

## PERTH AND KINROSS COUNCIL

2 October 2013

## PREPARING FOR THE 2014 RYDER CUP, AND OTHER 2014 CELEBRATIONS

## Report by the Chief Executive

**PURPOSE OF REPORT:**

This report provides Council with an update on activities carried out in preparation for the 2014 Ryder Cup at The Gleneagles Hotel. The report highlights the links to other significant events taking place in Scotland during 2014; and recommends further actions to maximise the positive impact on the area, both from hosting such a prestigious international event in Perth and Kinross, and also from the other Scotland-wide celebrations during 2014.

**1. BACKGROUND / MAIN ISSUES**

- 1.1 The 40<sup>th</sup> Ryder Cup will be held at The Gleneagles Hotel from the 23 to 28 September 2014. With its unique format, offering competition between the finest golfers from continental Europe against their counterparts from the United States, the Ryder Cup is now widely recognised as one of the biggest sporting events in the world. The growth and popularity of the Ryder Cup in recent years has been significant. As the prestige and popularity of the Ryder Cup has grown, so has the event attendance, media coverage and the global television audience.
- 1.2 The Ryder Cup draws a daily on-site audience of 45,000 (with staff, media etc, the total attendance on site is 52,500), with an estimated TV audience of 600 million viewers. The event is expected to attract 1,200 representatives from the world's media. Interest in tickets for the event was 38% higher than the previous UK based Ryder Cup, at Celtic Manor in Wales, and golf enthusiasts from 75 countries have been successful in the ballot for tickets. This highlights the significance of the event, both to Scotland and also to the reputation of Perth and Kinross.
- 1.3 The competition itself will be held between Friday 26 September and Sunday 28 September 2014, although events such as press conferences, practice days, and the Opening Ceremony occupy the week from Tuesday 23<sup>rd</sup> September. A more detailed schedule of events is provided in Appendix 1.
- 1.4 Perth and Kinross will also be hosting the Junior Ryder Cup at Blairgowrie Golf Course for the second time, following the successful staging of the event at Gleneagles in 2010. This will take place on 22-23 September 2014.
- 1.5 The prominence of the Ryder Cup creates opportunities for Perth and Kinross, through promotion of the area to a world-wide audience, the business opportunities for local companies, and the legacy benefits which could be gained locally, by building upon this internationally significant event.

- 1.6 This report notes the progress already taken so far by the Council in preparing for this global event and proposes a way to take forward the Council's further involvement both for this event, and also in relation to other celebrations taking place in 2014.

### Geographic Coverage

- 1.7 Although The Gleneagles Hotel will be the main focus for the Ryder Cup, there are other key locations in Perth and Kinross which will be associated with the event.

- As mentioned in section 1.4, Eastern Perthshire will receive international focus with Blairgowrie hosting the Junior Ryder Cup.
- It is understood that many people working at the event will be accommodated in the Crieff area.
- Parking for spectators on site is not provided, and spectators will access the Ryder Cup by train, arriving at Gleneagles Station; via coach as part of an official accommodation package; or by one of three Park and Ride hubs, two of which are in Perth and Kinross. The Park and Ride sites are:

North Park and Ride	McDiarmid Park, Perth	1,500 spaces
West Park and Ride	Castleview, Stirling	3,500 spaces
East Park and Ride	Balado, Kinross	7,500 spaces

The Park and Ride sites will operate for the week of the event, and will be open to the public from 6.00 am – 10.00 pm during the event.

### Organisational Arrangements

- 1.8 Staging the Ryder Cup is effectively a three way partnership between the three principal players – Ryder Cup Europe, Diageo (owners of The Gleneagles Hotel) and the Scottish Government. These partners recognise the significant role which Perth and Kinross Council has to play in delivering a successful event, and substantial joint working with the Council has already taken place.
- 1.9 The joint organisers have been preparing for this event since 2001, when Scotland was announced as the venue for the 2014 competition. An indicator of the scale of the planning is that the current Ryder Cup Project Director for Event Scotland has already been in post for 8 years.

- 1.10 With planning ongoing nationally for some years, a structure of multiple groups taking forward various work areas has been established. At the highest level is the Ministerial Group, chaired by the Minister for Commonwealth Games and Sport, supported by a multi agency Strategic Review Group, chaired by the Scottish Government's Director of Business. The Council is represented on the Strategic Review Group by the Chief Executive, with the Council also involved in a range of other sub groups (detailed in section 1.45).
- 1.11 Objectives for the Council's involvement in the Ryder Cup have been adopted to inform our specific planning and delivery activities for the event. These are:
- Work with the organisers and other agencies to deliver an enjoyable and safe event for participants, spectators and staff
  - Engage with the local community to minimise disruption to the local area, before during and after the event
  - Maximise the opportunities for local businesses and other local organisations to benefit from involvement in the event.
  - Enhance the reputation of Perth and Kinross through the Council's involvement with this event.
- 1.12 It was recognised that to support these objectives, the following actions were required:
- Foster a spirit within the Council which supports this global event, and understands the importance of it to Scotland and Perth & Kinross.
  - Ensure appropriate governance and management structures are in place within the Council.
  - Commit sufficient financial and staffing resources to support the success of the event.
  - Maximise the opportunities for legacy benefits, for the Perth and Kinross area taking into account economic, environmental, social, educational, health and infrastructure opportunities.
- 1.13 At Council level, there are diverse inputs into the event, ranging from media; community engagement; local business development; educational and cultural activities; roads; transport; and operational matters (such as food safety, building standards etc). This can be a complex mix of involvement, therefore a clear organisational structure is important in order to manage the different levels of Council involvement, across a wide range of activities. These arrangements should achieve:
- Consistency of approach
  - Clear lines of governance, communication and responsibility
  - Identification of the key individuals required to take forward work activities
  - Linkages with the national governance structure for the event.

1.14 A governance and, management structure diagram for the Council's involvement in the 2014 Ryder Cup is detailed in Appendix 2, which links to national groups and to the community engagement activities. Project plans have also been developed. A high level plan is appended (Appendix 3), with more detailed plans under preparation for the Council's activities.

1.15 The following sections highlight the work already undertaken in certain areas:

### Legacy

1.16 As mentioned in Section 1.5, a global event such as the Ryder Cup presents an opportunity for legacy benefits for the local communities in Perth and Kinross. The legacy opportunities for the Ryder Cup have to be considered alongside other important events taking place in 2014:

- In the summer of 2014, 71 nations will come together in Glasgow to compete in the 20<sup>th</sup> Commonwealth Games. From 23 July, international athletes will compete in 17 different sports over 11 days of competition.
- The Glasgow 2014 Queen's Baton Relay is Scotland's invitation to the athletes, people and communities of the Commonwealth to join together and celebrate sport, culture and unity at the 20<sup>th</sup> Commonwealth Games. The relay is being planned and staged by Glasgow 2014 and the domestic (Scottish) leg of the relay will run for 36 - 40 days in the lead up to the opening ceremony on the 23 July. The baton will visit all 32 Local Authority areas and the route will be developed in partnership with Councils, passing through key cities/towns to host end of day celebrations.
- Building on the successes of Scotland's first year of Homecoming in 2009, Homecoming Scotland 2014 will position Scotland on the international stage once again as a dynamic, creative and inspiring nation. Homecoming 2014 will extend the benefits and opportunities offered by the Commonwealth Games and Ryder Cup by presenting a year-long co-ordinated programme of cultural and other events designed to generate pride in the people of Scotland, and welcome visitors from around the world.

1.17 Nationally, there are ambitious plans to generate a lasting social, economic and sporting legacy from the Commonwealth Games, the Ryder Cup, and also from the wider opportunities which 2014 presents. This is to be achieved through the Scottish Government's Legacy Framework and Legacy Plan, based on:

- **Active** – “inspiring and enabling people to be more active”
- **Connected** – “Celebrating our culture and inspiring our young people to create and learn”
- **Sustainable** – “Regenerating our communities and enhancing our environment”
- **Flourishing** – “Promoting Scotland, enhance skills and support our businesses”

- 1.18 Taking these significant events, and legacy planning at national level, officers from across Council Services have been developing an overall legacy plan for the Council. Further details can be found in section 2.2.
- 1.19 Three areas of legacy work deserve particular mention at this stage, either for their innovative work, and the substantial input by Council officers in leading these initiatives, or for the significance of their potential impact. Each of these activities is at a relatively advanced stage of development. They are Green Drive, the Ryder Cup Educational Resource, and the Gleneagles Station Road Access.
- 1.20 Green Drive - Ryder Cup Europe and other partners are seeking to leave a lasting sustainability legacy from the 2014 Ryder Cup at Gleneagles. As well as minimising resource use and maximising ecological protection across the venue and event staging, the organisers wish to provide outreach support to local environmental and community projects.
- 1.21 The multi agency Green Drive Group has accepted suggestions for four local outreach projects, which will complement and enhance the Council's existing work in relation to environmental initiatives. Further details of Green Drive will be released at the national official launch of the initiative on 9 October 2013.
- 1.22 Ryder Cup Educational Resource - This resource has been devised as an online product, developed by Perth and Kinross Council's Education and Children's Services, in partnership with Clackmannanshire and Stirling Councils, Education Scotland, ClubGolf and Scottish Government (SG). The product content has been developed by teachers from Perth and Kinross, Stirling and Clackmannanshire Councils.
- 1.23 The Ryder Cup Educational Resource carries news and events updates, and information about the "chance of a lifetime" competition opportunities, as well as an interactive 18 hole graphic of the Gleneagles course. The website has a different golf related theme for each of the 18 holes e.g history of the Ryder Cup; the 2014 Ryder Cup; golf attire; golf and the environment; greenkeeping; hospitality; event management; golf course design; tourism; marketing; golf courses around the world; and 'chance of a lifetime' competitions. Once the visitor selects one of the 18 holes they will be taken to a page that provides access to information and questions designed to promote learning about that topic.
- 1.24 A group of "Digital Ninjas" from the Community School of Auchterarder have produced short films to introduce each hole. This includes interviews with a number of people including the First Minister, the European Ryder Cup Captain, greenkeepers at Gleneagles and other personnel who have key roles to play in the organisation of the Ryder Cup.
- 1.25 The resource has been designed to provide opportunities for interdisciplinary learning across the curriculum, using the Ryder Cup as an opportunity to inspire and engage both pupils and teachers across the country.

- 1.26 This resource was formally launched at the Community School of Auchterarder on 24 September 2013 by the Minister for Commonwealth Games and Sport, in the company of the Captains for the European and USA Ryder Cup teams, as part of the “Year to Go” celebrations. It was then displayed and launched to the wider Scottish Education Community at the Scottish Learning Festival at the Scottish Exhibition and Conference Centre on 25 September 2013.
- 1.27 Gleneagles Station Access Road - At present, the only vehicular access to Gleneagles Station is directly off the A9 trunk road. This road is dual carriageway where traffic volumes and vehicle speeds are high. There are no deceleration or acceleration lanes for drivers entering and exiting the junction. Because of this, drivers of buses and other local traffic are reluctant to use it on the grounds of road safety.
- 1.28 This inhibits the use of the rail network by residents, visitors and businesses in the Strathallan area, and by those in the wider Crieff and Strathearn district. In addition, local pedestrians and cyclists cannot reach the station without crossing the A9.
- 1.29 Proposals are underway to construct an entirely new link road from the A823/A9 roundabout directly into Gleneagles Station. The link road will result in a number of benefits. These include:
- improvements to road safety
  - better access to rail services for commuters to Scotland’s cities
  - safer routes to encourage pedestrian and cycle access to the station
  - better and safer public transport access to the area for tourists and visitors
- 1.30 The estimated cost of these works is £4.3m, with funding support from Transport Scotland and TACTRAN. The Council’s contribution of the cost will be £1.5m. This proposal was approved by Council on 27 June 2012, (report number 12/265 refers). The successful contractor was appointed in September 2013 and is expected to start work in the next month, with the construction due to be completed by May 2014.

#### Business Opportunities

- 1.31 The economic benefits from the Ryder Cup are significant. For the 2010 Ryder Cup, there was an estimated £82m tangible benefit to Wales for hosting the event. For 2014, the estimated benefit is predicted to be £100m for Scotland. A specific figure for the potential economic benefit to Perth and Kinross is not available at this stage, but previous studies of the impact of the Open Championship on the host region, undertaken by the Sport Industry Research Centre, suggest an economic impact of £25 million.
- 1.32 The Council’s Planning and Regeneration team has been preparing for this opportunity and engaging with local businesses, with the following activities carried out:

- Promotion to local businesses of procurement opportunities advertised on the national portal, Public Contracts Scotland.
- Events with local businesses to advise of the business opportunities arising from the Ryder Cup.
- Promotion to local accommodation providers of the opportunity to market their availability to visitors, contractors, and event volunteers.
- Development and promotion, in conjunction with VisitScotland, of a special “Perthshire Green Card” value golf offer to be marketed to Ryder Cup volunteers.
- Working with the Scottish Government to ensure that the economic impact assessment study for the Ryder Cup incorporates an assessment of the economic benefits to Perth and Kinross.
- A proposal was agreed by the Enterprise and Infrastructure Committee on 28 August 2013, for the Council to support actions to realise the growth potential of the golf tourism sector, building on current opportunities and the profile of the Ryder Cup, (report number 13/408 refers).

#### Community Engagement

- 1.33 With an estimate of over 250,000 visitors during the Ryder Cup event week, and with build/take down operations due to last from July to November 2014, there is a potential risk of some inconvenience for the local community. There are also potential impacts for residents and businesses around the Park and Ride sites at Kinross and Perth.
- 1.34 Through its Community Engagement Strategy, the Council is committed to engaging with people across the area to ensure that residents and service users have a greater say in services which affect them. The organisers of the event also appreciate that the impact of the event on the community is important, and a multi agency Community Engagement Group has been operating since March 2013. A Community Engagement Strategy has been established for the Ryder Cup (details in Appendix 4).
- 1.35 The overriding objectives of the Community Engagement Strategy are to ensure a secure event, with minimum disruption to the local communities, as well as ease of access and a warm welcome for all visitors to The Ryder Cup. This is a partnership approach involving all the key agencies, which seeks to address the requirements of the local communities, and the regional transport network, as well as operating the event safely and effectively.

1.36 Actions so far include:

- An initial briefing by partners to elected representatives (Community Councils, local Elected Members, Parliamentarians) for the Strathallan and Strathearn areas, in April 2013. This was followed up with a further engagement meeting on 19 September 2013.
- Letters to community representatives in the vicinity of Park and Ride sites advising of the potential impact of Park and Ride, followed up by briefings for local elected representatives at Kinross, Perth and Stirling on 16-18 September 2013, respectively.
- Letters to local businesses advising of the potential impact of Park and Ride, followed by business breakfast meetings, on 18 and 19 September 2013.
- Four briefings to residents closest to the Gleneagles site in April 2013, with follow up newsletters issued to these residents on a regular basis.

1.37 These engagements have been carried out in liaison with colleagues in Stirling and Clackmannanshire Councils, as their communities are also affected by both the Park and Ride sites, and the routes to the event.

1.38 As the Council is likely to be the recipient of enquiries from the public on issues ancillary to the event (road closures, changes to bus timetables, refuse collections etc), the multi-agency group has agreed that the Council will be the first point of contact for communities on Ryder Cup service requests, and will be supported by other organisations involved. The Council's Customer Service Centre is prepared for providing this service, and has already received a number of requests from the public. A dedicated section has been established on the Council website <http://www.pkc.gov.uk/rydercup> with sections for communities, residents, visitors, businesses, educational materials and the Junior Ryder Cup. This website will become a first point of contact for residents, visitors and businesses enquiring about the Ryder Cup.

1.39 As part of the community engagement focus, in September 2012, Tayside Police appointed a local liaison officer dedicated to community work relating to the preparation for the Ryder Cup in a response to a request from the National Strategic Group. It was agreed that the officer's role is to work closely with the Council and other partners, providing a daily "on the ground" presence to support and inform communities about the Ryder Cup. The officer's role will continue, within Police Scotland.

1.40 Evidence of the success of these engagements so far can be seen from the decision by Ryder Cup Europe to produce proposals for local transport solutions for people staying in the Crieff/Auchterarder area in response to concerns raised by the local communities about travelling to the Perth Park and Ride. This has allowed local accommodation providers in these areas to market their properties to potential Ryder Cup spectators, prior to the closure of the application deadline for tickets in July 2013.



## Operational Delivery

- 1.41 Although there are significant opportunities arising from the Ryder Cup, the fundamental requirement for the event is that it must take place safely for participants, spectators, staff, volunteers and the wider community. The Council's work is pivotal in this area, and the Council has several statutory duties in connection with this role. With a large crowd in an outdoor setting, risks such as collapse of temporary structures, fire, and security threats are at the forefront of the multi agency planners' considerations.
- 1.42 From an operational perspective, the Ryder Cup is being approached with some confidence in view of the Council's (and local multi agency partners) substantial experience of large scale international events such as the G8 Summit at Gleneagles in 2005, and 17 years of T in the Park, which draws a daily audience of 85,000 people.
- 1.43 In preparation for the operational, infrastructure, contingency, safety and security considerations, officers attended the Ryder Cup at Celtic Manor in 2010 and Medinah, Chicago in 2012, to learn from colleagues' experiences at that event.
- 1.44 A Multi Agency briefing took place at The Gleneagles Hotel on 18 July 2013, involving Council staff, Police, Fire, Ambulance medical staff, and SEPA as an 'induction' into the main operational planning processes.
- 1.45 A number of multi-agency sub groups have been formed to take forward the detailed planning. These are:
- Infrastructure and Match Delivery Group
  - Event Risk Register Group
  - Operational Contingency and Security Planning Group
  - Transport Group
  - Community Engagement Group
  - Medical Group
  - Technical Group
  - Marshalling/Crowd Management Group
- 1.46 Most of these groups (with the exception of the Medical Group) will require Council input, and each group will develop management plans, signed off by the multiple agencies involved, well in advance of the Ryder Cup commencing.
- 1.47 The work of some of these groups is at an advanced stage. For example, a vital element of the event is transportation, particularly with the large numbers of attendees, and the demand for spectators to arrive on site in a relatively short period (to maximise their time to view the event). The Council's Roads Service have been working closely with Ryder Cup Europe, Event Scotland, Transport Scotland and others for over a year to put in place an Operational Transport Plan at an early stage.

## Staffing Resources

- 1.48 The feedback from local authority colleagues in Newport City Council, Wales, was that the staff resources required in planning for the 2010 Ryder Cup were considerable. This evolved into a full time task over several months for one senior manager in the Council (particularly in relation to event planning).
- 1.49 As an illustration of the resources required for a major audience outdoor event, Council staff spent around 900 hours on duty monitoring activities at T in the Park 2010. Research identified that approximately the same amount of time had also been invested across the Council in planning and preparing for the event. It should be noted that these hours exclude activities unrelated to monitoring the event, such as media and economic development. It also relates to an event which is well established, and familiar to officers.
- 1.50 It is expected that due to the unique nature of the Ryder Cup, and the duration of the event across a whole week, preparations will demand an even greater time commitment from staff.
- 1.51 To date, the following adjustments have been made to staffing arrangements:
- The former Depute Chief Executive continues to provide advice to the Chief Executive in the co-ordination of the Council's planning.
  - The Head of Environmental and Consumer Services has been allocated the lead role for the Council's Ryder Cup activities, reporting to the Chief Executive and the Executive Director (Environment).
  - In recognition of the capacity demands, Cultural and Community Services have moved a Service Manager into a new temporary role from September 2013, to lead implementation of the 2014 Legacy Plan and manage arrangements for the Queen's Baton Relay, which will be a large part of the 2014 celebrations.
  - Ryder Cup Modern Apprentice – Ryder Cup Europe and Event Scotland have agreed to share costs with the Council to engage a Modern Apprentice, in order to support the Council's community engagement and customer service work associated with the event. This person is now in post.

## **2. PROPOSALS**

- 2.1 Although the previous section demonstrates that a considerable amount of work has already gone into planning for the Ryder Cup, the Council is asked to consider the following further proposals:

## Legacy

- 2.2 Following the inter-Council working on legacy issues, led by Cultural and Community Services, a draft Legacy Plan has been prepared which sets out how we will make the most of the opportunities which 2014, and the Ryder Cup in particular, brings for people and communities across Perth and Kinross.
- 2.3 It is proposed that the key message of the Plan is 'Take Part, Take Pride, Take Place'. The proposed Legacy outcomes are based around the wider strategic outcomes set out in the Council's Corporate Plan and the Community Plan 2013/23. The legacy outcomes are:

**Active** – reducing health inequalities, increasing overall participation, and supporting performance

**Learning** – supporting the wider achievement of young people and increasing lifelong learning opportunities through 2014

**Community** – building a sense of identity and place amongst communities in Perth and Kinross, and building capacity of our local sports clubs

**Economy** – attracting inward investment and strengthening the overall tourism offer of Perth and Kinross

- 2.4 An example of linking the Ryder Cup to positive outcomes is a proposal by Housing and Community Care. This is to work with various partners to create programmes of activity events for a range of people to improve their health and wellbeing in a way that the Going4Gold initiative used the 2012 Olympic Games as an inspiration for that activity programme.
- 2.5 The Legacy Plan is appended for Council's approval (Appendix 5). The draft Legacy Communications Plan is also included for approval (Appendix 6).

## Business Opportunities

- 2.6 It is proposed to maximise the international interest in Perth and Kinross from the Ryder Cup, and convert that interest into visitors, by allocating an additional £25,000 for tourism marketing during 2014/15, in support of local businesses in Perth and Kinross.

## Celebrating the Ryder Cup and Junior Ryder Cup in Perth and Kinross

- 2.7 A key part of our legacy aspiration and maximising opportunities for businesses is engendering a sense of occasion amongst our communities, and with visitors to the area. The Ryder Cup is one of the largest sporting events ever to be held in Scotland, and this "once in a lifetime opportunity" for Perth and Kinross needs to be celebrated and recognised, to make our communities feel part of the occasion, and to promote a positive image of Perth and Kinross to the world.

- 2.8 To mark this unique event, a programme of events, competitions, public art, floral displays, street decorations, and other activities, is being planned for the period leading up to the Ryder Cup itself, and also to celebrate the prestige of holding the Junior Ryder Cup in Blairgowrie. An example of the types of activities being planned and under consideration is detailed in Appendix 7.
- 2.9 An important element of these proposals is the establishment of a 2014 Community Challenge Fund. This Fund will be available for community groups to apply for funding to operate events (such as street parties, or mini games), or decorate their local areas to celebrate the Ryder Cup, Commonwealth Games and Homecoming in 2014. This funding is expected to support communities such as those which might host events to welcome the Queens Baton Relay, during its journey through Perth and Kinross in July 2014, or community groups which may wish to celebrate the Ryder Cup, by creating golf related displays.
- 2.10 Part of this initiative will include a competition, to award prizes for categories such as the best floral display, the best commercial business frontage, and the most innovative community participation event.
- 2.11 These initiatives will be central to the “Take Part, Take Pride, Take Place” theme of the Council’s Legacy Plan. Subject to the Council’s agreement in principle, it is proposed to develop detailed plans in relation to these initiatives.
- 2.12 To carry this out effectively requires funding, including staffing resources, and the proposed costs are detailed in Appendix 8.

### Operational

- 2.13 Work on the operational plans will begin to accelerate as the event draws nearer, requiring a significant input of staff resources, particularly in areas such as Food Safety, Trading Standards, Roads, Parking Services and Building Standards, to create capacity to ensure the Ryder Cup and other 2014 events are delivered safely and successfully. Experience of T in the Park shows that for the week of the event, several of these teams will have officers working exclusively on its safe management.
- 2.14 To minimise the disruption to other parts of the service delivery, and create capacity to fulfil this role, it is proposed to allocate a budget of £53,000 for overtime/temporary staffing resources and to fund staff participating in monitoring at the Ryder Cup (including the multi agency Joint Operations Centre), particularly over evenings and the weekend of the event.
- 2.15 As indicated earlier, the effectiveness of the Park and Ride Services will be a major issue in ensuring the prompt delivery of spectators to the event. Most routes for Park and Ride follow the dual carriageways of the A9 or M90. However the route from Balado to Gleneagles is via the A823 Glendevon Road. To ensure the safe and quick progress of the Park and Ride buses through that route, Roads Services have proposed several improvements to that road. There will also be significant improvements to signage and road markings across the road network used by Ryder Cup traffic.

## Staffing Resources

- 2.16 With the scale and significance of the Ryder Cup, alongside the other 2014 celebrations, there is a risk either of insufficient staff resources being available to support safe events and maximise the opportunities from the activities in 2014, or conversely resources would be deployed to these events, at the expense of service delivery in other activities. It is vital therefore to resource the Ryder Cup and other 2014 events, to ensure the Council has staffing capacity for safe, successful events, whilst ensuring “business as usual” for the other Council activities.
- 2.17 Therefore capacity will be created in the relevant parts of the Council, to ensure sufficient resource is available for the Ryder Cup and other 2014 celebrations, by a combination of dedicating officers for this purpose (with relevant backfill arrangements), and engaging temporary staff to provide sufficient capacity.
- 2.18 The financial resources required to celebrate the Ryder Cup and other national 2014 events, whilst providing for staffing capacity to support these activities have been identified, and provision of £500,000 was made in the Revenue Budget Monitoring report approved by the Strategic Policy & Resources Committee on 18 September (ref 13/445). The detailed allocation of costs is found in Appendix 8. This budget will be monitored in accordance with the Council’s standard budget monitoring arrangements. This proposed funding is an addition to the already significant staffing resource already committed to supporting the Ryder Cup.

## **3. CONCLUSION AND RECOMMENDATION(S)**

- 3.1 The Ryder Cup at The Gleneagles Hotel presents a ‘once in a lifetime’ opportunity for the Council to be involved in an extraordinary international event. Added to the Commonwealth Games and the Homecoming, the opportunities for celebrations and legacy benefits are unprecedented.
- 3.2 This report has sought to demonstrate that the Council has already been preparing extensively for the opportunities presented by these 2014 celebrations, and outlines the further actions to complete these measures successfully, as the events draw near.
- 3.3 The Council is asked to approve:
- (a) The proposals in this report relating to legacy, operational delivery, celebrating the events, business opportunities and staffing resources (as detailed in Section 2).
  - (b) The proposed Legacy Plan as outlined in Appendix 5.
  - (c) The establishment of a 2014 Community Challenge Fund, to support legacy events and celebrations.

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**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Bernadette Malone	The Chief Executive	20 September 2013

If you or someone you know would like a copy of this document in another language or format, (On occasion only, a summary of the document will be provided in translation), this can be arranged by contacting Keith McNamara on 01738 476404

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>Yes</b>
Workforce	<b>Yes</b>
Asset Management (land, property, IST)	<b>Yes</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>None</b>
Sustainability (community, economic, environmental)	<b>Yes</b>
Legal and Governance	<b>Yes</b>
Risk	<b>Yes</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>Yes</b>
<b>Communication</b>	
Communications Plan	<b>Yes</b>

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 This report contributes to the following outcomes:

- Giving every child the best start in life
- Developing educated, responsible and informed citizens
- Promoting a prosperous, inclusive and sustainable economy
- Supporting people to lead independent, healthy and active lives
- Creating a safe and sustainable place for future generations

#### Corporate Plan

1.2 The Council's Corporate Plan 2013 – 2018 lays out five outcome focussed strategic objectives which provide clear strategic direction, inform decisions at a corporate and service level and shape resources allocation. They are as follows:

- i) Giving every child the best start in life
- ii) Developing educated, responsible and informed citizens
- iii) Promoting a prosperous, inclusive and sustainable economy
- iv) Supporting people to lead independent, healthy and active lives
- v) Creating a safe and sustainable place for future generations.

1.3 This report relates to all five of these objectives.

## 2. Resource Implications

### Financial

- 2.1 The proposed costs for implementing these proposals, phased between 13/14 and 14/15, are detailed in Appendix 8. Provision of £500,000 was made for these activities in the Strategic Policy and Resources Committee report 13/445. The Head of Finance has been consulted, and has indicated agreement with the proposals.

### Workforce

- 2.2 Section 2.14 identifies that additional staff resource is required to support this activity. The Personnel Manager has been consulted, and has indicated agreement with the proposals.

### Asset Management (land, property, IT)

- 2.3 The proposed improvements to the road network will improve this asset. The Depute Director (Environment) has been consulted, and has indicated agreement with the proposals.
- 2.4 The Head of Finance and Support Services, Housing and Community Care has been consulted on the proposals in relation to the use of the Council's website to promote community engagement around the Ryder Cup.

## 3. Assessments

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- (i) Assessed as **not relevant** for the purposes of EqIA

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.



## Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The Ryder Cup Green Drive initiative has been established to specifically address the sustainability of this event.

## Legal and Governance

- 3.7 Section 1.11 to 1.13 of the report covers the governance arrangements for the event both at national level, and within Perth and Kinross Council.

## Risk

- 3.8 The key risks for the Council in relation to the Ryder Cup are addressed in a separate risk management document, available on request.

## **4. Consultation**

### Internal

- 4.1 The Depute Director (Environment), Head of Legal Services, Head of Democratic Services, Head of Finance and Support Services, Head of Planning and Regeneration, Head of Performance and Resources, Head of Cultural and Community and the Head of Education (Early Years and Primary) have been consulted in the preparation of this report

### External

- 4.2 Event Scotland and Ryder Cup Europe have been consulted in the preparation of this report.

## **5. Communication**

- 5.1 The report highlights significant communication activities with the local community, as well as the Legacy Communications Plan (Appendix 6).

## **2. BACKGROUND PAPERS**

- Report to Council on 27 June 2012, (Report No. 12/265), entitled Gleneagles Station, Proposed New Access Road
- Report to the Enterprise and Infrastructure Committee on 28 August 2013 (Report No. 13/408), entitled Development of Golf Tourism in Perth and Kinross
- Report to Strategic Policy & Resources Committee, (Report No. 13/445) – Revenue Budget 2013/14 – Monitoring Report Number 1

### **3. APPENDICES**

- Appendix 1 – Schedule of Events
- Appendix 2 – Governance Structure – Perth and Kinross
- Appendix 3 – High Level Project Plan
- Appendix 4 – Community Engagement Strategy
- Appendix 5 – Legacy Plan
- Appendix 6 – Legacy Communications Plan
- Appendix 7 – Proposed Activities and Initiatives
- Appendix 8 – Ryder Cup and 2014 Celebration Costs

## **Schedule of Events – Ryder Cup 2014**

### **Monday 22<sup>nd</sup> September**

- US Team Charter Arrival
- Captains Press Conference
- European Team Arrival
- Start of the Junior Ryder Cup

### **Tuesday 23<sup>rd</sup> September**

- Gates open to the public
- Hospitality Facilities open
- US Team Practice
- European Team Practice
- Conclusion of the Junior Ryder Cup

### **Wednesday 24<sup>th</sup> September**

- European Team Practice
- US Team Practice
- Past Captains and Celebrities Match
- Junior Ryder Cup Friendship Match
- Welcome to Scotland

### **Thursday 25<sup>th</sup> September**

- US Team Practice
- European Team Practice
- Opening Ceremony

### **Friday 26<sup>th</sup> September**

- AM Matches – Fourballs/Foursomes
- PM Matches – Foursomes/Fourballs

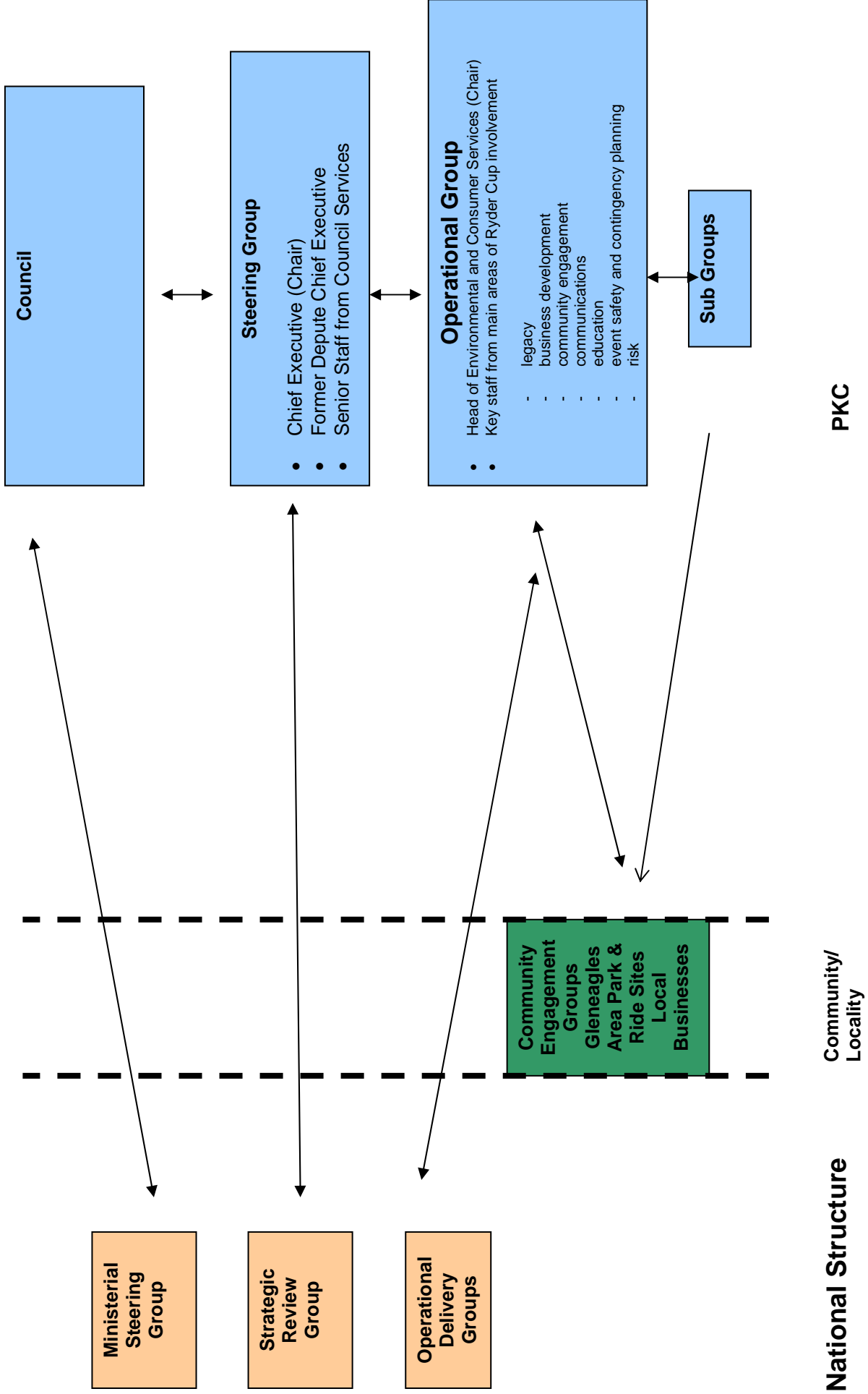
### **Saturday 27<sup>th</sup> September**

- AM Matches – Fourballs/Foursomes
- PM Matches – Foursomes/Fourballs

### **Sunday 28<sup>th</sup> September**

- Singles Matches
- Closing Ceremony

Ryder Cup 2014 - Proposed Governance and Management Arrangements for Perth and Kinross Council





Completion/confidence key  Not started  Started and on track and strong confidence  Milestone lapsed or moderate confidence  Milestone lapsed more than twice or weak confidence



RYDER CUP 2014







## **COMMUNITY ENGAGEMENT STRATEGY:**

### **AIM**

**Working in partnership with the community to deliver a safe and successful Ryder Cup 2014.**

### **OBJECTIVES**

- a) To provide factual, timely and appropriate information regarding the arrangements that are being made to facilitate the event.
- b) To communicate the measures designed to mitigate any potential disruption and adverse impact on the local area, resident and businesses.
- c) To minimise disruption to road users by supporting the traffic management plan.
- d) To build and maintain the confidence of the public and stakeholders at a local level.
- e) To seek the communities support for an important event taking place in their local area.
- f) To prevent and disrupt incidents of criminality within the event and surrounding area.

### **COMMUNITIES INVOLVED:**

- a) Strathallan/ Gleneagles
- b) Kinross area Park and Ride
- c) McDiarmid area Park and Ride
- d) Stirling area Park and Ride

### **PRINCIPAL AREAS OF INTEREST FOR COMMUNITIES:**

- a) Traffic management plan, road closures and restrictions on local routes.
- b) Temporary amendments to public services.
- c) Potential business benefits.
- d) Perceptions that the local towns may be excessively busy with Ryder Cup spectators.
- e) General impact on the community.

## **COMMUNITY ENGAGEMENT MECHANISMS**

- a) *Establish a Community Engagement Meeting, which is jointly chaired by all stakeholders: Ryder Cup Europe, Gleneagles Hotel, The Police Service of Scotland, Perth and Kinross Council and Event Scotland.*
- a. There will be 3 meetings:
    - i. April 2013
    - ii. September 2013
    - iii. Spring/Summer 2014, or more frequently dependent on community needs.
  - b. The Police Service of Scotland and PKC will take the lead on who to invite and the location will be in the environs of Auchterarder within a PKC owned property.
  - c. There will be a briefing presentation in the meeting to outline the Community Engagement process as well as a basic template of the plans in place. There will be a Q&A session after this so that community groups can raise any concerns.
  - d. There will be a similar briefing for Park and Rides in May and their forum will be in September 2013 (or as point ii. above).
- b) The Police Service of Scotland currently have a Community Engagement Officer in place who can deal with the day to day issues in the local community. In addition PKC have community workers, operating locally who can also pass on key messages if they are briefed to do so.
- c) Articles in local media; Council Publications (PKC News), and via communications locally by Elected Members.
- d) Engagement at local community events – e.g. local community partnership, In Bloom groups etc.
- e) Website where FAQs and answers can be posted and developed. PKC Council website to be used for this.
- f) Social Media – linked to e) above.
- g) Publicising at other community events taking place and public areas (e.g. local libraries, community campus). A display stand at local events communicating key messages and signposting residents to more information.

### **Attachments:**

Key Contact List of each Organisation



**Perth and Kinross  
Legacy Delivery Plan 2014**

***Take Part, Take Pride, Take Place***

**INTRODUCTION**

**2014: A year celebrating sport in Scotland**

In the summer of 2014, 71 nations will come together in Glasgow to compete in the 20<sup>th</sup> Commonwealth Games. Opening on the 23 July, international athletes will compete in 17 different sports over 11 days of competition. Glasgow 2014 Ltd is the official name for the Organising Committee, the company set up to deliver the 20<sup>th</sup> Commonwealth Games working in partnership with Glasgow City Council and Glasgow Life.

Nationally, there are ambitious plans to generate a lasting social, economic and sporting legacy from the Games, the Ryder Cup and from the wider opportunities which 2014 presents, through the Scottish Government's Legacy Framework and Legacy Plan:

- **Active** - *"Inspiring and enable people to be more active"*
- **Connected** *"Celebrating our culture and inspiring our young people to create and learn"*
- **Sustainable** *"Regenerating our communities and enhancing our environment"*
- **Flourishing** *"Promoting Scotland, enhance skills and support our businesses"*

## **The Ryder Cup: A Unique Event in a Unique Place**

The Ryder Cup one of the largest global sporting events. In 2014, it is will be held on the Centenary Course of Gleneagles Hotel. Gleneagles is one of the most famous golf venues in the world and the 2014 Ryder Cup, will be the first time that the cream of European and American golf will battle it out on Scottish soil for more than 40 years. Perth and Kinross will also be hosting the Junior Ryder Cup at Blairgowrie Golf Club for the second time following the successful staging of the event at Gleneagles in 2010.

Perth & Kinross has a rich golfing heritage and the city of Perth can claim to be one of the first locations golf was played. In the royal enactments of 1450, King Robert II forbade the playing of golf on the Inches. However, the North Inch Golf Course is one of the oldest in Scotland and is still operated as a municipal course by Perth and Kinross Council.

King James IV made the first recorded purchase of a set of golf clubs from a Perth bow-maker in 1502 and Royal Perth was the first golf club in the world to receive the honour of Royal patronage from King William IV in 1833. St Andrews which is known as the 'Home of Golf' didn't receive royal patronage until 1834.

Building on the excitement which the Commonwealth Games will already have inspired across Scotland, the Ryder Cup represents a unique opportunity for Perth and Kinross to promote our outstanding landscape on the world stage and to involve and inspire people and communities from across the area in celebrating 2014.

## **Wider Legacy**

2014 is not only about sport and all it offers. Building on the successes of Scotland's first year of Homecoming in 2009, Homecoming Scotland 2014 will position Scotland on the international stage once again as a dynamic, creative and inspiring nation.

Homecoming 2014 will extend the benefits and opportunities offered by the Commonwealth Games and Ryder Cup by presenting a year-long, co-ordinated programme of cultural and other events designed to generate pride in the people of Scotland and welcome visitors from around the world.

Having achieved city status in 2012, Perth is also set to release its ambition to build a confident vibrant community: a place where people want to be. As one of the fastest growing urban areas in Scotland, Perth already offers unrivalled business, educational, cultural and leisure opportunities and is well placed to make a long term contribution to Scotland's overall economic legacy.

Our vision is to develop the City of Perth as one of the most desirable places in Scotland to live, work and invest. This vision recognises the assets and resources within the city which provide excellent opportunities to maximise growth for the benefit of the whole Perth & Kinross area. A key aspect of delivering this vision is to promote economic, social and cultural development and an overarching consideration in developing this legacy plan is how it can assist in delivering our ambitions for the City of Perth

This Legacy Plan sets out how we will make the most of the opportunities which 2014 and the Ryder Cup in particular brings for people and communities across Perth and Kinross. Our Legacy Outcomes are linked to the wider strategic outcomes set out in our Corporate Plan and the Community Plan 2013/23:

**Active** – reducing health inequalities, increasing overall participation, and supporting performance

**Learning** – supporting the wider achievement of young people and increasing lifelong learning opportunities through 2014

**Community** - building a sense of identity and place amongst communities in Perth and Kinross, and building capacity of our local sports clubs

**Economy** – attracting inward investment and strengthening the overall tourism offer of Perth and Kinross

## **Our Legacy Outcomes:**

### **Active Legacy**

#### **Outcomes**

- a) To increase physical activity levels in the inactive population with an emphasis on reducing health inequalities.
- b) To increase participation by establishing pathways which provide progressive sport and recreational opportunities for all.
- c) To improve performance by nurturing talent and celebrating local sporting success.

### **Learning Legacy**

#### **Outcomes**

- a) To enhance young peoples understanding of the commonwealth and use the 2014 Games and the Ryder Cup to promote interdisciplinary learning.
- b) To deliver wider achievement and wider opportunities which ready young people for life and work.
- c) To support life long learning through cultural, sporting volunteering and community programmes.

### **Community Legacy**

#### **Outcomes**

- a) To promote sustainability in sport, culture and events through the “Green Drive” and other environmental initiatives.
- b) To enhance our sense of place by connecting communities with our urban and rural landscapes
- c) To improve our state of readiness to respond to demand by developing capacity in local clubs, and community organisations.

## Economic Legacy

### Outcomes

- a) To attract inward investment and enhance the reputation of our area as tourist destination
- b) To deliver a programme of sporting and cultural events which strengthen the offer for local people and visitors to Perth & Kinross
- c) To regenerate our built environment and improve our physical infrastructure for sport, culture and business

### How will we evidence we are delivering our legacy outcomes?

The legacy plan sets out a wide range of projects which have been developed to support the delivery of our identified outcomes and a key measure of our success will be the achievement of the targets set out in the following table. In addition to these targets, and building on the Council's experience of the process of self evaluation a range of core questions will be developed and a series of periodic evaluations carried out with our key stakeholders during 2014. As part of the SOLACE Legacy Lead network and in partnership with the Scottish Government, a self evaluative approach is being developed to assist local authorities in demonstrating the impact of their work in promoting a legacy for 2014.

Perth and Kinross Council recognises that our evaluation of legacy needs to capture not only the facts and figures, but also illustrate the stories, feelings and inspiration behind our activities during 2014 and the impact this has had on people and communities across the area. We will do this by creating a digital archive which will provide a record of the achievements of communities and individuals during 2014, as well as capturing the views and opinions of local people through a series of engagement events throughout 2014.

## LEGACY DELIVERY PLAN:

<b>Theme: Active Legacy</b>					
<b>Outcomes:</b>					
a) To increase physical activity levels in the inactive population with an emphasis on reducing health inequalities					
<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>	
Deliver the "Active for Life" initiative focusing on reducing health inequalities and secure UK Health Promoting City Status for Perth.	Develop new partnerships through the local Physical Activity and Health Alliance to support the delivery of increased opportunities for activity under the Community Plan.  Deliver a community grant scheme, to support local physical activity projects and initiatives.  Launch a Charter and delivery plan for physical activity and related actions to secure UK Health Promoting City Status.	£20k allocated from existing "Active for Life" Budget	Sport & Active Recreation Forum / Physical Activity and Health Alliance	Deliver a 1% annual increase in the number of attendances in Sport & Active Recreation activities to 1,484,765 in 2014.  20 projects supported by March 2014.  By Dec 2014	





## LEGACY DELIVERY PLAN:

Theme: Active Legacy					
<b>Outcome:</b> a) To increase physical activity levels in the inactive population with an emphasis on reducing health inequalities					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
Implement a range of physical activity programmes for targeted parents and their children in early years.	<p>Deliver the Set4Sport cycling skills family walking and Parent and Child Swimming Education programmes across all 10 school clusters.</p> <p>To promote physical activity opportunities through the existing family clubs, Men nKids groups and other community programmes</p>	Project to be delivered within existing resources	<p>Active Schools / Physical Education/Live Active Leisure/</p> <p>Adult &amp; Family Learning Team</p>	<p>170 parents and 170 children participating in 2013 – 14</p> <p>No. of children and parents reporting an increase in physical activity levels at home and in the community.</p>	

<p>Support activities aimed at widening participation in targeted groups.</p>	<p>Deliver the Top Up Swimming programme targeting non-swimmers.</p> <p>Support Perth and Strathtay Harriers to develop disability athletics.</p> <p>Introduce Geocaching into the programme of activities available through the Children and Young Peoples team engaging vulnerable children, young people and their families.</p> <p>Promote and encourage uptake of the Young Scot Youth Legacy Ambassadors / Live Active Leisure Teen Membership package</p>	<p>Activities to be delivered within existing resources.</p>	<p>Active Schools</p> <p>Perth and Strathtay Harriers</p> <p>Youth Services Community Link Workers</p> <p>LAL / Youth Services</p>	<p>90% of children can swim before they leave primary school</p> <p>Increase club membership of disabled athletes to 32 and 8 qualified coaches.</p> <p>Geocaching is developed as an activity option in each CLD locality and delivered in each locality holiday programme through 2014</p> <p>100 new LAL teen memberships through 2014</p>
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## LEGACY DELIVERY PLAN:

Theme: Active Legacy					
Outcomes:					
b) To increase participation by establishing pathways which provide progressive sport and recreational opportunities for all					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
To deliver a programme of events promoting club and community sport across Perth and Kinross	Deliver 2 events each year 30 clubs across P&K engaged in year 1 April / August 2013 April / August 2014  Deliver 5 celebration events in summer 2014 within the 5 geographical hubs in P & K including taster sessions.	Activities to be delivered within existing resources.	Sports Development/ Active Schools  Live Active Leisure	Increase in membership of clubs affiliated to Perth and Kinross Sports Council from 1348 in 2012.  2,500 people attend LAL celebration events in 2014.	
Deliver 'Get involved' Youth Sports and Dance Camps offering developmental coaching opportunities for young people	Funding Secured from eventscotland and events delivered in 2013 / 2014	Activities to be delivered within existing resources. Additional application for funding to be made to eventscotland subject to availability.	Active Schools/ Sports Development	Increase from 280 young people participating in 2013 to 300 in 2014.	

## LEGACY DELIVERY PLAN:

Theme: Active Legacy					
Outcome: c) To improve performance by nurturing talent and celebrating local sporting success					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
Improve our support for performance and development athletes	Improve communication of the Talented Athlete Scholarship Pass to increase uptake	Activities to be delivered within existing resources.	Live Active Leisure	5% increase in the number of applications for a Talented Athlete Scholarship Pass in 2014-15 compared to 2013-14.	
Develop a primary and secondary school sport competition programme.	Annual calendar of leagues and events established	Activities to be delivered within existing resources.	School Sport Planning Group / Active Schools Sports Development	To increase from 10 to 11 activities included within the competitive school sports programme by June 2014	
Develop Perth High as a Community Sport Hub with performance programmes for Netball and Badminton	Establish a volunteer led management group to support the development and management of the facility.	Activities to be delivered within existing resources	Sports Development / Scottish Governing Bodies for netball & badminton	Lottery Funding secured by Oct 2013  Facility programmed following completion of facility build in 2014	
Deliver a 2014 inspired P&K Sports Awards	Theme and guest speakers confirmed  Nominations process completed and award winners finalised	Activities to be delivered within existing resources	Sports Development/ Live Active Leisure / Perth & Kinross Sports Council	By March 2014 and annually thereafter.	

## LEGACY DELIVERY PLAN:

Theme: Learning Legacy					
Outcome: a) To enhance young peoples' understanding of the commonwealth and use the 2014 Games and the Ryder Cup to promote inter-disciplinary learning					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
To promote P & K schools to register on the "Game On Scotland" website.	Schools to register with Game on Website  Review sign up rates following year to go date in summer 2013	Activities to be delivered within existing resources	Schools	100% of Perth & Kinross schools registered with Game On website by June 2014.	
Support the development and launch of national educational resource to promote golf and the Ryder Cup.	Resource developed by pupils from the Community School of Auchterarder  Resource launched at year to go celebration event	£15k Secured from Education Scotland to support the development of the resource.	Schools	100% of Perth & Kinross schools using resource by June 2014.	
Develop a learning programme to support the Ryder Cup Exhibition to be shown at Perth Museum and Art Gallery.	In partnership with schools, youth services and young people establish a programme accessible by targeted groups.  To develop a wider programme of events in partnership with the British Golf Museum at St Andrews	Activities to be delivered within existing resources	Culture Services, Youth Services Schools	By May 2014  Exhibition dates 2 June to 12 September 2014	

## LEGACY DELIVERY PLAN:

Theme: Learning Legacy					
Outcomes:					
b) To deliver wider achievement and volunteering opportunities which prepare young people for life and work					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
Continue the delivery of the LEAD Sport Pathway	Develop a programme of leadership awards and opportunities for LEAD Sport volunteers & young ambassadors  Deliver Sports Leaders Award scheme.  Develop and establish a new LEAD Dance Pathway.	Activities to be delivered within existing resources	Sports Development / Active Schools / Arts Development	A total of 500 young people have been supported through the LEAD Pathway by June 2014.	
Support the Delivery of the Champions in Schools Programme across all 10 secondary schools.	To work in partnership with schools to identify pupils and in partnership with Winning Scotland appoint athletes to each school to deliver the programme.	Activities to be delivered within existing resources	Active Schools in partnership with the Winning Scotland Foundation	300 pupils participate in the programme annually.	
Develop and deliver Living Communities Young Ambassadors Programme	Young Ambassadors support increased engagement in Arts and Heritage Collections	Activities to be delivered within existing resources	Cultural Services	150 young people participating across 16 schools.	

## LEGACY DELIVERY PLAN:

<b>Theme: Learning Legacy</b>				
<b>Outcome:</b> c) To support life-long learning through cultural, sporting volunteering and community programmes				
<b>Outcome: To support life-long learning through cultural, sporting volunteering and community programmes</b>				
<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>
Implement a co-ordinated Coach Development Programme for Perth & Kinross.	<p>Launch 2013 / 14 programme for P&amp;K at Coach Development Evening</p> <p>Roll out the Positive Coaching Scotland programme across P&amp;K for teachers, volunteers and clubs</p>	Activities to be delivered within existing resources	Coaching Partnership	Increase the number of active coaches in P & K from 520 in 2013 to 550.



## LEGACY DELIVERY PLAN:

<b>Theme: Community Legacy</b>					
<b>Outcome:</b>					
a) To promote sustainability in sport, culture and events through the “Green Drive” and other environmental initiatives					
<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>	
Deliver “Zero waste” fortnight	Initial campaign delivered in Auchterarder.	Activities to be delivered within existing resources	TES	Deliver minimum of 1 campaign per year during 2013, 14 and 15.	
Support Big Tree Country in the preservation of rare conifers.	Establishment of nursery groves on the Gleneagles, and Atholl estates	Activities to be delivered within existing resources	Perth & Kinross Countryside Trust	Number of new trees planted during 2013 and 2014.	
To deliver the Geo-standard for golf clubs in Perth & Kinross	Identification of clubs to receive small grant fund.	Activities to be delivered within existing resources	TES / Scottish Golf Union	25 clubs achieving Geo Award status.	
Work with young people to map the provision of public art and related trails and walks to produce a new book and e-book for use in schools, youth and community groups	Mapping groups established and trails , walks and artwork identified  Publication of Book and promotion to schools and local youth groups.	Activities to be delivered within existing resources	Culture Services / Youth Services / Countryside Trust	By September 2014	

## LEGACY DELIVERY PLAN:

Theme: Community Legacy					
<b>Outcome:</b>					
b) To enhance our sense of place by connecting communities with our urban and rural landscape					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
Promote our towns and enhance our public spaces to welcome visitors to the area.	Develop community engagement opportunities to involve community members in celebrating 2014 building on the engagement exercises carried out in Kinross and Coupar Angus with the Scottish Community Development Association.	Activities to be delivered within existing resources.	Sports Development / Active Schools / Community Capacity Team / Greenspace Team / Communities Service	Number of communities actively involved in 2014 related activities.  Number of community projects signed up to the Legacy 2014 programme	
	Establish a challenge fund to encourage communities to dress public places to promote their town / villages in celebration of 2014.	To be funded from Ryder Cup/2014 budget.			By Dec 2014

## LEGACY DELIVERY PLAN:

<b>Theme: Community Legacy</b>					
<b>Outcome:</b>					
b) To enhance our sense of place by connecting communities with our urban and rural landscape					
<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>	
Commission new community art	Artist Commissioned to create a new piece of public art as a creative response to the activities of 2014.	To be delivered within existing resources	Culture Services Adult and Family Learning Team	By September 2014	
Legacy Archive	Legacy Archive- Digital residency to capture key events and achievements during the course of 2014	Funded by Ryder Cup/2014 budget			
Deliver Place Partnership programme environment	To support young people working with professional artists develop creative responses to their local community celebrating 2014.	Activities to be delivered within existing resources	Cultural Partnership	By December 2014	

<p>To promote access to our unique natural environment.</p>	<p>Develop and grow the Highland Perthshire Adventure festival.</p> <p>Commission a limited edition 2014 commemorative object and use it to develop a project to promote the area as an international venue for geocaching.</p>	<p>Activities to be delivered within existing resources</p> <p>Funded from Ryder Cup/2014 budget.</p>	<p>Sports Development / Perth and Kinross Countryside Trust/ Community Development &amp; Learning</p>	<p>Increase attendances at the festival from 279 in 2013 to 300 in 2014.</p> <p>By Oct 2014</p>
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## LEGACY DELIVERY PLAN:

Theme: Community Legacy					
<b>Outcome:</b> c) To improve our state of readiness to respond to demand by developing capacity in local clubs, and community organisations					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
To support voluntary clubs to develop and grow by improving access to facilities and development support.	Continue to deliver the PACES programme to ensure 'Games Readiness' in partner clubs  Grow membership of Golf clubs in P&K in partnership with Clubgolf and Scottish Golf Union	Activities to be delivered within existing resources	Sports Development / Community Sports Partnerships / Scottish Golf Union	Increase number of PACES accredited clubs from 68 in 2013 to 75.  Increase in membership of golf clubs in P & K. ( <b>Note:</b> Baseline to be established for 2013)	
Recruitment, development and retention of school sport volunteers	School sport volunteers are appropriately recognised and rewarded for their contributions	Activities to be delivered within existing resources	Active Schools / School Sport Planning Group.	To increase the number of registered volunteers supporting the delivery of school sport and extra-curricular activities to 700 by June 2014.	

## LEGACY DELIVERY PLAN:

### Theme: Economy Legacy

#### Outcome:

a) To attract inward investment and enhance the reputation of our area as tourist destination

<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>
To improve the promotion of Perth and Kinross as a destination for Golf Tourism working in partnership with our local clubs.	<p>Establishment of Golf Tourism group and promotional website.</p> <p>Support delivery of online booking system for Golf Clubs in partnership with the Scottish Golf Union</p> <p>Hold initial club forum and host golf development conferences at 6 months to go dates in advance of Ryder Cup</p>	Activities to be delivered within existing resources	Planning & Regeneration / Scottish Golf Union/	<p>Number of clubs involved in Golf Tourism partnership.</p> <p>£504m in tourism generated revenues by 2017/18</p>
Identify key opportunities for our area through the Cities Alliance and the Commonwealth business legacy programme.	<p>Ensure Perth and Kinross is represented at planned conferences and events.</p> <p>Promote sectoral excellence of Perth and Kinross in the food and drink industry.</p> <p>Identify potential tourism and business links with Commonwealth Countries through the Queens Baton Relay and Commonwealth Business Forum &amp; "Scotland House"</p>	Activities to be delivered within existing resources	Economic Development	<p>Number of new business start-ups as a % of the business stock</p> <p>Number of jobs created in small and medium enterprises per annum with support from PKC.</p> <p>Number of local businesses securing contracts relating to the Commonwealth games and Ryder cup.</p>

## LEGACY DELIVERY PLAN:

<b>Theme: Economy Legacy</b>				
<b>Outcomes:</b>				
b) To deliver a programme of sporting and cultural events which strengthen the offer for local people and visitors to Perth & Kinross				
<b>Project</b>	<b>Key Activities / Milestone</b>	<b>Resources</b>	<b>Lead Partner</b>	<b>Targets</b>
Deliver a programme of cultural and heritage activity to attract a broad range of audiences and participants.	<p>Develop and deliver a specific programme of public arts and cultural activities celebrating the interpretation of key landscapes and communities in P &amp; K and celebrating 2014 Working title – “Proclamations”</p> <p>To deliver the Famous Scots project and develop a Perth and Kinross Sports Hall of Fame commemorating 2014.</p> <p>To integrate 2014 topics into the 120 words initiative – a year long programme where people are asked to write on a topic in 120 words, every day.</p>	Funded from Ryder Cup/2014 Budget	Cultural Services	<p>By Oct 2014</p> <p>By December 2014</p> <p>By December 2014</p>

<p>To deliver the Queens Baton Relay and associated events.</p>	<p>Agreement of route selecting local places of interest and to promote community engagement in activating the relay route.</p> <p>To deliver a major celebration event in Perth City and associated events in Blairgowrie promoting the Junior Ryder Cup and at Gleneagles promoting the Ryder cup</p>	<p>Funded by Ryder Cup/2014 budget</p>	<p>Cultural and Community Services /Economic Development</p>	<p>By July 2014</p>
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## LEGACY DELIVERY PLAN:

Theme: Economy Legacy					
Outcome: c) To regenerate our built environment and improve our physical infrastructure for sport, culture and business					
Project	Key Activities / Milestone	Resources	Lead Partner	Targets	
Deliver the improvements to Gleneagles station and link road.	Designs finalised and funding package secured	Project to be delivered through identified resources.	The Environment Services	Link road complete by June 2014	
Build a new full sized Synthetic Turf Pitch at Perth Academy.	Pitch installed and available for use	Activities to be delivered within existing resources	Education & Children's Services	By Aug 2014	



## **Legacy Programme Communications Plan Template**

Version V0.4: September 2013

Project Lead: Stuart Younie, Service Manager Sport & Active Recreation

Corporate Communication Lead: Ruth Fry

Service Communication Lead: Sharon Watson

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1. Introduction
2. Communication Aim
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5. Key Messages
6. Tactics
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8. Responsibilities
9. Milestones
10. Risks
11. Review & Evaluation
12. Equality Assessment
13. Strategic Environmental Assessment

### **Document version control:**

Date Published:	
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### **Approvals:**

Name	Title	Date of Issue	Version

## 1. Introduction

2013 events to celebrate the Year of Natural Scotland; the Ryder Cup; Homecoming; and the Glasgow Commonwealth Games in 2014 together make up an outstanding opportunity to create a lasting legacy for Perth and Kinross. The Perth and Kinross Legacy Delivery Plan sets out a series of objectives:

### **Active Legacy**

- To increase physical activity levels with an emphasis on reducing health inequalities.
- To increase participation by establishing pathways which provide progressive sport and recreational opportunities for all.
- To improve performance by nurturing talent and celebrating local sporting success.

### **Learning Legacy**

- To enhance young peoples understanding of the commonwealth and use the 2014 Games and the Ryder Cup to promote interdisciplinary learning.
- To deliver wider achievement wider opportunities which ready young people for life and work.
- To support life long learning through cultural, sporting volunteering and community programmes.

### **Community Legacy**

- To promote sustainability in sport, culture and events through the "Green Drive initiative and other environmental initiatives.
- To enhance our sense of place by connecting communities with our urban and rural landscapes
- To improve our state of readiness to respond to demand by developing capacity in local clubs, and community organisations.

### **Economic Legacy**

- To attract inward investment and enhance the reputation of our area as tourist destination
- To deliver a programme of sporting and cultural events which strengthen the offer for local people and visitors to P & K
- To regenerate our built environment and improve our physical infrastructure for sport, culture and business

The focus of this plan is on external communication, gaining the most possible impact from projects carried out by the Council and its partners. Together, the projects will be greater than the sum of their parts, helping people to feel part of an exciting and inclusive community with long-term impacts for the area.

The Legacy Plan has brought together core strategic commitments which have been set out in the Strategic Framework for Sport & Recreation and the Cultural strategy for Perth and Kinross. A key consideration has been to ensure that the delivery plan also adds value to both the Community Plan and Perth City plan objectives.

## 2. Communication Aims

- To increase participation in sport, active recreation and all of the Legacy projects.
- To increase residents' sense of pride in the area and in their communities and to help them share that pride with others.
- To enhance the area's reputation as a destination for visitors.

## 3. Communication Objectives

While each project within the Legacy programme will require its own specific communications objectives (for example, to increase the number of primary school children taking swimming lessons), the overall objectives of this communications plan will be measured by the take up and recognition of the key messages.

- For all legacy programmes to display the key messages and logo prominently in their publicity.
- For the Legacy page on the Perth & Kinross Council website to receive 6,000 hits over the course of 2014.
- For 100 resource packs to be downloaded from the Perth & Kinross Council website over the course of 2014.
- For 80% of participants in Legacy projects to agree that they feel part of a wider Legacy programme.

## 4. Stakeholders

We will communicate and engage with the following internal and/or external audiences:

- Residents
- Service users
- Employees
- Voluntary groups
- Partner organisations, especially LAL and NHS Tayside
- Providers, for example golf clubs
- Elected members
- Community Councils
- Visitors and tourists
- Media

## 5. Key Messages

The key messages for this project are:

- 'Take part' – meaning 'get involved, sign up, come along, join in'. This will be used to promote the activities where we are encouraging people to try something new, contribute to their communities or develop a skill, such as the coaching and leadership opportunities, or the swimming programme.
- 'Take pride' – meaning 'celebrate, challenge, step up, speak out'. This will be used to promote activities such as support for performance athletes and the Sports Awards which inspire and encourage others.
- 'Take place' – covering 'local, sustainable, community, events'. This will be used to promote activities that connect people to places and communities, like the Community Sports Hub and sustainable villages.

## 6. Tactics

A wide range of communication channels will be used to ensure we reach all of our stakeholders, including the Council website, media releases, social media and the customer contact centre. The website and will be kept updated as information becomes available, and linked to the A to Z.

A refreshed version of the Community Planning Partnership logo will be developed for use with Legacy projects, and project leaders will be invited to choose the key message, or strand, that they feel their project best fits under. They will then be supported to develop appropriate publicity materials using language that reinforces the key messages.

This logo will be incorporated into the Legacy brand, to be used in extensive dressing of key areas. Where appropriate, Legacy dressing items will be combined with dressing for specific events, including the Ryder Cup and the Queen's Baton Relay. Key areas will include Perth city centre and the Concert Hall, Gleneagles station, Auchterarder High St, Community School of Auchterarder, Blairgowrie, Crieff, Balerno, McDiarmid Park and the route of the QBR.

A Legacy page on the Perth & Kinross Council website will be developed, with an area for each key message:

- The 'Take part' area will include details of projects which in which people can participate.
- The 'Take pride' area will include case studies of performance athletes, volunteers and successful artists, and details of events and awards.
- The 'Take place' area will include downloadable packs of resources for communities wanting to dress their area for the Queen's Baton relay, celebrate with a community event such as a street party, or set up a local volunteer bank.

In addition, information will be specifically targeted at target groups:

- presentations to voluntary groups, community groups and youth groups
- community roadshows/displays in libraries
- information in schools

- information in existing community newsletters
- information in LAL and NHS Tayside newsletters
- a digital and social media campaign for visitors and tourists

## 7. Design and Branding

All design and print should be coordinated through the Council's Corporate Design Team. This will ensure corporate brand guidelines are adhered to; allow savings to be realised by using the Tayside Print Procurement Framework; and ensure other policies and procedures are complied with (eg around equality, data protection and copyright).

Design products that may be required include:

- Display materials for roadshows
- Posters
- Leaflets
- Digital advertising
- Lamppost banners
- Large format banners for the Museum wall and the Community School of Auchterarder

These will be required from late 2013.

## 8. Budget

This communications plan will be delivered in-house by existing employees. However, additional budget may be required for display materials for roadshows, posters, leaflets and associated delivery costs. It is recommended that a budget of a minimum of £10,000 be assigned to cover the cost of print and design. A larger budget will ensure a wider reach for the key messages.

## 9. Milestones

Date	Key milestone
September 2013	Ryder Cup Year to Go dressing: <ul style="list-style-type: none"> <li>• Perth, including the Concert Hall</li> <li>• Gleneagles station</li> <li>• Auchterader, including Community School of Auchterarder</li> </ul> Legacy branded banners will be left up until October 2014 wherever possible
December 2013	Web page developed and populated: <ul style="list-style-type: none"> <li>• Downloadable 'take place' packs developed</li> <li>• Project dates and venues confirmed</li> </ul> Case studies finalised
January 2014	Printed publicity material available: <ul style="list-style-type: none"> <li>• Posters</li> <li>• Leaflets</li> <li>• Pull up banners</li> </ul>

February 2014	Digital advertising campaign begins
April 2014	Digital advertising campaign ends
June 2014	QBR dressing installed, in combination with Legacy branded banners
Early July 2014	Queen's Baton Relay in Perth and Kinross. Kilt Run
23 July – 3 August 2014	Commonwealth Games
Mid August 2014	Ryder Cup dressing installed, replacing QBR dressing, in combination with Legacy branded banners
23-28 September 2014	Ryder Cup
December 2014	Evaluation of survey results, web hits and downloads

## 10. Risks

A risk profiling workshop will be held following approval of the Legacy Delivery Plan and this will incorporate communications

## 11. Review & Evaluation

This plan will be evaluated by measuring the number of hits on the web page and the number of downloads of the 'Take place' packs. In addition, a selection of participants in Legacy projects and stakeholders including community councils, local businesses and local residents will be asked whether they felt part of a wider Legacy programme.



### Activities and Initiatives to Promote Ryder Cup and other 2014 Celebrations

Public Areas Decorating – Key target locations of public realm in and around the Park and Ride sites, the Junior Ryder Cup venue at Blairgowrie, Gleneagles station and the villages around the Ryder Cup sites will be promoted with banners, flags, floral displays, planters and hanging baskets, to showcase the area to Ryder Cup visitors.

Carpet Bedding - Ryder Cup themed bedding at key locations in Perth (such as AK Bell Library, Glasgow Road) approaches and Blairgowrie (Wellmeadow). Proposals will also be developed for bedding to celebrate other major 2014 events (eg Commonwealth Games bedding at North Inch, Perth)

Floral Displays/Hanging Baskets - For the G8 Conference, additional floral displays were installed in Auchterarder, provided and funded by the Council. For the Ryder Cup, it is proposed to work with local communities to develop the displays, in partnership with the Westbank Social Enterprise, Perth.

The communities with the greatest links to the Ryder Cup are:

- Auchterarder and other communities around Gleneagles
- Crieff (major accommodation centre for visitors and people working at the event)
- Blairgowrie and Eastern Perthshire (for Junior Ryder Cup)
- Kinross and Perth (Park and Ride locations)

Banners and Flags - Ryder Cup, Legacy (Take Part, Take Pride, Take Place) and Commonwealth Games themed banners will be introduced at key locations (eg Tay Street, Glasgow Road, Perth; Wellmeadow, Blairgowrie)

For the G8 event the local school children were asked to design banners, with the winning entries being made into the full sized banners, lining the streets in Auchterarder. It is proposed to implement this initiative again, but on a wider scale, across Perth and Kinross.

The Challenge Fund concept is proposed to extend also to part funding community ideas such as local events, public art, displays decorating giant golf balls located in communities, or other initiatives that communities come forward with, to celebrate the key events of 2014.

Celebrating the Ryder Cup in Communities – In order to foster a sense of engagement with the event across all communities in Perth and Kinross, especially with the opportunity to form a positive impression amongst the increased number of visitors to the area, it is proposed to develop a competition element for local communities, where the best display to celebrate the Ryder Cup (and also the Commonwealth Games and the Homecoming) could be incorporated into the existing annual local community competitions. Categories could include:

- Best community display
- Best commercial display (eg shop fronts/hotels)
- Best community event to celebrate the Ryder Cup or Commonwealth Games

Gardening Scotland – this event, held at Ingliston, Edinburgh attracts over 40,000 visitors. It is proposed to exhibit a Ryder Cup related display bed at the Show, developed in conjunction with Youthgrow and the Westbank Social Enterprise.

Public Art – temporary public art installations at key entry points to Perth City celebrating a major theme of both the Commonwealth Games and the Ryder Cup – how Scotland connects to the wider world.

### Roundabouts on Main Routes

The roundabouts on the Park & Ride routes will be important focal points, for example at Broxden, Gleneagles, and Kinross. These will be maintained and suitably dressed to celebrate the Ryder Cup.

The roundabout at the slip road from the A9, onto the A823 to the Gleneagles Hotel is a site with potential for development. It is proposed to investigate commissioning artwork at that area, potentially based on an ornithological theme (to fit in with the Grouse at Broxden, and the geese at the entrance to the M90 Junction 6 roundabout at Kinross), and the golfing links through birdies, eagles and albatrosses.' Improvements at the Crieff Road roundabout (near McDiarmid Park, Perth) will also be considered.

Willow Sculpture Project - There are early proposals to work with community groups to develop a range of golf-related willow sculptures in various locations around Perth & Kinross, making use of natural materials, and teaching people the skills associated with this process. The proposal is to select 18 suitable sites, (representing one for each hole in a golf course) and seek communities' support to take on developing a sculpture for a site, with Council support for tuition, materials and groundworks to set these items onto. Two willow sculptures were developed as parts of the display for the Year to Go Celebrations.

Geocaching – Geocaching is a treasure hunting game where participants use a Global Positioning System (GPS) to hide and seek containers (geocaches) anywhere in the world. This is an increasingly popular activity, with Perth and Kinross developing a reputation as a Geocaching centre, with over 1,000 geocaches in the area (there are 1.5m geocaches worldwide). The Mega Scotland Geocaching Event in Perth and Kinross in 2010 saw nearly 2,000 participants, and generated £300,000 for the local economy. There is an opportunity to commission a Ryder Cup related geocache such as a commemorative coin or golf ball which it is hoped, will become a collectible item, and attract more visitors into the area.

Participative events in Perth – It is proposed to develop a programme of fun activities and animations in the city centre with the purpose of adding value for visitors: encouraging dwell time and football: promoting Perth as a vibrant centre; and promoting golf in Perthshire. The programme could run from late August through September 2014 up to and including the Ryder Cup week and include:

- 9 or 18 hole crazy golf trail through the city centre
- Inflatable golf practice nets and golf "shoot the target" sessions
- Golf simulator
- Perth City Chipping Challenge – final hole of the golf trail
- Floating golf challenge – fun with golf and water (Perth Leisure Pool to be investigated)

- An evening with a famous golf related celebrity/An evening with Tom Morris, the Keeper of the Greens (Actor playing Tom Morris senior), who played the first shot in the original British Open in 1860)
- Costumed 1920/30 style golf characters in the city centre promoting events in and around Perth
- Photo back drop opportunities with a golf related theme e.g 18<sup>th</sup> hole at Gleneagles
- Golf market including golf related art and food and drink
- Pop up golf shop with golf clinic
- Golf related films in conjunction with Perth Playhouse
- Golf buggy tours of Perth
- Perthshire Food and Drink promotion including competitions and possible pop up shop

These events will also link in with the Council's Events Programme for 2014.

In addition to the above dressing initiatives it is also proposed that a city dressing programme is developed incorporating:

- Themed shop premises window dressing competition, based on the Ryder Cup theme (this links to the Celebrating Ryder Cup in Communities best commercial display theme outlined above).
- Golf Ball Trail – competition to find 18 numbered balls placed in shops and attractions around the city, linked to QR codes (for smartphone users) to encourage digital participation and measure impact
- Illuminations and projections on buildings with a golf/Perthshire theme to encourage footfall in the city centre at night.

An outline plan comprising locations (e.g Horsecross Plaza, St John's Place/St Johns Shopping Mall) costs and a schedule of activities is being developed presently. The feasibility and effectiveness of large screens for public viewing of the Ryder Cup match days coverage will also be investigated.

Ryder Cup Exhibition – the official Ryder Cup Exhibition has been booked for display in Perth Museum leading up to the event. Discussions have also been held with the local community for golf related exhibitions in a local public building in Auchterarder. A further programme of cultural events will be developed, to link in with the Ryder Cup and other 2014 celebrations themes.



## Ryder Cup & 2014 Celebrations – Indicative Budget

Item	2013/14 "£ 000	2014/15 "£ 000
<b>Staff Costs</b>		
Staffing support to Head of Service`s operational activities (higher duty payments, backfill)	34	34
Co-ordinator Post fixed term	18	21
Modern Apprentice Ryder Cup (part funded by Ryder Cup Europe and Event Scotland)	2	2
Customer Service Centre (part time temporary post)		12
Overtime for staff involved in preparation/plans for Ryder Cup & attendance at event out of hours		53
<b>Supplies &amp; Services</b>		
Tayside Contracts Standby arrangements for Ryder Cup (roads maintenance)		20
Banners and street dressing	15	30
Floral displays, hanging baskets, carpet bedding, support to In Bloom Groups	10	99
Promotion of Perth & Kinross at Gardening Scotland, Ingliston - showpiece flower bed		5
Major celebration events - Queen`s Baton Relay		50
legacy promotional materials		4
<b>Third Party Payments</b>		
Community Challenge Fund, programme of cultural activities		51
Tourism Development in Perth & Kinross		25
Commission commemorative object, for promotion of geocaching		15
<b>TOTALS</b>	<b>79</b>	<b>421</b>
<b>TOTAL 2013/14 and 2014/15</b>		<b>500</b>

