

Appendix 1

SCOTTISH BORDERS COUNCIL

EVENTS PLAN 2014 - 2020

2016 Update

2016 Update: October 2016
Economic Development, Scottish Borders Council

1. Introduction

Events are recognised as an important part of the social and economic life of communities. They have the potential to enrich lives, attract visitors, and add significantly to the economic vitality of an area. Events help us celebrate our cultural identity and heritage, and are increasingly based on our rich natural heritage.

The Scottish Borders Council Events Plan reinforces a strategic approach to events across the Scottish Borders.

In 2015, EventScotland published its updated 'Scotland The Perfect Stage', the national event strategy. 'Scotland The Perfect Stage' comprises the Events and Festivals aspect of 'Tourism Scotland 2020', a strategy for the tourism industry established by the Scottish Tourism Alliance.

The revised 'Scotland The Perfect Stage' strategy focuses on:

- Promoting the importance to successful events of communities and partnerships between the public, private and third sectors.
- Sustaining support for investment for events from private, public and third sectors.
- Working together to tackle inequality.
- Better consideration of transport links, technology and accommodation within long term event planning.
- Using events to promote Scotland to the wider world.
- Continuing to develop existing Scottish events, as well as securing one-off events.
- Recognising events as a driver of Scotland's visitor economy.
- Developing the industry through further higher, post-graduate and CPD courses, as well as the exchange of best practice.
- Improving how the economic, social, environmental and promotional value of events is evaluated.

The national strategy for delivering the vision and fulfilling the mission has two components,

- I. To utilise and develop the assets that Scotland has which make it 'The Perfect Stage' for events:-
 - Our people
 - Our cultural identity and heritage
 - Our natural environment
 - Our built facilities
 - Our signature events
- II. To deliver a portfolio of events which provide world leading authentic experiences for residents and visitors:-
 - Authentic experiences
 - Events
 - Residents and visitors

The Scottish Borders Council Events Plan links directly to the national Events Strategy, and to regional economic, tourism and sports strategies, and the Single Outcome Agreement to sustain and grow economic activity in key sectors of the Scottish Borders economy.

The Tourism Strategy and Action Plan for the Scottish Borders include Events as a key driver for attracting visitors to the area and crucially to encourage people to return to the Scottish Borders.

These strategic documents recognise that the 'events product' has a fundamental part to play in developing and growing the tourism sector. In this sense, the objectives of any event are two-fold:

- To deliver the specific objectives of the event itself – and these can range from cultural and sporting objectives, to tourism and community development objectives; and, crucially;
- To maximise the economic development impacts from the event.

2. Scottish Borders Council Events Plan

2.1 Our Vision

Through discussions with the Council's Event Coordination Group, the following vision has been developed:

By 2020 the Scottish Borders is seen as 'a stage' for significant events that raise the profile of the area and create sustainable economic benefits.

2.2 Strategic Aim

Scottish Borders Council will seek to deliver this vision by developing national and international events in partnership with EventScotland and working across the public, private and voluntary sectors. The aim is:

To work together to develop existing events and create new, exciting events, endorsing the Scottish Borders unique selling points (USP), targeting events with a significant economic impact as well as promoting stronger communities and embracing 'Ambitious for the Borders' priorities.

2.3 Objectives

The overall aim is to work together to develop the reputation of the Scottish Borders as an excellent host for a wider variety of events. In order to achieve this and maximise the wider tourism and economic benefits, a number of key objectives emerge:

- A. To support the development of events**
- B. To encourage effective event promotion and marketing**
- C. To ensure events are evaluated so we understand their economic impact**

The Council in previous years moved away from being directly involved in the delivery of events so wider 'legacy' impacts could be successfully exploited and harnessed. In order to link events activity closer to tourism and economic development, developing events with an economic development focus.

Fundamentally we want to bring new, exciting events to the area, and help them to grow and become sustainable. The Council's focus will be on enabling new events to develop and grow, so that over time its resources will continually shift from existing events towards new events.

The tourism growth opportunity is driven by unique and authentic experiences that visitors can seek out in our area. Therefore, we must build on the rich heritage of events that we currently have in the Borders, but we must also encourage new and different events that can offer that fresh, unique experience to tourists

3. Opportunities for Strategic Events

3.1 Key Event Opportunities

From the review of previous event activity, discussions with EventScotland and discussions with local event organisers, the following Event Opportunities have been identified:

	Event Opportunity 2014-2016	Event Opportunity 2016-2020
Event opportunities	<ul style="list-style-type: none"> • Homecoming - 2014 • Commonwealth Games 2014 • Cycling – Tour of Britain/ Tour de France (Yorkshire) • New Year and winter months • Others including sport, heritage, arts and culture 	<ul style="list-style-type: none"> • Scottish Government Focus Years • Borders Railway event specific opportunities • Borders Railway Steam Train opportunities • Cycling – Tour of Britain • New Year and winter months • Others including sport, heritage, arts and culture
Infrastructure development opportunities	<ul style="list-style-type: none"> • Abbotsford House • Borders Railway • Border Union Agricultural Society Showground • Tweed Valley/ Glentress • New visitor accommodation opportunities 	<ul style="list-style-type: none"> • Abbotsford House & Visitor Centre • Borders Railway • Border Union Agricultural Society Showground • Galashiels town centre event space • Tweed Valley MTB Action Plan / Glentress master plan • New visitor attraction opportunities • New visitor accommodation opportunities
Links with local/ national partners:	<ul style="list-style-type: none"> • Local event organizers (private and voluntary sector) • Local clubs and associations • National partners, including EventScotland, VisitScotland 	<ul style="list-style-type: none"> • Local event organisers (private and voluntary sector) • Cross Border links • National partners, including EventScotland, VisitScotland, SportScotland • Railway Blueprint partners including Scottish Government, Abellio/ Scotrail, Edinburgh & Midlothian Councils, Network Rail • Live Borders and local Trusts • Local clubs and associations

3.2 Key Activity Areas

From the review of previous event activity, discussions with EventScotland and with local event organisers, the following 'activity areas' have been identified as having the most potential:

i) Events promoting Scottish Borders as a host destination -

The Scottish Borders should continue to seek a high profile as an events destination. This will involve attracting events which have a high economic direct spend or a high economic impact via Comms / PR coverage. For example, the Tour of Britain stages in the Scottish Borders are broadcast nationally as part of the 7-day long event via broadcaster, ITV4.

ii) Events with the potential to develop into major National/ International events -

To further develop and grow the potential of existing events within the Scottish Borders to attract new audiences, specifically around:

- Cycling
- Rugby
- Outdoor/ Adventure Sports
- Equestrian events
- Motor sport and specialist vehicle events

iii) Events offering varying degrees of potential for development -

To develop areas of regional activity that offer the potential for event development, including collective marketing and profile raising opportunities specifically:

- Traditional Music
- Outdoors and Access
- Literature
- Culture & Visual Arts

4. Scottish Borders' Events Characteristics

Festivals and events in the Scottish Borders fall into four categories as detailed below. Different festivals and events exist and operate for varying reasons, ranging from tradition, income generation, community cohesion, and visitor and audience development.

Category	Definition
1. Major Festivals and Events 'Hallmark'	<p>HIGH VALUE TOURIST DEMAND</p> <ul style="list-style-type: none"> - International, National or Regional Events - High Profile - Fit with Borders USP - Require some SBC support - Generated both in and outwith the region <p>They will attract the most publicity and be of most benefit to the area. They will include some of the area's major tourist attractions and local landmarks/landscapes.</p>
<p><i>Some events may fit between these two categories – more specifically parts of the programming may sit between these two areas within one event</i></p>	
2. Mid-sized events Ticketed / Spectator One off events/ periodic	<p>MEDIUM SIZED EVENTS</p> <ul style="list-style-type: none"> - Generate regular audiences - Specific motive to attend - Domestic tourists, wider marketing and appeal <p>These events are programmed for a specific purpose and audience. Marketing will expand beyond the local community and will have specialist press interest.</p>
3. Community & Local Events	<p>LOW DEMAND / LOW VALUE</p> <ul style="list-style-type: none"> - Regular events - Potential to grow into Medium sized events <p>These events link culture and community and reflect the Scottish Borders. Their primary audience is the local community. They will attract some passing trade from visitors. Examples include local fairs/fetes and rural agricultural shows and local sports events.</p>
4. local weekly and monthly events	<p>They provide 'added value' to the day-to-day experiences for local people and visitors. These are likely to be determined as 'activities' rather than stand-alone events or regular programming of spaces, such as farmers markets, venues and or visitor attraction programmes.</p>

5. Priorities for Investment – Our Principles and Criteria

5.1 Support Criteria

Scottish Borders Council will invest budget and support to events using the following Event Development criteria:

- **Fit with Strategy:** does the event play to our strengths as an area; celebrate our unique cultural heritage and landscape or develop our reputation as an excellent event host to increase opportunities for higher profile events?
- **Attracting Visitors:** does the event have the potential to attract visitors from outside the area and is there opportunity to promote overnight stays and return visits?
- **Economic Impact:** does the event create a substantial economic impact for businesses in the local towns and surrounding area?
- **Place Shaping:** does the event encourage, support and facilitate events that celebrate the Scottish Borders' distinctiveness utilising the landscape and backdrop which does not allow these event to be held anywhere else?
- **People – Stronger communities, health, care & wellbeing:** does the event support event organisers who use events to develop a strong sustainable community, providing opportunities for:
 - Volunteering
 - Skills and training
 - Pathways to employment
 - Health and wellbeing
- **Media Profile:** does the event have the ability to attract media attention furthering the Scottish Borders reputation throughout Scotland, UK and Internationally?
- **Funding gaps and potential to draw external funding:** what added value would Scottish Borders Council funding provide? Would Scottish Borders Council funding enable more external funding to be drawn into the area, for example from EventScotland/ Creative Scotland/ SportScotland.

Consideration will also be given to minimising potential negative impacts, including:

- **Potential for disruption to normal life of residents:** are plans in place to minimise disruption for local communities?

6. Key Event Support

6.1 Resources

Scottish Borders Council will continue to offer support to deliver events which fit the priorities of the Scottish Borders Council Events Plan. Support will be targeted towards events which have the potential to deliver the most significant economic impact (primarily Major Festivals and Events and Mid Sized Events).

The Economic Development Service plays a specific role in supporting local organisers to develop themed events. Working with event organisers, the aim is to develop, attract and sustain key (and new) events across 'national' and 'regional' categories, to promote the area, and measure and promote the impact of these events. The partnership approach includes working with national agencies EventScotland and VisitScotland as well as local businesses and communities to maximise local economic impact. For example, recent events such as the Tour of Britain has returned for the fourth year, while existing successful events such as the Borders Book Festival, TweedLove and Melrose 7s are being developed further to enhance their economic impact, particularly with the opportunities arising from the Borders Railway.

Economic Development supports the development and coordination of events in conjunction with other key support services within the Council including the Safety Advisory team, the Roads Engineers/ Safety team, Licencing, Environmental Health, Wellbeing and Safety, Communications.

This coordination role ensures that economic links are made between the events and local business development opportunities. Tourism and events are sectors of the Scottish Borders economy and the Council's priority is to sustain and grow business activity in these sectors.

6.2 The Approach

How it Works: the Economic Development Service works closely with event organisers and other Council services across four key stages to maximise economic impact.

1. Event Attraction: activity includes marketing the area to event organisers; a series of business development/ sales pitches to organisers and initial negotiations; development of a bid to the organiser; securing financial support.

2. Pre Event: once the Event has been confirmed, activity includes working with organisers on logistical/ technical support, promotion/ marketing and developing local business opportunities around an event.

3. During Event: activity involves ensuring the safe and effective delivery of the event in conjunction with event organisers, sponsors, participants and attendees; and liaising with other relevant Council services via the Events Coordination team.

External: working with Agencies such as VisitScotland, EventScotland, Live Borders, private sector, Town Centre Groups, Events Organisers/ funders and emergency services.

Internal: Within the Council, activity is coordinated via the Events Strategy Coordination Group, comprising of representation from Safety Advisory, Licencing, Legal, Wellbeing & Safety, Built & Natural Heritage, Building Standards, Community Funding, Roads/ Traffic, Communications, Environmental Health.

Events often require cross-departmental project teams, therefore the coordination role is critical. The event-specific project teams also ensure that the non-economic objectives of an Event are realised with local event organisations receiving support from other services in SBC where relevant.

4. Post Event: activity includes completing appropriate monitoring and evaluation to ensure the additional economic impact of the event is fully captured and understood.

6.4 Responsibilities

The coordination and management of the Events Plan is led by Scottish Borders Council. However, successful event delivery requires a partnership approach with ambitious event organisers and national agencies, as well as local businesses and communities.

Major events will require co-ordination support from Scottish Borders Council services to ensure traffic control measures, cleansing etc are in place, keeping disruption to local life to a minimum. The Council coordinates Local Organising Committees (LOC's) where necessary as part of the Safety Advisory Group process. Many events have received this LOC approach for support including Borders Book Festival, Tour of Britain, Tour o' the Borders, Tweedlove, Melrose Sevens and the Club Lotus Jim Clark weekend.

Civic events, which fall under the auspices of the Council, also require the appropriate strategic overview and planning.

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Action Plan 2014 – 2020: 2016 Update

KEY

Project Pipeline 2014

	Resources Identified/ Deliverable
	Resources Required

Update 2016

	Achieved/ Ongoing annual activity
	Progressing/ Work in progress
	Limited/no progress

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
A. Support Event Development						
Provide Advisory and Funding Support to local event organisers	Staff	SBC AFA / CGS Creative Scotland/ ES	No. of Events receiving external funding investment.	Ongoing	£ leverage	Ongoing advisory support provided to local event organisers. 2014/15: £141,822 of total grant funding (SBC/ ES) 2015/16: £143k (SBC/ ES)
Provide up to date advice via SBC website and online guide	Staff	SBC	Eventful guide used as first point of contact.	Yearly or as required	Increased knowledge for event organisers	Eventful updated regularly as /when required
Maximise benefits of Scottish Government 'Years of Focus' - Food & drink - Innovation, Architecture & Design (16) - History, heritage and Archaeology (17) - Young People (18)	Staff £20k	SBC/ES/VS	Support key events to align to the 'focus years'. Increased investment for key events.	Ongoing	National £ leverage	Support to appropriate 'Years of...' events has been provided.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Develop existing key events to increase Economic Impact	Staff £40k + (est.)	SCB/VS	Increased investment for key events which bring sustained EI in the region.	Ongoing	Increase in Economic Impact outturn figure	Support provided to 'Hallmark' events including: Borders Book Festival, Tour of Britain, Melrose 7s, Tweedlove and Tour o' the Borders. Support provided annually working towards the events being fully sustainable in future years. Significant support to Borders Railway Opening Celebration Events and Steam Train events in 2015 and 2016.
Support networking mechanisms for event organisers	Staff £10k	SBC	Tailored practical support - deliver 5 workshops per year	Ongoing	Increased knowledge of event organisers. Best practice and skill set development Increase in quality of event delivery	Networking opportunities provided at the events/ tourism conferences (as below) Limited progress made to providing additional support network mechanisms due to commitments of the Borders Railway Opening/ related events in 2015 & 2016.
Event sector conferences	Staff 5k	SBC VS Other agencies	Deliver event sector conference	Yearly	Increased knowledge, best practice and skill set development Increase in quality of event delivery	2014 /15 event and tourism conference held in Kelso with 150 attendees (focus on Food and drink) 2014 Scottish MTB/ cycling conference hosted in Peebles with 190 attendees.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Ensure events are supported by Safety Advisory Group process (SAG) and Local Organising Committees (LOC)	Staff	SBC / Multi-agency, Fire, Police, Ambulance etc.	<p>Ensure Public Safety</p> <p>All events comply with legislation</p>	Ongoing	Safe execution of events Standardised approach and one stop shop for event organisers	<p>38 number of events were supported by the Safety Advisory Group (SAG) process in 2014/15. This covers all of the main events and those events, where there is a public safety consideration.</p> <p>Events are constantly reviewed and consideration taken as to whether they should undertake the SAG process.</p>
Attract New National and International Events	£50k (additional)	SBC ED/ EventScotland	<p>Bids submitted for hosting events.</p> <p>No. of National & International events secured.</p>	Year by year basis	<p>No. of Event attendances</p> <p>Visitor spend</p> <p>Growth in GVA</p>	<p>Tour of Britain was hosted with a finish event in Kelso in 2015. The net economic impact was £307k. The Council are currently negotiating for future TOB events to be hosted in the Scottish Borders.</p> <p>The Tweed Valley and Peebles hosted the Enduro World Series in 2015 with 4600 visitors and a net economic impact of £600K.</p> <p>The Tweedlove Bike Festival, now over 2 weeks in May had a net economic impact of £594k with 5,000 visitors.</p> <p>The Tour o the Borders continues to grow annually. In 2015 the net economic impact was £595K with 7,500 visitors.</p>

Action	Resource	Lead (Support)	Target (activity/ output)	Timescale	Impact/ Outcome Measured by:	Progress Update
						The British MTB champs were hosted in Selkirk in 2015 and the net economic impact was £69k.
Work in Partnership to develop coordinated communication	Staff	SBC ED/Comms	Promote event related activities / business tie ins etc.		No. of Event attendances Visitor spend Growth in GVA	The Council works in conjunction with VisitScotland, EventScotland and other national partners to promote events to a national/ international audience (measured by individual event EIAs).
Identify local infrastructure needs & facilitate investment	Staff (additional)	SBC/ Various stakeholders FC/SE/Tweed Valley	Development strategy work with partners on infrastructure requirements	Ongoing	Improved and higher quality facilities	<p>The Tweed Valley / Glentress Master Plan is currently progressing, which considers potential infrastructure developments for the Tweed Valley and multi user access opportunities.</p> <p>A Borders Railway Tourism Destination Audit has been produced by Midlothian and Scottish Borders Councils to highlight the opportunities for partnership and collaborative development opportunities linked to the Railway.</p> <p>A 'Covered Spaces' Report has been completed for Galashiels, which considers various town centre locations for additional activity and events to stimulate the town centre/ linked to the Borders Railway opportunities.</p>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Promote benefits to businesses through collaborative working	Staff (additional)	SBC/ BG /ATP/ Chamber of Commerce	Specific assessment of businesses when events are taking place in the locality	Ongoing	Economic Impact assessment of increase in expenditure by event attendees and event organisers (goods & services)	<p>Economic Impact Assessments are completed for significant events, which identified the benefit of local partnership/ collaborative working:</p> <ul style="list-style-type: none"> • Borders Railway opening • Tour of Britain • Tour o’ the Borders • Tweedlove • Borders Book Festival • Melrose 7s. <p>Total Economic Impact for the above events £5,735,052</p>
B. Encourage Effective Event Promotion and Marketing						
Maximise joint marketing and promotional activities	Staff	SBC/VS/ES	<p>VisitScotland promotions and linkages to VisitScotland Website and/ or publications</p> <p>Promote coordination of events with similar themes</p>	2 per year Ongoing	<p>Increase awareness and event attendance</p> <p>Capture of campaign information (web hits / etc.)</p> <p>Event collaboration (theme/geographical)</p>	<p>Significant national promotion of the Scottish Borders with the re-opening of the Borders Railway and related event activity (see below).</p> <p>Significant media promotion of the Scottish Borders particularly with the Hallmark events.</p> <ul style="list-style-type: none"> • Melrose 7’s covered by BBC Scotland • Tour of Britain featured on ITV4 <p>Opportunity to develop continued promotion with the current hallmark events and the wide range of the events calendar.</p>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
						<p>Locally Border Events (private sector) continue to market and promote events via the website and hard copy brochure.</p> <p>Live Borders continue to deliver the quarterly hard copy 'what's on' guide.</p>
Promote the Scottish Borders as an excellent host for events	Staff	SBC/VS/ES	<p>Event Destination Guide produced</p> <p>No of new events aligned to the region's USP's</p>	Ongoing	Increase in the number of events in the region	<p>Continuous partnership working with EventScotland to raise the profile of the Scottish Borders and bring events to the area.</p> <p>Opportunities to build on this and attract additional events will require increased investment and resources.</p>
Promote 'Event Tourism' in the Scottish Borders, including focus on USP 'all wheels' cycling	Staff £12k	SBC/ VS/Comms	Event Destination Guide / Social Media	Ongoing	Increase in number of event attendees and quality of experiences Closer links and collaboration, creating a portfolio of events to 'sell/showcase' the region	<p>The area has a range of cycling events, festivals and sportives including Tour of Britain, Tweedlove, Tour o the Borders, Tour de Lauder, Selkirk MTB, Ken Laidlaw Sportive as well as many other local cycling events/ activities (see below).</p> <p>The Scottish Borders Cycling Tourism strategy and Action Plan 2016 – 2021 has been developed to progress further opportunities.</p>

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
Facilitate the development of events and promotional activities with neighbouring Local Authorities and other areas of Scotland.	Staff (additional)	SBC/ES/ other Local Authorities Engage with various stakeholders , i.e. FC / SE / D&G	Review current network and opportunities on offer. Attendance at event development meetings Cross boundary events hosted Collaboration on specific events	2 per year Ongoing	Number of joint events hosted Increase in collaboration of stakeholders	Regular cross boundary events have been added to the events calendar including: <ul style="list-style-type: none"> • Wooler Wheelers, Northumberland • A Bridge too Far, Norham/Kelso • Ride to the Sun, through Borders (Carlisle to Cramond) • Poppy Scotland sportive, Prestonpans / Berwickshire • Bethany sportive, starting at Lasswade and heading south Further opportunities will be explored as part of the Scottish Borders Cycling Tourism strategy and Action Plan 2016 – 2021.
C. Evaluate Events and Understand their Economic Impacts						
Measure the economic impact of all supported events using the eventIMPACTS method and use data to inform future development	£5k Staff	SBC/ED/E&L L	Evaluation of specific key events	Ongoing	No. of Event attendances and increase year on year. Visitors spend. Growth in GVA	Each event, which is supported by the Council or the public sector, is required to submit an Economic Impact Assessment. Economic Impact figures are collated each year.
Measure National and International Media Exposure	Staff (additional)	SBC/ED/Co mms	Evaluate media coverage associated with events	ongoing	AVE & PR Value of events Strengthen the events/tourism profile of the region	Significant international and national promotion of the Scottish Borders with the re-opening of the Borders Railway and related event activity.

Action	Resource	Lead (Support)	Target (activity/output)	Timescale	Impact/ Outcome Measured by:	Progress Update
						<p>The Railway was officially opened by HM The Queen on the day, which marked her as the longest reigning monarchy. This ensured international coverage throughout the commonwealth.</p> <p>Range of national and international media exposure with particularly the current hallmark events.</p>