



SCOTLAND THE PERFECT STAGE

SCOTLAND'S EVENTS STRATEGY 2015-2025



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MOUNTAIN BIKE WORLD CUP, FORT WILLIAM © GARY WILLIAMSON



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VISION FOR SCOTLAND

SCOTLAND'S REPUTATION AS **THE PERFECT STAGE** FOR EVENTS IS RECOGNISED NATIONALLY AND INTERNATIONALLY.

MISSION TO DELIVER THIS VISION

TO DEVELOP, THROUGH A **ONE SCOTLAND** APPROACH, A STRONG AND DYNAMIC EVENTS INDUSTRY PRODUCING A PORTFOLIO OF EVENTS AND FESTIVALS THAT DELIVERS SUSTAINABLE IMPACT AND INTERNATIONAL PROFILE FOR SCOTLAND.



THE KELPIES, FALKIRK BY ANDY SCOTT

// MINISTERIAL FOREWORD //



When **Scotland the Perfect Stage** was first published in 2008, it set out this Government's vision for events and it highlighted the range of benefits that a strong portfolio of events can yield for Scotland. Since then Scotland has demonstrated ever strengthening credentials as the perfect stage for events and has successfully reaped many of those benefits. Never more so than in 2014 when, with the international spotlight firmly on us, the best of Scotland was showcased to a global audience. We demonstrated how far we have progressed and what we can achieve through the highly successful delivery and legacy of the XX Commonwealth Games, 2014 Cultural Programme, The 2014 Ryder Cup and over one thousand events in the Homecoming Scotland 2014 programme.

Among the many legacy benefits secured for Scotland through the early planning and delivery of these events, was the knowledge built, lessons learned and partnerships forged across the public, private and third sectors. This Government, together with its agencies and bodies, and with VisitScotland's Events Directorate playing a lead role, is strongly committed to supporting the further development of Scotland's wide and diverse events portfolio and the events industry.

Following the successful delivery of these and many other events and the appointment of a new First Minister, the **One Scotland** Programme for Government was published, setting out the key priorities of creating more, better paid jobs in a strong, sustainable economy, of building a fairer Scotland and tackling inequality and of passing power to people and communities. Supporting the Programme for Government, we also updated Scotland's Economic Strategy to provide the framework for how we aim to achieve a more productive, cohesive and fairer Scotland and our International Framework to set out the ambition for Scotland, its people, businesses and institutions through a number of strategic international objectives, including the enhancement of our reputation and attractiveness. Events have the potential to positively impact in achieving all of these objectives.

With **One Scotland**, the Economic Strategy and the International Framework providing a clear strategic context, and with Scotland having had the opportunity to reflect on and learn from what was an unprecedented year for events in 2014, the time is right to review our National Events Strategy.

The revised **Scotland the Perfect Stage** aims to provide the strategic focus for all involved in any aspect of planning, securing, supporting and delivering events of all sizes in Scotland for the next decade. It seeks to resonate with and bring together all parts of the public, private and third sector that have a role in relation to events in Scotland in order to drive further progress for the benefit of people across Scotland.

The successful delivery of **Scotland the Perfect Stage** will allow for the development and growth of a flourishing, innovative and competitive events industry through which Scotland can enhance and sustain an inspirational portfolio of events year on year that generates business, creates jobs and boosts the economy whilst delivering impacts and legacy that benefit all of Scotland's communities and build on our nation's strong reputation and international attractiveness.

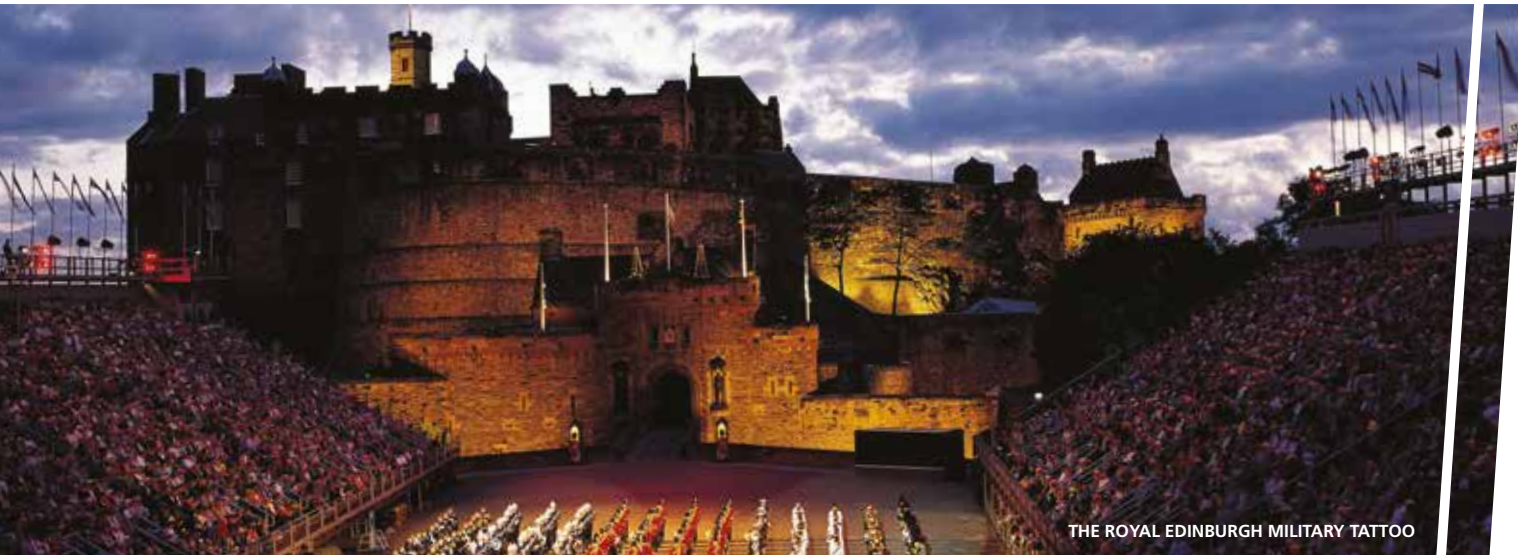
// Fiona Hyslop MSP

Cabinet Secretary for Culture,
Europe and External Affairs

// Fergus Ewing MSP

Minister for Business,
Energy and Tourism

// INDUSTRY FOREWORD //



A good strategy draws from higher level intent to set a clear vision and direction. It leads towards defined outcomes. It must be sustainable and take account of shifts in short and medium-term conditions. It must provide clear guidance for those looking for direction and remain loose enough for a wide audience: including those that embrace it instinctively and those needing persuasion. In our case, we are pursuing business growth.

However defined, the Events and Festivals sector is a major contributor to the Scottish economy locally and internationally. Growth in our sector is not just about our own projects. It is also about how we catalyse investment and revenue for a host of associates. Our supply chain – and therefore our value chain – is wide and deep. Accordingly, to stimulate growth in our sector is to stimulate the wider economy and develop Scottish prestige and prosperity for all.

With this in mind, the EventScotland team has collaborated with a wide range of partners in leading the work to prepare this strategy. Together, we have set a vision that: “Scotland’s reputation as the perfect stage for events is recognised nationally and internationally” – and we have set the aspiration to achieve this within 10 years.

I firmly believe this strategy to be both uncontentious and embracing, with clear responsibilities for Government and its bodies, the industry and each individual involved. I would urge everyone in the Events and Festivals sector to embrace and discuss the principles set out in **Scotland the Perfect Stage**, working all the while on how these principles translate to action.

This strategy represents a splendid opportunity to develop a collective view – for guiding everyone in Scotland with an interest or role in relation to events towards a common goal. The Events and Festivals sector is a broad church and it will be challenging to draw everyone – or at least a reasonable proportion – along a singular path.

For me, **Scotland the Perfect Stage** is a dynamic first step that can help us align and support our

case for investment. Most importantly, if we work together, we stand a stronger chance of success.

Please make it your strategy.

// Brigadier David Allfrey MBE
Chief Executive and Producer
The Royal Edinburgh Military Tattoo
Scottish Tourism Alliance Events and Festivals
Champion



1 // DEVELOPING THE STRATEGY //



BLAIR CASTLE INTERNATIONAL HORSE TRIALS, BLAIR ATHOLL

Scotland the Perfect Stage was first published in 2008 setting out seven key impact areas of tourism, business, image and identity, media, participation and development, environment and social and cultural benefits. An assessment of what has been achieved in each of these demonstrates that the original **Scotland the Perfect Stage** has delivered exceptionally for Scotland. Each year Scotland's portfolio of events delivers impact and Scotland is widely recognised, both at home and internationally, to be a global leader in the events industry.

The aim of this strategy is to ensure that this position and reputation are further enhanced to the benefit of Scotland's economy and its communities. It aims to provide a focus for all of Scotland in relation to securing, supporting, staging and benefitting from events. It is a strategy for all those

involved in events. It is designed to engage, guide and support everyone involved in any aspect of delivery of events in Scotland, including suppliers, organisers, facility owners and public sector partners.

To reflect the significance of events in providing opportunities to drive additional tourism in particular, this strategy also aligns with Tourism Scotland 2020, a strategy for the tourism industry in Scotland produced by the Scottish Tourism Alliance (STA). Tourism Scotland 2020 identifies festivals and events and business events as two of the four key assets that provide 'authentic experiences' for Scotland's visitors and which underpin the industry's growth ambitions. This alignment will ensure a strong cross over between these two closely interrelated sectors.

Production of this strategy has been led by the EventScotland team at VisitScotland. VisitScotland has restructured its work in events in response to the consultation on this strategy and now has an Events Directorate with three teams, Business Events, Development – Events Industry and EventScotland. VisitScotland will continue to provide expertise, guidance, support and leadership through this Events Directorate.

Wide consultation has informed the development of this strategy. Input has been drawn from across the industry, from industry representative groups including the Scottish Events and Festivals Association (SEFA), the National Outdoor Events Association (Scotland) (NOEA Scotland) and the Edinburgh Festivals Forum to the organisers of individual events of all types and sizes, from visitor attractions to suppliers and from national sports associations and governing bodies to destination management organisations. The Scottish Government, its agencies and non-departmental public bodies along with Scotland's local authorities have also contributed to the strategy's production. A list of those consulted is included at the back of the document. Significant research was also undertaken to benchmark Scotland's performance against other countries and to analyse global demographic and technological trends, this was supported by the input of expert advice from Professor Donald Getz of the University of Calgary who is recognised internationally as an expert in event led tourism.

Professor Getz helped in benchmarking against other countries and also in assessing the strength of this strategy against internationally recognised best practice.

The time is right to revisit and review **Scotland the Perfect Stage**. The events of 2014 significantly contributed to cementing its place as a historic year for Scotland. As Scotland looks to the future a new strategy is required. We must ensure we capitalise on having delivered a highly successful Commonwealth Games and Ryder Cup which have reached and captivated a global audience and continue to strive to maximise the legacy benefits these events and the Homecoming programme have offered. We must also build upon the good work of the EventScotland team and partners to date in bidding for major events and upon our iconic signature events.

2 // WHAT WILL MAKE SCOTLAND THE PERFECT STAGE? //



SCOTLAND'S EVENTS INDUSTRY WILL BE:

- // a significant contributor to Scotland's economy with a strong evidential base for this;
- // represented by a strong leadership body, providing a voice for the industry; and
- // working well in collaborative partnership with public, private and third sectors and communities across Scotland and where partners all have clearly identified and understood roles in respect to the delivery of events.

Successful realisation of the vision, building on our existing leading position, would mean that in 2025...

SCOTLAND'S EVENTS PORTFOLIO WILL PROVIDE:

- // core of events each year which are unique to Scotland and are embedded in Scottish culture covering sport, the arts and heritage as well as a wide range of business events;
- // high profile one-off and recurring events, including 'mega events', which complement the core portfolio and have been attracted to Scotland by its unique appeal as a destination and international reputation as a country which delivers high quality events; and
- // entertainment, opportunities, experiences and education for all the people of Scotland and visitors ensuring that impact and legacy are delivered on an ongoing basis.

SCOTLAND WILL BE:

- // a place where successful, high quality events, delivering strong impacts, take place throughout the calendar year and across all of the country with clear ongoing commitment from all stakeholders;
- // a place where people from across all its diverse communities and its visitors alike experience events that entertain, excite, inspire, educate and provide opportunity and benefits for all; and
- // widely recognised internationally by stakeholders, governments, the media and the general public worldwide as a leader and innovator in the planning and delivery of cultural, sporting and business events and as a place that maximises the positive impacts and long-term legacy that its events provide and as a place that leads international best practice when planning and delivering events.



Factors critical to achieving a realisation of the vision includes:

SCOTLAND'S EVENTS PORTFOLIO:

- // a track record of legacy, planning, delivery and success in events at international, national and local level;
- // a robust events impact methodology which balances economic outcomes with other outcomes such as social, environmental and media impacts;
- // engagement with the Scottish Diaspora and affinity Scots around the world;
- // positive media coverage in Scotland and in key markets around the world which delivers the desired messages;
- // international standard venues and good accessibility; and
- // ability to identify, develop and utilise Scotland's unique selling points.

SCOTLAND'S EVENTS INDUSTRY:

- // credible and capable Scottish and UK event related organisations and agencies;
- // maximised synergies between business events and public facing events;
- // a clearly defined career path for those working in the industry with a recognised and accredited skills base;
- // a clear and easily understood regulatory environment which rewards best practice while prioritising public health and safety;
- // a focus on delivering environmentally sustainable events that meet with national and international standards; and
- // a well-trained and motivated volunteer workforce supporting the events industry to drive developments from local level.

SCOTLAND:

- // engagement of proactive involvement from Scotland's business, tourism, culture, sport and events communities;
- // engagement of local people and communities in events that take place in their area;
- // political support for events and their impact and legacy;
- // vision to anticipate market changes in the events industry and flexibility to adapt plans and working practices to meet new challenges and to innovate;
- // resources from all sources which match the level of ambition; and
- // suitable transport and digital infrastructure that enables events to take place.



The strategy for delivering the vision and fulfilling the mission has two components, firstly: to utilise and develop the assets that Scotland has which make it The Perfect Stage for events.

Our people

Scotland is known for the warmth of the welcome and the passion of our people. The people of Scotland are proud and have a strong sense of identity. Our people are ideal ambassadors for Scotland and for Scottish events both at home and abroad and we benefit from large numbers of people across the world with an affinity for Scotland, as well as a strong business community with excellent international links. Our people are also at the heart of strong communities within Scotland which not only benefit from events but also support and deliver them, helping the economy and community well-being. The knowledge, capability and capacity of industry sectors related to events are crucial assets.



Our cultural identity and heritage

Scotland's culture and heritage is a valuable resource that helps us to attract and develop events, as has been done successfully to date. This includes our rich history and ancestry, our world renowned food and drink, our reputation as a leading nation in fields of education, architecture and innovation, our museums, galleries and historic buildings, our iconic poets, artists, writers and musicians and the vibrant contemporary cultural scene in today's Scotland including our festivals and Creative Industries. The diversity of Scotland's cities and their contrast and proximity to the rural environment broadens the offer. Our culture also includes the diversity of language in Scotland, including Gaelic and Scots.



Our natural environment

Scotland has a rich array of beautiful and dramatic landscapes ranging from mountains and lochs to beaches and an array of magnificent islands. Our forests provide a platform for mountain biking, motorsports and orienteering events. We also have extensive greenspaces within our cities. Our landscapes are both diverse and unique and are a key asset in attracting major events to Scotland. Open access to the countryside is also a crucial asset which must be retained.



Our built facilities

Scotland has a long history and tradition in architecture, including castles, public buildings and cityscapes incorporating historical and contemporary design. From Glasgow's SSE Hydro to Stirling Castle, our iconic buildings provide the stunning platforms in and around which events can be staged. Our road network is a significant asset for cycling, running and indeed cultural events. We also have excellent sports facilities and indoor arenas including those developed for the Glasgow 2014 Commonwealth Games.



Our signature events

Scotland has a range of signature events which are so large and iconic that they form the heart of our strategy for retaining our status as a world leading international events destination. Events such as Edinburgh's Festivals, our winter festivals, Celtic Connections and our strong portfolio of golf events, including our regular staging of the Open Championship, will form the backbone of our events portfolio. We will aim to further develop the portfolio of signature events by attracting further major scale events and by developing our own events to this level. In addition there are annual events around the country which define local and national identity and will be sustained and developed as part of this strategy.

The second strategic component is:

To deliver a portfolio of events which provide world leading authentic experiences for residents and visitors.

// **Authentic Experiences** –

Authentic experiences are those which are unquestionably Scottish by their nature and by association deliver high levels of satisfaction. This not only helps in future promotion but is also a key driver in enthusing future engagement and participation in sporting or cultural activities. Authentic experiences at events encompass not only the event subject itself but also the warmth of our people, the food and drink, transport, accommodation, ticketing, value for money among other factors. Quality planning and delivery is at the heart of producing these experiences and this applies to both leisure and business visitors.

// **Events** – Events at all levels provide opportunities to engage people. Our portfolio must, not only contain events which can attract visitors from outside Scotland but also those which appeal to local people and can play a role in reducing inequalities as well as promoting a fairer society. Our portfolio will provide opportunities across the range of interests, ages, locations and genres as well as offering a range of free to attend events.

// **Residents and Visitors** – The identification of key markets of potential event attendees both from Scotland and internationally is core to this approach and needs to be supported by research to test their interests and respond to these. For the people of Scotland the legacy of events is a particularly important part of their event experience. Equally the events we stage as a country must offer something for every individual regardless of their age, gender, sexual orientation, and ethnicity or where they live. In the vast number of diaspora and affinity Scots around the world Scotland has a ready audience for these experiences which can boost tourism, business and the development of sport and culture simultaneously.





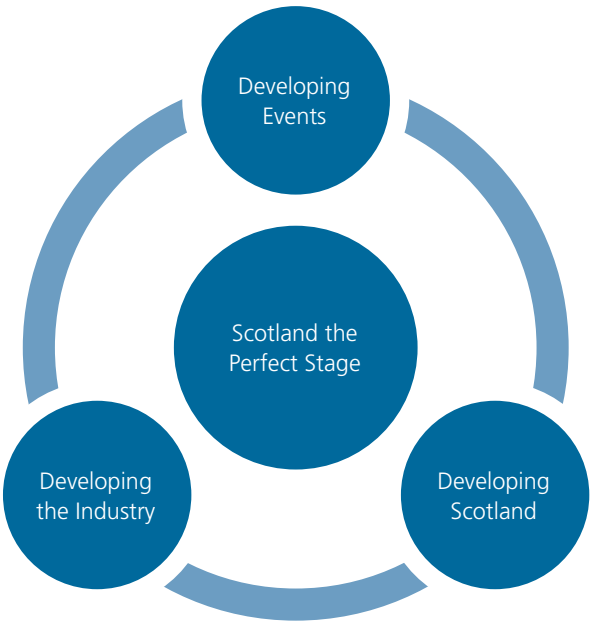
JK ROWLING AND MURIEL GRAY AT THE LENNOXLÖVE BOOK FESTIVAL

To successfully deliver the National Events Strategy, all agencies, organisations and individuals involved with Scotland’s events industry will need to demonstrate their support.

In building on the work that followed from the first version of **Scotland the Perfect Stage** and taking account of the extensive consultation and research exercise undertaken in developing this strategy, there are three key areas to be addressed over and above the expressed need for political and financial support for events.

- // **First**
We need to keep securing, growing and sustaining a strong events portfolio in both events and festivals and business events;
- // **Second**
We need to bring the events industry together to create a thriving and unified sector; and
- // **Third**
We need to influence the context in which events take place and make sure their impact and legacy is maximised and recognised.

The following are the core pillars in delivering the strategy:



For each of these core pillars the strategy has three themes:

Developing Events

- Portfolio of Events
- Event Impact
- Investment and Support

Developing the Industry

- Partnership and Collaboration
- Education and Knowledge Sharing
- Quality, Organisation and Delivery

Developing Scotland

- Infrastructure and Services
- Reputation
- Visitor Economy

Over the period of the strategy there is a clear aim for the events industry to develop the capability and cohesion to deliver this strategy in partnership with the public sector as part of the **One Scotland** approach.

On an ongoing basis all relevant agencies need to take responsibility for ensuring that Scotland continues to innovate within the events sector and that innovation is supported and nurtured. There is also a role for all partners in bringing best practice from around the world and in promoting our own best practice internationally.

Scotland’s cities, in particular Edinburgh and Glasgow, have a significant role to play in the delivery of this national strategy by virtue of the volume, scale and profile of events they host and also as gateways to the rest of the country for visitors from outwith Scotland.

5 // DEVELOPING PORTFOLIO OF EVENTS //



Portfolio

A portfolio approach to events and festivals works best for Scotland – a carefully selected mix of free and paid events of various types and categories being staged throughout Scotland and throughout the year should continue. A portfolio approach also works for business events, allowing us to use smaller venues and locations all over Scotland.

It is important that what is meant by an ‘event’ is clearly defined. For the purpose of this strategy the events referred to as forming the portfolio consist of public facing events and festivals which anyone can attend either for free or by buying a ticket or by viewing it on television or digitally. In addition to these events, ‘business events’ are defined as events for designated groups which the general public cannot access.



Event categories

FIXED EVENTS Happen annually at the same location in perpetuity	RECURRING EVENTS Happen annually at the same location for a number of years on a biennial/quadrennial basis	ONE-OFF EVENTS Usually bid for and brought in a single staging
SUSTAIN, GROW AND DEVELOP		BID AND SECURE
RESEARCH, GATHER INTELLIGENCE AND WORK IN PARTNERSHIP		

This strategy classifies events and festivals into three categories. The category descriptions can also apply to business events.

Business events are an important aspect of the overall portfolio. Examples include: Corporate Meetings, Product Launches, Exhibitions and Conventions and Incentive Travel.

Portfolio approach

A portfolio approach over the term of this strategy allows for a variety of large and small, sport and culture, fixed, recurring and one-off events to be identified and supported. This ensures that over the whole portfolio over time a wide range of significant impacts can be delivered.

VisitScotland will co-ordinate the national public sector approach and work closely with the relevant local authorities, recognising their different relative strengths and resources. This is in addition to bids being secured within the private sector and other organisations.

Partnerships will be crucial in identifying events, preparing bids and securing events which fit this strategy. This is covered in more detail in section 8.

In addition to the main strategic thrusts of utilising and developing our assets and creating authentic experiences, there will be certain features that characterise the portfolio of events in Scotland.

The portfolio will:

- be planned to deliver both significant impacts and lasting legacy with transport and accommodation built into the planning process;
- promote equality and diversity by including events for different demographics including the elderly, young people, families, those with disabilities and disadvantaged groups as well as respecting individuals’ human rights;
- have a focus on participation events to stimulate both physical and cultural activity;
- have wide geographical and seasonal diversity to spread the benefits across the year and the country;
- encourage and nurture innovation and entrepreneurship; and
- where appropriate build upon a themed year’s approach and other identified national initiatives.

6 // DEVELOPING EVENTS – EVENT IMPACT //



“This will be a truly national strategy, bringing together all the partners and elements necessary for a strong and competitive events sector that fulfills important economic, social, cultural and environmental goals. In the coming years Scotland will certainly provide a model for other nations, and will become a benchmark for cities and countries that try to emulate your success.” – Professor Donald Getz of the University of Calgary.

Measuring and reporting the impacts of events is fundamental to the success of this strategy and a critical area for future planning.

The Mission is based on a firm belief within Scotland, supported by clear evidence from around the world, that events generate economic growth, international and domestic profile and a wide range of social and cultural benefits both through immediate impacts and subsequent legacy or long term development.

THE FIVE KEY IMPACT AREAS FOR THIS STRATEGY:

- // Economic – Tourism and Business
- // Brand, Identity and Reputation
- // Media and Profile
- // Social and Cultural
- // Sustainability

Underpinning all of these impacts is ‘event attendance’. The five key areas of impact identified will also be used by partners after events in assessing the overall level of impact and success of the event and in building the case for major event bids or infrastructure development.

Events will be evaluated individually and also in portfolios. This could be across a city or geographical area, a time period or across a genre. This approach allows for events to deliver strongly in different areas with the overall portfolio delivering across all areas.

It is also important to consider the differences between one-off events and annual events with the latter having the ability to effect large scale cultural change over a longer period. Investigating this effect and finding ways to evaluate it will be a further refinement of our current measurement.

eventIMFACTS

eventIMFACTS was launched in 2010 and has proved itself to be a leading resource for the industry. Through the use of eventIMFACTS, consistent evaluation methods, measures and impact assessments provide the ability to model event outcomes and make better forecasts which improve the industry.

// Economic – Tourism The use of a net additional spend figure for the defined host economy will continue to be the bench mark for the events industry alongside other measures including Gross Value Added and jobs created/supported.

// Economic – Business There is a need to consider employment and entrepreneurial impacts, such as how events increase skills, provide direct and indirect employment opportunities, coincide with training strategies and contribute to the area overall. Measures such as numbers of businesses engaged with events and value of contracts issued are helpful in scoping the size of the impact. These can be geographically targeted to assess the number of Scottish and local businesses engaged in an event.

There is also the opportunity to conduct or support research to measure the effectiveness of event leveraging actions and to identify opportunities for improvement, such as through fostering business linkages, building the supply chain, generating or attracting new business. Again an emphasis will be placed on assessing the impact for Scottish and local businesses.

// Brand, Identity & Reputation There are existing methodologies to assess brands and reputation but these have been developed primarily from a commercial and sales perspective. The use of expert panels both within Scotland and internationally is an approach which will be further explored. Indicators will be developed through eventIMPACTS and published for use by all partners. Political impacts would also be included under this 'identity' section in terms of Scotland's international influence. Brands include both event brands such as the owner of the event or key sponsor 'place brands' such as international identities of cities, venues or the country as a whole.

// Media and Profile There is a need to develop key performance indicators for evaluation of actions taken to maximise the media exposure of an event. There is also a need to test various methods for monitoring, managing and evaluating social media and to commission highly targeted research to explore the media impacts of events. All of this work will be incorporated in the ongoing work on eventIMPACTS. Rapid changes in the way we view television will drive further changes in evaluation.

// Social and Cultural There is a need for research into the long-term personal, social and cultural impacts of event attendance, participation and organisation. Events can create community cohesion and deliver improved social lives for people in host communities but evidence to support this is limited. Demographic data on attendees is needed to ensure that any excluded or underrepresented groups can have their needs assessed and addressed. Reputation can be enhanced by providing a variety of accessible events. Measures will also include assessment of volunteering and local attendees at events.

// Sustainability The development of standards in international event sustainability (ISO 20121) and in particular the work of Resource Efficient Scotland and Creative Carbon Scotland gives a platform for measuring environmental impacts through engagement in various initiatives. All events in Scotland must set targets for resource efficiency thereby helping preserve one of Scotland's key assets, our natural environment.

Measures

The eventIMPACTS work is now being taken to the next level and tied into other measurement work around the world. This work will be completed in 2016.

Economic – Tourism	Net additional spend in the host economy Gross Value added Equivalent jobs created/sustained
Economic – Business	Number and value of contracts issued by event organisers, number and value of these to Scottish and local businesses Number of businesses engaged, including Scottish and local breakdown Supported by case studies Ability to export the business skills and knowledge
Brand, Identity and Reputation	Familiarity of the audience with a brand Familiarity with brand values Fit with National Events Strategy Fit with national strategies
Media and Profile	Amount of coverage How media coverage contributed to the event's objectives Impact of social media coverage both pre event marketing and during and post event evaluation
Social and Cultural	Number of volunteers Number of new volunteers Volunteer hours Number of attendees from local authority area Percentage of attendees from local authority area Sense of well-being in host community Sense of well-being in attendees Case studies of interventions
Sustainability	Against British Standard BS8901:2007 on Sustainable Event Management Meeting Scottish legal requirements Undertaking Resource Efficient Scotland Pledge

Underpinning all of the above is the need to record event attendance and levels of customer satisfaction which is crucial information for all impact areas. All event organisers and local authorities licencing events should consider that the collection of data on numbers and breakdown of attendees is a fundamental necessity of holding and event.

The success of this strategy will be measured by the level of achievement of the Mission. Specifically this will involve the levels achieved in each of the impacts. This will require clear benchmarking and annual reporting across all events in Scotland.

In addition to measuring the direct impacts of events there is a need for those involved in delivering events on an ongoing basis to consider and plan how to measure the legacy benefits of their event. These measures can vary vastly and will depend upon the intended legacy but crucially the means of evaluation and resource for completing this must be agreed at a planning stage.

Undoubtedly advances in technology will dramatically change the way in which some of these impacts can be measured. It is important that we recognise and embrace this to ensure that Scotland is a leader in use of new technology in event measurement.

Finally it is acknowledged that measurement must be proportionate with the size and scale of the event in order to ensure cost and workload are manageable.



GLASGOW 2014 COMMONWEALTH GAMES

7 // DEVELOPING EVENTS – INVESTMENT AND SUPPORT //



“At sportscotland we recognise the potential of sporting events to increase awareness of sport and motivate people to take part in sport. Our investment in a world class system for sport ensures that the infrastructure is in place to take advantage of any increased demand in participation created by such events.” – Stewart Harris, Chief Executive of sportscotland.

There must be sustained support for and investment in events and business events from private, public and third sectors. Gaining this support requires a clear demonstration of value to those investing.

It is also useful to identify the roles played by key agencies in events in Scotland.

// VisitScotland is the national tourism organisation in Scotland and has a remit to promote economic growth through tourism. The organisation's prime focus is marketing, partnerships and events. VisitScotland has an Events Directorate

which contains three teams directly relevant to this strategy. The EventScotland team leads on all aspects of bidding, investment and support for major sporting and cultural events as well as evaluation of impact. The Business Events team deliver support to business events including global sales & marketing platforms, referrals, funding and bid support. The Development Team leads on the development of the events industry through increased partnership and collaboration, knowledge sharing, education and the promotion of best practice.

// Creative Scotland is the public body that supports the arts, screen and creative industries across all parts of Scotland to benefit people who live, work or visit here. This includes support for organisations programming cultural events and festivals. Creative Scotland distributes funding from the Scottish Government and The National Lottery.

// Scottish Enterprise and Highlands and Islands Enterprise have a remit for developing Scotland's economy and as such are expected to focus their resources on projects that will have high impact on economic growth which may include some events or infrastructure which supports events.

// sportscotland is the national agency for sport in Scotland and its mission is to build a world class sporting system for everyone in Scotland. **sportscotland** invests public funding in sport through its strategic partnerships with local authorities and Scottish Governing Bodies of Sport (SGBs). **sportscotland's** investment priorities focus on shared national and local outcomes and priorities for the delivery of local sport as well as strengthening the governance of SGBs by building capacity and developing leadership and management capacity. Sporting events can form an important part of sports plans and the investment made in the system for sport ensures that the structures are in place for sport to benefit from any profile and increased activity created by events.

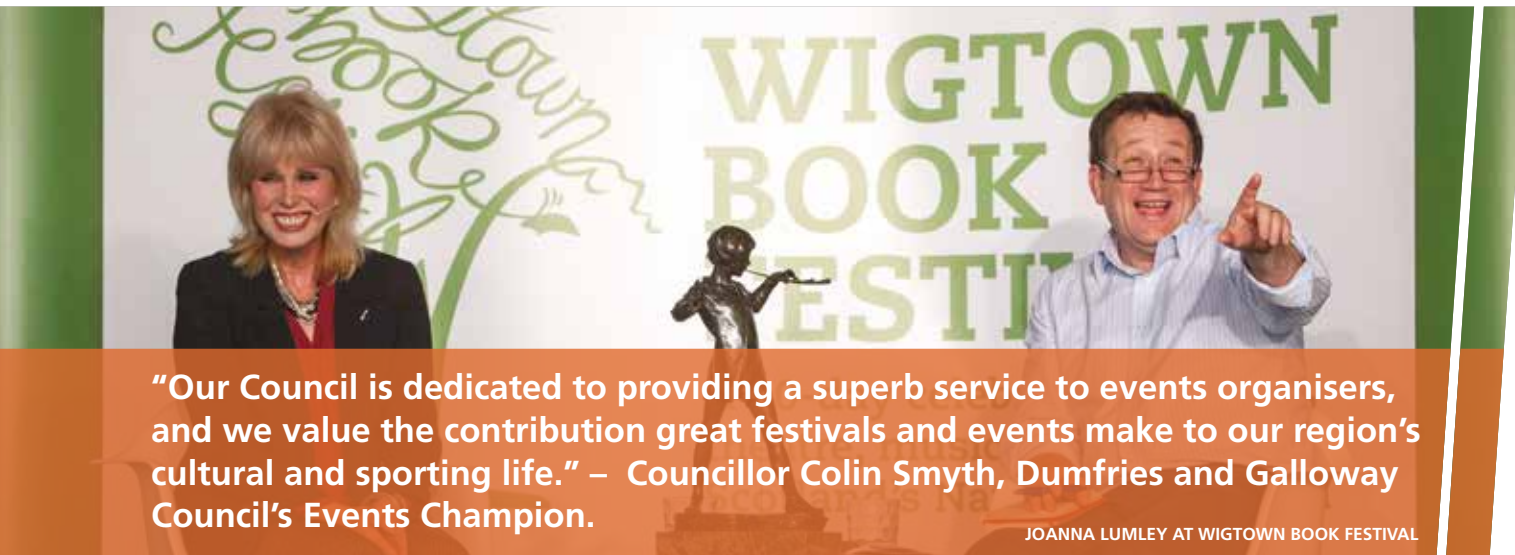
// Local Authorities have a critical role in the planning, delivery and support of events. Local Authorities also have a legislative role in certain aspects of licencing for events. The approach taken by Local Authorities varies as do their rational for involvement in events but engagement with and buy in from Local Authorities and their various associations is essential to the delivery of events.

// Police Scotland has a responsibility for public safety and this incorporates a responsibility for ensuring events are planned in a way that maintains public safety. Police Scotland also has a lead role to play in road closures and temporary traffic restriction orders for events.

// Transport Scotland is the national transport agency for Scotland. They seek to deliver a safe, efficient, cost-effective and sustainable transport system for the benefit of the people of Scotland, playing a key role in helping to achieve the Scottish Government's Purpose of increasing sustainable economic growth with opportunities for all of Scotland to flourish.

// UK Sport is accountable to the UK Government's Department for Culture, Media and Sport (DCMS), and has a very clear remit at the 'top end' of Britain's sporting pathway. As part of its work on performance sport it invests in events. The Gold Event Series is UK Sport's major events programme for the period 2013-2019, and has been developed to help sports attract and stage some of the most important international sporting events to the UK.

8 // DEVELOPING THE INDUSTRY – PARTNERSHIP AND COLLABORATION //



“Our Council is dedicated to providing a superb service to events organisers, and we value the contribution great festivals and events make to our region’s cultural and sporting life.” – Councillor Colin Smyth, Dumfries and Galloway Council’s Events Champion.

JOANNA LUMLEY AT WIGTOWN BOOK FESTIVAL

The Scottish Government has prioritised delivering a distinctive and innovative **One Scotland** approach to the way it and its agencies and public bodies work. This promotes effective partnership working across Scotland’s public, private and third sector organisations and emphasises the importance of engaging with communities to ensure a focus on delivering the outcomes people want, valuing Scotland’s diversity and benefiting communities across the country.

To achieve the vision of Scotland being widely recognised as the Perfect Stage for events with an events portfolio delivering benefits for all of Scotland, **it will be crucial for all organisations involved with events to adopt this One Scotland approach.**

All partners involved are important, but it is especially relevant to expand upon the valuable role of local authorities and their partnership with national agencies as they are the driving force behind many events as well as performing a vital role in licencing and control. Local Authorities are also often event organisers.

Local authorities engage the support of the communities in which events take place. The buy-in of local communities is essential for the success and development of events of all sizes. Local authorities fulfil regulatory responsibilities for health, safety and welfare issues associated with events which have a further set of cost and resource implications as well as helping maintain credibility for the events industry.

It is also important to recognise the vital role played by Police Scotland in ensuring public safety at events. This also includes road closures required for many events. The full cost recovery policy implemented by Police Scotland from April 2014 is still bedding in and strong partnership working will be required to ensure that there is no negative impact on the Events Industry.

Key Areas for Collaboration

// The National Events Strategy aligns with the industry-led National Tourism Strategy. In delivering both strategies, it is important to ensure that there is strong crossover between the tourism and events industries is essential in ensuring maximum positive effect.

// A comprehensive public facing diary of events with information on all events will not only help to bring the industry together but also offer the opportunity for constructive dialogue between those involved in the industry.

// All public sector organisations in Scotland should make efforts to highlight events taking place in Scotland that receive public funding. By making use of internal staff email and communications networks such an approach serves to promote these events at no cost to the country’s many public sector workers.

// Creating strategic groups in geographical areas can help to plan and manage event portfolios more effectively. A model of best practice for this approach is the Strategic Major Events Forum in Glasgow.

// Learning networks should be established locally or regionally or by size or type of event. These networks can also tie into other structures already in place such as Destination Management Organisations, Tourism skills group, Chambers of Commerce and local convention bureaus as relevant locally.

// Those involved in the supply chain for events need to be given the opportunity to engage with event and facility owners, to tender for work and to work together. If we are to maximise benefits we need to ensure we have significant strength in this area so that economic value is retained and employment opportunities are created.

// There is value in developing a collaborative approach to the transport planning requirements on an event through to its operational delivery. There should also be a complementary communication strategy to sit alongside the events transport plan.

Partnerships are vital to delivering events and crucial to maximising impacts of events and creating a legacy from each event and from the overall portfolio. Partnership is central to our approach in Scotland.

9 // DEVELOPING THE INDUSTRY – EDUCATION AND KNOWLEDGE SHARING //



“Scotland is fortunate to have a strong vocational and university sector who are leading the field in terms of event education and professional development, but we cannot be complacent. A highly skilled, trained and motivated workforce is critical to maintaining Scotland’s preeminence as a world class events destination.” – Dr. Jane Ali-Knight, Edinburgh Napier University.

Development of the industry through further, higher, post graduate and continuing professional development courses is an important aspect of this strategy. This will be complemented by exchange of best practice, inspiration from our leading practitioners and learning from international best practice. In addition opportunities provided by internships, apprenticeships and voluntary work all have a role to play.

Scotland has a number of universities, colleges and associations and organisations offering courses in event management or related disciplines. A stronger and more formalised link between the institutions, the industry and the public sector agencies involved would be beneficial in ensuring that theory and practice are more closely linked.

Overall capabilities in the events industry around event production, marketing, project and financial management need to be developed. Our understanding of the social, cultural, environmental and technological aspects of events also need to be developed. There are skills gaps in many of these areas which dissemination of current knowledge and best practice could help to address.

It is also essential that partner organisations develop, maintain and exploit links with international organisations in their field. This will not only be vital in terms of learning from and influencing international best practice but will also contribute to our international reputation and profile.

Educational institutions should be encouraged to contribute to the following through research, industry consultancy projects, assessments and dissertations.

- // standardised evaluation and impact assessments
- // forecasting
- // market intelligence on fast-changing special interests
- // monitoring resident perceptions and attitudes
- // contributing to social and cultural impact theory
- // studying event population dynamics over many years
- // case studies for benchmarking best practices (or failures)
- // developing and utilising technological solutions

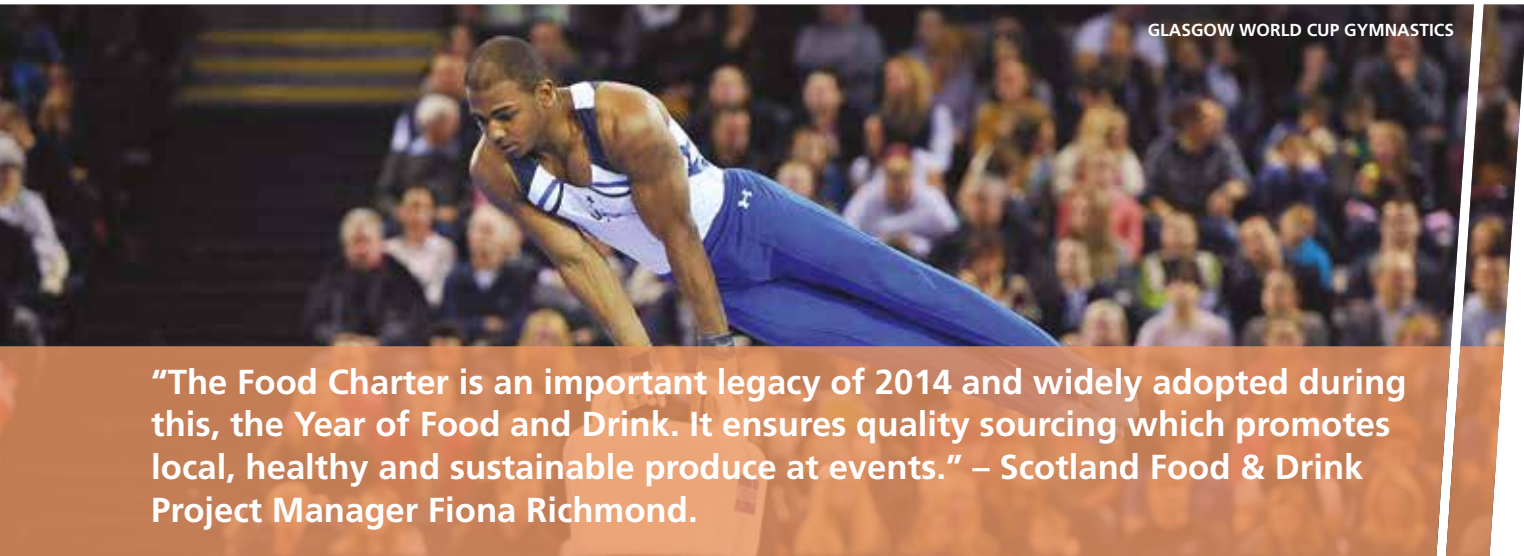
There is a need for ongoing training in the industry and the introduction of recognised Continuous Professional Development. The education sector and any emerging industry lead groups will have crucial roles to play in developing the content, format and promotion of such a scheme.

Further opportunities need to be provided for events professionals in Scotland to exchange best practice examples and platforms created so that we can use our industry leaders and high performing practitioners to inspire those already working in or aspiring to come into the industry. We also need to learn from international best practice. An annual programme of networking opportunities, seminars, workshops and conferences needs to be in place to facilitate this work.

The work of agencies such as Skills Development Scotland should be further aligned to this strategy to ensure that we maximise the opportunities provided by internships, apprenticeships. For those wishing to gain experience in the events industry, better recognition of voluntary work provides another route.

There is a need to consider the demand for and application of National Standards within the events industry. This is an area for an industry lead body to address.

10 // DEVELOPING THE INDUSTRY –
QUALITY ORGANISATION AND DELIVERY //



Quality Organisation and Delivery

One of the key factors and selling points identified in the success of this future strategy is the quality of organisation and delivery of events. The table opposite outlines some areas which the sector has identified need further development. This list is not exhaustive but indicates the type of issues to be identified and resolved.



Variation in regulations and requirements	Standardised and transparent approach to legislation, regulations, H&S, licencing, insurance etc.
Payment for public services such as police and air ambulance	Clear policies on charging which take account of public value of events and are open, transparent and agreed well in advance.
Increase in costs relating to H&S	Cost effective best practice guidelines produced and disseminated.
Variable quality of affordable Food and Drink	Continue work with Food and Drink and Events industries to address this including further developing the food charter based on Glasgow 2014 Food Charter.
Variable engagement with sustainability	Events industry wide recognition of the need for economically and environmentally sustainable events.
Equality and accesibility issues	There should be events that appeal to and are accessible to all which are promoted as such.
Variable quality of event experience	Events should be safe, reflect best practice and provide the best possible experience to all involved.
Cost of entry, catering and merchandise	Need for pricing at events to be inclusive and to represent value for money.
Variable use of technology	Events in Scotland are seen as innovators in the use of technology and the adoption of new technology.
Overall low engagement of business in events	The business community become more engaged, making a significant contribution while achieving increased business and economic benefit.
Lack of single public facing Events Diary bought into by industry	VisitScotland events listing recognised as the single public facing event diary in Scotland and to ensure this meets partners needs.
Lack of dissemination of best practice knowledge	Comprehensive cross agency programme of insight and research into relevant aspects of the event industry.
Varying levels of event planning and project management	To develop robust event plans which cover all aspects of planning, management and delivery including budgets; business, transport, marketing, project management, risk management and operational plans.
Lack of co-ordination for innovation in technology around events	Creation of dialogue around how technology can be used to develop and enhance event experiences.

11 // DEVELOPING SCOTLAND – INFRASTRUCTURE AND SERVICES //

THE PGA CENTERNARY COURSE, GLENEAGLES

“To help ensure any event is a success it is never too early to think about transport planning, what transport options are needed and how will this be communicated to those looking to make travel choices.” – Hugh Gillies, Head of Network Operations, Transport Scotland.

Transport

Transport is a key aspect of event planning and must be considered in the design and development of events. Transport infrastructure and within this wider international connectivity and public transport needs to be examined. There are three main issues:

- In remoter areas, transport is often not sufficiently joined-up to allow visitors to travel easily to venues/locations.
- Integration of public transport information needs to continue to be enhanced through initiatives such as the multimodal journey planning system, Traveline Scotland.

- The cost of transport for organisers, participants and visitors is another factor to be considered early in the event planning process.

There is a need to consider how the integration of transport into event ticketing, as worked so effectively at Glasgow 2014 Commonwealth Games and London 2012 Olympics can be achieved on an ongoing basis for all events.

Transport links to bring people into Scotland are also a vital part of the infrastructure including road, rail, air and sea. These routes need to be further developed and publicised.

Technology

Wider infrastructure such as Wi-Fi broadband and adequate services in all locations, especially rurally, is an issue which needs to be addressed. Innovation is very important to improving the quality and enhancing spectators (and participants) experience. Described as the ‘most mobile friendly Ryder Cup in history’ the 2014 event at Gleneagles is a prime example of how to use cutting-edge technology to enhance the experience.

- // Free Wi-Fi onsite and the Park & Ride sites, including buses and the majority of trains serving routes to Gleneagles;
- // A Ryder Cup app which among other things located players on course and acted as a what’s on guide for the spectator’s village;
- // Free logins which allowed fans to watch the action unfold on course on their mobile or tablet devices; and
- // RFID wristbands which gave access to onsite entertainment.

The role of digital innovation in enhancing event experiences for spectators needs to be nurtured. It is anticipated that digital innovations will drive the biggest changes in how consumers behave over the next few years including how they find events, how information and tickets are distributed and how events are viewed remotely. In order to maintain and grow our position we need to embrace this agenda.

It is necessary to identify opportunities and threats that will come about as a result of these advances in technology, such as digital streaming of events, and develop strategies and plans around these.

Accommodation

Accommodation is still an issue in many parts of Scotland, both in terms of price and availability. This is particularly true in rural areas and for large scale events. There is a need for a co-ordinated approach across the country to increase accommodation stock in key locations. There is also an issue of variable quality of accommodation and work needs to continue to drive up standards at all levels in the market.

Online booking and packaging of accommodation with event tickets offer opportunities to better co-ordinate what is currently available.

Venues

Scotland has a great wealth of venues/locations for events from iconic scenic backdrops, 550+ golf courses, state-of-the-art buildings such as The SSE Hydro and Emirates Arena and the new development at the Edinburgh International Conference Centre. This reinforces our position as the perfect stage for events. There is a need to develop a strategy and criteria for supporting event venues across Scotland which is linked to event portfolio planning, and bidding for and securing events. There are still gaps in provision and a cohesive approach to planning is required, especially in regional areas. The importance of maintaining and upgrading existing venues cannot be overstated. These are assets which must be both protected and enhanced.

It will be helpful for local authorities, in their responsibility for public parks and spaces in cities and towns, to bear in mind their role as homes to festivals and events. In considering the design of new public sector developments, it will be good practice for local authorities to cater for the needs of events, including matters such as provision of power outlets, lighting and space for temporary structures.

THE SSE HYDRO





Our aspirations

- Scotland has a strong national identity, and we would like to be viewed as forward-looking, inclusive, dynamic and resourceful, providing authentic experiences and warmth of welcome.
- This includes:
- Worldwide recognition of our strengths as an events destination, events host and as the perfect stage for events;
 - An exemplar of best practice in events;
 - Credibility in the global marketplace and a strong image of expertise, technical skills and committed people are all important for not just events and festivals; and
 - The opportunity to further raise Scotland's reputation on the back of 2014 major events and our annual programme of signature festivals and events.

Internationalism

- To maintain the contribution of events to Scotland's International strategy it is vital that we nurture and continue to develop our Signature Events such as the Edinburgh Festivals, Open Championship and Celtic Connections among others. These events are world class, high profile showcases, not only for the Scottish Events Industry but for Scotland itself.
- It is also vital that we continue to seek and secure international media coverage for as many of our events as possible to ensure we maintain our International reputation.
- As we develop our own events industry and specific skills within businesses there is a need for us to ensure that this expertise is exported to other countries in order to cement our position as a global leader in events.

Legacy

Creating legacy from events is an implicit aspect of this strategy, as it was for the previous iteration. It is a key component in our bidding processes and in our identification of fixed events to support and develop. The focus of legacy will vary depending on the location, scale and nature of the event concerned.

Scotland will use and promote the approach successfully taken at the Glasgow 2014 Commonwealth Games as a scalable model of best practice. Specific features of this legacy model include:

- Early planning – Legacy will not be created without planning;
- Strong partnerships – To ensure activity is embedded in working practice ongoing;
- Accelerating plans – Must be about achieving existing goals in a faster or better way;
- Spreading benefits – To engage as many people and businesses as possible;
- Education and training – Learning from the experience of hosting events and developing our events workforce;
- Clear messaging and branding – To develop understanding of link to event; and
- Evaluation – Impact must be measured in medium and long term to show legacy.

Legacy is a vitally important aspect of events; a truly successful event delivers both an immediate and a long term impact. A key legacy of all events will be their delivery against the impact areas identified in this strategy.



Equality and Human Rights

Everybody has the right, under international human rights standards, to take part in cultural life. Festivals and events taking place in Scotland should be inclusive and will be underpinned by strong human rights practices and by equality principles, to ensure that all of Scotland benefits from them. Festivals and events also have a role in raising awareness of human rights throughout their operations and supply chains and among attendees and those viewing the event through the media. This assists in promoting Scotland's values and track record on achieving equality and promoting human rights to an international audience and builds our international reputation.

Human rights and equality best practice will be disseminated throughout the industry building on existing good work, including the work undertaken by Scottish Government around Glasgow 2014 Commonwealth Games. Events which recognise and cater for all sections of the community and respect each individual's human rights will be a feature of the industry in Scotland.



GLASGOW 2015 IPC SWIMMING WORLD CHAMPIONSHIPS, ELLIE SIMMONDS

13 // DEVELOPING SCOTLAND – VISITOR ECONOMY //



STIRLING CASTLE

Tourism is everyone's business no matter what sector they operate in. In the wake of 2014, and impact studies such as the Edinburgh Festivals Impact Study, events are now widely acknowledged as a major driving force in the visitor economy.

In order for the visitor economy to flourish there needs to be a policy environment that encourages events and tourism initiatives. This includes aspects such as charging for services such as policing, fire and rescue and ambulance services as well as taxation legislation and other policy and legislation work including road closures.

Global Marketing

The promotion of Scotland as an events destination using the **Scotland the Perfect Stage** message is crucial. This needs to be coupled with more communications about reputation as 'the perfect stage for events' but also more integrated planning between partners to maximise the marketing of specific events to wider audiences. This work should build on the success that has been delivered in using events as the centrepiece of marketing campaigns through Homecoming, Festivals Edinburgh and The Ryder Cup.

Themed years have been a great success in bringing together Scotland's public and private sectors across Tourism and events. This approach will continue until at least 2018 with the years acting as a catalyst to bring a wide range of partners and interests together.

Themed years for the years 2015-2018 are as follows:

- 2015 – Year of Food and Drink
- 2016 – Year of Innovation, Architecture and Design
- 2017 – Year of History, Heritage and Archaeology
- 2018 – Year of Young People

Quality

Quality of tourism products and services are a vital aspect of the visitor economy. These are essential so that visitors have a good overall experience, are likely to visit again or refer others and Scotland's reputation is enhanced.

User generated content sites coupled with VisitScotland's quality assurance scheme and initiatives including Taste Our Best will continue to drive up standards. This however should be a strategic focus for all those involved in the visitor economy.

Export Ready Events

Events which are successful at attracting visitors, are marketed internationally and are able to provide a holistic all round visitor experience are described as 'Export Ready Events'. 'Export Ready Events' which offer the whole package of ticket, accommodation, transport, food and drink and other activities all in an easy to access format – offer a clear point of difference to other events destinations and also removes potential barriers for target markets. Examples of these events are: Edinburgh Festivals, Open Championship, Scottish Open, Celtic Connections and T in the Park. Scotland must continue to develop this concept of 'Export Ready Events'.





T IN THE PARK, BALADO

Events are an important part of wider efforts to promote Scotland, internationally and at home. All partners are asked to look to promote Scotland as **The Perfect Stage** wherever appropriate, drawing on the national assets identified in section 3:

- Our cultural identity and heritage
- Our people
- Our natural environment
- Our built facilities
- Our signature events

This will be done through worldwide television coverage of events, international web and paper based media, the use of social media and through direct promotion to the audiences/spectators and participants at events.

It is also vital that successes are communicated through Scottish media channels at both a national and local level to ensure that the general public is aware of why events are important. The level and nature of media coverage which can be secured for or offered by an event is one of the key impacts.

Team Scotland public sector partners will also undertake to continuously improve communication with event organisers, disseminating information on funding and support as well as good practice and case studies and to support the events industry to develop capability to take on some of these responsibilities for itself. This process will also include regular meetings with key partners, drawing together interest groups and partner forums within the events sector, and providing and utilising networking opportunities.

The Team Scotland approach will also be deployed internationally, supporting ministerial activity and engaging in activity such as events and trade missions to promote Scotland. Regular and open communication will become a defining characteristic of the events industry in Scotland.

All those in the events industry should look to communicate their own successes and also ensure this is set in the context of an overall national strategy.



LARGS VIKING FESTIVAL



BAXTERS LOCH NESS MARATHON

The EventScotland team in VisitScotland will work with all partners to report against the progress of this strategy and will take a lead role in overall reporting. In order to fully report on the progress of this strategy all partners will need to collect data and information on their activities and ensure that this is passed to the EventScotland team.

This document was produced in summer 2015 and covers the ten year period to 2025. Progress will be reviewed annually with the option to review the strategy before 2025 if this is considered necessary or advantageous.

In order to review the progress of this strategy on an ongoing basis it will be a standing item at an 'Events and Themed Years Group' led by Scottish Ministers which will meet every six months. Sitting beneath this group a structure of strategic review groups will be established to monitor and report progress, identify issues and address challenges. These will be drawn together by the EventScotland team working closely with events industry leaders.



ENCHANTED CASTLE

// LIST OF CONTRIBUTORS //

VisitScotland, through the EventScotland team, consulted widely in developing this document including a series of roadshows in early 2014, a questionnaire issued to over 1,000 organisations and direct contact to public organisations involved in events. Organisations listed are those who made a direct response or attended a workshop.

Aberdeen City Council
Aberdeen International
Youth Festival
Aberdeenshire Council
Aboyne Highland Games
Arnold Clark Car and Van
Rental
BBC
Blair Castle International
Horse Trials
Bloody Scotland Festival
Bowls Scotland
British Cycling
British Eventing
British Gymnastics
British Hotels Association
British Orienteering
Butterstone Management and
Events
City of Edinburgh Council
Clackmannanshire Council
CMI (Edinburgh International
Film Festival & Filmhouse
Cinema)
Comlongon Castle
COSLA
Creative Scotland
Crieff and Strathearn Drovers'
Tryst
DCMS
Dumfries & Galloway Council
East Lothian Council
East Renfrewshire Council
Edinburgh Chamber of
Commerce
Edinburgh Festival Fringe
Society

Edinburgh International
Conference Centre
Edinburgh Napier University
Edinburgh Tourism Action
Group
European Tour
EventServ
Festivals Edinburgh
Fringe by the Sea
Glasgay! Festival
Glasgow 2014 Organising
Committee
Glasgow Caledonian University
Glasgow City Council
(Strategic Major Events Forum)
Glasgow City Marketing Bureau
Glasgow Film Festival
Glasgow International Comedy
Festival
Glasgow International Piping
Festival
Glasgow Life
Glasgow Mackintosh
Glasgow Museums
Glasgow Science Centre
High Life Highland
Highland Council
Highland Perthshire Cycling
Enterprise
Highlands and Islands
Enterprise
Historic Scotland
Hopetoun House
Horse Scotland
Horsecross Arts Ltd
Leisure and Culture Dundee
Live Active Leisure

Lux Events
Marketing Edinburgh
Metropublic
Mild Frontiers
MSL
Muckmedden Ltd
National Museums of Scotland
National Outdoor Events
Association
NOVA
Perth & Kinross Council
Perth and Kinross Heritage
Trust
Perth Concert Hall
Perth Festival of the Arts
Pitlochry Festival Theatre
Portakabin Events
Queen Margaret University
Rare Management
Robert Gordons University
Royal and Ancient Golf Club
Royal Edinburgh Military
Tattoo
Royal Highland & Agricultural
Society of Scotland
RYA Scotland
Scottish Borders Council
Scottish Cycling
Scottish Enterprise
Scottish Events and Festivals
Association
Scottish Government
Scottish Natural Heritage
Scottish Open Volleyball
Tournament

Scottish Orienteering
Association
Scottish Sports Association
Scottish Swimming
Scottish Tourism Alliance
Scottish Traditional Boat
Festival
Snowsport Scotland
South Ayrshire Council
Specialised Security
sportscotland
Spring Fling
Stonehaven Town Partnership
TayScreen Scotland – Angus,
Dundee City, Fife, Perth &
Kinross Councils
The General Teaching Council
for Scotland
Transport Scotland
Trendy PR
Triathlon Scotland
UK Sport
Unique Events Ltd.
University of Edinburgh
University of West of Scotland
VOCAL
Volpa
Wickerman Festival
Wigtown Festival Company
Wild Fox Events
Wild Scotland

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