

# Perthshire Tourism Partnership Tourism Sector Strategy and Action Plan 2014-16



Kinnoull Hill Woodland Park, Perth  
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# Introduction

Tourism is a key economic sector for Perth and Kinross, generating over £400 million per annum in revenues and accounting for around 13% of total employment in the area (approximately 8,000 jobs). It has proved to be remarkably resilient in the face of the challenging economic environment of recent years with evidence of recovery through 2012 and 2013 in terms of the numbers of visitors and tourism revenues. Tourism is therefore something of a success story for Perthshire. According to the Scottish Tourism Economic Activity Model, tourism revenues amounted to over £460 million in 2013, accommodation occupancy levels are consistently in line or slightly above Scottish averages and the area enjoys a high level of repeat visits from its key markets.

Although the climate for investment and growth in recent years has been challenging there are positive signs in terms of resort development and investment in visitor attractions and activities while attendances at major events have been resilient. The 2014 Ryder Cup presented a major opportunity for Perth and Kinross and Scotland as a whole.

The purpose of this strategy is to outline the priorities for action by public and private sector partners to develop further the economic potential of the tourism sector in the area in line with the strategic objectives and local outcomes contained in the Community Plan / Single Outcome Agreement and in support of the national ambitions for growth in the value of tourism to the Scottish economy.



## The national strategic context

The tourism strategy for Scotland was launched in June 2012 by the Scottish Tourism Alliance.

Entitled "Tourism Scotland 2020, The Future of Our Industry in Our Hands" it challenged the industry to break with the status quo and achieve overnight visitor spend of between £5.5 and £6.5 billion by 2020, generating an additional £1 billion or more.

The national strategy has a vision for Scotland as "a destination of first choice for a high quality, value for money and memorable customer experience delivered by skilled and passionate people."

The strategy is based on:

### Growth in targeted markets for Scotland that offer the greatest potential:

- Home Turf – potential £3,586 – £4,238 million in 2020
- Near Neighbours – potential £875 - £1,035 million in 2020
- Distant Cousins – potential £505 - £598 million in 2020
- Emerging Markets – potential £70 - £83 million in 2020

### Providing Authentic Experiences – developing assets in:

- Nature, heritage and activities
- Destination towns and cities
- Events and festivals
- Business tourism

### Improving the Customer Journey – raising quality in:

- Food and drink
- Transport
- Accommodation
- Digital connectivity

### Building Our Capabilities

- Quality and skills
- Marketing
- Sustainable tourism

At a local level across Scotland, Area Tourism Partnerships are tasked with developing the local tourism strategies and action plans to stimulate tourism growth and the quality of local experiences.



## The approach in Perth & Kinross

This tourism strategy is developed in the context of the Perth & Kinross Community Plan / Single Outcome Agreement 2013 – 2023 which comprises the vision of “a confident and ambitious Perth & Kinross to which everyone can contribute and in which all can share”. The plan comprises a series of strategic objectives and local outcomes for delivery with economic development specifically referenced within the following:

### Strategic objective

- Promoting a prosperous, inclusive and sustainable economy.

### Local outcomes

- A thriving, expanding economy
- Employment opportunities for all



*Perth Christmas*

### Perth City Development Plan

The opportunity to promote growth in key sectors including tourism is highlighted, particularly in relation to developing employment opportunities and supporting inward investment and the growth and development of local businesses.

Following the restoration of official city status the council has also developed a City Development Plan. This articulates a vision for Perth as a vibrant, cultural, city break and business tourism destination with investment in events, cultural assets and the built environment planned.

### Events and festival strategy

Perth & Kinross Council has also developed a new Events and Festivals Strategy 2013 – 2020 with the vision of the area as a prestigious international class events and festivals destination where a vibrant year round programme attracts UK and international visitors and makes a major contribution to economic growth.

This tourism strategy and action plan is therefore being developed in the context of these wider strategies and the community planning partnership framework.

In developing the strategy it is recognised that there are five main drivers for tourism growth which should guide the local strategic direction:

- Capital investment
- Cross selling
- Market positioning
- Capacity utilisation
- Incremental marketing

This area tourism strategy and action plan will align with the national strategy and identify the roles and responsibilities for partner agencies and the private sector.

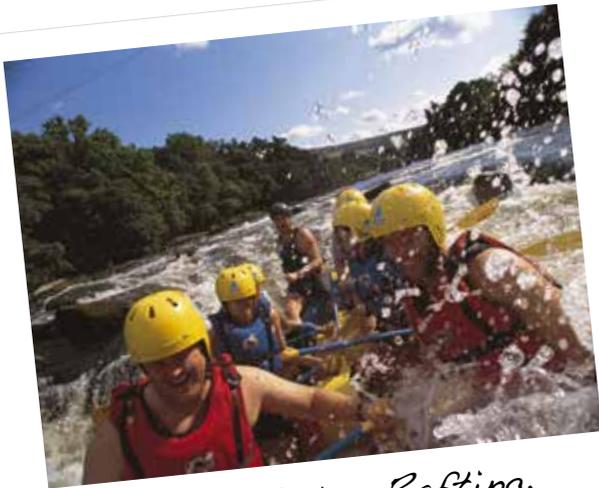
This plan identifies the short to medium term actions for partner organisations in relation to agreed priorities and the role of partners in terms of supporting sector growth. This can be achieved by encouraging and supporting innovation, product development and marketing initiatives (in line with consumer trends), particularly in areas of competitive strength for Perth & Kinross and which address periods of capacity. This entails a focus on the following areas of opportunity:

- Activities and outdoors tourism
- Events and festivals
- Culture and heritage
- Food and drink
- Business tourism
- Golf

In addition, there is a focus on supporting business and workforce skills development activities.

In order to grow the sector, inter agency collaboration regionally took advantage of milestone events in 2014 including The Ryder Cup, the Glasgow 2014 Commonwealth Games and the Year of Homecoming Scotland. It is also recognised that this collaborative approach should also capitalise on future opportunities and major developments such as the V&A Museum of Design, Dundee, the Year of Scotland's Food and Drink 2015 and the remaining Focus Years.

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



*White Water Rafting,  
Perthshire*



*Turret Trail, aerial adventure  
course, Crieff*



*Atholl Gathering, Blair Atholl,  
Perthshire*

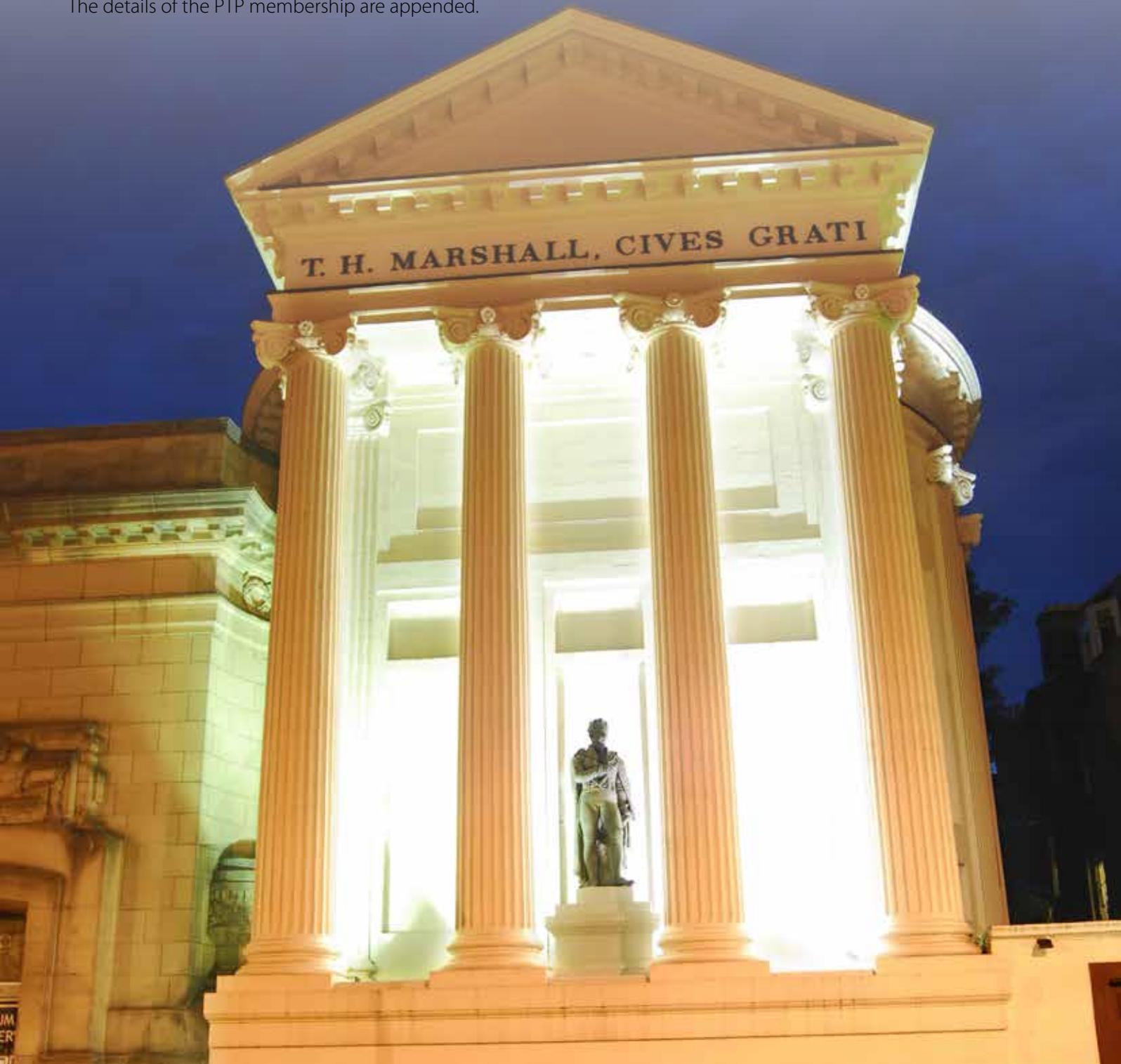
# Perthshire Tourism Partnership

The Perthshire Tourism Partnership (PTP) comprises private sector interests and public sector partners. It is a sub group of the Community Planning Partnership's Economy and Lifelong Learning Outcome Delivery Group and is tasked with developing the local strategy and action plan in line with the national strategy to stimulate sustainable economic growth.

The functions of the partnership are as follows:

- To inform and approve the development of the tourism strategy and action plan.
- To monitor the progress and implementation of the tourism strategy and action plan.
- To report on progress and issues facing the industry to the Economic Partnership.
- To be an enabler for engagement between the tourism industry and the public sector in the communication of strategic priorities and for information sharing purposes.

The details of the PTP membership are appended.



## Action Plan

The objectives of the action plan are:

- To grow the value of tourism revenues in Perth & Kinross.
- To encourage product development, innovation and collaboration.
- To support the tourism supply chain including linkages with the food and drink sector.
- To support development of the tourism workforce.
- To initiate regeneration activities and infrastructure improvements in the natural and built environment.



The purpose of this action plan is not to comprise a definitive list of activities but rather an identification of the priority areas and those that will be subject to ongoing monitoring by the PTP, with the projects and activities subject to ongoing revision.

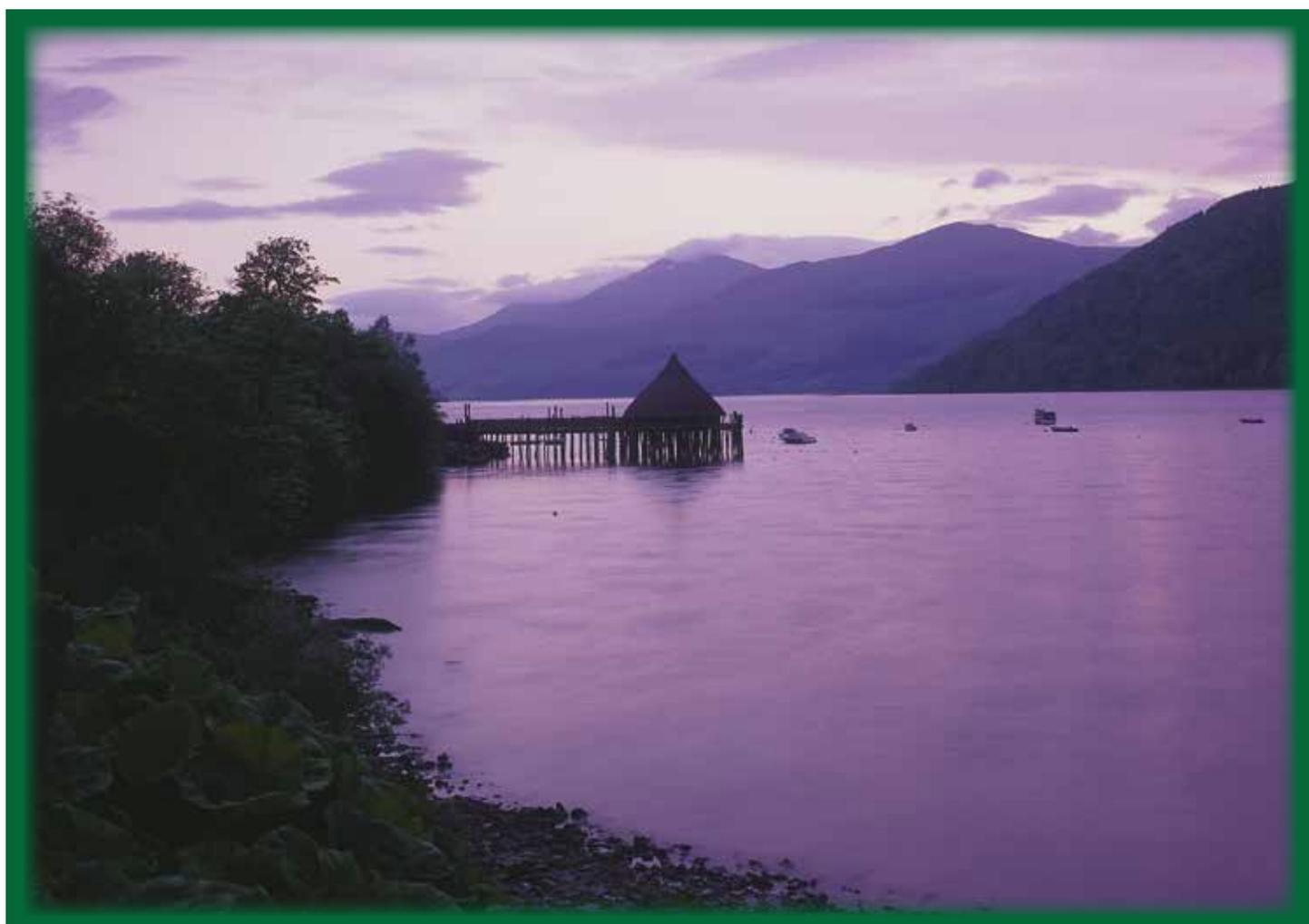
Development priority	Project - Providing authentic experiences	Lead agency	Timescale
Nature, heritage and activities	➤ Tay Landscape Partnership Plan	TLP/PKHT/PKCT	2014– 18
	➤ Path link from Pitlochry to Kirkmichael (Rob Roy Way to Cateran Trail)		
	➤ Big Tree Country initiative review	PKCT	2014-15
	➤ Rannoch paths network development		2014-15
	➤ Cateran's Commonwealth Project		
	➤ Core paths development <ul style="list-style-type: none"> <li>• Willowgate / Rodney Gardens</li> <li>• Elcho Castle / Friarton</li> <li>• Provost Walk, Auchterarder</li> </ul>		2015-16
	➤ Feasibility study – Glenfarg/Bridge of Earn railway line		2014-15
	➤ Golf tourism development network including establishment of a Golf Development Group and implementation of marketing/product development plan		2014-16
	➤ Support for mountain biking development in Highland Perthshire.	SE	2014-16
	➤ Loch Leven Heritage Trail extension	TRACKS	2014
Destination towns and cities	➤ Crieff Business Improvement District development	PKC/Crieff BID Steering Group	2014- 16
	➤ Perth public realm investment – Mill St	PKC	2014- 17
	➤ Public realm improvements <ul style="list-style-type: none"> <li>• Aberfeldy</li> <li>• Kinross</li> <li>• Abernethy</li> <li>• Errol</li> </ul>	PKC	2015
		PKC	2015
		PKC	2016
	➤ Support for the V&A at Dundee project and development of aligned cultural tourism activities.	PKC/VS/SE	2014-16
	➤ PH20. Development of a sustainable hub for sport, leisure and physical activity in Perth.	PKC/Live Active Leisure	2018-20
Events and festivals	➤ Support for Perthshire Open Studios	PKC	2014-16
	➤ PKC Event Strategy and Action Plan 2014.	PKC/VS/ES	2014-16
	➤ Ryder Cup – Development of an action plan in respect of destination pre-promotion and business development opportunities as well as legacy strategy.	PKC/VS/ES	2014-15
	➤ Support for organisers for the safe delivery of events including co-ordination of multi-agency partner meetings for major events.	PKC/ES	2014 - 16
	➤ Revision of guidance to event organisers.		
	➤ Management of event funding support scheme.	PKC	
	➤ Development of Winter Festivals Programme.		
	➤ Development of 2014/15 Events Programme.		
	➤ Homecoming 2014 Partner Programme.		
	➤ Develop the local proposition in line with the national Years of Focus		
	➤ Perth Theatre Redevelopment	HX/PKC/CS	2014- 17
	➤ Pitlochry Festival Theatre feasibility study for major redevelopment project and cultural tourism initiative	PKC/SE & CS	2014-16

Development priority	Project - Providing authentic experiences	Lead agency	
Business tourism	➤ Support Perthshire Business Tourism Group (PBTG) to develop a PBTG strategy, increase membership and identify alternative income streams.	PKC/VS	2014-16
	➤ Support VisitScotland Business Tourism Unit to launch Ambassador Programme and raise awareness of the National Bid Fund.	PKC/VS	
	➤ Work with and support Scottish Tourism Alliance business tourism industry group to launch business champions Initiative.		
	➤ Work with and support Perth & Kinross Council - Invest in Perth team to develop the ambassador programme.		
	➤ Review current funding streams available for business tourism (PKC Civic Fund, PKC Sector Budget, VS National Bid Fund, VS Growth Fund) Review available information and subsequent promotion.		
	➤ Development of Perth's business tourism proposition including "convention bureau" solution		



Development priority	Project - Improving the customer journey- raising quality in:	Lead agency	Timescale
Food & Drink	➤ Develop the Food & Drink sector potential within Perthshire.	PKC/SE/VS	2014 -16
	➤ Perthshire Larder. The Guide to the Food & Drink of Perthshire. Available November 2013 in print and online. Extensive distribution plan 6500 across Perthshire. Ongoing development of content on The List, Scottish Food Finder.		
	➤ The List, food map.		
	➤ Improve supply-chain links through availability of Experiencing Scotland Workshop(s).		
	➤ Improve supply-chain links through availability of Taste Our Best Workshop(s).		
	➤ Raise awareness and increase participation in VisitScotland's Taste Our Best Quality Assurance scheme.		
	➤ Improve supply-chain with food to go offer at events through Event, Ready, Producers Workshop(s).		
	➤ Investigate opportunities for matching Scottish producers with event organisers across Perthshire.		
	➤ Ongoing new product/event development, e.g. Scottish Chocolate Trail Launch, Go Rural, Open Farm Sunday.		
	➤ Development of a 2015 Year of Food & Drink project plan, promote food at existing events, not food specific events.		
	➤ Enhanced digital presence for food events or events with Scottish produce through various events listings (The List, Scottish Food Finder, Perth City Centre Management website, MiPerthshire and VisitScotland)		
	➤ Signpost organisers to 2015 Year of Food & Drink EventScotland funding programme.		

Development priority	Project - Improving the customer journey- raising quality in:	Lead agency	Timescale
Transport	➤ Overall Transport Policy, including dualling of the A9.	TACTRAN/PKC/ Transport Scot- land	
Accommodation	➤ Increase business participation in VisitScotland or equivalent Quality Assurance schemes/sustainability/social media and IT skills	VS/PKC/SE	
Digital connectivity	<ul style="list-style-type: none"> <li>➤ Rural broadband project – cross cutting infrastructure improvement project in line with national “step change” project</li> <li>➤ Business Broadband Connection voucher scheme roll out.</li> <li>➤ Perth Superconnected City project including public WiFi provision</li> </ul>	PKC	2014 – 17  2014  2014-15



Development priority	Project - Building our capabilities	Lead agency	Timescale
Quality and skills	➤ Workshop/seminar, networking and product knowledge events. Implement employability initiatives to support job opportunities in tourism/hospitality sector.	PKC/VS	2014 -16
	➤ “The Hub”Vacancy Shop.	PKC/PC	2014 -16
	➤ Employment connections employment and training events.		
	➤ Springboard Skills Challenge and Discovery Trails.		
	➤ Enhancing Opportunities Fund – training support and discretionary grant fund.		
	➤ World Host Accredited Destination Status	PKC/People First	2015 – 16
	➤ Purple Flag status achieved for Perth	PKC	2014 - 16

Development Priority	Project - Building our capabilities	Lead agency	Timescale
Marketing	<ul style="list-style-type: none"> <li>➤ Up-weighted seasonal and niche marketing initiatives for Perthshire in collaboration with VisitScotland's regional marketing strategy               <ul style="list-style-type: none"> <li>• Autumn/winter and spring/summer annual direct mail and media campaigns</li> <li>• Golf short breaks campaign including administration of golf ticket schemes</li> </ul> </li> <li>➤ Development of travel trade proposition - co-ordination of Perthshire presence at VisitScotland Expo 2015</li> <li>➤ Operation of Visitor Information Centres               <ul style="list-style-type: none"> <li>• Annual MOA with VisitScotland</li> <li>• Review of the operation and cost/benefit of the local network in conjunction with VS and identification of alternative delivery arrangements. Relocation of Perth VIC to 45 High Street.</li> <li>• Development of innovative technology based platforms for 'On Arrival' information delivery</li> </ul> </li> </ul>	VS/PKC	2014-15
		VS/PKC	2014-15
		VS/PKC	2014-15
Sustainable tourism	<ul style="list-style-type: none"> <li>➤ Green resorts group environmental management initiatives.</li> </ul>	ERDF/PKC	2014 -16
Business development	<ul style="list-style-type: none"> <li>➤ Account manage key growth companies.</li> <li>➤ Support tourism sector participation in Perth &amp; Kinross Enterprise month.</li> </ul>	PKC/SE PKC/SE/ CoC	2014-16
	<ul style="list-style-type: none"> <li>➤ Promote development opportunities to prospective investors.</li> </ul>	SDI	2014-16
Evaluation	<ul style="list-style-type: none"> <li>➤ DREAM Trip – volume and value.</li> <li>➤ DREAM Trip - visitor attraction monitor.</li> <li>➤ Scottish Tourism Economic Activity Monitor (STEAM)</li> <li>➤ Detailed Regional Economic Accounting Model dashboard (DREAM)</li> </ul>	PKC	2014-16

PKC – Perth and Kinross Council

VS – VisitScotland

ES – EventScotland

SE – Scottish Enterprise

PKCT – Perth and Kinross Countryside Trust

PKHT – Perth and Kinross Heritage Trust

PCCM - Perth City Centre Management

HX – Horsecross Arts (Perth Theatre and Perth Concert Hall)

SG – Scottish Government

SDI – Scottish Development International





## Links for reference Perthshire Tourism Partnership membership

David Smythe - [Association of Self Caterers \(Chair\)](#)

Catherine Ward - [Federation of Small Businesses](#)

Joyce Kitchin - [Historic Scotland](#)

Bob Ellis - [Blairgowrie and East Perthshire Tourism Association](#)

Ann Barlow - [Loch Leven Tourism Forum](#)

Stuart McLaren - [Crieff & Strathearn Tourist Association](#)

Jennie Baillie - [Horsecross](#)

Marcus Kenyon - [Crieff Hydro Hotel](#)

Cllr Ann Cowan - [Perth & Kinross Council](#)

Cllr Tom Gray - [Perth & Kinross Council](#)

Louise Tobin - [Scottish Enterprise](#)

Ben Notley - [Highland Perthshire/NTS](#)

Alan Graham - [Perth & Kinross Council](#)

Richard Pinn - [VisitScotland](#)

The National Strategy: [Tourism Scotland 2020](#)

