South Scotland - Food and Drink

See South Scotland - Adventure

See South Scotland – Starring The Thompsons

Depending on restrictions interviews may be via Zoom or Teams

Badenoch + Clark has been helping clients and candidates make the right connections since 1978. Our executive search, permanent, temporary, interim, contract and RPO recruitment solutions unite professional talent with top employers across a vast range of sectors and functions, from procurement & supply chain, project management, accountancy, legal and business change, to banking, marketing and communications fundraising and HR.

Our Scottish team delivers these services from our Glasgow and Edinburgh offices and we pride ourselves on the ability to give our clients and candidates a competitive edge. Whether you're taking the next step up the career ladder or building a bespoke recruitment strategy to meet your wider business goals, we help professionals make the valuable connections that are crucial for success. We focus on delivering a first-class recruitment service time after time. Our long-term relationships, our industry-specific expertise and our unrivalled reach set us apart.

Badenoch + Clark is the Professional Services and Executive Search arm of Adecco, a Fortune 500 business headquartered in Zurich and the world's largest human resource consulting and Recruitment Company. Badenoch + Clark operates from 16 locations in the UK and nine countries across Europe. Using our national and international networks help clients and candidates make the right connections.

For further information, please contact our Executive Search team in our Glasgow office:

Glasgow office
Tel: +44(0)141 220 6460
20 Blythswood Square
Glasgow
G2 4BG

www.badenochandclark.com



