AGENDA ITEM NO 8
REPORT NO       551/11

ANGUS COUNCIL
INFRASTRUCTURE SERVICES COMMITTEE – 23 AUGUST 2011
SUBJECT: UPDATE ON ANGUS TOURISM STRATEGY 2009-2012

REPORT BY DIRECTOR OF INFRASTRUCTURE SERVICES

ABSTRACT: The Angus Tourism Strategy was developed in 2009 to capitalise on the tourism potential of the area, and to engage and support the local tourism sector in a strategic and sustainable way. Six strategic themes were identified and this report aims to update on progress to date against the approved actions and priorities.

1. RECOMMENDATION

1.1 It is recommended that the Committee

(i) note the progress made in the implementation of the action plan priorities set out in the Angus Tourism Strategy 2009 -2012;

(ii) note that a further report on progress will be brought back for consideration in May 2012 ; and

(iii) note that the ERDF LUPS Priority 4 East of Scotland Rural Tourism Business Support 2011- 2013 application has been successfully approved with Angus Council as the lead partner.

2. BACKGROUND

2.1 Article 8 of the minute of the meeting of Angus Council on Thursday 5 November 2009 agreed therein:

"With reference to Article 17 of the minute of meeting of the Infrastructure Services Committee of 13 October 2009 there was submitted Report No 733/09 by the Director of Infrastructure Services seeking adoption of the final Angus Tourism Strategy for 2009-2012 and its associated action plan, both of which were appended to the Report.

The Report indicated that the Strategy and action plan for 2009-2012 brought forward a comprehensive agenda for action that would address the potential growth in what was one of the key priority sectors.

The proposals in the Strategy demonstrated the importance that Angus Council placed in the development of sustainable tourism growth, as well as the importance it set on achieving the national growth targets set out by the Scottish Government.

The Report recommended that the Council :"
Having heard from Councillor Millar, who proposed a number of additional recommendations (iii) – (vi) and having also heard from a number of other Councillors, the Council resolved:

(i) to approve the final Angus Tourism Strategy 2009-12 as a comprehensive partnership approach to tourism development within Angus (subject to the removal of two references to Forbes of Kingennie);
(ii) to approve its associated Action Plan and the actions therein as a delivery, development and review mechanism;
(iii) that all strands within the Tourism Strategy should be given equal consideration and resources prioritised, within the clear and accountable Action Plan. This to be regularly reported to Infrastructure Services Committee;
(iv) that special consideration at this time of economic constraint be given to the domestic market and promotion of cultural and literary heritage of Angus and that a report be submitted to a future meeting of Infrastructure Services Committee;
(v) that further work be undertaken with accommodation providers to promote existing and new business opportunities within Angus; and
(vi) to temporarily suspend further development of Chinese tourism initiatives until such time as market conditions would indicate that such an approach would pay dividends”.

2.2 In the last decade, a wide range of tourism products have been developed in Angus, with financial and staff support from Angus Council. These include ‘Carnoustie Country’, Angus Glens Walking Festival, Tartan Day and Tayroots. All of these products have become successful campaigns for Angus, supporting many small businesses and generating significant tourism numbers and spend throughout the county. The opportunity has been taken to use these products to promote Angus locally, nationally and internationally.

2.3 In 2009, the Angus Tourism Strategy (“Sustainable Strategy for Growth through Tourism”) 2009 – 2012 was formulated to increase the number of tourism products being developed in a sustainable manner; with the private sector taking the lead whenever possible with support from Angus Council. This included a structured and focussed four year action plan identifying the key activities to be undertaken in order to work more effectively with the local and regional tourism sector and other public partners to develop the tourism potential of Angus. This strategy also aligned activities with national tourism strategies and targets. The national tourism strategy at that time set out the growth potential for Scotland, with ambitious growth of 50% by the year 2015. This national strategy is currently under review.

2.4 The current Angus Tourism Strategy is due to be fully reviewed so that a refreshed tourism strategy can be agreed during 2012/13. Appendix 1 gives an update on progress being made in the implementation of the agreed strategy and action plan and elected members are asked to note that the key actions and priorities in the strategy have already been achieved and/or are in the process of being implemented. This report focuses on these achievements and on the outcomes being generated by the council’s engagement and support for tourism locally. The detailed action plan has been updated for information purposes and a copy of this has been placed in the member’s lounge.
3. **UPDATE ON ACHIEVEMENTS / OUTCOMES  1 April 2009 – 31 March 2011**

3.1 The Tourism Strategy contains 6 themes as follows, each containing a number of priorities for action:

1. Angus Ahead – as the strategic campaign
2. Food and Drink tourism – a new activity and one of three key sectoral priorities for Angus
3. Golf – more engagement with the sector building on the “Carnoustie Country” destination branding
4. Activity Tourism – industry led engagement
5. Cultural and Heritage Tourism – cross Council and industry working
6. Festivals and Events – working in partnership with the wider community and local attractions

3.2 Since the introduction of the Strategy in 2009, tourism has grown in Angus with the economic impact of visitors increasing by 4% between 2008 and 2009, tourist days increasing by 2%, and tourism related employment up 4%. At the time of writing this report 2010 figures were not available. It is felt that the achievements made through the strategy action plan have assisted in sustaining tourism during the recent downturn in the economy as well as contributing to this growth.

3.3 Appendix 1 attached “Progress report on the Angus Tourism Strategy 2009 – 2012 for the period up to 31 March 2011” gives a detailed report on the outcomes for each of the six key themes listed in 3.1 above.

3.4 The committee is however asked to note that a number of other reports have been considered by the Council and Committees on specific aspects of the Tourism Strategy since its approval in October 2009 and reference is made to some of these in Appendix 1. In this regard, all identifiable opportunities to promote Angus tourism (especially focussed on using golf tourism as a platform to encourage more general tourism activity), through the Council’s “Angus in China Initiative” have been grasped. This is an emerging market where the Council’s long term strategy for engagement is cost effective and is already paying dividends.

4. **OPTIMISING RESOURCES FOR DEVELOPMENT OF TOURISM IN ANGUS 2011 – 2013**

4.1 It was recognised that funding the tourism project work as outlined in the four-year Action Plan was an issue in the context of cutbacks and decreasing departmental budgets. To optimise available funding, a funding application was submitted to ERDF LUPS Priority 4 based on the model of our four key work packages as part of an overarching bid for the East of Scotland. The work packages are Food & Drink, Golf, Ancestral Tourism and Outdoor Tourism. These themes are all tourism initiatives, which are central to Angus Council’s Tourism Strategy and ERDF approval will provide additional resources for work that is already taking place within the marketing team of the Economic Development and Environmental & Consumer Protection Division.

4.2 The application was approved in March 2010 as part of a wider East of Scotland bid and covers a funding period from 1 June 2011 to 31 March 2014; with an overall total project cost to all partners of £2,146,665. The project partners are Aberdeenshire Council, Angus Council, East Lothian Council, Fife Council, Fife Countryside Trust, Perth & Kinross Council, Royal Deeside Destination Management Organisation, Scottish Enterprise and Banffshire Coastal Tourism Partnership.

4.3 Angus Council is the lead partner for the overall project. The project commits Angus Council to an overall project spend contribution, including staffing, of £711,163 over the 32 month programme of which £426,698 (60%) match funding will be funded from and contained within the Economic Development Revenue Budget levering out
another £284,465 (40%) from the EU under the ERDF LUPS Programme. Thus an additional income of £284,465 will be available to augment existing work programmes and priorities. Approval of Committee Report 574/10 on 24 August 2010 gave authority to the Directors of Infrastructure Services and Corporate Services to finalise the submission of applications resulting in the aforementioned award of ERDF funding.

4.4 In addition a variety of other funds are being promoted to support local organisations, businesses and groups under the council’s community grants scheme, the Tayside LEADER funding, lottery and other funding schemes which are managed by the division’s external funding team. In addition the business support team, trading standards and Environmental Health staffs provide a range of advice and support to tourism businesses thus ensuring an integrated support from across the division.

5. FINANCIAL IMPLICATIONS

5.1 Costs associated with the various activities to deliver the strategy to be incurred during 2011/12 have been provided for within the Economic Development Revenue and Capital budgets for 2011/12. Funding for projects beyond 2011/12 will be prioritised within the resources made available to the Division in future years.

5.2 As indicated above, the approval of ERDF funding will provide an additional £284,465 available to augment the Council’s ongoing funding of tourism project work until 31 March 2014.

6. HUMAN RIGHTS IMPLICATIONS

6.1 There are no Human Rights implications arising from this report.

7. EQUALITIES IMPLICATIONS

7.1 The issues dealt with in this report have been the subject of consideration from an equalities perspective. An equalities impact assessment is not required.

8. SINGLE OUTCOME AGREEMENT

8.1 This report contributes to the following local outcomes contained within the Single Outcome Agreement for Angus:

- Growth in tourism in Angus is achieved
- Sustainable business growth in achieved

9. CONSULTATION

9.1 The Chief Executive, Director of Corporate Services, Head of Finance and Head of Law and Administration have been consulted in the preparation of this report.

10. CONCLUSION

10.1 The Angus Tourism Strategy was launched in 2009. Its objective is to develop tourism in a sustainable and effective way, in partnership with industry, with the ultimate aim of developing products to maximise tourism in Angus.

10.2 A great deal of engagement with local businesses has been achieved with support from staffs across the Economic Development and Environmental & Consumer Division. Also, available external funding has been obtained for local groups, community organisations and businesses to support their specific efforts to promote local attractions and events demonstrating that everything possible is being done to stimulate sustained growth in the tourism sector.
10.3 Many outcomes have already been achieved which meet the priorities of the tourism strategy. Plans are in place to continue this and address all of the agreed key actions and priorities. This has been assisted with the success of securing ERDF funding through the East of Scotland project. This report demonstrates the extent of the successes so far, and outlines the Council’s commitment to tourism over the next two years at a local, national and international level.

ERIC S LOWSON
DIRECTOR OF INFRASTRUCTURE SERVICES

NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

ECDEV/DV/MD/FM
2 August 2011
1. INTRODUCTION

1.1 The Angus Tourism Strategy contains 6 themes as follows, each containing a number of priorities for action:

1. Angus Ahead – as the strategic campaign
2. Food and Drink tourism – a new activity and one of three key sectoral priorities for Angus
3. Golf – more engagement with the sector building on the “Carnoustie Country” destination branding
4. Activity Tourism – industry led engagement
5. Cultural and Heritage Tourism – cross Council and industry working
6. Festivals and Events – working in partnership with the wider community and local attractions

2. THEME 1 - ANGUS AHEAD

2.1 Angus Ahead is the promotional arm of the Angus Community Planning Partnership (ACCP) under the aegis of the Angus Economic Development Partnership (AEDP) – a sub-group of the ACCP.

2.2 It is a key theme of the tourism strategy and all of its strategic objectives underpin tourism promotion. The overall aim of the campaign is to promote Angus locally, nationally and internationally through a focus on the four strategic objectives which are:

- maximising tourism,
- increasing investment,
- promoting the distinct heritage and natural beauty; and
- encouraging a civic pride, locally, nationally and internationally.

2.3 It also reinforces the greater use of the umbrella “Angus Brand” to ensure strong cohesive image to all promotional and marketing work. In common with all themes it focuses on partnership working between private and public sector to align Council tourism initiatives with industry identified needs.

Marketing and Promotion

2.4 The “Angus Adventures Campaign” was launched in 2009 comprising a six – week TV advertising schedule with four adverts produced by the division's media team; broadcast across Edinburgh, Tayside and Grampian; production of a suite of four key product leaflets; and an on-line competition on www.angusahead.com to measure the campaign impacts. This was timed to coincide with the main tourist season from June to August 2009 and capitalise on the “stay at home tourism” opportunities as indicated in Report 312/09. In total 1,992,490 viewers in the targeted areas saw the adverts, with 516,230 people viewing the advert more than 3 times. A total of 40,000 leaflets were printed (10,000 each of the product categories of Golf, Outdoor Activities, Heritage and Festivals). The leaflets were distributed in Aberdeen, Inverness & Loch Ness, Edinburgh, Dundee City and Angus areas by a professional distribution company at 140 tourist orientated attractions and key access outlets from June to October 2009.

2.5 The campaign (which did not include a repeat of the adverts) was further developed for 2010 and the leaflets were re-designed continuing with the Strategy’s key themes but adding the cross-over theme of Food and Accommodation in all of the leaflets. The aim of the Angus Adventures leaflets was to inform visitors and potential visitors about the breadth of attractions Angus has to offer, and encourage traffic to www.angusahead.com. 16,000 of each leaflet was printed (64,000 in total); 60,000 of the leaflets were circulated by a distribution company to Visitor Information Centres and Key Attractions in Angus, Perth, Aberdeen, Inverness, Dundee, Edinburgh and Fife as well as gateway entry points
and travel points in Scotland - railway stations, bus stations and motorway stops along the M74 and M6.

2.6 Where possible, the leaflets were grouped together, resulting in a similar pick-up for each title. **The distributor reported that the overall pick-up was good.** The remaining 4,000 (1,000 of each) of the four leaflets were used over the summer season at our own events, including the Seniors Open in July and the Roots Festival in September. Accommodation providers were also issued with copies and given the opportunity to request additional copies for use in their own businesses.

2.7 To complement the Angus Adventures leaflets, **a 12 page Summer in Angus Events Guide was produced.** This brochure detailed key events and festivals in Angus from June – September, as well as providing information about key tourist attractions. **12,500 Summer in Angus Events Guides were printed;** 11,000 were distributed to Visitor Information Centres and Tourist Attractions in Dundee, Fife, Perth, Aberdeen from May – September. The remaining 1,500 were circulated to libraries and museums, accommodation providers and key events.

2.8 New for 2010 was the production of a **Winter in Angus events and festivals brochure and 10,000 copies were distributed within a 1.5 hour radius of the county in September 2010.**

2.9 The following is a report from September 2010 on the different areas targeted. The codes are as follows;

A = very good pickup, B = good pick-up, C = average pick-up, D = below average pick-up

### TABLE 1

<table>
<thead>
<tr>
<th>Leaflet</th>
<th>No. of Outlets Targeted</th>
<th>Leaflet</th>
<th>No. of Outlets Targeted</th>
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</thead>
<tbody>
<tr>
<td><strong>Summer in Angus</strong></td>
<td></td>
<td><strong>Winter in Angus</strong></td>
<td></td>
</tr>
<tr>
<td>Dundee – A</td>
<td>198</td>
<td>Dundee – A</td>
<td>263</td>
</tr>
<tr>
<td>Angus – A</td>
<td></td>
<td>Angus – B-C</td>
<td></td>
</tr>
<tr>
<td>Perth City A-B</td>
<td></td>
<td>Perth City A</td>
<td></td>
</tr>
<tr>
<td>Perth A85 – B</td>
<td></td>
<td>Aberdeen - A</td>
<td></td>
</tr>
<tr>
<td>Perth North - B</td>
<td></td>
<td>Fife North – B</td>
<td></td>
</tr>
<tr>
<td>Aberdeen&amp;shire - C</td>
<td></td>
<td>Inverness - C</td>
<td></td>
</tr>
<tr>
<td>Fife North &amp; South – B</td>
<td></td>
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<tr>
<td><strong>Angus Outdoors</strong></td>
<td>180</td>
<td><strong>Angus Festivals</strong></td>
<td>180</td>
</tr>
<tr>
<td>Stationracks – A-B</td>
<td></td>
<td>Stationracks – A-B</td>
<td></td>
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<tr>
<td>Motorway Stops- B</td>
<td></td>
<td>Motorway Stops- B</td>
<td></td>
</tr>
<tr>
<td>Bus Stations - B</td>
<td></td>
<td>Bus Stations - B</td>
<td></td>
</tr>
<tr>
<td>Dundee – A-B</td>
<td></td>
<td>Dundee – B</td>
<td></td>
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<tr>
<td>Angus – A-B</td>
<td></td>
<td>Angus – A-B</td>
<td></td>
</tr>
<tr>
<td>Perth City - B</td>
<td></td>
<td>Perth City - C</td>
<td></td>
</tr>
<tr>
<td>Aberdeen&amp;shire - C</td>
<td></td>
<td>Aberdeen&amp;shire - C</td>
<td></td>
</tr>
<tr>
<td>Inverness - C</td>
<td></td>
<td>Inverness - C</td>
<td></td>
</tr>
<tr>
<td><strong>Angus Heritage</strong></td>
<td>180</td>
<td><strong>Angus Golf</strong></td>
<td>180</td>
</tr>
<tr>
<td>Stationracks – A-B</td>
<td></td>
<td>Stationracks – A-B</td>
<td></td>
</tr>
<tr>
<td>Motorway Stops- B</td>
<td></td>
<td>Motorway Stops- B</td>
<td></td>
</tr>
<tr>
<td>Bus Stations - B</td>
<td></td>
<td>Bus Stations - B</td>
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<tr>
<td>Dundee – B</td>
<td></td>
<td>Dundee – A-B</td>
<td></td>
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<tr>
<td>Angus – B</td>
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<td>Angus – A-B</td>
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<tr>
<td>Perth City - C</td>
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<td>Perth City - C</td>
<td></td>
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<tr>
<td>Aberdeen&amp;shire - C</td>
<td></td>
<td>Aberdeen&amp;shire - C</td>
<td></td>
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<tr>
<td>Inverness - C</td>
<td></td>
<td>Inverness - C</td>
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</tbody>
</table>


The production of the Angus Adventures leaflets and the Summer in Angus and Winter in Angus Guides have helped to inform the Angus Branding Guidelines. These branding guidelines identifying style and palette have been developed along with a toolkit for use internally and by key partners to assist with the production of promotional materials, thus ensuring as far as possible a cohesive approach to all above and below the line marketing whenever the Angus destination is being promoted.

The campaign to encourage visitors to Angus has been further developed in 2011 with the production of a 28-page A5 ‘Visit Angus’ brochure. This new publication continues to develop the Angus branding and covers the four key product areas featured in the Angus Adventures leaflets – Golf, Heritage, Outdoors and Festivals.

However the new brochure also includes information on ‘A Taste of Angus’, ‘Where to Stay, Shopping & Nightlife’, ‘10 Things You Must do in Angus’, ‘Family Fun & Angus Attractions’, plus an overview of the towns and glens in Angus. 10,000 copies of the brochure have been printed in the first instance and they are being distributed out with Angus as well as to Visitor Information Centres, Visitor Attractions and accommodation providers in Angus. In cooperation with local event organisers, wherever possible, copies will also be mailed out to people who are planning to visit Angus e.g. the SVVC Extravaganza in July. It is anticipated that a second print-run will be required for the new brochure. The Visit Angus guide has no date sensitive information as the intention is that this publication will run for up to two years, as such a “Summer in Angus” guide is also under production detailing the key festivals and “what’s on” events in Angus, May – September.

To add to the suite of product literature a brochure on “Where to Stay” in Angus was launched in June 2010 for use at the various trade and consumer shows attended by Angus Ahead and Carnoustie Country. This identified all accommodation provision in the area from hotels, B&B’s, self catering, camping and caravan sites with contact details as a listings. Localised leaflets were also produced to inform visitors attending major events e.g. the 2010 Seniors Open at Carnoustie to inform them of where to shop as well as where to eat etc…

Tourism Statistics

The Scottish Tourism Economic Activity Monitor (STEAM) produced by Global Tourism Solutions (UK) Ltd is a spreadsheet model which is the most commonly used measurement of tourism in Scotland. It approaches measurement of tourism at the local level from the supply side, and provides an indicative base for monitoring trends. It measures the economic impact of tourism in a given area, tourist days, tourist numbers and employment levels. Between 2008 and the end of 2009, the economic impact of tourism in Angus had risen by 4%, from £139.84m to £146.04m. A full breakdown of expenditure within tourism are shown in TABLE 1 below. This growth followed a 2% dip in the previous year and according to Global Tourism Solutions (UK) Ltd highlights the ‘Staycation’ trend. Tourist days rose by 2% to 2,068,000, and tourist numbers rose by 1% to 877,000. Employment in sectors supported by the tourism industry rose by 4% to 3,569, according to the STEAM figures as shown in TABLE 2 below.

It is interesting to note the comparison between Angus and the national Scottish figures, which shows similar trends.
Analysis by Sector of Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>13.36</td>
<td>13.82</td>
<td>-3</td>
</tr>
<tr>
<td>Food &amp; Drink</td>
<td>22.63</td>
<td>21.42</td>
<td>6</td>
</tr>
<tr>
<td>Recreation</td>
<td>6.54</td>
<td>6.14</td>
<td>7</td>
</tr>
<tr>
<td>Shopping</td>
<td>21.87</td>
<td>20.25</td>
<td>8</td>
</tr>
<tr>
<td>Transport</td>
<td>25.20</td>
<td>24.07</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total Direct Revenue</strong></td>
<td><strong>89.59</strong></td>
<td><strong>85.70</strong></td>
<td><strong>5</strong></td>
</tr>
<tr>
<td>Indirect Expenditure</td>
<td>40.77</td>
<td>39.14</td>
<td>4</td>
</tr>
<tr>
<td>VAT</td>
<td>15.68</td>
<td>15.00</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>146.04</strong></td>
<td><strong>139.84</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

Source: Global Tourism Solutions (UK) Ltd STEAM report 2008/2009
TABLE 3

<table>
<thead>
<tr>
<th>Tourist Numbers Generated By:</th>
<th>2009</th>
<th>2008</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serviced Accommodation</td>
<td>127.90</td>
<td>131.90</td>
<td>-3</td>
</tr>
<tr>
<td>Non-Serviced Accommodation</td>
<td>94.28</td>
<td>88.07</td>
<td>7</td>
</tr>
<tr>
<td>Staying with Friends &amp; Relatives</td>
<td>138.39</td>
<td>137.87</td>
<td>0</td>
</tr>
<tr>
<td>Day Visitors</td>
<td>516.74</td>
<td>510.79</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>877.30</td>
<td>868.62</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Global Tourism Solutions (UK) Ltd STEAM report 2008/2009

2.16 A questionnaire survey of visitors to Angus is also being piloted by Economic Development Marketing Team for a twelve month period from July 2010 to July 2011 to give a snapshot of the Angus visitor profile and add to the data already received via STEAM. The first 2 quarter results for 2010 are now available. Around 2,000 surveys to Angus business are distributed quarterly. These are sent to a random sample of 50 accommodation providers, all the major visitor attractions in the area, and are used at major events throughout the year. The survey is incentivised, with a winner each quarter being treated to a break for 2 in Angus.

Headline results are as follows:
Quarter 1 – 383 returns
Quarter 2 – 132 returns

2.17 On average, 44% of visitors were on their first trip to Angus, and 84% stayed overnight. 31% stayed for one night, with 39% staying for 2-3 nights. 38% stayed in a B&B, 22% stayed in a hotel, 12% stayed in self-catering, and 12% stayed with friends and relatives. There were many reasons given for visiting Angus, but the most popular were visitor attractions, visiting friends and relatives, and walking. 42% of respondents came from Scotland, with 29% coming from England, and 13% coming from mainland Europe. A substantial 36% of respondents were in the 55+ age
bracket, with 20% falling into the 45-54 range and 24% aged between 35-44. This type of information will be valuable to local business in their future marketing.

Accommodation Sector

2.18 An Accommodation Industry Group was established in response to the Accommodation Audit carried out in 2009 which found that accommodation providers throughout the area had very little engagement with each other and there was very little collaboration. The group was formed in May 2010. Its objectives are to encourage the sharing of best practice across the area, to encourage the raising of quality standards, to create joint marketing opportunities, to provide advice and training opportunities, to encourage businesses to develop robust business and marketing plans, to provide networking events and to increase the ‘packaging’ of products, and the introduction of new products, with the aim of encouraging more visitors to come to Angus, and to encourage existing visitors to spend more time here.

2.19 Meetings of the group are held on a quarterly basis and are, on average, attended by over 40 people representing around 25 businesses. The group are consulted on what topics they would like to hear about, what their training requirements are, and what else they would like the group to achieve. This has resulted in the organisation of a training programme in February – March 2011 in partnership with Business Gateway on web marketing and management, customer service, presentation skills, marketing, social networking training. A quarterly newsletter is sent out to all accommodation providers, and an extranet has been set up to share news and events stories. It also contains an online forum, where accommodation providers can share views and ask each other for advice.

2.20 To meet the objective of increasing quality standards, the Accommodation Marketing and Quality Scheme was introduced in May 2010. (see Report No 732/09). At the time of introducing the scheme, only 65% of accommodation businesses were accredited through VisitScotland, so the scheme offered accommodation businesses grants to become accredited either through VisitScotland, or through any other approved accreditation scheme of their choice. To date there are 14 businesses progressing through the scheme, with 9 businesses seeking VisitScotland accreditation (3 have now been successful), 3 joining the Green Tourism Business Scheme, 1 joining Farmstay, 1 seeking EatScotland accreditation, and 1 joining Britain’s Best B&B (some businesses were awarded grants for more than one scheme). We continue to liaise with businesses who are not yet accredited, and new businesses to attract more accommodation providers to the scheme.

Tourism Information & Signage

2.21 A new branding approach has been developed for visitor information boards across the whole of Angus, as part of a rolling three–year capital programme. A visitor information board and a history board have been completed for Monifieth. There has been a delay in the installation of these due to waiting for permission from the company that owns the land where one of the boards is due to be located. Two replacement car park visitor boards have been designed and are due to be installed soon in Arbroath. One board will be updated and a new board installed in prominent locations in Carnoustie prior to the Ricoh Women’s British Open in July 2011. These boards give a brief history of the town, an overview of things to see and do, and a map showing significant places of interest.

2.22 Further development of www.angusahead.com has been a key priority over this period, to ensure it becomes a more effective e-communications tool, with increased information flow to and from potential visitors, further development with tourism providers and additional product marketing.

2.23 Targets were established to increase total visitor numbers by 5% each year, however, year on year increase in visits 2010/11 v 2009/10 (1st April to 31st March) was 11.78%. (2010/11 = 273,388, 2009/10 = 244,567).
A new digital mapping system using GIS has been developed and implementation is in progress. Key locations can be plotted onto a GIS map to show visitors the location in relation to other key attractions.

A new webcam was installed at Glen Clova in May 2010 and since then it has received almost 7,000 visits since launch and appears in the top 5 pages viewed in 2010/2011. One further webcam is due to be launched this summer at the newly refurbished Signal Tower Museum. This adds to the two existing webcam's at Carnoustie Championship golf course and Montrose Wildlife Centre – each feature month on month in the top 5 pages viewed.

There are now over 50 films with over 4,000 page views since April 2009 produced by division's “in-house” Media Team on angusahead.com with more being added after each significant event or festival. In 2011, a new way of embedding video will result in HD quality film being available on the website, which will increase the pageview numbers. Films include Forfar Witches, Peter Pan, Year of the Light, Angus Glens Walking Festival, Tartan Day, Angus Ambassador Awards and many others. Footage produced “in house” is now being used by Phoenix TV and Shanghai TV stations for tourism programmes being broadcast on satellite and network TV channels in China.

A new Customer Relationship Management System (CRM) has been procured and will be fully implemented by May 2011. The CRM will allow more stream-lined communications to our customers as well as the ability to send and, more importantly, measure effectively the impact of targeted email marketing campaigns. Between 1 April 2010 to 31 March 35 HTML email campaigns were created and distributed to around 10,000 people, with an average open rate of 50%. The new CRM will allow more targeted e-communication with customers, better monitoring and more effective evaluation on activity.

As part of a planned upgrade exercise on www.angusahead.com, and to ensure both optimum use of resources and synergy throughout the council, it is planned to procure a single council wide Content Management System (CMS). The CMS will support both angusahead.com and angus.gov.uk as well as the 18 other sites managed and maintained by the council. The CMS will enable content to be entered into the system once, but be published to any or all appropriate websites. It will also allow greater
flexibility for adding new functionality to enhance the visitor website experience. A specific report will be brought to Committee.

2.29 Extranets have been established for three of the five Industry Groups – accommodation, golf and food & drink. These are dedicated password protected areas within www.angusahead.com which are used to upload documents, share best practice examples and industry-specific news as well as a forum in which industry group members can communicate ideas, thoughts and questions. In this way Angus Council is engaging with local businesses in a very proactive and supportive way.

3. THEME 2 - FOOD AND DRINK

3.1 This is a new sector for activity and offers opportunity for Angus to capitalise on the county’s rich and diverse food industry. Focus has been on developing partnership working with Angus Farmers Market, speciality producers, retailers and processors.

3.2 The division's marketing team established a Food & Drink Industry Group in January 2010, to work in partnership with local producers and providers to encourage and promote greater use of local produce. This group currently has over 40 members.

3.3 A Food & Drink Industry Extranet was launched in February 2011, along with a Food & drink Industry newsletter, to communicate news, provide resources and identify market opportunities for local businesses.

3.4 A pilot Food Producers booklet was printed and 800 copies were distributed to cafes, restaurants, retailers, accommodation providers, food businesses and visitor attractions throughout Angus in October 2010. Feedback was positive and a full Producers Booklet is currently being published, with over 50 producer entries and will be distributed across all Angus accommodation providers and restaurants by June 2011.

3.5 Filming began in April 2011 on a programme of short food films, promoting the key iconic food products in Angus; The Arbroath Smokie, The Forfar Bridie, angus Beef, Soft Fruits. These will be used for promotional purposes and appear on www.angusahead.com.

3.6 BBC TV series “Campervan Man” was filmed in Angus in July 2010. The programme aired on Monday 14th February 2011 on BBC2, was available on the BBC i-player and featured Arbroath Smokies and the business Lunan Life who farm rare breed pigs and grow their own vegetables.

3.7 An “Angus Breakfast” initiative is being piloted, with four local businesses involved, encouraging accommodation providers to use local produce in their breakfast offering and to highlight the benefits from doing so.

3.8 Working with the four local Forfar Bridie producers to obtain PGI Status for the Forfar Bridie. A draft application has been completed and feedback was given in April 2011 on how to improve the application before final submission to the Food & Drink Department of The Scottish Government and The Department for Environment, Food and Rural Affairs (DEFRA). This was covered extensively by a number of national press as well as radio and TV stations.

3.9 Opportunities for the development of a small scale pilot distribution network for local businesses has been discussed with five local food producer businesses.

3.10 Support has been provided for the local food sector initiatives such as the Farming Scotland Conference 2011, held in Angus annually.
4. THEME 3 - GOLF

4.1 This sector is a key niche for Angus and one that has been bringing economic benefit to the area for a number of years under the Carnoustie Country marketing campaign. A key priority is developing a more competitive local sector by working more collaboratively with golf clubs to improve quality, product development and marketing opportunities on a national and international basis. Golf promotion is a key ingredient for tourism promotions since many golfers and their families spend time visiting the many attractions on offer as well as staying in local hotels etc.

4.2 The ‘Carnoustie Country’ brand encompasses over 30 courses within a 40 minute drive. The main emphasis of Carnoustie Country is to promote the rich variety of courses in the local region, communicate the special price tickets and ‘stay and play’ packages that are available, whilst promoting the Angus region as a tourist destination.

4.3 The following brand values are key to the promotion of Carnoustie Country.

- Breadth of product range – over 30 links and inland courses within a 40 minute drive
- Golf heritage – the ancient heartland of the game
- Legacy – follow in the footsteps of champions
- Great Value Golf – an average round is under £40
- Easy to get to – great road, rail and nearby air links
- Bring the family – lots to see and do in Carnoustie Country

Promotional Activity

4.4 The Carnoustie Country branding was updated in May 2010 to reflect a fresher, more contemporary image and this extended across the suite of marketing material produced and the product website www.carnoustiecountry.com.

4.5 The following productions have been completed:

- **Carnoustie Country Yardage Brochure** promoting the Carnoustie Country courses and products x 10,000
- **Carnoustie Town information leaflet** for the use of visitors to the Senior Open x 20,000 and the Tartan Day International Golf Challenge 2011.
- **Accommodation Listings** featuring all of the accommodation providers in Carnoustie County area x 5,000
- **Special Offers leaflets**, A4 folded to A7 – local summer golf course offers for the Senior Open and 2011 golf and accommodation deals for the Women’s Open x 5,000
- **Carnoustie Country postcards** x 10,000
- **On-course advertising boards**, feather flags, exhibition boards and pull up banners

4.6 The Carnoustie Country website, www.carnoustiecountry.com was redesigned with the new branding and layout and launched in June 2010 to capitalise on the increased interest in the area by the Seniors Open (as shown by the graph below). All printed marketing materials for all trade, consumer shows and events directed readers to the website where they could opt-in to receive an e-newsletter, thus informing future campaigns. Google analytics is used to monitor website performance.
The first meeting of the Carnoustie Country Industry Group was held in December 2009 with 15 of the 20 Carnoustie Country clubs represented. Since then four quarterly meetings have been held with a variety of speakers and workshops; four e-newsletters have been sent out to all club secretaries, captains and professionals; an Extranet to share news and views set up and a funding structure outlined for formal membership of this group. It is anticipated that that this group will be formalised by July 2011 with funded membership from golf clubs, accommodation providers and suppliers. The objectives of this group would be joint marketing, product development event attendance and development of an on-line golf pass.

Major Events

As indicated in Report No 655/09 Carnoustie Country sponsored and exhibited at The Senior Open 2010 in July 2010, and used this event as the platform to launch the revised Carnoustie Country branding and marketing material. Four on-course boards featured the Carnoustie Country branding and web address. Total attendance at the Senior Open was 30,895, and there was global coverage of the event on Sky TV, providing a significant broadcast distribution platform to Carnoustie Country taking event pictures to 49 broadcasters worldwide into over 350,000,000 households; and a range of junior activities was also organised in partnership with clubgolf Scotland and Angus Sports Development with 139 children taking part, and 87 participating in coaching sessions.
As indicated in Report No 189/11, the Ricoh Women's British Open made its first visit to Carnoustie in July 2011. In preparation for this, Carnoustie Country exhibited at the Women's British Open 2010 at Royal Birkdale; distributing literature about the Carnoustie Country courses, accommodation, and general information about Angus. The information was well received and interest in the Women's Open to be held at Carnoustie in 2011 was especially encouraging. Total attendance at the Women's Open in 2010 was 55,150, with similar numbers anticipated for 2011. A combined database of over 900 names and email addresses was gathered from visitors to the Carnoustie Country exhibition area at both Senior and Women’s events, of which 490 have requested to be kept informed about Carnoustie Country promotions, which will be invaluable for future marketing campaigns.

Carnoustie Country exhibited at NEC Golf Show, Birmingham from 26 to 28 November 2010. Four partners were secured to share costs. We also undertook a presentation to 20 invited clubs at Walsall Golf Club prior to the show as part of pre-event show to showcase the Carnoustie Country Classic 2011 tournament in May.

Carnoustie Country featured on SKY TV on Sunday 29 August 2010 at Bolton v Birmingham City Football match and in November 2010 (Bolton V Spurs) – 10 sec rolling ad on LED screens. Full page advert in programme at no cost to the Council.

To capitalise on the increasing European Market, Carnoustie Country exhibited at RhineGolf Expo, Cologne in February 2011 in partnership with Golf East Lothian. This event is the biggest consumer golf show in Europe with a fast growing golf market – the number of golfers in Germany has doubled in the last 15 years and is growing at 7% annually.
In late May, Carnoustie Country will be exhibiting at the Golf Live event at the London Golf Show, Kent in partnership with City Jet. Now in its second year, the innovative show includes golf clinics by some of the world’s best known golfers. There is a large Scottish presence as destinations seek to target the lucrative London and South markets. This is a new route to market for the area as flights from London City direct to Dundee offer short break opportunities for the affluent leisure golfer. We are currently engaged in discussions with Cityjet.

International

A Licensing Agreement has been developed with Pro-Simon Golfwear in Shanghai, China to develop a range of Carnoustie Country branded clothing which is currently sold though 100 pro-shop outlets in China. It is anticipated that income from this venture will be realised from 2012. A report seeking approval is being prepared for a full year agreement.

The third issue of the Carnoustie Country Magazine produced by quarterly by Pro-Simon is distributed to key suppliers and golf clubs in China with 6,000 copies being printed quarterly. This contains news and events on Carnoustie Country and is jointly edited by the Economic Development Marketing Team. This is provided at no cost to Angus Council.

This close working with City Jet resulted in making Carnoustie Country a featured golf destination for 30,000 frequent flyers under the AirFrance/KLM flying bluegolf programme – a development from the emerging strategic partnership with airline partner City Jet, which launched direct flights from London City to Dundee in 2010.

Product and Sales Information

Carnoustie Country offers a number of key products to the market:

- the Carnoustie Country Golf Pass – three courses over three days sold through VisitScotland
- the Dream Ticket – play on the four links courses sold though a partner tour operator
- stay and play breaks – sold though a partner tour operator
- The Carnoustie Country Classic – a five day stay and play value tournament based in Montrose and held annually in May
- The Tartan Day International Golf Challenge – a high end tournament aimed at the international market and held annually in April

Other products are offered through individual golf courses and are promoted through www.carnoustiecountry.com. The following graphs and tables show the direct spend and economic impact of these products into the Carnoustie Country area.

The Dream Ticket

<table>
<thead>
<tr>
<th>Dream Ticket</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of tickets sold</td>
<td>83</td>
<td>121</td>
<td>56</td>
</tr>
<tr>
<td>Direct spend</td>
<td>£ 20,666</td>
<td>£ 31,905</td>
<td>£ 13,431</td>
</tr>
<tr>
<td>Indirect spend</td>
<td>£ 67,783</td>
<td>£ 96,769</td>
<td>£ 48,593</td>
</tr>
<tr>
<td>Economic impact - TOTAL</td>
<td>£ 88,449</td>
<td>£128,674</td>
<td>£ 62,024</td>
</tr>
</tbody>
</table>

Note: The fall in economic impact of £66,650 made up by an increase of £94,883 in the take up of stay and play packages during the same period (see Table 5 below). However, given the loss of economic impact from the sale of golf passes of £40,037 (see Table 6 below) the overall impact in 2010/11 was £11,804 less than in 2009-10.
- The majority of customers for the Dream Ticket are from the UK (excluding Scotland) and overseas.
- In addition to the direct spend, i.e. the purchase of the Dream Ticket, the visitors are likely to stay in the area for between 5 and 7 nights which has a positive effect on the local economy.

Stay & Play Packages

**TABLE 5**

<table>
<thead>
<tr>
<th>Stay &amp; Play</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Numbers</td>
<td>242</td>
<td>198</td>
<td>291</td>
</tr>
<tr>
<td>Direct spend</td>
<td>£145,541</td>
<td>£134,954</td>
<td>£176,127</td>
</tr>
<tr>
<td>Indirect spend</td>
<td>-</td>
<td>£133,693</td>
<td>£187,403</td>
</tr>
<tr>
<td>Economic impact</td>
<td>-</td>
<td>£268,647</td>
<td>£363,530</td>
</tr>
</tbody>
</table>

**GRAPH 9**

Carnoustie Country Golf Pass
TABLE 6

<table>
<thead>
<tr>
<th>Golf Pass</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of passes sold</td>
<td>313</td>
<td>153</td>
<td>98</td>
</tr>
<tr>
<td>Number of rounds played</td>
<td>939</td>
<td>459</td>
<td>294</td>
</tr>
<tr>
<td>Direct spend</td>
<td>£20,948</td>
<td>£11,389</td>
<td>£7,546</td>
</tr>
<tr>
<td>Indirect spend</td>
<td>£204,389</td>
<td>£100,188</td>
<td>£63,994</td>
</tr>
<tr>
<td>Economic impact</td>
<td>£225,337</td>
<td>£111,577</td>
<td>£71,540</td>
</tr>
</tbody>
</table>

* Apr-10 – Oct-10

GRAPH 10

Golf Pass

![Graph comparing direct, indirect, and economic impact over years 2008-09, 2009-10, 2010-11]

GRAPH 11

Carnoustie Country Classic

![Graph comparing number of participants in the Carnoustie Country Classic from May-08 to May-11]
5. THEME 4 - ACTIVITY TOURISM

5.1 The focus of this theme is expanding and further developing on outdoor tourism as a niche product by working with Cairngorms National Park, the Outdoor Angus industry group and other providers.

5.2 We are working closely with Cairngorms National Park to fit in with their Sustainable Tourism Strategy and to deliver the National Park plan in Angus. Cairngorms National Park branding is incorporated into our Outdoor Activities marketing activity, and is used by the Countryside Ranger Services in their marketing, uniforms and vehicle livery. In a survey for CNP, 51% of respondents said that the area they were visiting being part of a National Park was an important part of their decision to visit. We continue to build our association with CNP in order to benefit from this.

5.3 The Angus Glens Walking Festival continues to grow every year. In 2011 there are a record number of walks on offer at 28, including an all abilities walk on each day of the festival. The following table shows the amount of walk places booked every year since the festival's inception in 2003:

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Walks Booked</td>
<td>512</td>
<td>579</td>
<td>592</td>
<td>416</td>
<td>587</td>
<td>490</td>
<td>512</td>
<td>568</td>
</tr>
</tbody>
</table>

5.4 Mountain biking has been identified as a sector with huge growth potential for the area. Work is ongoing with the “Angus Mountain Bike Trail Association” to develop a mountain biking trail in Glenisla and with “Developing Mountain Biking” in Scotland to develop a biking ‘cluster’ in Tayside and Fife.

5.5 The council continues to work closely with the Outdoor Angus Group to develop Activity Tourism in the area. There are now 30 members in Outdoor Angus. We have worked...
together to promote Angus at major exhibitions such as the Birmingham Outdoors Show, and the new Outdoor Pursuits Show in Edinburgh. These are ideal opportunities to showcase what the area has to offer. The group have developed a business and marketing plan to help take their activity forward, attract more members, and develop more joint products, and are hoping to employ a part time business development officer in the near future. We continue to work with the group in putting together new products to bring visitors to the area, and to create links between outdoor activity operators and other sectors such as accommodation and golf.

6. THEME 5 - CULTURAL AND HERITAGE TOURISM

6.1 This capitalises on the cultural assets of Angus and acknowledges the Tayroots campaign – a partnership with Dundee City Council - as a route to raise the profile of the area and encourage ancestral tourism visitors. It also highlights the importance of the Pictish heritage of Angus and the development of the Pictavia Visitor Centre for educations, children and adults as a key visitor attraction

6.2 Tayroots has created a partnership with key neighbouring local authorities (Dundee City Council, Fife Council, Perth & Kinross Council, Aberdeen City and Shire Councils) in the East of Scotland to jointly promote services and a programme of awareness-raising which will support and maintain the momentum created in Angus and Dundee over the first two years of the ancestral initiative. This Scotland East Ancestral Resource Partnership has been part funded by LEADER.

6.3 In partnership with Tay Valley Family History Society, ‘The Tayroots Roadshow’ has been created offering practical advice, branded displays and printed material to visitors at key attractions and key events throughout the visitor season. Six events have been held at various venues in Angus and Dundee with a total of just over 1300 visitors and seven partners organisations.

6.4 In partnership with key ‘flagship’ tourism attractions and organisations Tayroots has developed an all-year brand presence: venues which have agreed to promote are: Discovery Point, Verdant Works, Glamis Castle, and the National Trust for Scotland properties.

6.5 A series of genealogy fairs are now being held with contributions from partners, raising awareness of how well this area can help people who want to find out more about their family history. The first in Kirriemuir in May 2010 attracted 156 visitors and 20 participating organisations. The second in September 2010 at Montrose brought in 145 visitors and 18 partner organisations.

6.6 We are working closely with accommodation providers to give them training in genealogy, so that they can market themselves more effectively to the ancestral tourism market. The first training event took place in March 2011 in Montrose and attracted 31 participants from 15 businesses. A further field trip, two days of more advanced training, and regular networking meetings are planned.

6.7 Products such as the digitisation of the Angus Burial records and the new Graveyard Trail have been developed to enhance the local offering for ancestral tourism. Visits to tayroots.com have increased by 34% on 2009/10 to over 23,000 visitors in 2010/11. This can be partly attributed to an increase in worldwide promotion in specialist publications which has also lead to almost 40% of visits to tayroots.com originating from non-UK countries.

6.8 The Tayroots Discount Pass was developed in 2010 in partnership with 12 retail businesses and visitor attractions across Angus & Dundee keen to capitalise on the ancestral tourism visitor. Ten thousand (10,000) printed passes were distributed across the area.

6.9 The Pictavia visitor centre remains a cultural ‘hub’ for visitors coming into the area. Unfortunately works to improve the centre were delayed until the 2011 season. The
capital works programme has now been carried out to enhance visitor facilities at the front desk, which is currently operating as a VisitScotland Information Centre. Cosmetic improvements have been made to both the inside and outside of the building, and new computers will be installed in the summer of 2011.

6.10 An educational resource book has been developed by the Pictavia team to encourage more school visits. It is also sold through the Meffan Museum, Forfar and the Visitor Information Centre, Brechin.

6.11 With support from the Economic Development Marketing and External Funding Teams, May 2011 witnessed the first Angus Open Studios event showcasing the work of 53 local artists and crafts people.

7. THEME 6 - FESTIVALS AND EVENTS

7.1 Festivals are becoming increasingly important to Angus as a community method of attracting in more day and short break visitors with opportunities to link with accommodation providers to maximise the length of the visitor stay. They also encourage a civic pride as well as offering a platform for visitors to experience the Angus heritage eg Tartan Day which celebrated the Declaration of Arbroath. The Tourism Strategy provides a strategic approach to event development in partnership with the community organisers.

7.2 Events Organisers from across Angus were surveyed to ask which key topics they would benefit from learning more about. The response was positive and a workshop method of delivering these toolkit topics was agreed. Workshops were held in January and February 2010. Over 40 events organisers from across Angus attended, to participate in events organisation toolkit workshops covering Safe & Legal events, event marketing, budgeting and funding and evaluation and monitoring. An “Angus Events Organisers Network” extranet section has been developed for inclusion in www.angusahead.com, which includes the presentations from the workshops, useful contacts, a useful resource section, news and a users forum and general advice for running events.

7.3 Angus has been established as a key destination for the Tartan Day celebrations around 6 April. This brings visitors into the area at a traditionally quieter time of year. It is also largely funded through private sector sponsorship to maximise budgets. Tartan Day Angus 2011 featured 36 events across six burghs many repeated over multiple days amounting to 63 events held in total. An emphasis was placed on identifying and promoting key quality events to ensure that a good standard of event was experienced by new visitors. The local events were organised to attract a mix of local residents, tourists and businesses from within and out-with Angus. Attendance at local events including Angus Ahead organised events, was estimated to be 2,564. The response rating of the quality of the events from attendees was 80% ‘very good’. Event attendance from out-with Angus was estimated to be around 20% at local events with the Tartan Day Scotland connections dinner attracting 64% of 180 attendee visitors from out with Angus.

7.4 To date the week of events generated 50 media articles in the local press and broadcast media with readership figures estimating a total audience of 2,125,140 people.

7.5 The Tartan Day website at www.tartandayscotland.com showed 3,365 visitors from 1 Jan 2011 to 31 March 2011 around the same number of visits over same period last year with a 0.8% increase on visits from the USA. 56% visits were from the UK with International visits from the USA, Canada, France and the Netherlands.

7.6 The Tartan Day Connections Dinner 2011 is the flagship event of the Tartan Day Scotland celebrations and as such is an important event for attracting senior decision makers locally and nationally. This year’s event was themed ‘connections’ reflecting the networking opportunities attendees from Angus and the rest of the UK can make through this event. The entertainment programme also reflected Scotland’s connection with China and South Africa with attendees from these countries present at the dinner through the Tartan Day golf packages.
7.7 Opportunity was also taken to use this occasion to bring together key East of Scotland local authority and business partners in renewables, golf and tourism to further align joint initiatives and encourage business networking with the invited guests, drawn from the national business, energy and media sectors.

7.8 A sample of Key sponsors and guests were asked to respond to a survey to gain feedback on perceptions of the event. Research was carried out through survey monkey and 15% of attendees were asked to respond with 100% response rate. Overall the event was very well received gaining 100% rating 'excellent' or 'very good'. Of those who were sponsors, 100% said they would sponsor again next year.

7.9 We remain committed to giving support to festivals and events throughout the year whether this be new events or well established ones. These include Seafest, the Scottish Transport Extravaganza, Glamis Prom, and Seafront Spectacular. Although support cannot always be financial, we work with event organisers to assist the success of the event, and how it can be tied in with other local offerings e.g accommodation to increase the economic impact of the event.

8. TOURISM STRATEGY ACTION PLAN 2009 - 2012

8.1 The annex to this Appendix gives an update on progress with the action plan. A copy of this has been placed in the member’s lounge.