

PERTH AND KINROSS EVENTS STRATEGY 2020 – 2024

Background

In 2013 Perth and Kinross Council adopted an Events and Festivals Strategy for the period from 2013 – 2020. This Strategy was set against the background of the restoration of official City Status for Perth and development of the related Perth City Plan, the Ryder Cup, Commonwealth Games and the emergence of the national themed years for Scotland. The foregoing provided impetus for the development of the Strategy which set out ambitions for growth and a series of priorities for action to increase events' contribution to the value of tourism to the area.

Since that time the landscape for events and tourism in Scotland has changed and a new strategic backdrop presents itself including the emergence of the Tay Cities Deal and a more collaborative approach to economic development (and tourism) at the regional level as well as a new national events strategy. The pressure on public finances and resources has increased and a number of events organisers have faced a challenging period in terms of sustaining their events.

Over this period, there have been some significant successes in respect of events in Perth and Kinross. A highly successful Ryder Cup helped to secure the Solheim Cup, the BBC hosted one its UK "Biggest Weekend" festivals at Scone Palace, the Enchanted Forest continues to break sales records, and the Council's own Winter Festival has evolved significantly. Nevertheless, for the Council, partner agencies and events organisers alike the environment remains challenging and it is opportune to review and refresh the Events Strategy.

Purpose/Rationale

An event is any organised happening with a specific purpose, objective and pre-determined timescale embracing the gamut of sporting, cultural, heritage, and leisure pursuits. In the context of tourism, events are acknowledged drivers of visitation to a destination and have value in creating vibrancy for residents and portraying a positive image of a location for the purposes of attracting investment and talent.

A central theme of the previous Strategy was "acquisition and growth" – building the events portfolio by securing new events to the area and growing our own. Going forward it is prudent to take a more considered view and that in addition to securing new events in order to maintain a pipeline of regional/national and major events, the focus needs to be on sustaining events and the effective management and delivery thereof, including the support and guidance available to external events organisers.

The purpose of the Events Strategy is therefore to identify the priorities for action in order that Perth and Kinross can maintain its position as a leading Scottish events destination and where events tourism makes a valuable contribution to the visitor economy. The broad vision, aims and objectives remain, and this iteration of the Strategy takes cognisance of a range of internal and external factors in identifying the strategic priorities and related actions.

Events Profile

It is estimated that over 700 events take place in Perth and Kinross annually – from local galas and festivals to one off sporting events and with a number of events each generating in excess of a net additional economic impact of over £1m per annum. It is estimated that the value generated by large events in Perth and Kinross (one off and regularly recurring) has increased from approximately £17m in total in 2013 to £26 million in 2018 (not including Perth Races).

Events continue to be categorised broadly as:

Local Events

The large number of local events that appeal to or are primarily targeted at a local community and/or Perth and Kinross audience, but which may be of interest to visitors while they are already in the area. However, they are not in themselves of sufficient scale and scope to attract visitors as the *primary* purpose of their visit.

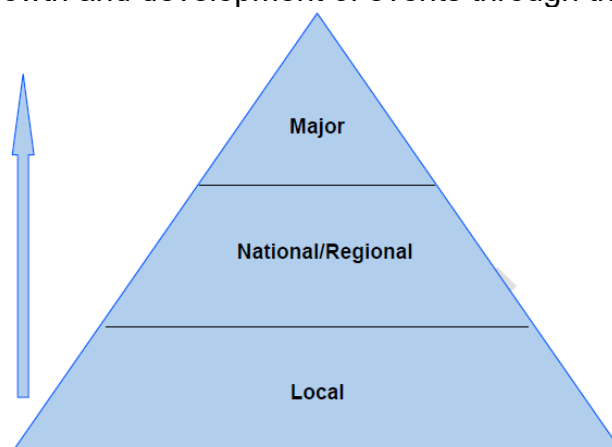
Regional and / or National Events

These events have the potential to attract visitors from the wider regional catchment as well as the rest of Scotland (and the UK to an extent). These events would include larger cultural and sporting events including Perth Races, Perth Festival of the Arts.

Major Events

This is a small number of events which have significant reach and appeal to a large audience including visitors from the rest of the UK and some overseas markets. These would include the one-off sporting events such as the Solheim Cup, BBC Biggest Weekend etc. and which by their nature require significant planning and operational consideration by a range of partner agencies as well as the Council.

The priority for the Council remains the consideration of events of scale, as these significantly increase visitor expenditure particularly through overnight stays. Hence the focus will primarily be on regional/national events and major events. The ambition is to see growth and development of events through the following stages:



In terms of impact, sports and mass participation events can often demonstrate a quicker return compared with cultural events and festivals which can be a “slow burn” and take time to build their audience reach and reputation.

Notwithstanding the focus on events of scale, in line with the Council's place making initiatives and investment in the public realm, due consideration will also be given to the effective use of urban public spaces through management frameworks in Perth and the towns to facilitate their occupation and use by other parties. Use of such spaces may extend from local events, including markets and niche events, to larger events of scale.

Vision

The vision for Perth and Kinross is a dynamic and innovative events destination where a vibrant and inspiring year-round programme attracts UK and international visitors and where events tourism makes a major contribution to the area's economy.

Strategic Objectives

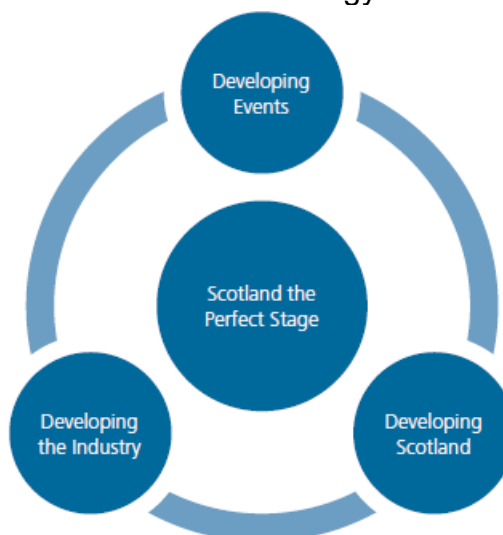
- To grow the value of events from £26 million to £31 million in 2024
- To develop Perth and Kinross as an internationally recognised destination that continuously attracts new visitors to the area
- To enhance the image and identity of the area as a location to live, work and invest
- To encourage vibrant and healthy city and town centres
- To support participation and legacies from key events
- To support event organisers effectively in order to maximise the impact of their events
- To develop strong partnerships between the Council, partner agencies and the private sector in order to deliver events safely and sustainably

Strategic Linkages

The Perth and Kinross Council Events Strategy is set in the context of a wider strategic framework which includes:

Scotland the Perfect Stage – the National Events Strategy

The Perth and Kinross Strategy has been developed in line with, and as our response and contribution to, the aims and objectives of the national strategy. In particular, the Core Pillars identified in the strategy are informing the local approach.



For Perth and Kinross this means working effectively with and supporting internal and external event organisers while also developing the Council's own event's portfolio and using events to enhance the area's reputation. It also means considering our events infrastructure (venues, locations, assets and support services) and ensuring that the overall Perth and Kinross events offer is of the standard expected by visitors and event organisers alike.

Perth and Kinross Community Plan

The Event Strategy contributes to the Perth and Kinross Community Plan (Local Outcomes Improvement Plan) and its strategic objective:

Promoting a prosperous, inclusive and sustainable economy

Perth City Plan

The Perth City Plan outlines the vision for the city of Perth and through its delivery plan will drive change in four key areas:

- Economic prosperity and enterprise
- Knowledge and learning
- The Perth experience
- The Visitor economy

The Events Strategy supports these priority areas and, in particular, the development of Perth as a cultural destination (with the advent of the new Perth City Hall attraction) and the ambition to grow the business events market.

Tay Cities Regional Tourism Strategy

The Tay Cities Regional Tourism Strategy was developed in 2019 as a partnership venture between the local authorities, Scottish Enterprise, VisitScotland working with the tourism sector. This strategy is based on the opportunity for greater collaboration at the regional level and with the aim of increasing overnight and multi day stays and visitor expenditure. Moreover, the strategy recognises the opportunity to develop and build on the competitive strengths of the region: culture & creative industries; food and drink; outdoor activities. These connector themes provide the basis for action. Each area will continue to develop its own events offer but also in the spirit of collaboration and co-ordination and with partner agencies seeking to identify opportunities for a shared approach to the attraction and nurturing of events where it is prudent to do so. It is recognised that the overall diversity of the region's events offer is a strength but co-ordination and the development of a "clash diary" approach should be progressed.

The region regularly hosts major golf tournaments at St Andrews, Carnoustie and Gleneagles which do have regional impacts in terms of the demand for accommodation, in particular. However, the attraction of new major events (or on the basis of "growing our own") will present challenges in terms of financial resources and co-ordination. Such opportunities will be addressed on a case by case basis. The Business Events sector (meetings, conferences and incentive travel) is also an area of consideration in respect of increased regional collaboration including a potentially expanded role and focus for the Dundee and Angus Convention Bureau. This particular niche market is being considered separately and in line with wider regional tourism development priorities.

Perth & Kinross Tourism Plan

In line with the Regional Tourism Strategy a local Perth and Kinross plan will be developed under the aegis of Perthshire Tourism Partnership and which outlines a suite of actions at the local level to support sector growth over the period from 2020 to 2024. Events will form a component of the plan.

Priorities for Action

The following strategic priorities and related actions are proposed as the basis for attracting and developing events, and ensuring their safe delivery, and monitoring and evaluation.

We will build on our strengths in relation to the great outdoors, culture and heritage, food and drink

- We will continue to identify opportunities that will drive tourism including specific sports and outdoor/adventure activities, and our heritage and culture offer
- We will continue to engage with event and festival organisers, site and venue owners and our partners to address the sustainability and the succession planning needs of key annual events with the greatest potential to develop and grow
- We will capitalise on business development and supply chains and work to develop local production and technical suppliers, and with local food and drink producers, to create opportunities for companies

We will seek to attract new events to the area and sustain our own events and festivals to ensure an exciting year-round calendar

- We will consider the area's events calendar and periods of tourism capacity when bidding or seeking to secure or support new events
- We will engage with event organisers, national sporting bodies etc. to attract appropriate events to the area, seeking to build a pipeline of landmark events
- We will consider the national themed years of focus e.g. Year of Coast and Waters 2020, Year of Storytelling 2022 and develop the Perth and Kinross response accordingly
- We will engage with EventScotland and other agencies to bid for events of national or international significance
- We will collaborate with Horsecross Arts and Culture Perth and Kinross to develop and co-ordinate programmes and in respect of resource management
- We will collaborate with partners at the regional level, when appropriate, to attract or grow events with a regional impact
- We will consider our own events programme including the Winter Festival in line with budget pressures and income generation opportunities in order to ensure longer term sustainability

We will promote our area's events and festivals offering to target audiences and visitor markets

- We will develop our communications channels and co-ordinate marketing activities with partner agencies such as VisitScotland, Horsecross Arts, Culture Perth and Kinross in relation to target markets in the UK and, when appropriate, key international markets

- We will support event and festival organisers and partners to attract participants and visitors to the area

We will monitor and evaluate the impact of events and festivals

- We will measure events and festivals in terms of economic impacts, return on investment, the area's profile and in line with wider performance frameworks
- We will use this measurement process to inform future decision making and the prioritisation of the allocation of resources towards events and festivals

We will ensure safe and welcoming events

- We will manage effectively our own events programme in line with regulatory requirements
- We will provide support, advice and guidance to external organisers to enable events and to ensure that they are delivered safely and in line with regulatory requirements
- We will support delivery of the 2021 Royal National Mod
- We will adopt a “one team” approach and agree roles and responsibilities for Council services and partners including the multi-agency Safety Advisory Group process and the sharing of intelligence about outdoor events

We will consider events in the context of place development

- We will implement place management frameworks for the use of public spaces in Perth city centre and town centres
- We will encourage the use of public spaces by partner agencies and third parties for events, entertainments and animation purposes in order to support the vibrancy and dynamism of our city and town centres

Resources and Sustainability

Through the budget review process the Council makes financial provision to support its own programme which includes the Winter Festival (and specific events therein), the Mediaeval Fair, and City of Perth Salute. In addition, the Council can provide grant assistance to organisers through its Event Funding Scheme. However, given demand and budget pressures, the intention is to see third party events move to a position of being self-sustaining and therefore reduce the expectation of recurring grant support from the Council. The Council's financial support should be regarded primarily as pump priming and reducing over time. Event organisers will be encouraged to seek other sources of funding and to address how their events can be sustained financially.

In respect of the Council's own events programme, the longer-term ambition is to secure more income thereby offsetting the Council's gross expenditure. Given that the events are held in the public realm and greenspace, it is difficult to introduce a public charging regime. The cost of sales (infrastructure, ticketing systems and visitor management processes) would require to be factored in as well as the reduction in overall attendances. Nevertheless, efforts will continue to secure sponsorship, commercial income through trade concessions etc. and the introduction of voluntary public donation measures.

Delivery and Governance (Events Delivery - Appendix A)

Oversight of the implementation of the Events Strategy and related actions resides within Corporate and Democratic Services under the auspices of the Depute Chief Executive and the Head of Planning and Development. The Events Strategy group comprises a core officer group from the Place Development Team, Corporate Communications, and representatives of Culture Perth and Kinross. Other officers and agency representatives may be co-opted as required. The purpose of this group is to consider the overall programme and strategic approach and progress on implementation of the strategy and actions. It does not consider the operational detail of particular events. This group is co-ordinated by the Events Officer who also provides a link to the Events Safety Advisory Group. The Events SAG will meet periodically to review the calendar of events from a health, safety and welfare perspective. Thereafter, specific individual event SAG meetings are convened on a multi-agency basis to address the specific operational matters of that particular event. Wash up review meetings of specific events are convened as and when required to address issues arising and key lessons to be learned. The approach to the delivery of Council owned and managed events is outlined in the Appendix.

Specific events may be the subject of reports to the Council's Environment and Infrastructure Committee and event organisers will seek all necessary permissions and consents in line with established licensing and legal frameworks.

Measuring Impacts (Event Impacts Procedure Note – Appendix B)

The economic impact of events is an indicator within the service Business Management and Improvement Plan (BMIP). Accordingly, there is a requirement to collate information relating to the impact of events delivered by the Council and events supported financially by the Council. The appended procedure note outlines the approach to measuring and reporting the economic impact of events.

Perth & Kinross Council Event Delivery

Aim

To ensure the planning and delivery of successful, safe and legal events where Perth & Kinross Council is the Event Organiser.

Event Plan

All Perth & Kinross Council services who are considering delivering events in any form should prepare an Event Plan. The Event Plan should:

- Communicate the vision, purpose and benefits of the event to others
- Enable the service to focus on the event's potential to develop and grow
- Illustrate and help secure the event's viability and sustainability in the longer term (if plans are for recurring events)
- Show how much money is needed and what it is needed for
- Help the service plan the resources, delivery and operating structure
- Help the service raise funding
- Help the service measure success

Each Event Plan should contain the following:

- An Event Overview including:
 - Vision and Mission Statement
 - Key Outcomes/deliverables
 - The Event
 - Target Market
 - Stakeholder involvement and benefits
 - Delivery mechanism
- Development Plan including
 - Strategic Development
 - SWOT Analysis
- Financial Plan and Considerations
 - Income and Expenditure projections
 - Economic Impact Estimation

Key areas to be addressed in an event business plan include:

- The event's vision and mission – *i.e.* what it ultimately aims to achieve
- Who the key stakeholders are, what benefits they will accrue and how the event fits with their strategies
- The relevant experience and track record of the organisers
- The event's background and an overview of plans for the current year
- The SWOT analysis (identify strengths, weaknesses, opportunities and threats)
- Key objectives and achievement strategy for the current year

- A development plan – how key aims and objectives will be realised going forward (beyond the current year)
- Marketing and communications planning
- Event requirements – staffing structure, facilities, services, venues, etc.
- How much the event will cost – budget projections
- How will it be paid for – identifying income streams
- Management and business controls
- Risk management and contingency plans
- Future considerations

Event Operational Planning

Event Managers should:

- Put in place an operational planning group or groups to ensure that all aspects of the event have been considered. The operational planning group must be in place in sufficient time to allow for considered planning and preparation to take place
- Have consideration to the Events Industry Forum's 'Purple Guide' to Health, Safety and Welfare at Music and Other Events
- Have consideration to the Perth & Kinross Council approved Safe and Legal Events guidance
- Where invited to do so by the Perth & Kinross Strategic Event Safety Advisory Group, include an Event Safety Advisory Group as part of the event planning process

Event Operational Planning Group

The Event Operational Planning group should produce:

- An Event Manual that provides a co-ordinated approach to the organisation and running of the event. This manual should contain:
 - Introduction
 - Aim
 - Event Management arrangements
 - Event Control arrangements
 - Event Planning Liaison arrangements
 - An outline of the event including control zones
 - Road access/closures
 - Accidents and Medical Emergencies
 - An event risk assessment
 - A communications plan
 - Lost and found arrangements
 - Contingency arrangements including an event emergency plan and evacuation plan
 - Insurance and public liability arrangements
 - A health and safety policy statement
 - Event cancellation arrangements
- An Event Operational Plan that:

- ensures that lines of communication and management are clearly stated
- defines all of the normal roles and responsibilities involved in the provision of the event
- provides a context in which individual activities can see and understand their relationship to each other

Procedure for Evaluating the Economic Impact of Events

1) Definition

The purpose of this document is to outline the procedure for evaluating the economic impact of events, including determining the type of events which may be in scope for economic impact assessments (EIA) and the methodologies to be used in such assessments. The objective of such EIAs is to establish an indication of the economic contribution which events make to the economy of Perth and Kinross and the wider region in line with wider objectives and targets for economic development. This procedure is therefore primarily concerned with the quantitative aspects of events rather than qualitative although information on the latter often forms part of full impact assessments and is of course of value to individual event organisers.

In developing the procedure, it is recognised that the issue of proportionality is an important one, given the wide range in scale of events occurring in Perth and Kinross and the cost/ benefit of obtaining primary data for input into EIA models and the cost of external economic consultancy expertise. Events can be broadly categorised as follows:

Local

Markets, fairs, galas, exhibitions etc. A large number of events that appeal to, or are targeted at, a local community and/or Perth and Kinross audience and may be of interest to visitors already in the area. Although they are not in themselves significant economic drivers they contribute to the “colour” of the area and have a role in community life.

Regional and/or National

Events with the potential to attract visitors from the wider region and nationally (rest of Scotland and some UK attendance). These events would include Perth Races, Winter Festival, larger cultural events and festivals such as Perth Festival of the Arts.

Major

A smaller number of events with significant pulling power and the ability to attract visitors from the rest of the UK and potentially overseas and with significant economic impact. These would include one off sporting events e.g. Ryder Cup, Solheim Cup and larger events at Scone Palace, Blair Castle.

Given the issue of proportionality, and the Council’s primary objectives in relation to economic development the procedure in relation to economic impact assessment relates to events in the national/regional and major categories.

Furthermore, there are events within the area’s programme which are either:

- a. Externally owned – events delivered by promoters and organisers who are external to the Council

- b. Council owned – where the Council itself organises, and resources the event

The procedure for these is set out below.

2) PROCEDURE

External Event Supported by Perth and Kinross Council

Event organisers can request funding support from the Council towards the costs of staging and marketing their event. Through the application process, the organiser is advised that they will be expected to complete an economic impact assessment of their event and submit a post event report to the Council, a template for which is provided (see appendix). To assist organisers, they are referred to the online Events Impact toolkit which comprises an economic impact calculator (www.eventimpacts.com). At the outset this calculator allows event organisers to get a broad feel for the scale of economic impact that an event might achieve. It does of course rely on sound input data – ideally data on expenditure from visitors/attendees and the organisers themselves. A sample of the report generated by this toolkit is appended to this document.

Where an event occurs in Perth and Kinross but has not received financial support – either it is a mature event or funding is not required – then organisers are nevertheless encouraged to address the economic impact of the event, either using the toolkit or through their own primary research. This information is of value in assessing the aggregated impact of events in a given year to the economy of Perth and Kinross. An example of this is the Etape Caledonia cycle event which is a major event for the area and although the Council has a close engagement with the organiser for operational purposes the event no longer receives financial support from the Council. The organiser has nevertheless produced its own economic impact evaluation.

In respect of major events it is recognised that in many such instances the economic impact assessment will be a large exercise commissioned at the national level. Typically, such assessments are based on extensive surveying of visitors and businesses and the event organisers own expenditure in the host economy to stage the event. In addition, an assessment of the media coverage generated will also be included.

In these instances, it is important that the economic impact disaggregated at the Perth and Kinross level is included as well as the national level. The Council's role here is to engage with the commissioning body and ensure that this is the case. An example of this is the economic impact assessment for the 2014 Ryder Cup.

Perth and Kinross Council Events

Based on the foregoing principles, officers will also consider economic impact assessments relative to the events which they are tasked with delivering.

One Day Events

EIA will either be through the aforementioned Event Impacts toolkit or a desk based appraisal exercise with regards to one day recurring events, e.g. City of Perth Salute, particularly as such events appeal to a day visit and local audience. A desk based appraisal is a low cost, external analysis that uses historic data, adjusted for inflation, to estimate the economic impact.

Officers will assess non-recurring, one off events on a case by case basis relative to the anticipated attendance. If the projected attendance is likely to exceed 10,000 then it will be considered through the following process for large footfall events.

Large Footfall and Multi Day Events

In the case of large-scale events (>10,000 attendees), such as the Christmas Lights festival and the Riverside Light Nights within the Winter Festival programme, a more extensive process is adopted to deliver a fuller economic impact assessment. This will entail visitor surveys and field research to yield statistically robust sample sizes and primary input data with external analysis by appointed specialist consultants to develop the full economic impact report and which comprises estimates of net additional expenditure generated, estimated equivalent annual jobs impact, and GVA.

Given the cost of such exercises it is proposed that full visitor surveys (and full economic impact assessment) are undertaken every second year with a desk-based appraisal in the intervening year. This is supplemented by surveys of businesses to gauge the uplift or otherwise on trade as well as other qualitative aspects.

3) RESPONSIBILITIES

Role	Responsibility	Officer
Initial determination for EIA process. Commissioning and process management	<ul style="list-style-type: none">Assessing category of event and process for EIA to be adoptedCommissioning EIA (field surveys, economic consultant etc) where required and management of contractorsEngagement with and monitoring of external event organisers including submission of post event reports	Events Officer
Checking. Reporting	<ul style="list-style-type: none">Oversight of determination process for EIAsReporting on EIAs as requiredInput to Service, Council KPIs as required	Team Leader
Oversight. Sign off	<ul style="list-style-type: none">Approval and checking of reportsDispute resolution	Service Manager

<h2>Event Evaluation Report</h2>

Event Information

Name of Event:

Date of Event:

Location:

Amount of PKC Grant:

Purpose of Grant:

Please give a brief description of the event: (Please include supplementary activities and entertainment that took place)

Final Number of Spectators:**

Final Number of Participants/performers:.

Number of Paid Staff:

Number of Volunteers:

Number of Corporate Guests: (if applicable)

Number of Exhibitors: (if applicable):

Estimated Economic Impact*:

*** If applicable/available**

**** Please provide a geographical breakdown as well as % of people staying overnight**

Media Coverage

Please give a summary of the media coverage that the event received:

FINANCIAL SUMMARY

Please provide top line figures for the event.

	Projected	Actual
Income		
Expenditure		
Surplus/Deficit		

Evaluation Checklist:

Aside from the above information, please ensure you supply the following when submitting this form:

- **A copy of the final event budget detailing actual income and expenditure**
- **A copy of any event evaluation reports and competitor/spectator feedback results**
- **Photographs of the event**
- **A copy of the event programme**
- **Samples of press coverage achieved**

This form and the supplementary information required should be submitted to the address below within 3 months of the completion of the event.

If you have any queries on any of the above, please contact the Events Officer in the Place Development Team.

Place Development Team
Planning and Development
Perth and Kinross Council
Pullar House,
Kinnoull Street
Perth
PH1 5GD

Tel: 01738 475000