

PERTH AND KINROSS COUNCIL

25 June 2014

**UPDATE ON PREPARATIONS FOR 2014 RYDER CUP
AND OTHER 2014 CELEBRATIONS****Report by the Chief Executive**

This report gives an update on Council preparations for the internationally significant events - the 2014 Ryder Cup at Gleneagles, the Junior Ryder Cup at Blairgowrie, and the Commonwealth Games Queens Baton Relay - being held across the Perth and Kinross area during 2014. It also advises on the successful recent events of the Royal Visit to Strathearn, and the celebrations for St Johnstone's success in the Scottish Cup.

1. BACKGROUND / MAIN ISSUES

- 1.1 This is a unique year for international sporting-related events taking place in Perth and Kinross. The Council has recognised the opportunities which are presented from these 'once in a generation' events, and the report gives an update on preparations for activities in Perth and Kinross. The report also highlights successful recent events associated with St Johnstone Football Club's success in the Scottish Cup and the Royal visit to Strathearn.
- 1.2 2014 Ryder Cup and Junior Ryder Cup
 - 1.2.1 The 40th Ryder Cup will be held at The Gleneagles Hotel from the 23-28 September 2014. With its unique format, offering competition between the best 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 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 across 183 countries. The event is expected to attract 2,000 representatives from the world's media, and golf enthusiasts from 75 countries have been successful in the ballot for tickets. The international nature of this event highlights its significance, both to Scotland, and also to the reputation of Perth and Kinross.
 - 1.2.2 Perthshire 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, and is a competition between the best young golfers from the United States and Europe. It is expected to attract the highest ever audience for this event, including approximately 4,000 school children who will participate in the Scottish Government's ClubGolf coaching initiative during their visit. 1,472 Perth and Kinross Primary 6 school children will be attending, to receive coaching and spectate at the event.

1.3 20th Commonwealth Games – Queens Baton Relay

- 1.3.1 From 23 July 2014, 71 nations will come together in Glasgow for the 20th Commonwealth Games, with international athletes competing in 17 different sports over 11 days of competition.
- 1.3.2 The Glasgow 2014 Queen's Baton Relay (QBR) is the curtain-raiser to the Commonwealth Games, and symbolises the coming together of all Commonwealth nations and territories in preparation for this four-yearly festival of sport and culture.
- 1.3.3 The Queen's Baton Relay was launched in October 2013 at Buckingham Palace, when Her Majesty The Queen placed Her message to the Commonwealth into the baton. Over a period of 288 days, the baton is visiting all competing nations and territories, (representing 1/3 of the world's population) travelling 190,000 kilometres. The baton will be relayed by thousands of batonbearers throughout the Commonwealth, each one honoured by their own nation, to participate in this unique tradition, which showcases each nation and territory in the Commonwealth.
- 1.3.4 In Scotland, the relay will reflect the important role of sport by visiting schools, sporting facilities and leisure centres, encouraging communities to get behind Team Scotland, and get involved with the Games as well as using its profile to motivate more people to participate in sport. The relay will finish by travelling through Scotland for 40 days, before arriving in Glasgow, in time for the 2014 Commonwealth Games Opening Ceremony, where Her Majesty The Queen will read aloud Her message to the Commonwealth.
- 1.3.5 The Queen's Baton Relay is scheduled to be hosted by Perth and Kinross, from lunchtime on Friday 4 July. The Baton arrives from Moray and will depart towards the Team Scotland training camp in Stirling, around late morning on Saturday 5 July. The direction of the route into and out of Perth & Kinross has a significant bearing on the communities it can pass through on its journey. The main areas it will be paraded through are Blair Atholl, Pitlochry, Birnam & Dunkeld, Blairgowrie, Perth, Methven, Crieff, Muthill, Gleneagles & Auchterarder. It will be carried by approximately 120 batonbearers during this journey.

1.4 Homecoming Scotland

- 1.4.1 Building on the successes of Scotland's first year of Homecoming in 2009, Homecoming Scotland 2014 aims to once again position Scotland on the international stage 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.

1.5 Council Preparations

- 1.5.1 On 2 October 2013, the Council agreed a Report (Report Number: 13/480 refers) setting out the organisation's preparations for these major events, based around community engagement, celebrating these international events taking place in Perth and Kinross; business opportunities; maximising legacy benefits and operational delivery.

2. **COMMUNITY ENGAGEMENT**

- 2.1 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 Ryder Cup also appreciate the important impact of the event on the local community and a multi agency Community Engagement Group has been operating since March 2013. A Community Engagement Strategy was established for the Ryder Cup, which aims 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 relevant agencies. Ryder Cup Europe has also provided funding to Police Scotland for an Officer to act as a community liaison for the event, and this officer has been in post since early 2013. Community Engagement activities to date are detailed in Appendix 1.
- 2.2 Evidence of the success of these engagements 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. Detailed planning for this service is currently underway.
- 2.3 As the Council was recognised as the most likely 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 residents and communities on Ryder Cup related service requests, and will be supported by the other organisations involved. The Council's Customer Service Centre has been set up to provide this service, and has already received 543 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 is providing a first point of contact for residents, visitors and businesses enquiring about the Ryder Cup. Up to 28 April 2014, there were 11,900 page views of the Councils' Ryder Cup webpages. It is expected that this number will rise significantly as the event draws nearer.

3. CELEBRATION OF ACTIVITIES

3.1 Celebrating Ryder Cup

- 3.1.1 A key part of the Council's legacy aspiration and maximising opportunities for businesses is engendering a sense of occasion amongst our communities, and 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. This is part of the Council's "Take Part, Take Pride, Take Place" theme for its Legacy Strategy. To promote support amongst our communities for the Ryder Cup (and other 2014 activities), a wide range of initiatives have been progressed. Details on each activity are provided in Appendix 2. These initiatives include community competitions, a trail of 18 willow golfing figures across Perth and Kinross, and additional funding for local 'In Bloom' groups.
- 3.1.2 One feature of these celebrations has been the 2014 Community Challenge Fund, where community groups can apply for funding to support a celebration activity associated with the Ryder Cup, Commonwealth Games or Homecoming. This has been very popular, with 28 successful applications being made to date (see Appendix 3). These applications represent a strong level of community interest across Perth and Kinross, as well as highly imaginative and creative applications, which bring people together to celebrate these significant occasions, at a local level. The approved applications represent a commitment of over £47,000 from the overall £50,000 budget. With this level of commitment, there is very little further budget for these future applications. This issue is addressed in section 8.2.
- 3.1.3 Partner organisations in the Ryder Cup, particularly Ryder Cup Europe and the Scottish Government have commended the Council on its wide ranging and innovative approach to engaging with communities to celebrate the Ryder Cup. Opportunities arising from this positive feedback are addressed in section 8.2.

3.2 Celebrating the Queen's Baton Relay

- 3.2.1 Based on the significant level of community interest in the Olympic Torch in 2012, the Queen's Baton Relay is expected to gather substantial public support, interest and media coverage. In the year when Perth and Kinross will receive global attention from hosting the 2014 Ryder Cup, this is another opportunity to showcase Perth & Kinross to an international audience.

The week that the Baton Relay arrives in Perth and Kinross is significant, with the following major events already scheduled:

- Perth Races Armed Forces Day – Wednesday 2 July 2014
- Perth Races Support Your Sport Day – Thursday 3 July 2014

- Scottish Game Fair, Scone Palace – Friday 4 July 2014 to Sunday 6 July 2014
- Perth Farmers Market – Saturday 5 July 2014
- Race for Life – Sunday 6 July 2014

3.2.2 With the combination of these events and the arrival of the Queen’s Baton Relay, there is a major opportunity to make Perth and Kinross, and particularly Perth City, an even more vibrant and attractive place for people to visit during that week.

3.2.3 During the Baton Relay route through Perth & Kinross, there are several event opportunities planned. The main ones are:

Table 1

4 July 2014	Blair Atholl	Welcome to the Queen’s Baton Relay
	Blairgowrie	Visit to Blairgowrie Golf Club, venue for 2014 Junior Ryder Cup
	Perth	Major event on North Inch, and in Perth City Centre
5 July 2014	Perth	McDiarmid Park, to celebrate the community work carried out by St Johnstone FC, and the football club’s success in the Scottish Cup.
	Crieff	MacRosty Park – Baton event in the Park
	Gleneagles	Visit to the Gleneagles Hotel, venue for the 2014 Ryder Cup
	Auchterarder	Community School of Auchterarder – farewell to the Baton.

3.2.4 The largest of these events will be in Perth City on Friday 4 July. The Baton is due to arrive at around 6pm and a major celebration event is planned, to capitalise on attracting a large audience, including families on school holidays, people finishing work for the week, and visitors to Perth (including those staying in the city for the Game Fair or for Perth Races).

3.2.5 The proposal for entertainment in Perth City centre on 4 July is split into three zones and time periods (see Appendix 7). The planning for this is based on previous events managed by the Council, particularly the Winter Festival 2013, when 90,000 people visited Perth for the Christmas lights switch on, with a peak of 26,000 people in the city centre – a 73% increase on the previous year’s figures.

- 3.2.6 In addition to the Council operated activities, many communities are also participating in Commonwealth Games celebrations. Examples include plans by Methven Playing Fields Committee to host a family activity event and dress the village with additional planting and decoration. Other community plans are developing in Crieff, Auchterarder and several schools are also planning activities including a major sporting festival event involving schools in east Perthshire in July.

4. LEGACY

- 4.1 On 2 October 2013, the Council agreed a Legacy Delivery Plan, specifically relating to the Ryder Cup and Commonwealth Games with a range of actions across the four themes:

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

Progress with the individual actions of the Legacy Plan is detailed in Appendix 8. Examples showing the benefits of legacy activities are detailed in Appendix 9.

5 BUSINESS OPPORTUNITIES

- 5.1 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.
- 5.2 The Council's Planning and Regeneration team has been preparing for this opportunity and engaging with local businesses, with the main activities detailed in Appendix 10.

6. OPERATIONAL PLANNING

- 6.1 A major event on the scale of the Ryder Cup takes a significant amount of planning, and Council staff are heavily involved in the multi agency groups developing these plans. To illustrate this, of the 27 planning groups for the Ryder Cup, 19 groups involve Council staff. The Council's Risk Profile for the event is detailed in Appendix 6.
- 6.2 One feature of the operational planning has been the development of an integrated Transport Plan, which was completed as a consultation draft in March 2014, after years of research and preparation. This Plan includes all modes of transport for getting to and from the Ryder Cup including rail, coach and Park and Ride. As shown in Appendix 1, information on this Transport Plan was shared with local community representatives in March 2014.
- 6.3 Council staff have also been heavily involved in the planning for the Junior Ryder Cup (JRC), which is expected to achieve the highest ever attendance for this event. This planning represents a particular logistical issue – as the JRC is a free entry event with no ticketing, it is impossible to accurately predict how many people will be attending. This, therefore, presents challenges in terms of public facilities on site, car parking, transport planning and impact on the local community. As part of the planning for the event, officers are seeking to maximise the benefits to Blairgowrie and Eastern Perthshire by encouraging visitors to the JRC to spend some more time in the area, for example, by arranging a shuttle bus service between Blairgowrie town centre and Blairgowrie Golf Club.
- 6.4 Another challenge for officers has been the heavy workload in planning for major summer events in 2014, with officers having to balance the concurrent planning arrangements for St Johnstone's Scottish Cup Celebrations on 17-18 May; the visit of the Earl and Countess of Strathearn on 29 May; Scotland's Garden national flower show at Ingliston 30 May – 1 June; the Queen's Baton Relay, T in the Park and the Rewind Festival in July, and the Ryder Cup and Junior Ryder Cup in September. This has had to be achieved whilst managing existing day to day service delivery.

7. ST JOHNSTONE SUCCESS AND ROYAL VISIT

- 7.1 The unique nature of 2014 in Perth and Kinross was enhanced even further by two recent high profile events, which required careful planning at short notice.
- 7.2 Following the success of St Johnstone Football Club in reaching, and winning, the Scottish Cup Final on 17 May, for the first time in their history, the Council worked with St Johnstone to celebrate this landmark event. Prior to the Cup Final, the streets of Perth were decorated with lamp post banners, bunting, large displays on shop fronts, and the Broxden roundabout was dressed in St Johnstone colours. On the day of the final, there were various entertainments in the city centre, including live screening of the match. The Council organised an open top bus parade on Sunday 18 May, culminating in a presentation event on stage at the Horsecross Plaza, and a Civic Reception for the Club.

- 7.3 An estimated 20,000 people attended the open top bus celebrations. Pictures of the event are available at www.pkc.gov.uk/CupFinal. The success of St Johnstone and the subsequent celebrations attracted significant national media coverage for the area. These activities produced positive feedback from city centre food and drink providers, and the St John's Centre reported an uplift in footfall to the Centre. The total cost for supporting St Johnstone with these celebrations was £27,000.
- 7.4 The Perth and Kinross area also received significant national and international media coverage with the visit of the Earl and Countess of Strathearn to the area on 29 May. Their visit consisted of four separate events:
- (a) Strathearn Community Campus, Crieff
 - (b) MacRosty Park, to dedicate the Park as a Queen Elizabeth II Field in Trust
 - (c) Civic Reception and Tour of the Glenturret Distillery, Crieff
 - (d) Forteviot Fete
- 7.5 Each of these events required careful multi agency planning, to ensure safety and security of the Principals as well as the crowds of people attending. The highest attendance was at MacRosty Park, where an audience of 3,000 was present.
- 7.6 Costs incurred included stewarding, crowd control barriers, temporary car parking areas, grounds maintenance, floral displays, support to local communities in enhancing the appearance of the local area, and a Civic Reception. The total cost of the Royal visit was £46,000.

8. PROPOSALS/DELIVERY STAGE

- 8.1 The previous sections related primarily to the planning for these major events, and the response to recent high profile events. Now we are into the delivery period for these activities, the following represents the main upcoming actions, and the proposed dates.

8.1.1 Community Engagement

Ryder Cup

- Communication to local residents and people staying in the area about the local shuttle bus service for residents in Crieff/Auchterarder area – July 2014.
- Next stage of community engagement events for local residents closest to Gleneagles, and also for local elected representatives – July/August 2014.
- Production of local information/map on temporary road closures and other restrictions during Ryder Cup – July 2014.

Junior Ryder Cup

- Engagements with local elected representatives, and also with residents closest to the event for the Junior Ryder Cup – July 2014

8.1.2 Celebration Activities

- Roll out of willow golfer sculptures to local communities – June/July 2014
- Availability of mini golf and practice nets etc for free hire at community events – June 2014 onwards.
- Implementation of communities' projects funded by either the 2014 Community Challenge Fund, or additional Council funding to Take a Pride in Perthshire groups – June to August 2014.
- Design and implementation of golf-themed roundabout at A9/A823 Loaninghead junction near Gleneagles – July to August 2014.
- Delivery of Queen's Baton Relay celebration events – 4 and 5 July 2014
- Event at the Gleneagles Hotel to celebrate communities' support for the Ryder Cup, and to present prizes to competition winners – 14 September 2014
- Evaluation of programme of activities – October/November 2014

8.1.3 Legacy

- Official opening of the Gleneagles Station Link Road – 26 June 2014
- Launch of Geocaching initiative – June 2014
- Go 4 Gold events for Care Homes – July and October 2014
- Schools maximise their use of the Ryder Cup Education Resource – August/September 2014
- Evaluation of Legacy Activities – January 2015

8.1.4 Operational Planning

- Implementation of carriageway improvements to local roads, which will be most affected by Ryder Cup related traffic – June to August 2014
- Completion of Operational Plans for Ryder Cup and Junior Ryder Cup – July to August 2014
- Finalised Transport Plan – July 2014

8.2 In view of the success of the 2014 Community Challenge Fund (see section 3.1.2), it is proposed that the budget for this fund be increased from £50,000 to £70,000, to ensure that sufficient funding is available for communities coming forward with projects over this summer. This would enable more communities to participate in celebrating these unique sporting events. In addition, there is an opportunity to highlight the work of the Council and local communities in celebrating the Ryder Cup, as detailed in section 3.1.3. Therefore it is proposed to produce promotional materials to distribute to Ryder Cup partners and other organisations to showcase the strength of community involvement and joint working with the Council, in celebration of the key events of 2014. The estimated cost of these materials is £3,000.

9. CONCLUSION AND RECOMMENDATION(S)

9.1 Since the Council meeting in October 2013, there has been substantial progress in the preparations for the major 2014 celebrations in Perth and Kinross. The appetite amongst local communities to “take part, take pride, take place” has been substantial. This puts the entire Perth and Kinross area in a strong position, both to welcome the attention of the world over the next 3 months, and also to maximise the legacy benefits that these significant occasions have to offer.

9.2 The national and international coverage of Perth and Kinross was greatly enhanced by the St Johnstone celebrations and the Royal Visit in May.

9.3 The Council is asked to:

- (a) Note the progress made to date in preparation for the significant international events taking place during 2014.
- (b) Agree to transfer £23,000 from the Council’s contingency budget to the Ryder Cup budget, to provide additional funding for the 2014 Community Challenge Fund (£20,000) and provide to partner organisations the Councils innovative approach to community celebrations for the Ryder Cup (£3,000).
- (c) Agree to transfer £73,000 from the Council’s contingency budget to the Environment Service’s Events budget, to fund the expenditure incurred in supporting the St Johnstone Scottish Cup celebrations and the Royal visit to Strathearn.

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Approved

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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 476421



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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

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 are phased between 13/14 and 14/15. Provision of £500,000 was made for these activities in the Strategic Policy and Resources Committee. (report 13/445). Additional funding of £61,000 was approved by an Executive Sub Committee of the Strategic Policy and Resources Committee on 26 March 2014 (report 14/135), for Queens Baton Relay celebrations in Perth City Centre. The report requests a further £23,000 to be added to the Ryder Cup budget, and £72,000 to fund the St Johnstone celebrations and Royal visit in May. The Head of Finance has been consulted, and has indicated agreement with the proposals.

Workforce

2.2 There are no specific workforce impacts arising from this report.

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.

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 **relevant** for the purposes of EqIA with a positive impact, as part of the legacy programme of events seeks to engage care home residents in the Go 4 Gold programme, to promote health and wellbeing. Also operational planning for the events will ensure disabled access provisions are available.

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 The governance arrangements for the Ryder Cup both at national level, and within Perth and Kinross Council, have been established. Details are available on request.

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 Services 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
- Report to Council on 2 October 2013, (Report No: 13/480), entitled Preparing for the 2014 Ryder Cup and other Celebrations

3. APPENDICES

This section should list the appendices to the report.

- ✓ Appendix 1 – Community Engagement Activities
- ✓ Appendix 2 – Celebration Activities
- ✓ Appendix 3 – 2014 Community Challenge Fund Applications
- ✓ Appendix 4 – Community Competitions for the Ryder Cup
- ✓ Appendix 5 – Street Dressing Proposals for Ryder Cup and Commonwealth Games Queens Baton Relay
- ✓ Appendix 6 – Risk Log for Ryder Cup
- ✓ Appendix 7 – Queens Baton Relay Activities in Perth City
- ✓ Appendix 8 – Legacy Plan Progress
- ✓ Appendix 9 – Examples of Legacy Benefits in Perth and Kinross
- ✓ Appendix 10 – Business Support Activities

Community Engagement Activities

- 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.
- 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 from April 2013, with follow up newsletters issued to these residents on a regular basis.
- Briefings to community representatives on the transport planning arrangements for the Ryder Cup, with events held at Auchterarder, Kinross, Stirling and Perth between 24-27th March 2014.
- Three business engagement meetings in Perth, Auchterarder and Blairgowrie in April 2014, with a total of 170 businesses attending these events.

Celebration Activities

- (a) 2014 Community Challenge Fund - This Fund was launched on 6 March 2014 and is available to communities which might host events (such as street parties, or mini games) 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 decorating their areas, or by creating golf related displays. This fund has been well received with 28 successful applications to date, detailed in Appendix 3. The creativity and ambition of the community group in their projects has been admirable.
- (b) Additional funding for local community Take a Pride in Perthshire groups – part of the funding agreed by the Council in October 2013 was an additional 50% for local groups if they could demonstrate that this funding would be spent on the key 2014 events detailed in this report. To date 9 community groups have taken up this offer, and are developing initiatives such as:
- Crieff in Leaf have created a drystone wall permanent planting display to celebrate 2014 Ryder Cup (with keystone) plus sustainable, permanent planters for the High Street.
 - Kinnesswood in Bloom are running a community arts project involving the school and the village to create golfing displays around the village (using golf bags and club bags – recycled golf irons/woods decorated by the children).
 - Beautiful Perth are installing banner poles at key entrances to Perth to display Ryder Cup banners this year and to be used in the future for their own promotion and that of future key events in the city.
 - Bridge of Earn are creating a mini golf course floral display with tubs as the “holes” and a wooden gazebo as the clubhouse. A willow sculpture will also be on this site too.
 - Coupar Angus Pride of Place are maximising the addition of their willow sculpture by adding a golf tee feature and bannerpoles at entrance into the village.

- (c) Willow Golfers – the report to Council in October 2013 included a proposal for a community art project. A suggestion from an Elected Member was taken up to develop a series of willow golfing figures, with communities invited to participate in the project. 18 communities have come forward to each ‘host’ a willow sculpture of a golfing figure, in their public areas. Two local artists have been engaged to work with these communities to create the figures, which should be in place in June/July. It is planned to create a ‘treasure hunt’ style puzzle for people to visit each of these figures, solve the puzzle, and enter into a prize draw. This will both allow local communities to celebrate the Ryder Cup, and also attract visitors to explore more of Perth and Kinross.
- (d) Community Competitions – in order to foster a sense of identity with the Ryder Cup across a range of communities in Perth and Kinross, (especially with the opportunity to form a positive impression amongst the increased number of visitors to the area), a series of community competitions have been developed.

With the support of Ryder Cup Europe and The Gleneagles Hotel, six categories of competition have been established. This initiative was launched by the Provost on 18 February at The Gleneagles Hotel. These competition categories are detailed in Appendix 4. A celebration event has been planned for 14 September 2014, at the Gleneagles Hotel, where the communities’ work will be celebrated and competition winners will be announced.

- (e) Gardening Scotland - this event, held at Ingliston, Edinburgh from 30 May – 1 June attracted over 40,000 visitors. Working alongside volunteers from Beautiful Perth, as well as Westbank Enterprises, and Community Payback, the Council has developed and displayed a “Perthshire Welcomes the Ryder Cup” stand at this event, with the exhibit centered around a golf course, and decorated using three willow sculptures. This had the dual benefits of involving several community groups in a high profile project, as well as promoting Perth and Kinross to a large audience of potential visitors to the area. This display won a prestigious Gold award at the event, and the prize for the Best New Floral Display.
- (f) Participative Events in Perth - A programme of fun activities and animations has been developed for Perth city centre during Ryder Cup event week with the purpose of adding value for visitors encouraging dwell time, and footfall promoting Perth as a vibrant centre, and promoting golf in Perthshire. The programme will include:
- 9 hole mini golf
 - Inflatable golf practice nets and golf “shoot the target” sessions
 - Golf simulator
 - Golf Chipping Challenge
 - Golf related city centre animations promoting the area to visitors, and highlighting events around Perth and Kinross.
 - Photo backdrop opportunities with a golf related theme
 - Evening events programme at the Concert Hall during the week

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

- (g) Ryder Cup Exhibition – the official Ryder Cup Exhibition has been booked for display in Perth Museum from 2 June until September which will help build interest and excitement leading up to the event.
- (h) Toolkit of Publicity Materials for Communities - This toolkit includes electronic and paper based templates, and also materials (such as window stickers) which communities and businesses can use free of charge to celebrate the Take Part, Take Place, Take Pride elements of our Legacy programme, as well as materials to show support and welcome for the Ryder Cup. This toolkit can be viewed at <http://www.pkc.gov.uk/legacytoolkit>. Since its launch, there has been a significant demand for the toolkit items from local businesses and communities.
- (i) Community Payback - The Scottish Government has offered the Council £10,000 to support Community Payback teams getting involved in the Ryder Cup. The Council has responded with several suggestions.
- Gardening Scotland, Ingliston, 30 May – 1 June. The Council worked with Beautiful Perth (local environmental voluntary group), Westbank Enterprises (Perth based social enterprise giving employability opportunities to those furthest from the jobs market) and Community Payback, to create a golf themed display entitled “Perthshire Welcomes the Ryder Cup” – and celebrate the historic event coming to our local area. The unpaid work teams were a central part of creating this display.
 - Gleneagles Link Road Roundabout – it is proposed to design the roundabout on a golf theme reflecting the contours, textures and plants used in a Scottish golf course. Part of this design will be a dry stone wall feature, which we propose will be constructed by the unpaid work teams.
 - Ryder Cup week activations in Perth City Centre – several initiatives are planned to create a “buzz” in the city for residents and visitors, as host city for the Ryder Cup. This includes some “have a go” challenges. Discussions have also been held with the Community Payback team, to identify whether they could make other fun related golf displays/activities. Items discussed included putting challenge mats, and large backdrops with golfing images where people can take photographs.
 - Legacy Golf opportunity: North Inch Golf Course – it is expected that the Ryder Cup will inspire people to become more active, and take up golf either for the first time, or to return to the sport. We propose to work with the unpaid work teams to improve the area around the entrance to the North Inch course, to make it more appealing for the expected increased numbers of golfers coming to the North Inch. The work includes creating an entrance way, improvements to the starters hut area and interpretation boards, with details of the golf course and its history.
 - Making Perth and Kinross shine – the unpaid work teams will be involved in ensuring that Perth and Kinross is presented in the best possible way for the thousands of visitors to the area – activities include litter picking and chewing gum removal.

- (j) Public Areas Decorating - Key target locations of public realm in and around the Park and Ride sites, the Junior Ryder Cup venue at Blairgowrie, around 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. For example, the Wellmeadow at Blairgowrie is to be decorated in the floral colours of the Ryder Cup flags – red/white/blue and yellow with a display board highlighting the Junior Ryder Cup event. An additional 15 containers have been provided to Blair in Bloom to add extra colour at the bus station. The full detail of these proposals are contained in Appendix 5.

- (k) Roundabout Decoration A9/A823 – the roundabout which has been extended as part of the new Gleneagles Link Road, is being designed with a golf theme – reflecting the different contours and plant species associated with a golf course. Dry stone walling will be provided by Community Payback teams and it is intended that a commemorative 2014 Ryder Cup logo will be incorporated into the design.

This roundabout will be a focal point during the Ryder Cup, as the majority of Park and Ride buses will pass by it, as well as 1,500 event sponsor car users, who will be parking into an adjacent field. It will also be a lasting feature to commemorate the event at Gleneagles.

2014 CHALLENGE FUND APPLICANTS

Ward	Name of applicant	Project	Amount requested	Recommendation	Date assessed SY/JW	Running total of grants
2	Coupar Angus PS	East Perthshire Commonwealth Games Project	£2,014.00	yes	4.4.14	£2,014.00
2	Coupar Angus Pride of Place	Coupar Angus golf tee entrance	£2,014.00	yes - part	4.4.14	£1,639
2	Burrelton Bowling and Tennis Club	Celebration event	£2,014.00	Yes	11.6.14	£2,014.00
3	Blairgowrie Banners	Banners for street dressing local area	£2,014.00	£2014 in principle subject to details confirming certain items		£2,014.00
4	Pitlochry PS	Games Legacy 2014 mascots	£300.00	yes	5.3.14	£300.00
4	Pitlochry Partnership	QBR event	£2,014.00	yes - detailed breakdown of costs requested for event (pipe bands, banners, bunting)	9.5.14	£2,014
4	Kinloch Rannoch PS Parent Council	Kutumba Caledonian Forest Relay	£2,014.00	yes but not to spent on food or accommodation	9.5.14	£2,014

Appendix 3

4	Kenmore Primary School Forum	Highland Perthshire Mini Commonwealth Games	£2,173.80	Yes	11.6.14	£2,174
5	Stanley Dev Trust	Stanley Community Games and after games celebration event	£2,014.00	yes	5.3.14	£2,014.00
5	Bankfoot Gala Group	Bankfoot Gala Day 2014	£2,000.00	yes - part for Bouncy Castle, hire of marquees and fancy dress materials only	6.5.14	£900
6	Crieff in Leaf	Drystone wall display at Gallowhill and new planters in High St for important 2014 events	£2,014.00	yes	5.3.14	£2,014.00
6	Crieff Community Council	Banners for town dressing	£5,000.00	yes	5.3.14	£5,000.00
6	Muthill Village Trust	Muthill Sportive (Raising funds for Muthill - Crieff Cycleway)	£400.00	£300	11.6.14	£300.00
7	Blackford PS Parent Council	Ryder Cup Sensory Garden and Ryder Cup celebration party	£2,014.00	yes	4.4.14	£2,014.00
7	Blackford is Brighter	Willow structure promoting Ryder Cup	£1,000.00		6.5.14	£795
7	Auchterarder Bloom Association	School Lane Project	£3,755.00	yes		£2,014
8	Cleish Field Association	Commonwealth and Ryder Cup celebration	£1,000.00	yes - but not to be spent on food and drink	6.5.14	£1,000.00

8	Kinnesswood in Bloom	Ryder Cup/ Commonwealth Games Arts Project	2510	yes	6.5.14	2014
9	Brig in Bloom	Ryder Cup Golf Course Community Display	£2,014.00	yes - part	4.4.14	£1,639
9	Forgandenny Primary School PTA	Commonwealth Games Celebration Events	£772.50	yes	6.5.14	£773
9	Ruthvenfield Primary School Parent Council	Ruthvenfield Commonwealth Day	£1,911.83	yes - part, not pay for school signage (£380)	6.5.14	£1,532
9	Methven Parks C'ee	Welcome and celebration event QBR	£2,014.00	yes	6.5.14	£2,014
9	Pitcairngreen Village Association	Centenary Event	£1,500.00	Yes in full	11.6.14	£1,500.00
10	Beautiful Perth	Banner poles for city dressing at key entrances to city	£2,014.00	yes	5.3.14	£2,014.00
10	Tourette Scotland Perth Support	Commonwealth Gala Day 2014 - various events in Perth City	£1,714.00	yes	11.6.14	£1,714.00
10	Parent Council Fairview School	Commonwealth Games Sports Day	£2,014.00	yes	11.6.14	£2,014.00
12	Kinnoull PS Parent Council	Kinnoull Commonwealth Garden project	£5,000.00	yes - part	4.4.14	£2,014.00
					TOTAL	£47,461.33

Community Competitions for the Ryder Cup

Competition	Detail	Prize
Best Ryder Cup related community display (for "In Bloom" Groups)	<p>In Bloom Judges as part of the annual Take a Pride in Perthshire (TAPIP) award process. Suggested criteria:</p> <ul style="list-style-type: none"> • Relevance to Ryder Cup • Visual impact • Level of community involvement • Sustainability 	<p><u>1st Place</u></p> <ul style="list-style-type: none"> • Trophy (donated by Ryder Cup Europe) • Cash prize to be spent on enhancing the local community (£1,000) <p><u>Runner up</u></p> <ul style="list-style-type: none"> • Cash prize to be spent on enhancing the local community (£500)
Best Ryder Cup themed display in a residential garden	<p>Beautiful Perth hold an annual competition for best presented residential garden</p> <p>6 towns and villages hold similar competitions</p> <p>The existing competitions and judging arrangements would be used</p>	<p>Certificate and cash prize of £50 for the winning garden in each competition</p> <p>Total cost – approx. £300</p>
Greatest contribution by a Golf Club in Perth and Kinross to Legacy Aims of Ryder Cup	<p>Proposed that golf clubs are invited to submit details of their contributions to:</p> <ul style="list-style-type: none"> • Club Golf • Green Drive • Golf Tourism Development • Marketing to maximise benefits from the Ryder Cup • Participation in Charitable activities <p>Proposed judging panel of Scottish Golf Union, Ryder Cup Europe (if available), and PKC</p>	<p><u>1st place</u></p> <ul style="list-style-type: none"> • Trophy • Prize of £500 for the golf club and a round of golf at PGA Centenary Course for 8 people <p><u>Runner up</u></p> <ul style="list-style-type: none"> • Trophy • Prize of £250 for the golf club and a round of golf at PGA Centenary Course for 4 people
Best School involvement	<p>Proposed that individual schools are invited to submit details of their work to use the Ryder Cup</p>	<p><u>1st Place</u></p> <ul style="list-style-type: none"> • £500 for the school funds

Competition	Detail	Prize
	<p>to enhance learning opportunities for young people. This could include:</p> <ul style="list-style-type: none"> • Examples of links with local golf clubs. • Examples where the Ryder Cup e-resource has been used to develop projects. • Examples of interdisciplinary learning or cross curricular project using a golf related theme. • Projects or sports activities to encourage participation in golf. • Events organised to celebrate the 2014 Ryder Cup in P & K 	<ul style="list-style-type: none"> • Ryder cup memorabilia to display in the school recognising the achievement (e.g. signed picture) • Invitation to presentation at Gleneagles <p><u>Runner up</u> £250 for the school funds</p>
<p>Best Commercial Business Display/Shop Display related to Ryder Cup (open to all businesses/organisations in Perth and Kinross)</p>	<p>Suggested criteria:</p> <ul style="list-style-type: none"> • Relevance to Ryder Cup • Visual impact • Creativity • Best use of available resources 	<p><u>1st Place</u></p> <ul style="list-style-type: none"> • Trophy (donated by RCE) • Cash prize for staff or team building or celebration event (suggest £250) <p><u>Runner up</u></p> <ul style="list-style-type: none"> • Certificate • Cash prize for staff team building or celebration event (£100)
<p>2014 Community Challenge Fund/ Best</p>	<p>Proposed judging by a panel of PKC staff (and RCE, if available). Criteria:</p>	<p><u>1st Place</u></p>

Competition	Detail	Prize
<p>Ryder Cup Themed event Activity</p> <p>The Council has established a Challenge Fund where communities are funded to celebrate/commemorate the Ryder Cup, Commonwealth Games or Homecoming. They will be asked (as part of the funding) to provide a portfolio of their activity. These could be assessed, with a winner awarded.</p>	<ul style="list-style-type: none"> • Relevance to Ryder Cup • Level of creativity • Degree of community involvement • Sustainability 	<ul style="list-style-type: none"> • Certificate • Prize of four tickets to Ryder Cup (1 days pass)
<p>Prizes for various Care Home "mini golf" events</p>	<p>Awards given at mini sporting events, led by Housing and Community Care</p>	<p>Up to £500 various small trophies and prizes, across a range of care homes and mental health activities</p>

Street Dressing Proposals for Ryder Cup and Commonwealth Games Queens Baton Relay

Option	Comments
<i>City of Perth:</i> Tay Street lamppost banners, Ryder Cup and Legacy branding	30 columns available. Replacing every third banner and leaving up existing in between.
<i>City of Perth:</i> High Street lamppost banners	16 banners, double-sided available.
<i>City of Perth:</i> King Edward Street lamppost banners	2 columns available
<i>City of Perth:</i> Concert Hall area lamppost banners, Ryder Cup branding	Reuse the five banners produced for Year to Go
<i>City of Perth:</i> St John's Street lamppost banners, Ryder Cup and Legacy branding	4 columns available, double-sided, requires survey.
<i>City of Perth:</i> Glasgow Road lamppost banners, Ryder Cup and Legacy branding	22 columns available. Replacing every third banner and leaving up existing in between.
<i>City of Perth:</i> North Inch	See 'Multiple use': recommend Ryder Cup, Legacy and Glasgow 2014 feather banners, plus Glasgow 2014 horizontal banner, for QBR event
<i>Gleneagles:</i> new station link road lamppost banners, Ryder Cup and Legacy branding	25 columns available with permanent fixings.
<i>Auchterarder:</i> High Street lamppost banners, Ryder Cup and Legacy branding	25 columns available (if new columns with permanent fixings are installed). If columns without permanent fixings are installed, lamppost wraps are recommended instead of hanging banners, due to liability issues.
<i>Auchterarder:</i> High Street and CSoA feather banners	See 'Multiple use': recommend Ryder Cup, Legacy and Glasgow 2014 feather banners for QBR
<i>Blairgowrie:</i> Wellmeadow lamppost banners, Ryder Cup and Junior Ryder Cup branding	3 double-sided available.
<i>Blairgowrie:</i> A93 and Rosemount feather banners and horizontal banner	See 'Multiple use': recommend Ryder Cup, Legacy and Glasgow 2014 feather banners, plus horizontal banner, for QBR
<i>Crieff:</i> High Street lamppost banners, Ryder Cup and Legacy branding	2-4 banners at start and end of High Street to support community banners

Option	Comments
<i>Blair Atholl</i> : B8079 feather banners	See 'Multiple use': recommend Glasgow 2014 feather banners, plus horizontal banner, for QBR
<i>McDiarmid Park and Ride</i> : horizontal banner and signage, Ryder Cup branding	Large area of suitable fencing available. Could reuse 'Welcome to the City of Perth' banner from Queen's visit.
<i>Multiple use</i> : Ryder Cup feather banners	20 in stock
<i>Multiple use</i> : Legacy feather banners	15 would cover main venues 25 would give the option of using some at venues, eg Pitlochry, Dunkeld and Birnam, Methven, Muthill
<i>Multiple use</i> : Glasgow 2014/QBR feather banners	These would also form part of the toolkit for lending to communities and could be used at the Kilt Run.
<i>Multiple use</i> : Glasgow 2014/QBR horizontal banners	2 x packs of 5 ordered from Glasgow 2014
<i>Multiple use</i> : bunting	2 x 5m banners ordered from Glasgow 2014 TES has large quantity in stock. This could be used at venues, eg Pitlochry, Dunkeld and Birnam, Methven, Muthill
<i>Toolkit</i> : Legacy pull up banners	This would also form part of the toolkit for lending to communities.
<i>Toolkit</i> : Legacy window stickers	2 x vertical portable banners. Free for communities and businesses to borrow.
<i>Toolkit</i> : Legacy shop window vinyls	Free for communities and businesses to order (max 50)
<i>Toolkit</i> : Legacy balloons	Free for communities and businesses to order (max 10)
<i>Toolkit</i> : Legacy postcard packs	Free for communities and businesses to order (max 50)
<i>Toolkit</i> : Legacy water bottles	Free for communities and businesses to order (max 50)
<i>Toolkit</i> : Legacy Frisbees	Free for communities and businesses to order (max 10)
<i>Toolkit</i> : Legacy and Ryder Cup floral display signs	Communities can order individually
<i>Toolkit</i> : Ryder Cup window stickers	Free for communities and businesses to order (max 50)
<i>Toolkit</i> : Ryder Cup posters	Free for communities and businesses to order (max 50)
<i>Toolkit</i> : Ryder Cup window tape	Free for communities and businesses to order (max 10)
<i>Toolkit</i> : Legacy logo, poster template, flyer template, newsletter template, web banner, media release template, Facebook banner, Twitter background and Twibbon	These items will be free to download as part of the toolkit



RISK PROFILE FOR DISCUSSION
PKC Ryder Cup Risks
Version 0.6
Date 9 June 2014

RISK PROFILE

KEY:

CE = Control Effectiveness :

Controls and Action Plans		
	Key Controls	Action Plans for Control Improvements
D	Significant Controls do not exist or have broken down	Will not achieve critical deadlines
C	Significant controls not operating effectively	May not achieve critical deadlines
B	Not all controls are fully effective	
A	Controls are working effectively	Will achieve critical deadlines

Heat Map / Prioritisation:

I M P A C T	5. Critical		Risk 002 Risk003			
	4. Major	Risk001				
	3. Moderate		Risk004 Risk005 Risk006 Risk007			
	2. Minor					
	1. Insignificant					
		1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost certain
PROBABILITY						

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions			Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner	
Risk Category:										
R001	<p>There is a risk of a delay in the delivery of link road which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> • Reputation damage for PKC • Operational difficulties for the event • Emergency Access to station compromised <p><u>CAUSES:</u></p> <ul style="list-style-type: none"> • Judicial Review • Contractor failure • Severe weather 	4	3	<p>Control 1 Delivery Programme with built in contingency.</p> <p>Control 2 Financial and contract Monitoring</p> <p>Action 1 PKC will overview the contract monitoring process (will attend meeting / on site etc.)</p>	A	4	1	Ongoing (end May completion)	Roads Infrastructure Manager (Jillian Robinson)	
R002	<p>There is a risk of failure of road/transport infrastructure which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> • People don't get to the event • Reputation damage to PKC • Impact on road network – community; communities • Volume of Traffic / Gridlock <p><u>CAUSES:</u></p> <ul style="list-style-type: none"> • Failure of Transport Plan • Severe Weather • Traffic accident / breakdown 	5	4	<p>Control 1 Transport Plan (Multi-Agency)</p> <p>Control 2 Network Improvement Schedule</p> <p>Control 3 Network routes monitored (daily) plan</p> <p>Control 4 Tayside Contracts available on site to respond to any roads problems</p> <p>Control 5 JOC centre (24hrs)</p> <p>Control 6 COMPLETE Contingency parking at Balado</p> <p>Control 7 Community Engagement events</p>	A	5	2		Roads Network Manager (Chic Haggart)	

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions			Residual Impact / Likelihood		Action Details					
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner					
	<ul style="list-style-type: none"> Structural failure Time factors of event 			Control 8 COMPLETE Agreed to hold an In-Service Day on Friday 26/9/14	A				Stuart Younie					
R003	<p>There is a risk of Operational failure e.g. fire; crowd injury; staging collapse etc which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> Death / Injury Potential financial penalty/liability claims Reputation Damage to Council <p><u>CAUSES:</u></p> <ul style="list-style-type: none"> Failure to scrutinise / monitor the Organisers activities in accordance with our legal duties. PKC fails its statutory duties Capacity of staff Negligence 	5	3	Control 1 Comprehensive planning structure covering areas – infrastructure and operation of event (multi-agency) Control 2 Experience of handling other major events Control 3 Competency and qualification of staff Control 4 Designated lead officer Control 5 Resource allocated for additional capacity Control 6 Emergency Planning arrangements Action 1 Build Surge Capacity plan Action 2 - Completed Approval of report to Council Action 3 Develop operational on-site plan	A	A	A	A	A	A	5	2	July 2014 2/10/13 July 2014	Regulatory Services Manager (JD) Head of Environmental and Consumer Services (KM) Regulatory Services Manager (JD)

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions			Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner	
R004	<p>There is a risk that we don't maximise the economic benefit to the area which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> Low economic impact at the Perth and Kinross level during and post Ryder Cup <p><u>CAUSES:</u></p> <ul style="list-style-type: none"> Lack of effective communication/engagement with businesses Limited procurement opportunities for local suppliers Lack of tourism development and marketing to capitalise on increased visitor footfall and area profile 	3	3	<p>Control 1 Business development programme</p> <p>Control 2 Team Scotland sub group to consider national and local promotion at the event and during the week of the Ryder Cup</p> <p>Control 3 Public Contracts Scotland Ryder Cup web page</p> <p>Control 4 PKC web page</p> <p>Control 5 Golf Perthshire</p> <p>Control 6 Economic Impact Study (Scottish government)</p>	A	3	2		Regeneration Projects Team Leader (AG)	

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions			Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner	
				Action 1 Events/seminars and direct promotion of opportunities to local businesses in collaboration with partner organisations Action 2 - Completed Establish local Golf Tourism Development Group Action 3 Continued participation in Team Scotland sub group (meets every 6 weeks) Action 4 - completed Develop Business Toolkit (for local shops/Businesses/Hospitality) Action 5 Refresh Web-pages Action 6 - Completed Event – Perthshire Tourism Partnership – Tourism networking event Action 7 Completed - Develop ‘Do’s and Don’ts’ Guidance				Ongoing September 2013 Ongoing April 2014 Ongoing 30/01/14 March 2014	Regulatory Services Manager (JD)	
R005	There is a risk of negative PR/media coverage/ community response which could result in: CONSEQUENCES: <ul style="list-style-type: none"> • Reputation damage at community level • Negative local PR / Media coverage • Not a positive environment for visitors / tourists from local communities • Negative perception from Elected Members 	3	4	Control 1 Communications Sub-Group of Strategic Ryder Cup Multi-Agency Group Control 2 Community Engagement Events plans Control 3 Legacy Plan / Communications Plan Control 4 PKC Web page	A A A A	3	2			

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions			Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner	
	<p><u>CAUSES:</u></p> <ul style="list-style-type: none"> Lack of information Lack of effective communication /engagement with communities Not getting buy-in / support from communities Selectivity of focussing on certain areas. 			<p>Control 5 Multi- agency Community Engagement Group</p> <p>Action 1 Completed Legacy Plan approved by Council (includes projects identified for community engagement)</p> <p>Action 2 Continue to engage with national Communication sub group</p> <p>Actions 3 – Completed Secure additional funding to support delivery of Legacy projects</p> <p>Action 4 Develop Ambush Marketing Plan</p> <p>Action 5 - Completed Community engagement / consultation – community groups and partners</p>	A			<p>2/10/2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>01/08/14</p> <p>1/04/14</p>	<p>Legacy Service Mgr (SY)</p> <p>Corporate communications Mgr (RF)</p> <p>Head of Environmental and Consumer Services (KM)</p> <p>Head of Environmental and Consumer Services (KM)</p> <p>Regulatory Services Manager (JD)</p>	
R006	<p>There is a risk of not maximising legacy benefits which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> Failure to realise long term economic benefit of hosting event 	3	4	<p>Control 1 Approved Legacy Delivery Plan</p> <p>Control 2 Allocated staff resource to support</p> <p>Control 3 Established Golf Legacy group</p>	A	3	2			

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions		Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner
	<ul style="list-style-type: none"> Failure to engage young people from using education resource Failure to engage Golf Clubs / increasing participation by locals and visitors Failure to capitalise on environmental benefits Failure to engage people to adopt healthier lifestyles Failure in engaging communities in volunteering activities Reputational damage for Council <p><u>CAUSES:</u></p> <ul style="list-style-type: none"> Capacity of staff to make it happen Failure to deliver implementation plan through lack of engagement / buy-in Inadequate Planning 			<p>Control 5 Governance structure - monitored</p> <p>Action 1 completed Legacy Plan approved by Council</p> <p>Action 2 Self-evaluation approach to monitoring Legacy Delivery Plan</p> <p>Action 3 KPIs will be monitored as a result of Legacy Plan</p> <p>Action 4 Plan and co-ordinate 2014 events programme</p>	A			<p>2/10/13</p> <p>July 2014</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Legacy Service Mgr (SY)</p> <p>Legacy Service Mgr (SY)</p> <p>Legacy Service Mgr (SY)</p> <p>Legacy Service Mgr (SY)</p>
R007	<p>There is a risk that we fail to engage as part of Team PKC approach which could result in:</p> <p><u>CONSEQUENCES:</u></p> <ul style="list-style-type: none"> Operational delivery not run smoothly Reputation damage to PKC as viewed by Partners Limited potential to host future events Possible economic impact on area Failure to maximise opportunities 	3	4	<p>Control 1 Ryder Cup Steering Group</p> <p>Control 2 Head of Service lead</p> <p>Control 3 Legacy (Service Mgr) lead</p> <p>Control 4 Ryder Cup Implementation Plan – report to Council (2/10/13)</p> <p>Control 5 Ryder Cup Operational Group</p>	A	3	2		

RISK PROFILE

Risk Owner: Perth & Kinross Council		Inherent Impact / Likelihood		Controls and Actions		Residual Impact / Likelihood		Action Details	
No.	Risk Description	I 1-5	L 1-5	Description	CE	I 1-5	L 1-5	Target Date	Action Owner
	<p><u>CAUSES:</u></p> <ul style="list-style-type: none"> • Poor communication – partners/staff • Lack of capacity • Poor clarity of roles / responsibilities – cause duplication • Fail to engage with staff / inclusiveness 			<p>Control 6 Governance Structure (part of Council report)</p> <p>Action 1 Develop internal Comms plan inc stakeholders</p> <p>Action 2 - Completed Set-up 'Multiple Team PKC' engagement event</p> <p>Action 3 Implement staffing capacity changes</p>	A			<p>Ongoing</p> <p>July 2014</p> <p>Ongoing</p>	<p>Corporate Communications Mgr (RF)</p> <p>Head of Environmental and Consumer Services (KM)</p>

QBR Activities in Perth City

Zone	Location/Timing	Purpose
1 - 'Come & Have a go' – Sports Event	North Inch – near Bells Sport Centre Afternoon	Sports will be represented both on a display and “taster” basis. Families or individuals can join in on a group or singly, on an “impromptu” basis. Sports involvement will be free and will present an opportunity for signing up for further classes and sessions, with the aim to improve sport involvement at all levels. Commonwealth Games sports are being represented within this remit. Sports will be organised locally or through the Council's Sports Development Team working with Live Active Leisure. The framework is a mixture of serious sport and leisure alternatives, with an emphasis on fun.
2 – Cultural Events	Streets in Perth city centre and on North Inch Afternoon, up to arrival time for the Baton on the North Inch (approx 6.30 pm)	Provision of a gala style event with street theatre, performances, stalls, a community stage, face painting, fairground rides and other attractions, including several acts from the Commonwealth Games cultural programme. The theme will be around celebrating the cultural diversity of the Commonwealth as Perth gets ready for the Baton to parade through its streets.
3 – Baton Relay Music Event	North Inch Approx 6pm – 9pm	The showpiece of the Baton Relay will be a large outdoor family entertainment event on a main stage on the North Inch. Admission is free for the public. The Baton will be welcomed on the stage, followed by a strong programme of national music acts to attract people into Perth for the evening.

2014 Legacy Delivery Plan Projects Log

Stream	Project Officer	Project	Grade	Highlights	Issues	Details
Active	Stuart Younie	Deliver the active for Life initiative focusing on reducing health inequalities and secure UK Health Promoting City Status for Perth		A short film has been produced and shared online and a week long road show in St John's Shopping Centre was very successful in encouraging sign ups. A Community Planning Partnership (CPP) Physical Activity workforce development event was held on 25th of March attracting around 80 delegates a draft charter for Physical Activity was launched.	While the roadshow helped to reach many people who do not have email addresses, it is difficult to get follow up information out to this group.	Over 150 people have signed up to the Active for Life pledge and are receiving regular news and updates about sport and active recreation in Perth and Kinross. The next stage is to develop detailed proposals to be considered by the CPP to support the implementation of the charter and Health Promoting City Status.
Active	Tammy McKinlay	Implement a range of physical activity programmes for targeted parents and their children in early years	Low	Active schools currently working with the early years team to deliver a range of programmes aimed at engaging parents in ensuring their children meet recommended physical activity levels.	No issues	Delivery of parent and child physical activity and aquatic skill education sessions are in the process of being delivered across all 10 clusters. Minimum of one workshop per cluster to be delivered.

Active	Tammy McKinlay / Gill McShea	Support activities aimed at widening participation in targeted groups	Low	Girls Active dance programme aimed at engaging more girls to take part in dance was delivered in all 10 secondary schools, supported by youth dance.	No issues	Girls Active programme has resulted in 48 teenage girls achieving Dance Leader Level 1 qualification.
Active	Gill McShea	Support activities aimed at widening participation in targeted groups		Celebrate Events are in the planning phase and encourage the people of Perth and Kinross to have a go and 'to take their turn' the week after the Commonwealth Games finishes.	Coordination of the programme to complement other planned activity.	<p>The week commencing 4th August there will be a range of experiences offered by Live Active under the headings of Sport, Fitness and Wellbeing. Encouraging people to get active and try new programmes. All relevant local stakeholders will be involved in the development and delivery.</p> <p>On Wednesday 6th August there will be an event in each of the 5 localities focusing on Children, Young People and families offering a fun programme of opportunities throughout the day, and a challenge for P&K that will connect all of the events.</p>

Active	Gill McShea	Support activities aimed at widening participation in targeted groups		Appointment of temporary coordinator (funded by Active Living Fund) to develop pre and post natal opportunities for women to be active has resulted in new exercise programmes being available in Perth City and Kinross, the creation of Active Beginnings as an activity and advice group for new mums and the set up of a Stride for Life buggy walk in Kinross.	Funding runs out June 2014. Issues are under consideration	Weekly sessions taking place at Bells Sports Centre, North Inch, Loch Leven Community Campus. All programmed activities are sustainable beyond the life of the remit if they break even financially. The coordination, development and support required to meet further need and demand is in place until June 14. New Active Beginning pilot block complete April 14. New block commencing late April.
Active	Gill McShea	Support activities aimed at widening participation in targeted groups		No Limits evening activity club in Perth for young people and adults with a physical, learning or sensory difficulty now mainstreamed after initial grant support from the Active Living Fund. Need for evening opportunities identified through consultation at No Limits event held in 2013 which was also funded.	No issues	The programme now taking place on a Friday evening at North Inch Community Campus to avoid conflict with other social opportunities now available in Perth for adults with Learning disability. Demand for Boccia specific programme now evidenced. Consultation commencing May re development of new Boccia sessions.

Active	Alan Clark	To deliver a programme of events promoting club and community sport across Perth & Kinross	Low	7 days of Sport will again run this year from Aug 28th - Sep 3rd. Sports Clubs across P&K will have the opportunity to highlight sessions they are running for inclusion in a LA wide programme of events. A membership workshop for P&K golf clubs took place on April 29th. Clubs from around P&K were taken through an action planning process to boost membership in 2014.	Staffing resources in Sports Development may make it challenging to follow up with work from golf clubs	Club information will be gathered throughout May and will be published and distributed throughout June and July.
Active	Tammy McKinlay	Deliver 'Get Involved' Youth Sports and Dance Camps offering developmental coaching opportunities for young people	Low	Active Schools successful in obtaining £10K Games For Scotland grant from EventScotland.	Get Involved has been progressively successful over the past 3 years. 2014 dates must coincide with the QBR at start of the school holidays and could impact on participation levels.	Camps for S1 - 4 in different CG sports. Coaches from local clubs to deliver sessions. CG athlete to do Q&A with all participants. 5 Dance camps to take place across P&K.
Active	Alan Clark	Improve our support for performance and development athletes	Low	Perth and Kinross Sports Council Grants to be targeted to younger athletes	No issues	Grants have traditionally been open to all but a reduction in funding has led to a review of allocations. Grants will now be directed to supporting those still in full time education or under 18 to ensure those who really need support get it.

Active	Tammy McKinlay	Develop a primary and secondary school sport competition programme	Low	School Sport calendars in place for primary and secondary. FTE Modern Apprentice for School Sport in post. Regional School Sport Officer in post funded by sportsotland as a pilot.	Capacity issues with facilities.	Participation in school sport increased again in term 2. New 'Young Choreographer Awards' has 16 entries. SSPG Communities 2014 bid successful.
Active	Alan Clark	Develop Perth High as Community Sport Hub with performance programmes for Netball and Badminton	Low	Perth High is now recognised by sportsotland as a CSH under the national network.	Some delay in programming the halls is occurring due to build delays for the new 4 court hall	Programming work is being undertaken with the constituted CSH group to ensure the right sports access facilities at the right time. Badminton and Netball are being given priority status at the site.
Active	Alan Clark	Deliver a 2014 inspired Perth & Kinross Sports Awards	Low	12 winners were presented with awards on March 7th at Dewar's Centre	No issues	190 people attended the dinner at which local volunteers and sports people were also recognised for outstanding commitment in a Sports Development lead 'Above and Beyond' category
Learning	Gail Hally	To promote Perth & Kinross schools to register on the 'Game On Scotland' website		The site has been promoted direct to schools, Head Teachers and through the PE and Active Schools Networks.	Detailed information on the number of schools registering to use the resource is not yet available.	We have recently emailed out to all schools to ask for an update on Commonwealth Games related projects and activities and have compiled an overview of what's happening in the majority of school areas.

Learning	Gail Hally	Support the development and launch of national educational resource to promote golf and the Ryder Cup		The resource was launched as part of the year to go event on 23rd Sep 2013 at the Community School of Auchterarder.	Schools are currently focussed on the delivery of Commonwealth Games related projects and activities using the Game On resource for the remainder of this academic year. The Ryder Cup resource will be promoted at the start of the 2024/15 session.	We are working with the Scottish Government through the Ryder Cup Legacy and Communities Group to promote the resource across Scotland at the start of the next academic session and will be encouraging all schools in P & K to use the resource.
Learning	Lyndsay Jess	Develop a learning programme to support the Ryder Cup Exhibition to be shown at Perth Museum and Art Gallery	Low	The schools museum programme for the Ryder Cup will run from 2-13 June 2014 and will be accompanied by a lecture series. On 27th August Hannah Fleming, Curator at the British Golf Museum, will deliver a lunchtime lecture at PMAG. Other lectures are still being developed.	No issues	Sara Ann Kelly has been working with sessional workers to develop a learning programme for the formal strand of our learning and outreach programme.

Learning	Tammy McKinlay & Alan Clark	Continue the delivery of the LEAD Sport Pathway	Low	Further work is being undertaken to integrate the pathway with partners. 115 young people signed up for this year's School Sport Coaching Project and £5K Gannochy funding secured.	Active Schools and Sports Development have submitted applications for 2 further MAs in 2014 - 15. Success of LEAD pathway is dependent on provision of MA posts.	LAL have been working closely with exit employment pathways for young people going through LEAD. A guaranteed interview scheme and proper tracking and signposting for those wanting to follow a career in sport and physical activity are being implemented.
Learning	Tammy McKinlay	Support the delivery of the Champions in Schools programme across all 10 secondary schools	Low	11 secondary schools (includes Fairview) have been appointed a Champion. 7 pupils from Perth High attended 'Be Your Personal Best' day hosted by Winning Scotland.	Relies on £1,375 central funding to match the £125 provided by each school.	All schools on target to complete CiS programme. Feedback from pupils, school staff and Active Schools Coordinators has once again been very positive. External consultants undertaking evaluation in a number of P&K schools.
Learning	Hilary Kennedy	Develop and deliver Living Communities Young Ambassadors Programme	Low	The Young Heritage Ambassadors Programme offers opportunities for young people to share their learning experiences with a wider audience, with the option of seeking Youth Achievement Awards for research and promotional activities. Opportunities are currently being developed in partnership with RSGS.	No issues	Examples of Activities taking place: young people from St Dominic's RC Primary School, Crieff, gave a public talk at Strathearn campus about the glass heritage of the area, supported by Caithness glass designer Helen Macdonald. Students at Kinross High will be promoting local poet Michael Bruce through the scheme during June 2014.

Learning	Alan Clark & Gill McShea	Implement a co-ordinated coach development programme for Perth & Kinross	Low	The Perth and Kinross Coach partnership led by PKC Sports Development will relaunch its grants programme pre- games and an updated joint plan will be produced.	No issues	The Perth and Kinross Coaching partnership have been developing a new plan and realigning resources to make best use to capitalise on the Games. The partnership are focussing work on developing people, increasing participation in coaching and empowering organisations
Community	Bruce Reekie	Deliver "Zero waste" fortnight	Low	<ul style="list-style-type: none"> The survey work was undertaken just before the 2013 Zero Waste Fortnight, by Nicki Souter Associates. The November 2013 Zero Waste Fortnight went ahead, as planned (6th to 20th November): <ul style="list-style-type: none"> The Launch Event provided the local community with information about ways to reduce, reuse and recycle more of their waste. The Launch Event included a cooking demonstration by a Perthshire chef showing attendees how to reduce their food waste (linking to the Love Food Hate Waste Campaign). The Launch Event also 	No issues	<p>We are currently implementing projects as a direct result of Nicki Souter's survey work. We are also planning a timetable of events and projects to implement before the November 2014 Zero Waste Fortnight. Regular updates are available on http://www.pkc.gov.uk/zerowas-tecommunity</p>

				<p>involved local community group, Remake, promoting reuse of items via their new Scrapstore.</p> <ul style="list-style-type: none"> - The Auchterarder Scouts, Cubs and Beavers delivered the Itineraries to all of the households in Auchterarder and Aberuthven. Then their groups were visited by Waste Services officers to learn more about waste and recycling. - Both Aberuthven Primary School and the Community School of Auchterarder hosted visits from Waste Services officers to learn more about waste and recycling. 		
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Community	Bruce Reekie	Support Big Tree Country in the preservation of rare conifers.	Low	<p>PKCT employed the iCONic Project Officer and continued to deliver on-site improvements as well as promote and market Big Tree Country. In particular, it backed the Year of Natural Scotland 2013 promotion by taking the lead in Perthshire: highlighting its outstanding natural beauty and providing inspiring ideas on how both locals and visitors can explore it.</p>	No issues	The Big Tree Country project is a rolling programme of improvements to the tree and woodland stock of Perthshire along with improved access for the public, interpretation and promotion
Community	Bruce Reekie	Supporting the John Muir Trust in its celebration of the John Muir 2014 Centenary year and key areas of conservation and awareness raising work.		<p>Supporting the John Muir Trust, including:</p> <ul style="list-style-type: none"> ■ Restoring and enhancing key habitats on some of Scotland's finest wild landscapes – including 260ha of native woodland and 4,500ha of peatland. ■ Engaging upwards of 10,000 volunteers, local communities and visitors in the practical work to enhance habitats and biodiversity. ■ Educating and inspiring people from all walks of 	No issues	

Community	Bruce Reekie	To Deliver the Geo-standard for golf clubs in Perth & Kinross	Low	life to connect with nature and wild places through the John Muir Award	Ryder Cup Europe and their partners are seeking to leave a lasting sustainability legacy from the Ryder Cup Event at Gleneagles in September 2014. As well as minimising resource use and maximising ecological protection across the venue and event staging as part of the 'Green Drive' initiative, the organisers want to outreach support into local golfing, environmental and community projects.	No issues	The Ryder Cup Outreach Fund has been created from Ryder Cup legacy funds and Scottish Government contributions to fund biodiversity projects aimed at improving the ecological value of golf courses and generating sustainable benefits to clubs in Perth & Kinross.
Community	Helen Smout	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		Proposals under development working with Youth Services.	No issues	No issues	Plan to implement this project in the second half of 2014

Community	Bruce Reekie	Promote our towns and enhance our public spaces to welcome visitors to the area	Low	A multi-disciplinary team from across Council services has been established to review and assess sites across Perth and Kinross. Where required external partners will also be engaged to ensure that locations are maintained and enhanced ahead of events.	No issues	Detailed site inspections have commenced for all the major towns that will be visited or associated with the Ryder cup and Queens Baton Relay.
Community	Helen Smout	Commission new community art : Legacy Archive		This project is being taken forward by Environmental Services, and will see the development of the new roundabout at Gleneagles as a representation of the features and planting found on a Scottish golf course.	No issues	Design is currently under preparation

Community	Helen Smout	Deliver Place Partnership programme environment	Medium	<p>The Creative Hub industries workshop is underway. The first lecture was given by architect Fergus Purdy in March. Our next event, Perth's first Pecha Kucha takes place on Tuesday 6th May at the AK Bell Library from 19.00-20.30. Pecha Kucha is an event night originally from Tokyo, Japan. Creative speakers are given just over six minutes to talk about whatever they want. The quick fire format makes it a great way to hear about all the creative work happening locally.</p>	No issues	<p>Pitlochry Festival Theatre delivered their Enterprise Project to S3 pupils from Pitlochry High School. This was a day of hands-on learning activities and workshops given by staff across all of the theatre's departments and activities. Horsecross will host their own Enterprise Project in September. Our partners placements are currently underway. PFT have teamed up with photographer Jamie Gray to offer a photography placement to a student of the New School Butterstone; the music department at Perth College UHI are working with young musicians to create an album of new music and the advert calling for young people to work with a writer in residence at RSGS has went out w/c 28th April, for the placement to start in May/June in Blairgowrie, Rattray and the Glens are also offering a placement to a young person to work with a writer in residence as part of their Bookmark festival. Further placements and lectures for the Creative Hub series are still under development.</p>
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Community	Stuart Youngie	To promote access to our unique natural environment.	Low	The 2014 Adventure Festival will take place in Perth from the 13-15th of June. An extensive programme of activities has been developed and a total of approx 3000 activity sessions are available to the public. A limited edition set of collectible geocaching coins has been commissioned and a range of community trails will be developed to promote the activity in 2014.	No issues	Geocaching is 'treasure exploration for the digital generation': tracking a cache of small prizes using GPS. It's the ideal way to get active in the Perth and Kinross countryside, and particularly appeals to families. These trackable coins are highly collectable and, along with new local trails we're developing, will get more people out and about trying geocaching. We're also making GPS equipment available to loan to groups working with disadvantaged or vulnerable youngsters so that they can give it a go.
Community	Alan Clark	To support voluntary clubs to develop and grow by improving access to facilities and development support	Medium	Sports Development have taken on responsibility for programming sports facilities at Perth High, Grammar and Academy. Work to constitute community sports partnerships is well underway.	A reduction in staffing has reduced the support available to Community Sports Partnerships. This has resulted in the Partnerships at Highland Perthshire and Crieff folding.	Some traditional lets in these facilities are better placed elsewhere if we are to develop club sport.

Community	Tammy McKinlay	Recruitment, development and retention of school sport volunteers	Medium	573 volunteers delivered extra curricular school sport in term 1, and 538 delivered in term 2.	Capacity issues with regards to volunteer management.	Over 700 volunteers are listed on the Active Schools Volunteer database, of these over 330 are secondary pupils. Year on year Active Schools continues to recruit and support an increasing number of volunteers who in turn deliver school sport.
Economy	Alan Graham	To improve the promotion of Perth and Kinross as a destination for Golf Tourism working in partnership with our local clubs	Low	Perthshire Golf Tourism Partnership established in line with the national golf tourism strategy. Area golf marketing campaign implemented.	No issues	Golf Perthshire is the area golf tourism partnership and was established as an industry led group supported by PKC, Scottish Enterprise and VisitScotland. A project officer has been appointed and engagement with all local clubs undertaken. The focus for activities is raising the profile of the area through on line promotion, press visits and golf exhibition activities. In parallel, VisitScotland is undertaking promotion of the area and the value golf ticket schemes (Perthshire Green Card, Perthshire Highlands Golf Ticket) in particular.

Economy	Alan Graham	Identify key opportunities for our area through the Cities Alliance and the Commonwealth business legacy programme	Low	"Going Places with Scotland's Food and Drink" Conference held in Perth on 5 March. Ryder Cup and CG procurement and business workshops have been undertaken in Perth and Kinross.	No issues	Scotland Food and Drink conference was held as part of series of key sector "Global Excellence" conferences hosted by each of Scotland's cities.
Economy	Helen Smout	Deliver a programme of cultural and heritage activity to attract a broad range of audiences and participants		A review of programming across Museums, Galleries and Libraries has resulted in an extended programme of exhibitions, events and talks which have been positively received by visitors to date. Highlights to date have included talks by Neil Oliver and Andy Kilpatrick attracting audiences of over 350, the Secret Egypt exhibition which brought extended families to events at Perth Museum and Art Gallery, the Festival of Museums weekend event and the opening of the Ryder Cup and Alison Watt exhibitions, both of which have attracted significant national press coverage.	Recent changes in opening hours across museums, galleries and libraries are likely to have an impact on overall attendances this year.	

Economy	Stuart Younie	To deliver the Queens Baton relay and associated events	A new programme has been developed and social media content to support this has increasingly been attracting followers and comments.	No issues	We are continuing to receive detailed information from Glasgow 2014 as the arrival of the relay approaches and a number of communities are advanced with planning their own local festivities to celebrate the baton passing through their area.
Economy	Chic Haggart	Deliver the improvements to Gleneagles Station and link road	Planning is well underway for the QBR with the town to town route announced earlier in the year and the street level route due to be announced on 10th June. The programme for the major celebration event to be held in Perth on 4th Jul is being finalised with marketing information already in the public domain. The project has been completed on time and within budget. The new road is due to be opened early summer 2014.	No issues	No issues

Economy	Stuart Younie	Build a new full sized Synthetic Turf Pitch at Perth Academy		Construction of the pitch is underway and due to be completed in summer 2014.	No issues	No issues
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Examples of Legacy Benefits in Perth and Kinross

- (a) The new £3.8m link road to Gleneagles Rail station was constructed on time and on a budget. Prior to this new road, the only vehicular access to Gleneagles Station was directly off the A9 trunk road. This road is a dual carriageway where traffic volumes and vehicle speeds are high. There were no deceleration or acceleration lanes for drivers entering and exiting the junction. Because of this, drivers of buses and other local traffic were reluctant to use it on the grounds of road safety.

This inhibited the use of the rail network by local residents, visitors and businesses. In addition, local pedestrians and cyclists could not reach the station without crossing the A9.

The link road has delivered 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
- complements the extensive improvements to Gleneagles Station, undertaken by First Scotrail.
- Links with newly introduced bus services between the Station and local communities.

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.

The Resource carries information about the "chance of a lifetime" competition opportunities, as well as an interactive 18 hole graphic of the Gleneagles course. There is 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.

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.

The resource was successfully launched at the Community School of Auchterarder in September 2013, and again at the Scottish Learning Festival the day after. This was a great success and the site had over 1,500 visitors in the first couple of months. The site has attracted interest from all over the globe including France, Spain, USA, Canada, Germany, Ireland, Netherlands, Pakistan and Russia. The US Professional Golf Association have expressed an interest in using this approach to create a similar education resource for the next Ryder Cup at the United States in 2016. At present, our schools are focussing on using the Commonwealth Games online resource, Game On. Following the Games, there will be a major push of the resource after the Summer, in the runup to during, and after the Ryder Cup, as part of the Legacy for learning.

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.

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, covering the following areas:

- Zero Waste
- Big Tree Country
- The John Muir Trust
- Biodiversity

ClubGolf – ClubGolf originated in 2003, from the Scottish Government's pledge to deliver a legacy from the 2014 Ryder Cup, and introduce every 9 year old in Scotland to golf. The aim of ClubGolf is to create a development pathway from entry level through to the highest levels of achievement, enabling increased access to golf, higher participation levels, improved standards of performance, and sustained growth in the future. Perth and Kinross delivers club golf as part of its curricular PE programme, ensuring that every 9 year old in our area has the opportunity to play golf. A significant opportunity for Perth and Kinross is that 1,472 pupils from our P6 classes will attend coaching sessions at the Junior Ryder Cup with another 2,402 young people from all over Scotland attending coaching from Saturday to Tuesday during the event. A total of 3,874 young people with a vast number of volunteers, from local and national clubs, assisting in the delivery.

Digital Connectivity

As part of the infrastructure development to support the Ryder Cup, a series of digital initiatives have been developed which will have a lasting benefit to the area:

- Gleneagles site - fixed cable digital infrastructure has been developed on site which could be used for future events. In addition, 4G will be available during the event with a proposal to make this permanent serving principally The Gleneagles Hotel and surrounding grounds.
- Park & Ride sites and routes: Wifi services on Park and Ride buses will require mobile infrastructure to be upgraded, and improvements will be made to upgrade mobile coverage in the Glendevon area to facilitate greater wifi services in the buses. Wifi access at Perth Station and Gleneagles Station is being provided and this will also be permanent.
- Auchterarder/Crieff: BT Openreach has accelerated the deployment of Fibre to Cabinet in time for the Ryder Cup. This will allow local residents and businesses in these areas to benefit from superfast broadband earlier than would have otherwise been planned.

Geocaching

Geocaching is an interesting outdoor adventure activity that can involve the whole family and has been described as a 'treasure exploration for the digital generation'.

A geocache or 'cache' is a small waterproof treasure box which is usually camouflaged and hidden outdoors. Geocachers seek out caches guided by a GPS (Global Positioning System) enabled device which uses coordinates or 'waypoints'. Perth & Kinross is attracting more and more visitors to the area through its quantities of caches. It appeals across all ages and abilities to people who enjoy outdoors. The magnificent scenery, wooded landscapes and well-made trails throughout Perth & Kinross are favoured by geocachers.

As part of the 2014 Legacy programme a set of specially commissioned limited edition bronze geocaching coins are being produced which will be hidden in caches across the area, encouraging people to get out and find them. In addition a number of local geocache trails are being developed, and on successful completion of these trails, participants will be eligible for even more exclusive silver and gold coins depending on the number of trails which are completed. Part of this initiative will be to introduce geocaching to groups which may not have tried the sport, with GPS equipment available for loan.

Golf Activity for Care Homes

An example of linking the Ryder Cup to positive outcomes is the proposal by Housing and Community Care to work with various partners, to create programmes of activity events, for a range of people to improve their health and wellbeing in the same way that the Going4Gold initiative used the 2012 Olympic Games as an inspiration for that activity programme.

The Go4Gold care home challenge event is a yearly event with over 100 residents from over 30 care homes coming together at Bells Sports Centre to compete against each other. The activities chosen for this year's event are kurling, beanbag bucket basketball, race for rice canister filling, fishing for ducks and a new golf challenge to tie in with the 2014 Ryder Cup.

The Healthy Communities Collaborative plan to use ClubGolf equipment for this activity. ClubGolf is also used by local primary schools and the Collaborative is encouraging care homes to link in with their local primary school, and either borrow the equipment, or where possible, involve the school pupils in an intergenerational activity, with pupils working alongside the care home in practicing the ClubGolf challenges.

The Healthy Communities Collaborative is also considering the possibilities of arranging a specific golf event in October of this year. This can be set up indoors and provides a number of different golf challenges. This would be for care homes and also adults with physical and mental health difficulties and learning disabilities.

Ryder Cup Europe is contributing funding for prizes to be used in association with these activities (see Appendix 4).

Council Officers are also planning to work with St Johnstone's SAINTS, the sports academy, to support the Ryder Cup themed golf event. It is also intended to launch a 'Golf Memories' project for people with dementia at this time, after the success of the 'Football Memories' programme run in partnership with St Johnstone.

Business Support Activities

- Golf Perthshire is an industry led initiative, supported by Perth and Kinross Council, Scottish Enterprise and Visit Scotland, which promotes Perthshire as a golfing destination, taking advantage of the positive global association between Perthshire and the Ryder Cup. The company was incorporated, and a Project Manager appointed in January 2014. Some of the activities being taken forward include development of website, social media and online marketing materials, branding, communications, and membership recruitment. Golf Perthshire will provide a lasting legacy from the Ryder Cup by growing the golf tourism sector in Perth and Kinross. The current value of golf visitors to the Perth and Kinross economy is £12.8m. A report to the Enterprise and Infrastructure Committee in August 2013 (report number: 13/408) estimated that the economic value to our area could rise by 28% by 2020.
- Working in partnership with ClubGolf and the Scottish Golf Union, three separate forums have been held inviting golf clubs across Perth and Kinross to find out about the support that is available to them to develop the game and deliver a legacy for their clubs from 2014. This has included participating in the ClubGolf programme and offering business development support to those clubs looking to grow their membership and attract new visitors.
- Ryder Cup and Junior Ryder Cup Business Briefings and Seminars have been delivered to businesses in Auchterarder, Perth and Blairgowrie. These briefings have been delivered in partnership with Ryder Cup Europe, Visit Scotland and Community Police Officers. The briefings have provided businesses with information on the events, and highlighted the initiatives Perth and Kinross Council and partners are carrying out, as well as the opportunities that are available to businesses from these global events.
- As part of the business and community toolkit, Ryder Cup materials are available for businesses to order, free of charge. These include posters, window tape and window stickers and should help.
- A dedicated section on the Council Ryder Cup website has been developed with business information including information on tendering for contracts, engaging with Visit Scotland promotional opportunities, and copies of presentations delivered at business briefing sessions. A business briefing on procurement opportunities for Ryder Cup and Commonwealth Games was also held in partnership with Perthshire Chamber of Commerce on 26 September 2013.
- The Council will be promoting Perthshire as a place to visit and invest in through marketing on Park and Ride buses and big screens located at Park and Ride sites. 15 buses will be branded, both internally and externally, with Perthshire messaging and footage and images of the area will be featured on screens at Park and Ride sites. Perthshire will also be represented on Visit Scotland Exhibition Stand at the Ryder Cup. Three Officers will be on the stand alongside marketing materials to promote the area.

- A business display competition has been launched and promoted. £250 and associated publicity is available for the business with the best business display.
- Perth and Kinross Council will be participating in the Ryder Cup Economic Impact Evaluation Study. This will ensure that we are able to monitor and evaluate the impact of the event on the Perth and Kinross economy.