

PERTH AND KINROSS

**EVENTS STRATEGY AND
ACTION PLAN**

2006-2011

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Introduction

Perth and Kinross is renowned for its natural beauty, accessibility, history and strength of community. The vision is for a confident and ambitious Perth and Kinross which will be a vibrant, successful, safe, healthy and sustainable environment, where learning and enterprise are nurtured and supported.

A thriving events industry will play an important role in realising this ambition. Major events already draw hundreds of thousands of visitors to Perth & Kinross creating millions of pounds of economic benefit, they raise the profile and showcase the area's assets through national and international media coverage and enhance the quality of life of Perth & Kinross as a place to live, work and visit.

Events also play a vital role in tourism. Their ability to attract visitors, extend the visitor season, increase average spend and increase the average length of stay make events an important tool in developing the tourism industry. Events are therefore an essential element of the area's Tourism Strategy and Action Plan. In turn, they also play an important part of the Perth & Kinross Economic Development Strategy where tourism is identified as a key economic driver for the area.

This Events Strategy and Action Plan outlines the vision, aims and objectives for Perthshire over the next five years with a revision of the action plan proposed for 2009. Strong input from those in the events industry is essential in order to create a strategy and action plan which strives to develop the events industry in a way which supports the extensive work of private sector businesses.

The development of this strategy has been led by the Economic Partnership Events Sub-Group (membership detailed on pages 18 and 19) which sits within the Community Planning Framework. Full consultation on this strategy has taken place with partnership groups, the public and private sector. The implementation and monitoring of the strategy will be led by the Events Sub-Group, in partnership with private sector organisations. In addition, multi-agency working groups will be convened to ensure close co-ordination between all partners for major events. This Strategy and Action Plan encompasses both business and leisure events and has been written to help ensure we realise the vision to become one of Scotland's most successful event destinations by 2015.

Context

It is important to recognise the context within which this Events Strategy sits by acknowledging wider strategies at both regional and national level. Aligning with the following strategies will produce a consistent and co-ordinated approach towards events from all partners in Perth & Kinross. The current work on the new Perthshire brand through the Marketing Forum and the Partnership Agreement between VisitScotland Perthshire and Perth & Kinross Council will provide valuable support for the revised events strategy.

National Events Strategy

In 2003 the Scottish Executive launched the national major events strategy 'Competing on an International Stage'. The vision is to become one of the world's foremost events destinations by 2015. This is to be achieved through:

- ◆ Existing 'icon' or hallmark events
- ◆ Existing events that can be developed to world-class status
- ◆ Internationally recognised events that could be staged in Scotland without substantial investment in additional infrastructure
- ◆ Annual or biennial events that can be developed in specific areas. These events may be sporting, historical, arts and culture events or festivals.

An overall events strategy for Scotland examines ways of scheduling and marketing major events to attract the maximum number of visitors over the longest possible period. It takes into account events that are suitable for staging in larger cities, where accommodation and event facilities exist, as well as in rural Scotland, where events could highlight the specific attributes of a region.

In order to deliver this strategy, the Scottish Executive and VisitScotland created EventScotland. EventScotland works in partnership with public bodies, event organisers, the media and the private sector. It offers financial support and advice to secure, create and develop major international cultural and sporting events in Scotland.

National Tourism Strategy

Tourism is crucial to the cultural and economic well-being of Scotland. The global tourism market is fiercely competitive and Scotland is competing with 200 countries for visitors. The national ambition is to grow tourism revenues in Scotland by 50% by 2015. In order to achieve this, VisitScotland will market Scotland as a must visit, must return destination for businesses and leisure travel domestically and internationally through a research based, multi media, fully integrated marketing programme.

VisitScotland's operational strategies and action plans are structured around five core objectives which are to:

- ◆ Attract visitors by building a successful Scottish tourism brand
- ◆ Engage and work in partnership with the tourism industry
- ◆ Enhance the visitor experience
- ◆ Provide strategic direction to the industry
- ◆ Manage the VisitScotland business efficiently and effectively

National Cultural Strategy

In 2000, the Scottish Executive launched the country's first national cultural strategy, 'Creating our future...minding our past'. The objectives of the strategy are to:

- ◆ Promote creativity, the arts, and other cultural activity
- ◆ Celebrate Scotland's cultural heritage in its full diversity
- ◆ Realise culture's potential contribution to education, promoting inclusion and enhancing people's quality of life
- ◆ Assure an effective national support framework for culture

The strategy recognised that while public bodies have a significant role in cultural development, they are only one of many groups of contributors. It identified a wide range of complementary actions to take forward cultural development in all areas. Key development opportunities included:

- ◆ Widening education programmes in and by national museums, galleries and other organisations
- ◆ Promoting excellence in traditional arts
- ◆ Maximising the potential of Information and Communication Technology (ICT) to enhance and widen cultural participation and access
- ◆ Extending the positive relationship between local and national museums, galleries and national heritage bodies
- ◆ Maximising the contribution of both the cultural sector and the creative industries to Scotland's economy
- ◆ Securing Scotland's position as a film-friendly place
- ◆ The development of a successful national theatre for Scotland
- ◆ Enhancing the national and international roles of the 'national' companies

Perth & Kinross Economic Development Strategy

The Perth & Kinross Economic Development Strategy was prepared by Community Planning Partners within the context of the National Economic Development Strategy (Smart, Successful Scotland).

The vision outlined in the strategy is:

"To create and maintain a modern, high performance, knowledge based economy, with worldwide links, well paid jobs and a high quality of life for all the people of Perth and Kinross"

The strategy partners concluded that efforts should be collectively focussed on four key economic drivers in order to achieve sustainable growth over the next decade. These drivers are:

- ◆ Developing Tourism including events and cultural activity
- ◆ Marketing the area and its assets by utilising the Perthshire Brand
- ◆ Enhancing Enterprise and Skills
- ◆ Developing Infrastructure and Transport Links

Perth & Kinross Cultural Strategy

A positive cultural environment enhances quality of life, promotes individual and social development and attracts interest and investment. Published in 2005, the vision outlined in the Perth & Kinross Cultural Strategy is of an area where cultural provision is integral to the economy, education, health and environment and is fundamental to community life because it:

- ◆ Improves the quality of life for people
- ◆ Is based on an inclusive approach, actively seeking to broaden opportunities for all sections of the community
- ◆ Supports a rich mix of providers, whether from the Council or organisations in the voluntary or private sectors.
- ◆ Responds to local needs and aspirations influenced by communities themselves.

The strategy proposes a framework to support the development of a vibrant community where cultural pursuits are accessible to all.

Perth City Partnership

Perth City Partnership's vision is to make Perth one of Europe's most dynamic small cities by 2010, with a high quality of life and thriving businesses in an attractive, safe environment.

From this vision, a series of objectives are set out, reflecting the main areas where results have to be achieved to reach the visionary goal, namely:

- ◆ To maintain and enhance the quality of life in the city
- ◆ To help create the conditions in which businesses can prosper
- ◆ To create an attractive destination for visitors

Pursuing these objectives will ensure that the vision can be turned into reality, through the implementation of targeted strategies.

Perthshire Brand

Brands are a shorthand method of communication and a quick way of identifying a unique place, product, service or organisation. The Perthshire brand is a shorthand way of saying 'Classic Scotland,' beautiful, successful, rural-metropolitan and vibrant and modern. The Perthshire brand and its visual identity celebrate a real place, Perthshire, with its own rich history, traditions and bright future. Quality is at the heart of the Perthshire brand because it is applicable to so many facets of living, working and visiting in Perthshire and this message is reflected in the core brand proposition – 'Life is meant to be like this.'

The brand model utilises Perthshire, Scotland as the overarching brand for the area, recognising that it is a simple focussed proposition understood and appreciated locally, regionally, nationally and internationally. The brand and its strategy have been developed to:

- ◆ Support the delivery of the priorities and outcomes identified in the Corporate Plan
- ◆ Maximise economic potential of key investments, initiatives and events
- ◆ Raise the profile of the area nationally and internationally.

Improved co-ordination of marketing is a core theme of the Perthshire Economic Development Strategy and developing a brand management approach for Perthshire forms part of delivering this. The role of the Perthshire brand, and its sub brands, is to make a significant contribution to meeting economic objectives for the region, e.g. the delivery of an Events Strategy.

Perthshire Tourism Action Plan

The Perthshire Tourism Action Plan is currently under development by the Area Tourism Partnership. It is due for completion in Summer 2006 and an executive summary will be added to this document.

Definitions

Event

A happening with a specific purpose, objectives and a pre-determined timescale.

International Event

An event of international significance which attracts international visitors and international media coverage.

National Event

An event of national significance which attracts national (Scottish) visitors and national (Scottish) media coverage.

Regional Event

An event of regional significance which attracts regional (Perth & Kinross) visitors and regional (Perth & Kinross) media coverage.

Local Event

An event which is of significance to the local community and attracts local interest and visitors.

Major Event

An event which attracts significant visitor numbers and media interest to Perth & Kinross. It must also bring more than £1m to the Perthshire economy through direct or indirect economic benefits.

Strengths

Natural Environment

Perth & Kinross has some of the finest natural scenery in Britain. From its waterways, mountains, uplands and lowlands, Perthshire is an area of outstanding beauty. Also known as Big Tree Country, the area also has some of the most remarkable trees, woodlands and country gardens in Europe.

Experiences

People are invited to awaken their senses in Perth & Kinross. They can relax by enjoying shopping in Perth City, attending one of the many arts events, eating delicious local produce and enjoying the scenery. Alternatively they can be more active by walking, white water rafting, mountain biking, rock climbing, abseiling, shooting and fishing. It is this diversity of experiences on offer in one area which makes Perth & Kinross unique. Importantly, it is also the high quality of these experiences which distinguishes the area. This diversity offers many opportunities for the events industry.

Location

Situated in the very heart of Scotland, Perth & Kinross is characterised by a diverse mix of rural and urban communities. It has an excellent road network and is serviced by good rail and bus links. With the majority of the area little over one hour from Edinburgh and Glasgow, the travelling time to an event in the area is convenient.

Tourism

Tourism is a key industry for the economy in Perthshire. In 2003 it brought in £469m and accounted for 13.5% of employment. It is the aim VisitScotland Perthshire, Perth & Kinross Council and Scottish Enterprise Tayside to increase this by over 50% by 2015. The core market for Perth & Kinross is planners¹ and independents² but there is also an opportunity to develop niche markets to support the strengths in the area's product portfolio such as adventure sports.

Events

Perth & Kinross currently has an extensive portfolio of cultural, sporting and business events at community, regional and national level. There are events of international significance and others which have the potential to develop to this level. In addition to the events currently staged in Perth & Kinross, there are many opportunities to create events which will enhance the events calendar, attract the desired target market, bring valuable economic benefits and promote the area and its brand values.

Culture & Heritage

The cultural vision for Perthshire is where cultural provision is integral to the economy, education, health and environment, and is fundamental to the community. Perthshire is rich in culture and heritage. Home of Scone (the ancient crowning place of Scottish kings) and the scene of many key incidents in Scotland's history, the area is rich in archaeological findings from prehistoric times and built heritage. The area also boasts a range of modern sport and leisure facilities including a race course, 10,000 seat stadium, theatres and a state of the art concert hall.

¹ VisitScotland define Planners as generally older visitors, possibly retired. They take breaks during off peak times, will plan holidays. They are Interested in rural breaks, walking, wildlife, gardens, culture, historic sites.

² VisitScotland defines Independents as more affluent, aged 30-45. They take breaks throughout the year and often respond to late deals. They often live around regional airports with budget flights to Scotland and are interested in city breaks and culture, activities such as golf, walking, sailing plus wildlife.

Partnership Working

Through the Community Planning Partnership, there is a strong history of public and private sector partnership working in the creation, development and implementation of strategies. This successful working, together with the extensive experience the Partners have in delivering major international events will ensure the realisation of the vision for events in Perth & Kinross.

Analysis

Markets

As outlined above, tourism is a key industry for Perthshire. Visits by UK residents account for around 91% of total trips and expenditure with the remainder from overseas visitors. Within the UK market, 64% of trips are taken by Scottish and 32% of visitors are English.

Findings from ongoing research suggest that the predominant lifecycle segment attracted to the area is Empty Nesters (i.e. couples aged 45+ whose children have left home). They tend to be senior and middle management professionals and retired people who were previously in such positions. There is also demand from young independents (visitors aged 25-44 years, dual income, no children, busy professionals with discerning tastes) and, to a lesser extent, families. The short break market is predominant in Perthshire and a key factor for taking a short break is a travel time of 2-3 hours. This is important when attracting the target markets for events.

Current Events

Perthshire has over 700 international, national and regional events each year. This is a strong portfolio of events, some of which bring major economic benefits to the area. These include:

- ◆ *T in the Park, Kinross-shire.* Since 1997 this music festival has become one of the most important and critically acclaimed music events on the international festival circuit.
- ◆ *Blair Castle International Horse Trials, Blair Atholl.* Established in 1989, this event has grown to attract entries from the best riders in the world and is now firmly established as one of the top equestrian events on the international calendar.
- ◆ *Game Conservancy Scottish Fair, Scone Palace.* Staged at Scone Palace, this is one of Scotland's largest rural events attracting large economic benefits to the area.
- ◆ *Johnnie Walker Golf Championships, Gleneagles.* This annual event is one of the major events golf events on the European PGA Tour international schedule and consistently attracts some of Europe's finest golfers.
- ◆ *Perth Races.* Perth Racecourse is an award winning national hunt racecourse which attracts significant economic benefits to the area through business and tourism.
- ◆ *Perth Festival of the Arts.* Since 1971 this annual event has developed into a critically acclaimed arts festival which attracts international artists in classical music, opera, jazz, folk, rock, dance, comedy and visual arts.
- ◆ *The Enchanted Forest.* This annual light and sound extravaganza attracts thousands of visitors to the Perthshire forests in November and demonstrates outstanding potential to develop.
- ◆ *Business Events.* A significant number of conferences and business events take place in Perthshire, particularly Perth City and Pitlochry. This is identified as a growth area and one which this strategy aims to develop.

Economic Impact

Each of the above events make a valuable contribution to the local economy. This value is determined through individual economic impact assessments and the Action Plan detailed later in this document sets out an action to calculate the estimated total worth of events to the local economy.

Forthcoming Major Events

In addition to the above events, there are future major events identified which offer significant opportunities for Perth & Kinross to realise its vision for 2015. These include:

- 2006 700th Anniversary of the Inauguration of King Robert the Bruce at Scone Palace
- 2007 Highland 2007, Year of Highland culture
- 2009 Year of the Homecoming (Scottish Executive Initiative)
- 2010 800th Anniversary of Perth City
- 2012 London Olympics and Paralympics
- 2014 Ryder Cup, Gleneagles
- 2014 Bid for Commonwealth Games, Glasgow

The opportunities presented by these events are acknowledged and addressed in the strategic actions later in this strategy.

Vision

The Community Plan vision for the area is of a confident and ambitious Perth & Kinross to which all can contribute and in which all can share. Our area will be vibrant, successful, safe, healthy and sustainable environment where learning and enterprise are nurtured and supported. This events strategy will contribute to this vision by:

- ◆ Becoming one of Scotland's most successful event destinations by 2015
- ◆ Staging national and international events which focus on the brand values of the area

Strategic Aims

- ◆ **To bring valuable economic benefits to Perth & Kinross through the staging of major events**

Major events play a significant role in attracting visitors to the area, increasing their length of stay and expenditure. Events are an important element of tourism and the cumulative economic impact of major events in Perth & Kinross contributes significantly to the local economy both directly and indirectly. It is the aim of this strategy to maximise the potential economic benefits of events in Perth & Kinross.
- ◆ **To heighten the profile of Perth & Kinross nationally and internationally through a portfolio of events which reflect the Perthshire Brand**

Major events can profile an area as an attractive place to live, work and visit. National and international media coverage of major events such as the G8 Summit, T in the Park and the Blair Castle International Horse Trials highlight the natural assets of Perth & Kinross and the quality of life its offers. Events of a smaller scale, but still of national significance, achieve similar domestic coverage. Coverage such as this attracts future tourism and further economic growth to the area. By achieving the objectives outlined in this strategy, the profile of Perth & Kinross will be raised both nationally and internationally.
- ◆ **To create an environment which nurtures and supports events**

This strategy aims to assist event organisers and venues by providing a supportive environment which facilitates the effective creation, production and development of events.
- ◆ **To enhance the quality of life of Perth & Kinross as a place to live, work and visit**

A sense of community and civic pride can be re-affirmed in those who stage and participate in events. Events also have the potential to promote the history and heritage of an area to its community. Through cultural expression, events will enhance the quality of life in Perth & Kinross.

The next section of this document details the strategic objectives and action plan for this strategy. Each objective exists to meet one or more of the above aims.

Objectives & Action Plan

◆ Develop existing events in Perth & Kinross which are, or have the potential to be, of national or international significance

An event of national or international significance brings with it economic benefits to the area. Additionally, media coverage associated with the event increases the profile of the area and location brand. Developing existing events which have the potential to become of national and international significance therefore achieves the strategic aims of increasing economic impact and heightening the profile of Perth & Kinross. The focus for development will be on events which align with the Perthshire brand (see appendix 1), specifically, events which use and promote the outstanding natural environment Perth & Kinross has to offer, adventure events and cultural events.

Actions

- *Work with the organisers of the Blair Atholl International Horse Trials and Partners to develop the event leading up to the European Young Rider Championships in 2007.*
- *Work with organisers of T in the Park and Partners to develop the event, increase the economic benefits to the area and increase the profile of the area..*
- *Continue to work with the partners of the Enchanted Forest to develop the event further.*
- *Seek to identify events which have the potential to develop into national and international events and work with the organisers to successfully develop the event. These events should showcase the strengths of Perth & Kinross.*
- *Establish a baseline figure for the value of events to the Perth & Kinross economy and identify events where this economic impact could be significantly increased. Assist event organisers in determining the economic impact of their event and developing strategies and actions to increase this impact.*



Attract events of national and international significance to Perth & Kinross

Attracting events of national and international significance will bring benefits to both the economy and the profile of the area. The area, its facilities and support network therefore have to be attractive to event organisers. Use of the Perthshire brand will be essential when promoting Perthshire's unique selling points as an events destination.

Actions

- *Promote the image of Perth & Kinross and market the area as a leisure and business events destination.*
- *Create an asset register of event sites and facilities which Perth & Kinross can offer to event organisers incorporating previous work which has been undertaken in this area.*
- *Work with the land owners at Balado to explore and implement development opportunities which would attract additional national and international events to the site.*
- *Work with the Scottish Executive and Partners to develop a programme of events which contribute to the 2009 Year of Homecoming.*
- *Work with the Scottish Executive and the Nations and Regions Team to identify and realise opportunities in the areas of tourism, business and events presented by the 2012 Olympics and Paralympics in London.*
- *Work with the Scottish Executive and Partners to develop an action plan should the bid to host the 2014 Commonwealth Games in Glasgow be successful. The actions will promote the area's sports, arts and cultural facilities; ensure tourism and business opportunities are realised; and create a programme of education and sporting activities linked to the Commonwealth.*
- *Work with EventScotland and VisitScotland to discuss and realise opportunities to attract major events to Perth & Kinross which exploit the area's strengths. This includes both public events and business events.*
- *Continue to work with conference venues in marketing the area and its facilities to attract major business events.*
- *Work with Perth Racecourse to attract an additional weekend fixture for the Racecourse's centenary year in 2007, increasing the existing substantial economic impact generated by Perth Races.*

◆ **Create and support new events which meet the priorities for the area and/or contribute to the national events agenda**

Events which increase economic impact, increase the profile of the area, create a vibrant area and improve the quality of life for residents will be created and supported through this strategy. Events which contribute to the national events agenda will be an important element of this objective.

Actions

- *Work with Scone Palace to create a programme of events in 2006 to celebrate the 700th anniversary of the inauguration of the crowning of Robert the Bruce.*
- *Work with the Scottish Executive and Partners to develop events which contribute to the 2007 Year of Highland Culture.*
- *Create a programme of events to celebrate Perth City which culminate in 2010, the 800th Anniversary of Perth City.*
- *Work with EventScotland and VisitScotland to create a programme of events in the lead up to the 2014 Ryder Cup.*
- *Develop annual Hogmanay Celebrations for Perth City with partners. The development programme will strive to create a series of Christmas and Hogmanay events which encourage visitors to the area. A programme of events for towns in Perth & Kinross will also form part of the development.*
- *With work national bodies and contribute to Tartan Week Celebrations and work in co-operation with Angus Council.*
- *Create a Perth based Festival of Gardening which will run on an annual basis for 5/6 months*
- *Work with community groups and partnerships to create, develop and support events of local significance.*
- *Consider the creation of a major events calendar which would assist with programming major events. This would identify opportunities for events which attract markets not currently targeted, events which fill gaps in the events calendar and identify types of events which promote the strong Perthshire brand, for example fishing, gardening.*
- *Work with Partners and conservation organisations to promote the enjoyment of the historic environment in Perth & Kinross.*

◆ **Liaise with Partners, other local authorities and national bodies to create a focussed, cohesive and co-ordinated approach towards events**

This strategy provides the direction and focus required to achieve the vision for events in Perth & Kinross and has been written in partnership with the public, private and voluntary sectors. Its realisation is only possible through continued partnership working and collective responsibility for the completion of actions, strategic monitoring and evaluation.

Liaison between Partners, local authorities, national bodies and stakeholders will be vital to deliver joint projects and satisfy a variety of priorities and strategies. Building relationships and maintaining excellent communications is essential if this is to be delivered.

Actions

- *Ensure collaborative working with stakeholders on projects*
- *Create multi-agency working groups as and when required for individual events*
- *Maintain good communication between stakeholders using existing and new forums when necessary*
- *Arrange regular meetings of the Events Sub-Group to discuss events and a partnership approach to supporting events and their development*

◆ **Assist event organisers in the management of events through support services.**

This strategy aims to create an environment which nurtures and supports events and event organisers. It is the role of the Partners to ensure this happens through the provision of support services.

Actions

- *Partners have a varying degree of funding available to events. Funders will make available a contact for event organisers to discuss funding opportunities and criteria.*
- *In addition to funding, Partners can supply event organisers with advice to help plan, market, budget, implement and develop events. This will also be made readily available to event organisers.*
- *Creation of guidelines for event organisers incorporating planning, managing and funding. They will also signpost event organisers to organisations, departments and personnel who will be able to assist with specific enquiries and requests.*
- *The Council have a duty to provide services which are essential for event organisers. The Council will ensure these are provided to a high standard with a customer focus and to a defined timescale.*

◆ **Through the use of events, provide a quality of life which creates an environment which makes Perth & Kinross an attractive place to live, work and visit.**

We want Perth & Kinross to be, and to be known as, a good place to live, work and visit. Not only can events use the existing quality of life in Perth & Kinross to attract funding and visitors, they can improve it through adding value to the economy, and raising the profile of the area and staging events which encourage a sense of community and civic pride.

Actions

- *Support events which encourage active and healthy lifestyles*
- *Support events which help improve the quality of the environment*
- *Work in partnership to deliver a wide portfolio of events which are inclusive and encourage community involvement*

Strategy Partners

Set out below are the representatives who sit on the Community Planning Partnership's Events Sub-Group. All are partners in this strategy.

Perth City Centre Management

Perth City Centre Management aim "To sustain and improve the quality, vitality and viability of Perth City centre for all users through the concerted action of key stakeholders in co-operation with the community". This will be achieved through the realisation of key objectives which focus on product development and product support.

1. Product Development

- ◆ Promote Perth City centre as a destination for shopping and leisure.
- ◆ Develop current and potential new activities to help the vitality of the city centre.
- ◆ Encourage and facilitate environmental initiatives, which improve the fabric, ambience and enjoyment of the city centre.
- ◆ Address access to the city centre for visitors, residents and business people.

2. Product Support

- ◆ Develop and maintain an effective and efficient communications network with key stakeholders in the city centre.
- ◆ Monitor the economic performance of the city centre and city centre initiatives.
- ◆ Support the police on prevention of crime initiatives specific to the city centre.
- ◆ Support city centre businesses with regard to business development and training initiatives.

Perth & Kinross Council

The Council's ambition is to continually strive to be the best. The Council's vision is of a confident and ambitious Perth and Kinross with a strong identity and clear priorities that everyone works together to achieve. At the core of our success will be quality public services, a thriving arts and cultural sector, excellence in tourism, and quality jobs in professional and financial services. This vision will be shared by our communities and by the public, private and voluntary sector organisations that serve them. Innovation will be supported through our shared commitment to partnership. Perth and Kinross is a great place to live, work and play. Working together, we can still achieve more by being confident about our assets and ambitions for our communities.

Events are an important element in the Perth & Kinross Economic Development Strategy where the vision is *'To create and maintain a modern high performance knowledge based economy, with worldwide links, well paid jobs and a high quality of life for all the people of Perthshire'*. It is through this strategy that regional, national and international events are supported, both financially and in-kind.

Cultural & Community Services works in partnership to develop lifelong learning and cultural opportunities to support vibrant and productive communities. The vision is *'Encouraging people to grow, be active, contribute to and enjoy cultural and community life'*. The service brings together Libraries & Lifelong Learning, Arts & Heritage, Community Partnerships, Active Schools and Sports Development. In addition to these services, Cultural and Community Services has the responsibility for monitoring the Service Level Agreements of Horsecross Perth Concert Hall and Theatre, Perth and Kinross Leisure and other sport/cultural organisations.

Perth & Kinross Leisure

Perth & Kinross Leisure are an independent “not for profit” company who operate as a contractor providing a service on behalf of the Council.

With the Vision “that people in Perth and Kinross will enjoy the benefits of a physically active lifestyle”, the Company seeks to fulfil the objectives set out in their liveACTIVE Strategy as part of a wider contribution to the Council’s Cultural Strategy.

Providing, sport, recreation and healthy activity opportunities for residents of and visitors to Perth and Kinross, PKL operate a range of leisure centres throughout Perthshire, including the community sport and leisure facilities within modern educational community campuses, local community facilities as well as major venues of regional, national and international significance.

Scottish Enterprise Tayside

Scottish Enterprise Tayside is one of 12 local enterprise companies that make up the Scottish Enterprise network. They aim to work with customers and partners, acting as a catalyst for economic development in the Tayside region in line with the direction outlined in the Scottish Executive’s A Smart, Successful Scotland.

Scottish Enterprise Tayside’s goal is to make a sustainable and measurable impact on the local economy. This is done by working with customers to help them improve their productivity and by sharing the risk of their investment in for example:

- ◆ workforce skills
- ◆ technology, research and development or intellectual property
- ◆ capital expenditure
- ◆ globalising their business
- ◆ improving performance by changing the business infrastructure.

Scottish Enterprise Tayside offers a wide range of products, services and advice to business customers and individuals in Tayside.

VisitScotland Perthshire

As the lead agency for Tourism in Scotland, VisitScotland Perthshire’s role is to market Scotland as a must visit, must return destination for business and leisure travel domestically and internationally through a research based, multi-media fully integrated marketing programme. As an organisation the visitor at the centre of every decision made and there is a focus on turning every visitor into an ambassador for Scotland. Working closely with partners in the public and private sectors VisitScotland Perthshire look for new opportunities to add value to the visitor experience in order to exceed visitor expectations. It is committed to working with the tourism industry to increase tourism revenues by 50% in real terms by 2015.

Events have two very important roles, attracting visitors to the area and enhancing the quality of the visitor experience once a visitor is in the area. VisitScotland’s role is to provide key events with a platform to reach their target audiences and to support the development of the events individual marketing plans. VisitScotland can also assist events with funding applications to Event Scotland and VisitScotland’s own Marketing Challenge fund.

Monitoring, Evaluating and Reviewing

Monitoring

Responsibility for monitoring the strategy and action plan will lie with the Events Sub-Group. This group will meet quarterly and each agenda will allocate time to monitoring the strategy and progress of the action plan.

Evaluating

The success of the strategy and action plan will be evaluated annually. The Events Sub-Group will write an annual report on the progress made, new challenges and opportunities that have arisen throughout the year. It will also compare the visitor profile at events, against the target markets defined in this strategy. This report will be submitted to the Community Planning Economic Partnership.

Additionally, economic impact data from individual events will be collated and a value attributed to the worth of events to the Perthshire economy. This will take place on completion of the action plan in 2009. This figure will be compared to the baseline figure which will be calculated in 2006.

Review

This strategy and action plan must be responsive to changes in the external environment. The action plan has a life of three years and a new action plan will be produced in 2009. At this time the strategy will also be reviewed although a new strategy will not be written until 2011.

Summary

This Events Strategy and Action Plan exists to help realise the vision of Perth & Kinross as one of Scotland's most foremost events destinations by 2015. It recognises that a three tier portfolio of events is required to achieve this vision, this comprises of:

1. Major international events
2. National events which showcase the strengths of Perth & Kinross and are aligned with the Perthshire brand
3. Events which are of regional significance and meet local needs

Perth & Kinross already boasts an exciting portfolio of events, is home to some excellent event venues and has unique experience in hosting major international events including the G8 Summit and T in the Park. There is, however, great potential for development for which this strategy and action plan aims to provide strategic direction and focus.

Opportunities in the forthcoming eight years are acknowledged within the action plan with Perth & Kinross playing either the primary role or contributing to national and international events. Events such as Highland 2007, Year of Homecoming, the 800th Anniversary of the City of Perth, London Olympics, Ryder Cup and the bid for Glasgow to host the 2014 Commonwealth Games offer wonderful opportunities which this strategy and action plan aims to take full advantage of.

A thriving events industry will play an important role in achieving the Community Plan's vision of a confident, ambitious and vibrant Perth & Kinross. Events will enhance the quality of life, add value to the economy and heighten the profile of the area nationally and internationally.