
**Please find attached the report in respect of Item No. 8
on the agenda for the above meeting**

8.	The Scottish Borders Strategic Events Plan (Pages 3 - 32) Consider report by Director, Resilient Communities. (Copy attached.)	15 mins
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SCOTTISH BORDERS STRATEGIC EVENTS PLAN

Report by Director - Resilient Communities

EXECUTIVE COMMITTEE

16 August 2022

1 PURPOSE AND SUMMARY

- 1.1 This report provides a refreshed Strategic Events Plan for the Scottish Borders over a five year period between 2022 and 2027.**
- 1.2 This report outlines the significant impact events have on the region and also the supporting role Scottish Borders Council has in the delivery of these events. The Council successfully facilitates and supports a wide range of regional, national and international events which in turn delivers a significant economic impact to the local economy.
- 1.3 The refreshed events plan takes into account the impact of the COVID 19 pandemic on the events sector, as well as placing an emphasis on sustainability, the environment and local communities. An Operational Plan supports the strategy document and sets out how the various strategic actions will be delivered.
- 1.4 The report reflects the high level of ambition in the Scottish Borders in relation to the delivery of strategic events. This ambition will help secure further growth within the events sector, broaden the base and help attract more visitors to our area.

2 RECOMMENDATIONS

- 2.1 It is recommend that the Executive Committee:-**
 - (a) Approves the Scottish Borders Strategic Events Plan identified in Appendix A.**
 - (b) Approves the Scottish Borders Operational Plan identified in Appendix B.**

3 BACKGROUND

- 3.1 The previous Scottish Borders Events Plan was produced in 2014 and ran until 2020. It outlined the vision for the Scottish Borders as an event destination for significant events. It is widely recognised that events raise the profile of the area and create economic and community related benefits. In 2019 the economic benefits associated with events supported by Scottish Borders Council were estimated to be in the region of £4.5m.
- 3.2 Two major factors have recently shaped the direction of the refreshed Events Plan. Firstly, the COVID 19 pandemic caused significant negative impacts on the sector and a need to support the recovery of the sector and create a more positive future from what was a very challenging situation. Secondly, there is the opportunity for more enhanced co-operation with key strategic partners in the South of Scotland, including Dumfries and Galloway Council and South of Scotland Enterprise which has culminated in the delivery of the South of Scotland Regional Economic Strategy.
- 3.3 Events are recognised as an important part of the social and economic fabric of communities. They enrich the lives of local residents, attract visitors and improve the economic vitality of an area. Recognising the importance of events, the Council has had an Events Plan since 2006 and has allocated funding to support large scale strategic events that accrue economic benefits on an annual basis.
- 3.4 Separate arrangements and funding streams are also in place to support local community festivals and common ridings. The Communities Partnership team allocate the Local Festival Fund and this annual fund assists with the running costs of traditional festivals in towns and villages across the Scottish Borders.

4 NATIONAL EVENTS STRATEGY 2015 - 2025

- 4.1 The National Event Strategy "Scotland the Perfect Stage" was first published in 2008. This set out the Government's vision for events and highlighted the range of benefits that a strong portfolio of events can deliver for Scotland. Since then Scotland has demonstrated ever strengthening reputation as the perfect stage for events and has successfully reaped many of those benefits of a growing international reputation for hosting events.
- 4.2 The successful delivery of "Scotland the Perfect Stage 2015- 2025" allows for the development and growth of a flourishing, innovative and competitive events industry through which Scotland can enhance and sustain an inspirational portfolio of strategic events. It is hoped that these events will help generate business opportunities, creates jobs and boost the local economy, whilst delivering impacts and a legacy that will benefit all Scottish communities.
- 4.3 The current vision for the National Events Strategy is to capitalise on;
 - Our cultural identity and heritage;
 - Our people;
 - Our natural environment;

- Our built facilities; and
- Our signature events.

4.4 In addition, Visit Scotland announced a new tourism strategy "Scotland Outlook 2030" in March 2020 which has a ten year horizon to grow the value and enhance the benefits of tourism for our visitors, businesses and communities. The main focus of the strategy is centred on responsible and sustainable tourism.

5 SCOTTISH BORDERS STRATEGIC EVENTS PLAN 2022 – 2027

5.1 The revised 2022 – 27 Strategic Events Plan is ambitious and proposes targeting support towards strategic events that have the greatest regional economic impact, provide national and international benefits, are sustainable and also work towards the delivery of net zero.

5.2 The Scottish Borders is currently building a strong reputation as a great place to hold a wide variety of activity based outdoor events. The Strategic Events Plan therefore sets out the Council's approach in terms of how we will continue to support, nurture and develop a series of strategic events throughout the Scottish Borders and also how we will measure the impact of these events.

5.3 The plan intends to build on the highly successful work that has taken place over the past few years where we now have a portfolio of successful 'home grown' events such as:

- The Borders Book Festival;
- The Melrose 7's;
- The Jim Clark Rally;
- TweedLove; and
- The Tour o the Borders.

5.4 The Scottish Borders has also hosted national events such as The Tour of Britain Cycle Race and we are also looking forward to the international Cycling World Championships visiting the Borders in 2023 when the Tweed Valley will be the venue for the Downhill Mountain Biking and the Cross Country disciplines.

5.5 The Strategic Events Plan aims to maximise resources as well as continuing to leverage in funding support from key strategic partners such as EventScotland and South of Scotland Enterprise. The plan also has key linkages to the South of Scotland Regional Economic Strategy and highlights the role of events in attracting visitors to the region, providing opportunities to stay longer and spend more while they are here and also to encourage them to return.

5.6 Another key focus is on bringing new events to the area and helping to enable existing events to grow and ultimately become more sustainable so that over time resources can shift from existing events to new events.

5.7 It is also important for National and International events to have a positive

impact and help deliver a lasting legacy for Scottish Borders communities. With this in mind, it is proposed to deliver a one off community fund to assist communities celebrate the Cycling World Championships in 2023 as part of the events strategy to ensure a lasting legacy. It is also proposed that this will be complemented by a one-off top investment in small scale community events (up to £5k) that are not currently supported through the Festival Support Fund.

- 5.8 The Strategic Events Plan has been developed with help from local consultancy group Purple Moon Events Services and has included consultation work with the local events sector, including key event organisers.
- 5.9 An Operational Plan which outlines the methodology and proposed budget allocations over the current financial year has been produced to deliver the Events Plan and provide suitable direction.
- 5.10 As part of the Operational Plan, there will be an official launch of the strategy and a communication plan will accompany the strategy document.
- 5.11 The Strategic Events plans and the Operational Plan have been appended to this report in **Appendix A** and **Appendix B** respectively.

6 IMPLICATIONS

6.1 Financial

The Operational Plan outlines the cost implications associated with the strategy over the next three years. Financial and staff support is required to help develop individual events and the region as a whole as an international and national events destination. The current event budget is approximately £100k per annum with an additional investment of £500k in 2022/23 approved as part of the 2022/23 financial planning process. Phasing of this additional investment will align with the operational plan with any timing between financial years included in future revenue monitoring reports. The funding will be used to help promote and develop the local events sector in the Scottish Borders.

6.2 Risk and Mitigations

- (a) Event development is a priority for Scottish Borders Council and this is reflected in the continuing opportunities which are being presented and which the council is supportive of, for example hosting the Cycling World Championships Cross Country and Mountain Biking competitions in 2023. There is a risk that if the Council does not support events the economic, environmental and social benefits will not be realised.
- (b) Failure to deliver support to local events risks delivery of economic impacts and other social and cultural benefits. Competition from other regions of Scotland and the UK means that the public and private sector need to work effectively together to ensure the Scottish Borders is providing the best 'support package' for events possible.

6.3 Integrated Impact Assessment

A key aspect of Scottish Borders Council's work in relation to Economic Development is to reduce barriers to economic growth and target inequality. The Events Plan will help ensure that information on service delivery in relation to equalities groups is constantly monitored.

6.4 Sustainable Development Goals

The new Strategic Events Plan will ensure that the planning, development and delivery of events incorporates socially and environmentally responsible decision making, balanced with providing economic benefits to help sustain local communities.

6.5 Climate Change

Scottish Borders should be recognised as a leader in sustainability. Caring for the natural environment should be a priority for everyone and will remain a priority with the UK drive to bring all greenhouse gas emissions to support a Just Transition to Net Zero by 2045. Event development support includes advice on potential impacts of events and carbon management. Event organisers will be required to try and reduce emissions and champion environmental sustainability across the industry where practical.

6.6 Rural Proofing

The report highlights the intention of Scottish Borders Council to encourage more events to take place within the Scottish Borders and thereby providing rural communities with more opportunities from increased visitor numbers and economic activity.

6.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

6.8 Changes to Scheme of Administration or Scheme of Delegation

There are no proposed changes to the Scheme of Administration or Scheme of Delegation.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications are being consulted and any comments received will be incorporated into the final report.

Approved by

Jenni Craig
Director - Resilient Communities

Author(s)

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Jane Warcup	Events Officer
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Background Papers:

Executive Report – 7th December 2021 (Scottish Borders Strategic Events Plan)

Executive Committee Meeting 16th April 2019 (Strategic Events Opportunities)

Scottish Borders Strategic Events Plan 2022 - 2027

Scottish Borders Strategic Operational Plan 2022 - 2023

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jane Warcup can also give information on other language translations as well as providing additional copies.

Contact us at jwarcup@scotborders.gov.uk – 01835 825066

1. FOREWORD -

Culture, heritage, sport, leisure, landscape, art and food and drink. The Scottish Borders has events which encapsulate all that is special about this area and which make people want to live here and visit, year after year.

Scottish Borders Council's support for a whole range of event organisers over many years has helped establish an annual calendar of sustainable events which bring in hundreds of thousands of visitors to the area every year.

These deliver significant economic benefits to local businesses, from accommodation providers to retail and food and drink establishments, and of course provide entertainment, enjoyment and positive experiences for local people too.

It is vital that this continues, and that opportunities are grasped to increase the number and diversity of events held here, and that we also try and attract new national and international events to the Scottish Borders, especially in light of the impacts of the COVID 19 Pandemic. I believe it is vital to support this vibrant industry sector and help to re-establish it throughout the Scottish Borders and be seen as a host destination for future events.

The establishment of South of Scotland Enterprise and the ongoing work of the Borderlands Partnership along with the development of the South of Scotland Regional Economic Strategy will undoubtedly open doors to new opportunities for the growth of new events across the South of Scotland and in our neighbouring areas, potentially bringing in new audiences to the Scottish Borders.

In addition to these partnerships, the Council's work with other organisations is a key component of the Events Strategy, whether that be the co-ordination of emergency services through the Council's Safety Advisory Group which is designed to help support organisers deliver safer and more successful events, or with EventScotland to attract high profile events to our area.

In challenging financial times for local authorities the Council must prioritise its investments to deliver the maximum positive benefit to the region. Events are an area where careful investment and the support, advice and engagement of a range of Council services can go a long way, as has been seen to date.

This is an ambitious new Strategic Events Plan and one which will continue and build upon the excellent work to date and see the Scottish Borders strengthen its reputation as one of Scotland's leading event destinations.

Councillors Euan Jardine and Scott Hamilton
July 2022

2. VISION

The Scottish Borders will be a dynamic event destination, recognised nationally and internationally with a diverse and inspirational portfolio of outstanding events that delivers impacts for both locals and visitors.

3. AIM

Align the events industry behind an ambitious single strategy for the Scottish Borders and maximise the benefits derived from a portfolio of top-quality events delivered across the region, including the attraction, promotion and delivery of events of international and national standing and quality.

4. WHAT SUCCESS LOOKS LIKE

By 2027, if this strategy is successful, we should see evident change in the events portfolio as well as the events industry. This would include:

- An outstanding events portfolio with strong Scottish Borders content and a higher proportion of home-grown events.
- A top-quality portfolio delivering more events of an international and national standing and excellent quality.
- An exciting events portfolio spread more evenly across the year, across genres and geographically across the whole of the Scottish Borders.
- An events portfolio which is attractive and inspiring for the people of the Scottish Borders and the South of Scotland
- An integrated Industry which is both resilient and cohesive while also driving best practice
- An industry which communicates well and maximises the opportunities available
- An industry which is recognised as a leader in sustainability (environmental, social and economic) and accessibility
- A place where event activity is recognised as contributing to physical and mental wellbeing
- A place where events are recognised as a significant contributor to economic impact and the prosperity of the area
- A place where events are valued, supported and embraced by their local host communities.

5. INTRODUCTION

The previous Scottish Borders Event Strategy Plan was produced by SBC in 2014 and ran from 2014 to 2020. It now requires refreshing and updating to take account of changes which have taken place since 2014, including the recent effects of the COVID-19 pandemic.

A review of the Event Strategy Plan was conducted in 2021 by independent consultants. The review was set in a context of refreshing the existing strategy with a particular focus on the impact of the pandemic on the events sector. Through consultation and research, it became apparent there was a much higher level of ambition across the sector and some specific conditions which strongly indicate this was an optimum time to invest in the events sector.

Firstly, the pandemic caused significant changes in the events sector. To recover from these negative impacts there was a need to design a different future rather than try to get back to the position before the Pandemic.

Secondly there was a movement towards a South of Scotland approach including additional co-operation and collaboration with key partners. This opens up a range of opportunities and requires a different approach.

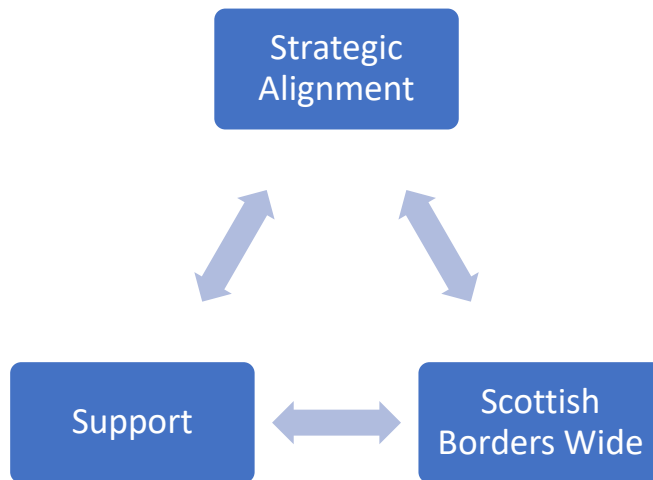
A third factor was the development of the [Regional Economic Strategy](#) (RES) which clearly sets out our ambition for the South of Scotland. The Regional Economic Strategy themes and proposals detailed within the RES and the associated [Delivery Plan](#) resonate very closely with the outputs of the research undertaken in the development of this report. The results clearly indicate that the events sector can play a significant role in helping to deliver multiple benefits for the Scottish Borders and the South.

There are key opportunities for collaborative working across the South of Scotland, especially with key strategic partners such as Dumfries and Galloway Council, South of Scotland Enterprise and the South of Scotland Destination Alliance. There are also opportunities to access additional funding streams within programmes of work such as the Borderlands Inclusive Growth Deal and the UK Government Levelling Up process. This can potentially provide scope for new, exciting and innovative events to be developed; and to offer unique experiences for visitors and the targeting of new prospective audiences.

This strategy was developed based on significant consultation with many and varied parties within the event industry. Those conversations informed the core areas of focus within the strategy.

6. STRATEGIC APPROACH

Our strategy is based around three key themes:



- **Strategic Alignment:** Strong industry communication will be developed to help ensure all agencies, including all Local Authority Departments and National Agencies are strategically aligned and working in collaboration towards common goals and outcomes.
- **Support:** Identified events in the Scottish Borders which can help deliver the strategy will be supported through a combination of strategic advice, funding, and participation in the Safety Advisory Group (SAG) process. The industry will also provide support to those involved in delivering events with the sharing of best practice and the exchange of ideas.
- **Scottish Borders Wide:** To ensure that a portfolio of events is delivered throughout the Scottish Borders there will need to be engagement with communities, strategic partners and event organisers in order to help deliver a more diverse geographical spread and seasonality of events.

6.1. Strategic Alignment

Create specific communication channels and strategic 'touch points' to support collaboration between agencies and stakeholders.

Industry alignment with the strategy is essential. The key elements are:

1. Having a strategic intent that is clear and widely understood to allow for targeted and proactive planning.
2. For the events industry to work collectively in the development and delivery of events.

6.1.1. Clear Strategic Intent

A collaborative approach is required to support and create an events portfolio that is both exciting and fit-for-purpose. The Scottish Borders requires a shared understanding of what type of events are good for the region and appeal to the people who live here.

By creating an environment for collaboration and proactive planning with clear high-level alignment to this strategy the events industry in the Scottish Borders will be able to deliver events which are valued by those involved in delivering them, those attending them, those visiting the area and vitally those living in the communities where the events take place.

The following aspects are required to enable success in this area:

- A balanced portfolio of exciting events including sporting, cultural and business events, home-grown and brought-in events, as well as both community and commercial
- A geographical and calendar spread as well as a range of size and scale.
- The attraction and delivery of more quality related events of international and national standing
- Support agencies, including Scottish Borders Council taking a proactive approach to event funding, considering multiyear support, identifying gaps in the portfolio and attract or develop suitable events.
- Delivering event support that is closely aligned with the identity of the Scottish Borders and is linked closely to its people. The events should also be aligned to the [National Events Strategy](#) which has the following key themes:
 - o Our people
 - o Our cultural identity and heritage
 - o Our natural environment
 - o Our built facilities
 - o Our Signature Events
- Events that create a strong economic impact for the Scottish Borders as part of the wider Regional Economic Strategy
- The success of events is assessed not only on economic impact, but also place making, community wellbeing, environmental sustainability, and other key indicators.

6.1.2. Collective Working

An aligned and integrated approach will support the event industry's ability to be competitive, achieve more through the delivery of events, and help promote a stronger and more sustainable industry in the Scottish Borders.

The following aspects are required to achieve success in this area:

- Develop strong, collaborative relationships between the events industry, supply chain and the public sector.
- Development of an industry network to facilitate the sharing of information, communicating best practice and provide a structure for collaboration.
- Industry and public sector working closely together, including with departments across the local authority.

- As recovery from the negative impacts of the pandemic continues the events industry, led by Scottish Borders Council, should identify areas requiring public sector support.
- Work together to attract events to the Scottish Borders and to maximise their impact for the region.
- Identify and utilise a preferred calendar for events.
- Working together to deliver more events of international and national standing and excellent quality.
- Aim to integrate the industry within the context that the events industry is largely event organisers focused on a single event per year and the workforce is largely made up of volunteers

6.2. Support

Identified events in Scottish Borders, which can help deliver the strategy, are supported through strategic advice, funding, and the SAG process. The industry also provides support to those involved in delivering events with the sharing of best practice and exchange of ideas.

The public sector provides support to events to assist in their delivery and development. Events will also support each other through close networking.

The role of the public sector as set out in 'Roles' below includes those of Scottish Borders Council through strategic advice, support in operational delivery and the SAG advisory group which is a statutory process undertaken by Scottish Borders Council to help event co-ordination and promote health and safety. The SAG process in the Scottish Borders has been recognised as best practice within Scotland and the Local Authority aims to maintain this level of excellence.

The following aspects are required to achieve success in this area:

- Scottish Borders Council increasing the financial and staffing resource allocated to supporting the events industry.
- Industry supporting each other through collaborative working
- Strategic funding delivered to maximise benefits from a portfolio of events planned across the Scottish Borders.
- Continue with the current format of the Scottish Borders SAG process, which has been recognised as best practice.
- Increased available resource in funding programme(s) with longer-term outlooks and clear in-kind support agreements to enable the events industry to deliver increased value.
- Direct support to developing events with a strong Scottish Borders content and a high proportion of home-grown events.

6.3. Scottish Borders Wide

The portfolio of events must reflect equality, diversity and inclusion with full engagement and representation within communities and utilise existing assets, geographical spread and seasonality.

The event portfolio should be structured to encourage visitors and residents to be drawn to localities across the Scottish Borders. Those developing and supporting events must do so with a view to ensuring equality, diversity and inclusion are all considered.

Accessibility at events is key and the Scottish Borders should deliver events that are recognised as examples of best practice.

It is also important to link strongly with the Regional Economic Strategy priorities for green and sustainable economies and thriving, distinct communities.

The following aspects are required to achieve success in this area:

- Assess the spread of existing and future events in the Scottish Borders to ensure event support is distributed across the whole area, across genres and across each year.
- Consider free-to-attend events as positive inclusions in the portfolio.
- Ensure the industry is engaged and reassured regarding delivering events in the current economic climate.
- For events in locations with limited commercial draw an element of public support should be available to maximise benefits to event organisers, communities and localities.
- Develop a portfolio of events which is attractive and inspiring to the people of the Scottish Borders and the South of Scotland. Create a balanced portfolio considering age, region, ethnicity, religion, and budget.
- Promoting engagement from businesses and communities with a view to encouraging larger events to take place in the Scottish Borders more frequently
- Develop events that contribute to the physical and mental wellbeing of the Scottish Borders.
- Events in the Scottish Borders should work to being supported and embraced by their local host communities and demonstrate their significant contribution to the prosperity of the area.
- Creating the foundations for a long-lasting, strong, sustainable events industry in the Scottish Borders for the future.

7. THE FOUNDATIONS

Delivering this strategy requires **strong foundations**, built upon three pillars:

- **People:** Developing skills, training, CPD for those in the industry and having career paths in *an aspirational events industry in the Scottish Borders and the South of Scotland*.

- **Place:** Using the assets the Scottish Borders has while making sure these are maintained and managed as well as looking to future needs.
- **Planet:** Considering long term environmental sustainability in all actions and making sure events measure their carbon footprint.

7.1. People

Developing skills, training and an environment to aid professional development for those in the industry and having career paths in an aspirational events industry in the Scottish Borders / South of Scotland.

A foundation built on capable people allows the event industry to strengthen and develop.

Linking strongly with the Regional Economic Strategy priorities to encompass skilled and ambitious people, and rewarding and fair work.

The following aspects are required to achieve success in this area:

- Support the development of industry skills and capabilities specific to events through communications and collective working. Support local event organisers to help deliver events in the Scottish Borders.
- Identification of skills gaps in the industry.
- Identification of providers and programmes for more generic skills development through other bodies such as Skills Development Scotland, the education sector and training providers as well as Visit Scotland and other Regional and National organisations.
- The development of the event industry supply chain on a Scottish Borders or South of Scotland basis
- Collaboration leading to development of the event volunteer network and volunteer skills.
- Commitment of resources from all organisations in the industry to developing skills in their paid and voluntary workforce.

7.2. Place

Using the assets the Scottish Borders has while making sure these are maintained and managed as well as looking to future needs.

The Strategic Events Action Plan will support events that deliver distinctive experiences for visitors and enhances the reputation of the Scottish Borders. The area must position itself as a vibrant, authentic, exciting and creative destination, offering a wide array of sporting, adventure, heritage and cultural events and as a leading tourist destination

The Scottish Borders has a great wealth of venues/locations for events and iconic scenic backdrops, from historic houses and castles and event specific venues to new assets. The

events industry should utilise this existing infrastructure with events being 'fitted' to the Scottish Borders while also ensuring assets are widely promoted through hosting events.

Developing the infrastructure required for events is essential, identifying the infrastructure required and how to support partners in delivering improved facilities will benefit the events industry and beyond.

Authenticity is key to a successful event. Events in the Scottish Borders should reflect and celebrate those things which are authentically and intrinsically linked to the region. From identification of events through to delivery and evaluation the event should be undeniably interconnected with the Scottish Borders.

Linking strongly with the Regional Economic Strategy priority for creative and cultural excellence.

The following aspects are required to achieve success in this area:

- Identification of priority infrastructure developments in collaboration with other stakeholders, including South of Scotland Enterprise and seek to advance the projects deemed most advantageous. Particularly around infrastructure requirements for events in the Tweed Valley.
- Develop an exciting event portfolio with a spread across the Scottish Borders
- Build natural assets into event delivery and promotion such as scenery, coastline and rivers which help define the Scottish Borders.
- Identification of elements holding the industry back such as accommodation, public transport, Wi-Fi, electric charging for cars and advocate for development in these areas using events to support the business case.

7.3. Planet

Considering long term environmental sustainability in all actions and making sure events measure their carbon footprint.

The events industry in the Scottish Borders should be recognised as a leader in sustainability. Caring for the natural environment should be a priority for everyone and will remain a priority with the UK drive to bring all greenhouse gas emissions to net zero by 2050.

The Council will support and assist event organisers to reduce their carbon footprint and take an equitable approach in the journey towards net zero

The following aspects are required to achieve success in this area:

- Event organisers are assisted in measuring their environmental footprint
- Event organisers are supported to reduce their environmental footprint
- Provision of an industry-wide view of the environmental footprint of events and how it is reducing over time.

- Encouraging event organisers to champion environmental sustainability across the industry.
- Encouraging sustainable tourism at events.

8. THE MECHANICS

The mechanics of how the foundations are achieved is by clarity of:

- **Roles:** Roles of all organisations and agencies involved.
- **Research and Evaluation:** Measures aligned to eventIMPACTS the national event calculator.
- **Review:** Review schedule to ensure the strategy stays relevant.

8.1. Roles

Roles of all organisations and agencies involved.

An understanding of the role each organisation has in supporting the delivery of events is beneficial for organisers, attendees and the Scottish Borders. This includes clarity around expectations, responsibilities and accountability.

The entire events industry in the Scottish Borders needs to work together to achieve event growth and development while delivering events that enhance the area and its reputation.

8.1.1. The role of the private sector

Essentially it is the private sector which is at the forefront of event delivery, and therefore is best placed to make the aims of this strategy a reality.

The events industry engaging with the public sector early in their event development process will assist it in the creation of a strong, successful events portfolio in the Scottish Borders.

We believe that collaborative working will benefit all parties that are involved in the industry, providing valuable advice and insight. Resources and the capacity of event organisers tends to be a common issue in the events industry, therefore it may not be possible for everyone in the events industry to be involved in information sharing, the opportunity should be there for all.

8.1.2. Roles for Towns and Rural Communities

- Identify priority events
- Engage non-event businesses
- 'Right size' events for their communities

- Draw together for a for event organisers to consult with

8.1.3. Roles for Supply Chain

- Engage with event organisers
- Localise delivery
- Be part of the industry network to enable collaborative communication

8.1.4. Role for Event Organisers

- Make events sustainable
- Engage with host communities
- Align with this strategy
- Share best practice and engage with your industry colleagues

8.1.5. The Role of Scottish Borders Council

Scottish Borders Council is a key partner in the development and delivery of events in the Scottish Borders. The local authority hosts the (SAG) process while also managing the delivery of the Events Operational Plan, which includes funding allocations and operational event support.

The recommended actions are:

- The events industry in the Scottish Borders takes ownership of the events strategy to drive it forward.
- Scottish Borders Council develops and delivers an Operational Plan which sets out the role of the Local Authority, including associated responsibilities **and a consistent approach to charging across a number of Council Departments**. This Operating Plan will pick up on remaining points from the Scottish Borders Events Strategy Review where relevant and outline assessment criteria for supporting events along with specifying activity to be undertaken by the Council. This work will include the SAG process and issues such as road closures and the erection of safety barriers along with the potential allocation of additional staff resources to help manage certain events.
- Support the industry as an advocate for the importance and positive impact of events.
- Event organisers to take advantage of promotional opportunities including with the South of Scotland Destination Alliance and VisitScotland.

8.2. Research and Evaluation

Measures aligned to [eventIMPACTS](#)

Research and Evaluation is key to understanding progress within the industry, and what events are achieving for themselves and the Scottish Borders. Evaluation should be built into events and the measured outcomes should align with Strategic Intent.

To align with the National Events Strategy and the wider events industry measurement will align with the eventIMPACTS standards.

Linking strongly with the Regional Economic Strategy priority for an innovative and enterprising environment.

The review process for events will capture not only on economic impact, but also place making (Place), community wellbeing (People), environmental sustainability (Planet) and other key indicators

8.3. Review

Review schedule to ensure it stays relevant.

The events industry is constantly developing; therefore, no strategy can stand still. This strategy will be reviewed at the mid-way point and fully revisited after five years by the Scottish Borders events industry led by Scottish Borders Council. Our starting position for benchmarking will be taken from 2019 (pre COVID19). The industry is now in a state of recovery and we must seek to monitor and evaluate the sector so that resources and funding can be strategically targeted to where they are most required. A twice yearly report will be taken to the Executive Council Committee in order to update Elected Members on the outcomes of the operational plan.

The mid-way check-in will seek to understand and ensure the priorities identified within the strategy are still where the greatest need lies, and that the themes remain valid and fit-for-purpose. There is then an option to retain or refresh the strategy document.

Appendix 2 - Scottish Borders Council Events Operational Plan

The purpose of this operational plan is to provide recommendations for strategic event support, appropriate use of council resources and guidance for the event sector in line with the 'support and roles' section of the Event Strategy Plan for the Scottish Borders 2022 – 2027.

It is recommended this Operations Plan is reviewed annually.

	Achieved/ Ongoing annual activity
	Work in progress
	Limited progress

Strategic Actions

Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
1. Council Services Support and events profile within SBC					
Develop a cross departmental approach within the Council to delivering the strategy which both elected members and Officers support	All SBC departments /elected members	Ongoing	staff	Joined up approach for public	
Make the event strategy accessible throughout the Council, Event Sector and Agencies	SBC/SOSE/VA/SSDA/ Event Sector	Ongoing	staff	Increase knowledge of strategy	

Nominate an elected member to be the SBC 'event's champion'	Elected members	asap	Nil		
Create a strategic events group to oversee event funding awards. This group will determine funding allocations based on assessment recommendations	Officers / Elected members and partner agencies	asap	staff	Consistent approach to funding	
Provide events with advice, in-kind support and clear guidelines on all legislative and health and safety requirements and build into a new toolkit to be available on the SBC website		ongoing	staff	Easy access of information for event organisers	
Promote exactly what the council can offer in terms of support for both large and community driven events along with cost implications. Develop T & C's for events when accessing council services to cover roads & TM/waste collection/licensing etc.	All departments	ongoing	staff	Increased knowledge for event organisers	
Ensure the correct events utilise the SAG process	All departments	ongoing	staff	Safe delivery of events	
Continue to use the SBC internal events calendar and encourage all departments to input	All departments	ongoing	staff	Even spread of events	
Maintain community liaison to mitigate events causing significant negative impact on residents	Emergency Planning/Roads/Ec Dev	ongoing	staff	Improved local communication	
Review road closures requests and develop a set protocol for charging and closing roads for events	Emergency Planning/Roads/ Ec Dev	ongoing	staff	Develop a controlled approach	

Staffing – increase council event resources to support the delivery of the operational plan to achieve the objectives of the Strategic Events Plan and to support added tourism actions.	SBC	3 year funding support	££	Increase and develop strategic events in the region	
Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
2. Marketing and Promotion					
Market the area as a host destination to attract International /National events	SBC & EventScotland	ongoing	staff	Increase number of events in the region	
Link event organisers to tourism opportunities provided by SSDA and VisitScotland	SBC	ongoing	staff	Promotional opportunities	
Use the SSDA and VisitScotland to maximise the profile of the Scottish Borders through marketing campaigns particularly Newcastle /Edinburgh	SSDA / SBC /VS/	ongoing	££	Promotional opportunities	
Identify preferred clash calendar for event organisers to use combining SSDA & VS	SSDA / VS / SBC	ongoing	staff	Industry knowledge	
Continue to use the SBC internal events calendar and encourage all departments to input	SBC – All departments	ongoing	staff	Best practice & sharing information	
Encourage hybrid events and online campaigns as promotional tools for Scottish Borders events and	SBC / VS/ SSDA	ongoing	staff	Strengthen the events/tourism profile for the region	

tourism and assess funding requests based on the level of exposure achieved					
Promote local assets including large estates and houses as event venues	SSDA/SBC/FLS/VS	ongoing	staff	Showcase unique venue	
Encourage collective marketing for events with similar themes	SSDA / SBC / VS	ongoing	staff	Increase collaboration	
If relevant facilitate promotion with adjacent LA's (DGC /NCC/ELC)	SSDA/ VS / SBD / DGC	ongoing	staff	Number of joint events hosted	
Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
3. Funding Programmes					
Review current event funding processes and align to revised strategy, ensure the criteria and desired outcomes of investment meet strategic objectives and that decision making is clear and transparent and funding is accessible	SBC	annually	staff	Specific funding criteria	
Review the current event application form and ensure it is streamlined to capture all the required information	SBC	Bi-annually	staff	Application form will align with industry requirements	
Review the decision making process (a new strategic events group will allocate funding)	SBC /SOSE /VS /	Ongoing	staff	Standardised approach	

Increase budget and allocate on a rolling three year basis, recognise time frames for events to achieve a level of financial sustainability	SBC	Ongoing	staff & ££	Support events to become sustainable and viable financially	
Look at establishing funding specifically centred around pandemic recovery to create a/ Three-year programmes of activity for well established events b/ Specific staff training or retention initiatives c/ New initiatives d/ One off costs such as website development or brand development	SBC	3 year period	staff ££	Support key regional events and assist with development	
Align with sustainability linked to Regional Economic Strategy and reflect this in funding/support decision making	SBC	annually	staff	Consistent funding approach	
Include formal in-kind support requests as and when required as part of the funding programme	SBC	Ongoing	staff	Transparent approach to in kind support	
Work with events to utilise the local supply chain and directory	SBC	Ongoing	staff	Circular economy	
Define commercial and charitable events and look at capping funding depending on local benefits Recommendation: - If profit is reinvested in the event then continue to support	SBC	Ongoing	staff	Best practice and following public £	

<ul style="list-style-type: none"> - If profit has wider community/social benefits for the Scottish Borders then include this in the event assessment process - If profit is allocated to a private individual or company that doesn't directly result wider community/social benefits for the Scottish Borders then consider capping funding support 					
<p>Allocate funding via specific funding programmes</p> <ul style="list-style-type: none"> ▪ Signature Events Fund (home grown and external /bid for events (to include in-kind SBC support as agreed) ▪ International Events ▪ National Events ▪ Regional Events ▪ Community Events (focusing on community wellbeing rather than economic impact) ▪ Local festivals grant scheme (ring fenced for local festivals and common ridings) ▪ Develop a cultural incubator to increase the number of cultural events aligned to the RES 	SBC	Ongoing (twice yearly)	Staff ££	Increased EI for the area	

<ul style="list-style-type: none"> ▪ Programmed events (raise awareness via local communities) ▪ Support 'start up' local events which have the potential to develop into regional events ▪ Publish information relating to funding awards and outcomes generated – i.e. EI figures ▪ Create factsheet for unsuccessful applicants identifying other funding sources 					
Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
4. Industry Communication and Development					
Develop a toolkit of advice, support, information sharing, measuring and workshops (first workshop will take place in October to launch the Strategic Events Plan)	SBC / VS/ES / SOSE /SSDA	4 months	Staff ££	Sharing information	
Promote ALL council and other funding opportunities whilst making council funding information and criteria more accessible to include EventScotland, Creative Scotland and SOSE	EventScotland/Creative Scotland Communities and Partnerships/ SOSE/Creative Scotland etc.	Ongoing	Staff ££	Accessible and transparent funding support	
Provide clear guidelines to event organisers on all legislative and health and safety requirements	SBC/ emergency services	Ongoing	staff	Safer events	

Work with events to ensure a more even geographical and calendar spread (particularly cycling events)				Event collaboration	
Aim to develop the Cultural Sector and create an action plan for cultural events aligned to the outcomes of the Regional Economic Strategy	SBC / LiveBorders	Ongoing	staff	Wider and more divers events sector	
Create 4 workshops per year including one SoS to educate and inform the events industry on themes / trends etc. Utilise the EventScotland events industry format with speakers from the industry, event organisers and current industry themes/trends, including a Q&A forum	SBC	ongoing	staff	Information sharing and increased knowledge for the sector. Best practice and skill set improvement	
Develop a regular bulletin, including industry updates, funding deadlines/decisions, events calendar and collaborative opportunities	SBC	Ongoing	staff	Collaboration	
Create a 'contact guide' to include SBC/ SOSE and SSDA /ES/VS etc. and how each organisation can support events either strategically or operational	SBC	Ongoing	staff	Increased awareness of strategic assistance	
Ensure knowledge sharing and act as a single point of contact	SBC	Ongoing	staff	Improved and higher quality events	
Improve communication and engagement between event organisers and local communities via the LOC (local organising committee group)	SBC	Ongoing	staff	Encouraging communities to support the events sector	

Support event organisers in the use of EventIMPACTS methodology to collect EI statistics	SBC /event organisers	Ongoing	staff	Visitor spend growth in GVA	
Support the events industry with challenges in reduced numbers of volunteers and make links with the Volunteer Centre Borders	SBC /VCB	Ongoing	staff	Reduce events costs and create event champions	
Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
5. Sustainability and Climate					
Promote sustainability and the Green Agenda to protect the natural environment	SBC	Ongoing	staff	Net zero events	
Appreciation of Place	SBC	Ongoing	staff	Quality experiences	
Supporting Communities	SBC	Ongoing	Staff £	Collaboration for communities	
Advice relating to sustainability for events linked to National level advice	SBC / VS / ES	ongoing	staff	Net zero events	
Support events to measure their carbon footprint Net Zero Carbon Events Initiatives - support events to reduce their carbon foot print working towards achieving Net Zero impact as well as support in measuring environmental impacts	SBC /ES	Ongoing	Staff ££	Reduce environmental impact	

<p>Encourage, identify and support both home grown and bid-for events which will bring economic benefits as well as community and wellbeing</p> <p>Become a sustainable and thriving event destination and host region working towards zero carbon;</p> <p>Increase visitor numbers through a thriving and diversified events portfolio which showcases the Scottish Borders</p> <p>Develop a co-ordinated strategic approach to infrastructure improvements, destination management, health and wellbeing and marketing and promotion</p> <p>Align with the Regional Economic Strategy and Borderlands Inclusive Growth Deal sustainable tourism at events</p>	SBC	Ongoing	Staff ££	Increase in number of quality sustainable events	
Activity	Stakeholder/service input required	Timescale	Cost ££/resource	Outcome	Progress Update (6monthly)
6. South of Scotland Opportunities					
Identify event industry investment from SOSE/ EventScotland	SBC /SOSE / ES	ongoing	staff	Further investment	
Determine SOSE's approach to events and where they fit within their strategy	SBC / SOSE	6 months	staff	Collaborative approach	
New Economic Opportunities	SBC / SOSE	ongoing	staff	Increase in event	

				attendances and visitor spend	
Host destination of choice	SBC /SOSE	ongoing	staff	Additional and diverse events calendar	
Increase range and diversity of events across the SoS	SBC/ SSDA/ VS /SOSE / DGC /		staff	Increase in EI outturn figure for the SoS	
Attract International / National Events with combined bids from DGC and SBC	SBC / VS and national bodies	Ongoing	staff	Increase number of events in the region	
Develop infrastructure and identify priority requirements for SoS to create event venues	SBC / SOSE / DGC	Ongoing	Staff ££	Improved and higher quality facilities	
Explore transport infrastructure opportunities to benefit events and provide sustainability across SoS	SBC/ SOSE /DGC	Ongoing	Staff ££	Improved links/ net zero	

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