Abstract: This report seeks homologation of the Chief Executive’s decision to invite tenders from a list of consultants drawn up by the Economic Development Manager to undertake a feasibility study and business plan for the development of an annual Tartan Day celebration in Scotland. The report also outlines the outcome of the evaluation and selection process and recommends the appointment of a consultant for the project.

1 RECOMMENDATION

1.1 It is recommended that the Sub-Committee:

a) Note that an application for European Regional Development funding has been approved for the sum of £26,397 towards the costs of enhancing the Council’s Tartan Day programme of local events for 2006 but that consideration of a complementary application for funding towards the costs of developing an annual celebration of Tartan Day in Scotland has been postponed by the East of Scotland European Partnership pending the outcome of a consultancy study into its feasibility;

b) Note the urgency involved in proceeding with a feasibility study into the development of an annual Scotland’s Tartan Day celebration so as:

(i) to secure co-funding for the study from the appropriate national agencies within the current financial year; and

(ii) to enable the findings of the study to be concluded prior to 31 March 2006 when the council's submission for European Funding will be decided by the East of Scotland European Partnership’s Programme Management Committee.

c) Homologate the decision taken by the Chief Executive in consultation with the Convener of the Infrastructure Services Committee and Acting Director of Finance to invite tenders from a list of consultants drawn up by the Economic Development Manager in consultation with Scottish Enterprise National to undertake the feasibility study.

d) approve the acceptance of the tender from Richard Gerald Associates Ltd in the sum of £24,744;

e) approve the Council’s contribution of up to £500 towards the cost of the study, to be met from the Economic Development Revenue Budget for 2005/06, with the balance being met from Scottish Enterprise National, EventScotland and seven other Local Authorities from across Scotland;
2 INTRODUCTION

2.1 It is proposed that Angus Council, in liaison with the Scottish Executive and in partnership with Scottish Enterprise National (SEN), EventsScotland (ES) and seven other Local Authorities should appoint suitably qualified Consultants to carry out a “Proof of Concept” study into the feasibility of a project to develop the current activities carried out under the banner of Scotland’s Tartan Day as a major annual festival across Scotland.

2.2 Although current activities focussed mainly on Angus again this year, several councils including Fife, Perth & Kinross, Dundee, Stirling and Edinburgh City are already helping to make the focus of Scotland’s Tartan Day a national one and discussions have taken place with several other Local Authorities to gain their ongoing participation. By engaging the Scottish Diaspora, there is a longer term opportunity to extend this celebration and build a global festival showcasing the best of Scottish heritage, business, science and arts.

2.3 The proposed study will evaluate the potential of Scotland’s Tartan Day to increase tourism revenues in Scotland during the early ‘shoulder’ months and to showcase what is available in Scotland for the forthcoming season. Phase 1 of the study will review the viability of the project and the benefits to be gained from it, including the partnership working that will be required among Scottish local authorities, the main economic development and tourism agencies and the industry.

2.4 A Business Plan for the project will also be required, as Phase 2 of the commission should the ‘proof of concept’ prove viable.

2.5 Consideration of this report is urgent because

a) An application has been made for ERDF funding towards the costs involved in developing a national project and the findings of this study are required prior to a decision being made by the East of Scotland Programme Management Committee which will decide the application at its meeting on 31 March 2006. It is therefore essential for the study to be commissioned as soon as practicable to enable the successful consultants to be appointed and the study commenced as early as possible; and

b) Scottish Enterprise National, EventsScotland and seven Local authorities have agreed to co-finance this study within the current financial year and it is essential to ensure completion of the project by 31 March 2006 to meet their financial planning requirements.

3 OVERALL STRATEGY FOR ANGUS – 2020 VISION

3.1 The Tartan Day events staged in Angus in 2004 and 2005 have highlighted an opportunity to build a new major annual festival across Scotland with Arbroath as the core of any national programme of events. No other town or city in Scotland can claim to be the home of the Declaration of Scotland’s Independence – something that firmly underpins the Tartan Day celebrations in the United States (see Appendix 1).
3.2 It is proposed that this project will build on the foundations already laid to develop a national programme of events (see Appendix 1) which by the year 2020 will attract overseas visitors to Scotland initially from the US, Canada and Australia, but also from the many societies, organisations and places with international links with Scotland e.g. China (via the council’s links with Yantai). It will develop what has already begun by wider collaboration of local and national government and business organisations in Scotland, establishing a national programme of core events. It will also link strategically into national tourism strategies and other major events taking place in Scotland over the next few years (e.g. Year of Homecoming in 2009).

3.3 Development of a branded national Tartan Day programme around 6 April each year will in turn attract visitors early in the tourist season to Scotland. Arbroath - the home of the Declaration of Independence – will benefit from this increased tourism as the pivotal focus of any celebrations.

3.4 To date Dundee, Stirling, Fife, West Lothian, Perth, Aberdeen and Glasgow Councils have agreed to contribute financially to the study into development of an annual Scotland’s Tartan Day celebration across Scotland. Edinburgh City Council have also intimated their support in principle for this project.

4 THE PROPOSALS

4.1 Appendix 2 outlines the proposals to establish a partnership of local authorities, national agencies, industry organisations and private companies working together to create a vibrant and innovative programme of annual events in the shoulder tourism month of April, to showcase Scotland’s past, present and future – the ancient and the modern combined.

4.2 Phase 1 of this consultancy study will provide “proof of concept” for this project. This will comprise an assessment of the feasibility of generating the tourism and trade aspirations detailed in objectives 1 – 4 in Appendix 1 (attached). Phase 1 will also include the preparation of a strategic 2020 plan profiling the gradual build up of the project (and how this links with other national events (e.g. Year of Homecoming in 2009) between now and 2020, together with a detailed programme of potential national events commencing 1 April 2006 until end March 2009. Assuming a positive outcome to Phase 1 then Phase 2 would be authorised for the preparation of a 3 – 5 year Business Plan giving an assessment of the resources required and a projection of income and expenditure.

4.3 The specific outcomes of Phase 1 will require the consultant to:

   a) report on the findings of a consultation exercise with key agencies and practitioners to identify potential events and projects (from classic to contemporary) that could be considered as part of a core programme of tourism and trade related initiatives; being presented as a national celebration across Scotland annually;

   b) confirm the prospects of this project growing as a global celebration. Currently Tartan Day is particularly celebrated in the States and Canada. The intention of the vision is to capitalise on the embryonic festivals in Australia and South Africa; extend the current festivals; and engage the Scottish Diaspora worldwide as we move towards 2020;
c) Identify specific types of businesses and organisations and specific industries and organisations which may have or could have interest in exploiting commercial opportunities, events or activities arising from the proposals;

d) Define the mechanisms (or management options) to enable effective collaboration between the various agencies involved in steering these proposals forward at national level;

e) identify the alignment of the project with the Scottish Executive’s Tourism Strategy and confirm whether an annual week-long celebration of Tartan Day would be complementary to other promotional events. How does this fit with other national major events including the Open (2007, 2009), the Mod (annual), the Year of Highland Culture (2007), Year of Homecoming (2009) etc.

f) Prepare a costed estimate of the resources required to develop, manage and promote an annual Tartan Day celebration in Scotland, across Scotland including specific proposals in relation to staffing, marketing and consultancy requirements for developing a core national programme.

g) Prepare a scenario planning exercise to demonstrate the low, medium and high economic outcomes likely to be generated from this project over the first five years;

h) Estimate the likely economic impact for tourism and trade arising from this project and assess the justification of the resources required to support the project relative to the likely outcomes. This should include specific low, medium and high projections of tourism expenditure expressed in visitor numbers (by origin) and multiplier effects within Scotland together with a broader estimate of trade opportunities (by sector).

4.4 The specific outcome of Phase 2 will be the preparation of a detailed three to five-year Business Plan for the project showing cashflow projections and core marketing plan as well as recommendations on what mechanism is required for the management of the project nationally. The business plan will also include detailed proposals for the management of the project including remit/job outline for staff and for the resultant overarching management mechanism proposed.

4.5 Due to the nature of the project however, Angus Council reserves the right to terminate the Contract on completion of Phase 1 at its sole discretion. Angus Council and its partners shall nevertheless retain ownership/copyright of all reports submitted under Phase 1 of this project and may undertake Phase 2 – the production of the Business Plan – themselves or in conjunction with another third party.

4.6 An application has been submitted for ERDF funding to develop a pilot programme from 1 April 2006 until the end of the current East of Scotland programme (31 December 2008). This would assist with the appointment of a national co-ordinator. However, in view of the proposal to undertake a “proof of concept study”, the East of Scotland European Partnership has decided to postpone consideration of this until the next meeting of the Programme Management Committee on 31 March 2006 when the findings of the study will be available. In the meantime, approval has been given to fund enhancements to the local events being carried out by the Council in Angus (para 6.1. refers).
5 TENDER SELECTION AND EVALUATION

5.1 Given the urgency of the project and the minimal cost to Angus Council, it was felt necessary to progress with the tender process for this project and to seek homologation of this decision at the next available opportunity.

5.2 In the circumstances, the two main funding partners for the project (SEN and ES) were consulted with a view to compiling a list of suitable consultants based upon their reputation, general knowledge and previous use etc… A list of 9 consultants listed in Table 1 below were then invited to tender for the project in the context of the undernoted timescales:

- 22 December 2005 Send tender invitations to consultants
- 9 January 2006 Submission of tenders by 12 noon
- 11 January 2006 Short leet selected
- 13 January 2006 Presentations by shortleeted consultants
- 19 January 2006 Notification of award of contract
- 17 February 2006 Phase 1 complete - Draft
- 28 February 2006 Phase 1 complete - Final
- 31 March 2006 Phase 2 complete - Final

5.3 Each tenderer was invited to submit 3 hard copies of the proposal plus one copy, on either floppy disc or CD-rom in Word format in the envelope supplied to Angus Council Department of Law & Administration. It was requested that submissions be sent by either recorded delivery or delivered by hand by 12 noon on 9 January 2006. No tenders were accepted after this date and time. Consultants short-listed were invited to make presentations on their submissions to the project steering group on Friday 13 January 2006. The tenderers were also asked to note that the Local Authorities, Scottish Enterprise and Event Scotland, as co-funders of this study will not necessarily fund any resultant proposals arising from the study findings.

5.4 At the project outset it was considered that the contract value should not exceed £30,000 in total and tenderers were informed of the expectation that the study should be carried out for a cost in the region of £25,000 exclusive of VAT.

5.5 Nine tenderers were issued and three tenders were received as follows:

<table>
<thead>
<tr>
<th>Reference No</th>
<th>Tenderer</th>
<th>Price (£)</th>
<th>Day Rate/No of Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tourism Resources Co. Ltd</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>2</td>
<td>Moffat Centre</td>
<td>20,655</td>
<td>£469.43 (44)</td>
</tr>
<tr>
<td>3</td>
<td>SQW Ltd</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>4</td>
<td>R.G.A.Ltd</td>
<td>24,744</td>
<td>£458 (54)</td>
</tr>
<tr>
<td>5</td>
<td>Frontline Consultants</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>6</td>
<td>University of Stirling</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>7</td>
<td>EKOS/Gen Consulting</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>8</td>
<td>The Edinburgh Consultancy</td>
<td>19,425</td>
<td>£486.84 (38)</td>
</tr>
<tr>
<td>9</td>
<td>DTZ Pieda Consultancy</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Tender Evaluation

5.6 The tender specification consisted of a number of mandatory requirements over five areas as follows:

- Price and Value for money
- Quality of Proposal
- Quality of Project Management and Implementation
- Quality of Contractors Credentials and Experience
- Quality of Research Solutions

5.7 An evaluation panel chaired by the Economic Development Manager, undertook the evaluation process in liaison with Scottish Enterprise National, EventScotland and one of the other Local Authorities. This included an initial evaluation to agree a shortleet for interview and final scoring. The outcome of the evaluation and selection process is summarised as follows:

Richard Gerald Associates Ltd

5.8 Based on price (70%) and quality (30%) Richard Gerald Associates Ltd had the highest overall score as assessed by the evaluation panel.

RGA was able to demonstrate an excellent track record of market research mechanisms and methodologies to test consumer responses (within Scotland and internationally) used by them in other major studies similar in scale. Their methodology is particularly geared to the "proof of concept" requirement and will bring forward evidence that should exceed the requirements of the tender specification. The team being deployed have similar experience at professional level in delivering all the key requirements.

RGA also demonstrated an ability to more than meet the tight work schedule required and will undertake extensive market research and concept testing in the timescales required.

RGA will spend 54 days on this project which to some extent explains why the cost of the exercise is highest. However they have optimised the available budget to address the complete requirements of the exercise. The average day rate, as shown in the table is the lowest.

In the opinion of the evaluation panel, the other tenderers below would not have the capacity to complete all aspects of the exercise within the timescale even if invited to increase the number of days available within the budget for the project.

Moffat Centre

5.9 During the interview the Moffat Centre demonstrated a weakness in regard to the market research required. Their methodology focussed mainly upon contacts with the public sector.

The Moffat Centre was unable to demonstrate that all of the key elements required would or could be completed within the timescale envisaged.
The Edinburgh Consultancy

5.10 During the interview the Edinburgh Consultancy demonstrated a high level of professional credibility. However, their proposal is for the whole exercise to be undertaken by their lead consultant and this is considered to present a significant risk given the tight deadlines involved. They were unable to propose any alternative method of completing the exercise should anything happen to prevent their lead consultant from completing the assignment.

Edinburgh Consultancy were unable to demonstrate an ability to undertake the extensive market research required to fully test the concept in terms of tourism and trade outcomes and were viewed to be unacceptable.

5.11 On this basis it is recommended that the contract be awarded to Richard Gerald Associates Ltd. The acceptance of the tender will therefore result in revenue expenditure under the contract of £24,744.

6 FINANCIAL IMPLICATIONS

6.1 An application has been submitted for ERDF funding to develop a pilot programme from 1 April 2006 until the end of the current East of Scotland programme (31 December 2008). This would assist with the potential appointment of a national coordinator in respect of which the consultants would be required to prepare a business plan under Phase 2 of the study should this Phase go ahead. It should be emphasised that while, in principle, it is felt that Angus Council might be asked to consider making an in-kind contribution towards such a proposal - through providing the physical accommodation and management supervision - there is no direct financial provision being made or recommended at this stage. In any event, it is intended that any such proposal would be made subject of a further report being brought back for consideration once the study has been completed. In any event committee approval would only be sought for such a proposal if most, if not all of the funding could be provided by a mixture of contributions from national agencies, other local authorities and European or other available funding sources.

6.2 An application for £20,150 of ERDF funding has been approved towards the costs of enhancing the Angus programme of events already planned for April 2006 and in respect of which, budget provision has already been made within the Economic Development Revenue Budget for 2006/07.

6.3 Based upon the tender being recommended for acceptance the total costs of this study are estimated at £24,744 excluding VAT.

6.4 Contributions towards the costs will be met from the undernoted organisations

<table>
<thead>
<tr>
<th>Name of Organisation</th>
<th>Amount of contribution £’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angus Council</td>
<td>500</td>
</tr>
<tr>
<td>Dundee City Council</td>
<td>500</td>
</tr>
<tr>
<td>Stirling Council</td>
<td>500</td>
</tr>
<tr>
<td>Perth &amp; Kinross Council</td>
<td>500</td>
</tr>
<tr>
<td>Aberdeen City Council</td>
<td>500</td>
</tr>
<tr>
<td>West Lothian Council</td>
<td>500</td>
</tr>
<tr>
<td>Fife Council</td>
<td>500</td>
</tr>
<tr>
<td>Glasgow City Council</td>
<td>500</td>
</tr>
<tr>
<td>Scottish Enterprise National</td>
<td>10,372</td>
</tr>
<tr>
<td>EventScotland</td>
<td>10,372</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>24,744</strong></td>
</tr>
</tbody>
</table>
From the above table funding of up to £30,000 is available to undertake both the Phase 1 and Phase 2 elements of the study and the appointed consultant will be required to deliver their output within this cost ceiling. The consultant being recommended for this project has provided a bid cost of £24,744 which breaks down in to £17,794 for Phase 1 and £6,950 for Phase 2 of the work. In the event that the Phase 2 element of the study does not proceed the funding contributions of each funding partner will be adjusted downwards proportionately.

7 HUMAN RIGHTS IMPLICATIONS

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

8 CONSULTATION

8.1 The Acting Director of Finance and the Director of Law & Administration have been consulted in the preparation of this report.

9 CONCLUSION

9.1 This project is seen as important in raising the profile of Angus locally, nationally and indeed internationally in keeping with the Council’s Corporate objectives and the Angus Ahead Campaign. The project will ultimately contribute towards the development of the Angus economy, and in particular the growth of the tourism sector.

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 any material extent in preparing the above Report.

DV/MD/LR
29 December 2005

David S Sawers
Chief Executive
Appendix 1.

A BACKGROUND TO SCOTLAND’S TARTAN DAY

Tartan Day is a global celebration of Scottish influence and heritage. It was originally conceived in Canada in 1991.

Senator Trent Lott championed the idea of a day to celebrate the contribution made to the development of the United States by emigrant Scots and established Tartan Day as a public holiday in the United States. Resolutions passed by Senate and Congress recognised that April 6 had a special significance for all Americans, and especially those Americans of Scottish descent, because the Declaration of Arbroath, the Scottish Declaration of nationhood, was signed on April 6 1320. It is said that the American Declaration of Independence was modelled on that inspirational Scottish document.

Since then, celebrations in America have grown to include New York, Washington and Chicago with many Scottish musicians, dancers, artists and businesses showcased at events in these cities. A consortium of Local Authorities has collaborated with Visit Scotland and the Scottish Executive to make the celebrations a showcase for Scotland. Australia and New Zealand too, thanks to the work of ex-pats, have established their own Tartan Day festivals. We here in Scotland, however, never embraced this celebration of all things Scottish in the same way.

The Declaration of Arbroath, which inspired these first Tartan Day festivals, was signed in Arbroath Abbey and it was this unique selling proposition that inspired Angus Council to establish the first Tartan Day celebration in Scotland in 2004 with a week long programme of local events. This tapped into a spirit of Scottishness across all sectors and political parties, highlighting a willingness for groups and organisations, at local, national and international level, to work together to promote Scotland through a Tartan Day festival.

Thus the vision for a celebration of Tartan Day across the whole country was born - a national Tartan Day for Scotland that celebrates the heritage of the country’s past and the unique contribution that Scotland has made to the world, through culture, science and the economy. The activities organised to celebrate the first Tartan Day in Arbroath included a re-enactment of the signing of the Declaration of Arbroath, a gala dinner, business breakfast and golf challenge match.

The idea of staging an event in Scotland in April is to establish a signature tourism event at the start of the tourism season that will showcase what Scotland has to offer whilst at the same time enticing visitors to come to Scotland to experience the celebration here.

Tartan Day 2005

IN 2005 AN EXPANDED PROGRAMME WAS CREATED. THE CITIES OF PERTH AND EDINBURGH ALSO RAN EVENTS TO LAUNCH THE FIRST NATIONAL CELEBRATION OF SCOTLAND’S TARTAN DAY “WELCOME HOME.”

- Tartan Day in Scotland was launched with a Whisky/Wine Tasting at the City Chambers in Edinburgh on 30 March hosted by the US Consul and the Lord Provost of Edinburgh, just prior to civic heads, politicians, Visit Scotland and Scottish Executive flying out to join the US celebrations.
• Re-enactment of Signing of Declaration – this is central to Angus’s claim to lead on the establishment of Scotland’s Tartan Day. 25 VIP’s from Scottish business, media, politics and the tourism sector attended this celebration at Arbroath Abbey. This attracted significant coverage at peak news times of lunchtime and evening.

• The Tartan Day Gala Dinner at Carnoustie Hotel on 6 April was attended by around 200 guests, including invited key figures from the Scottish political, business and media sectors. The keynote speaker was Helen Liddell MP, now High Commissioner for Australia. Senior political journalists from Scotland of Sunday, BBC Scotland, The Herald, The Sun, and The Evening News covered the event.

• 110 local and national delegates attended the Business Breakfast on 7 April. It took the form of a Question Time style debate chaired by Harry Reid, columnist with The Herald. Speakers were:
  - Anne McGuire MP, Under Secretary of State for Scotland
  - Peter Duncan MP, Shadow Secretary of State for Scotland;
  - Alex Salmond MP, SNP National Leader;
  - Sir Robert Smith MP, Liberal Deputy Chief Whip

It was always envisaged that an election would be called at this time and that national TV coverage would thus be confirmed for this event. The BBC Newsnight film crew covered the event and interviewed each speaker at Carnoustie for broadcast later that evening. Tartan TV was commissioned to interview speakers, VIP’s and golfers for use afterwards on a variety of promotional channels.

• Golf Challenge Match – 15 golfers took part in this event on 7 April.

• Mini Highland Games on 9 April at Perth attended by Provost Bob Scott.

• The media launch of “The Arbroath Suite” by young Scottish violinist Laura McGhee at Arbroath Abbey to 30 invited guests. Laura had been sponsored by Angus Council to attend Tartan Day events in New York and the resultant publicity both from Scottish & US newspapers, US TV, and BBC Scotland TV and radio has been tremendous.

12 ALL-PARTY TARTAN DAY GROUP

An All-Party Group comprising 8 MSP’s across all political parties was launched in March in the Scottish Parliament to promote Tartan Day in Scotland and encourage closer links with the Scottish Diaspora across the world. The intention is to establish a similar group in Westminster and to set up an international caucus with the US Senate and Congress by 2006 and with Australia in 2007.

13 WWW.SCOTLANDSTARTANDAY.COM

This site was initially established in March 2004 by Angus Council and the decision at that time was to focus on Scotland, hence the domain name “Scotland’s Tartan Day”. It has been used to promote Tartan Day events in Scotland and link to activities in the US, and is now established as the “official” website for Scotland’s Tartan Day with direct links to the Scottish Parliament and Scottish Executive websites.
Visitor numbers have increased over the past two years but it needs to be developed further to make better use of the site as a marketing and communication tool linking other cities’ initiatives and political activity both in Scotland and the US.

Statistics for 2005 are as follows:

**Hits**
Jan 15,685
Feb 19,499
Mar 46,769
April 76,000 compares to 38,899 for the whole of April 2004

**UNIQUE VISITORS**
Jan 575
Feb 608
Mar 1,135
April 2,518 compares to 1,046 for whole of April 2004.

- Two-thirds of the unique visitor numbers were from the United States
- The most visited pages apart from the Home Page were the Events Programme and the News Pages.
- 242 people downloaded the wallpaper including the BBC
APPENDIX 2

THE DEVELOPMENT OF SCOTLAND’S TARTAN DAY – A 2020 VISION

The intention is to establish a partnership of local authorities, national agencies, industry organisations and private companies working together to create a vibrant and innovative programme of annual events in the shoulder tourism month of April, to showcase Scotland’s past, present and future – the ancient and the modern combined.

It will also be unique in that it is the first major events project with the potential for all of Scotland’s Local Authorities to work together cohesively and take a more strategic and co-ordinated approach to generating additional tourism to Scotland as a whole.

The objectives are fourfold:

1. To engage with the UK domestic tourism market by establishing a new festival early in the tourism season, thereby extending the season in Scotland into the shoulder months.
2. To showcase to overseas visitors eg the North American market the tourism products on offer in Scotland throughout the year – heritage, golf, arts & culture, genealogy.
3. To establish an enterprising environment for increased business and trade links with North America by profiling the best of Scottish innovation, invention and creativity.
4. To create synergy by co-ordinating the tourism activities of local authorities in the pilot area during the Scotland’s Tartan Day festival and linking into the both the US and the Scottish tourism initiatives of Visit Scotland.

The project will therefore seek to employ a Project Director, hosted by Angus Council, potentially (subject to the outcome of this feasibility exercise) tasked to:

a) drive forward this 2020 vision within the participating councils,
b) establish and co-ordinate the promotion of a core programme of branded events marketed as Scotland’s Tartan Day to ensure a clear concise branded approach to all events and activities
c) engage with the private and public sector partners with a view to developing a number of specific Scotland’s Tartan Day visitor packages to ensure some gains in the early years while the national programme is being developed up to the year 2020,
d) establish and facilitate a National Project Implementation Group consisting of representatives from partners in the Local Authorities, national agencies, key private tourism businesses and industry organisations and Visit Scotland,
e) manage marketing and media consultants to ensure that the profile of Scotland’s Tartan Day is raised to a global audience thus driving forward the Scottish Executive Tourism Strategy – “Scotland the best small country in the world”,
f) establish links between business, media and political sectors both in Scotland and overseas,
g) encourage additional regional and local events (both private and public sector) in all participating Council areas,
h) produce a Scotland’s Tartan Day newsletter and e-updates for all partners and ensure effective use and development of communication including responsibility for www.scotlandstartanday.com
i) provide a focus for any activity around 6 April in Scotland,
j) ensure that other national events are fully promoted and incorporated in the strategic planning eg 2007 Year of Highland Culture, 2009 Year of Homecoming.
The project will also build on the establishment of Tartan Day Cross Party Groups in Edinburgh and Westminster to develop an international caucus with the existing Tartan Day Groups in both the US Senate and the US Congress.