

Perth & Kinross

ECONOMIC ACTION PLAN



2025–2030

Produced by Perth & Kinross Economic Partnership

(DRAFT FOR CONSULTATION)



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1: Introduction

Welcome to the draft Perth & Kinross Local Economic Action Plan (2025-2030), a roadmap designed to bolster the economic vitality and resilience of our community. In an ever-evolving global economy, it is crucial that we proactively address the challenges and opportunities that impact our local businesses, workforce, and overall economic landscape.

This draft Perth and Kinross Economic Action Plan (2025-2030) has been co-produced by all members of the Perth and Kinross Economic Partnership. An important aim is to support increased collaboration in economic development to deliver more in partnership. More information on the members of the Partnership is included in Appendix 1 'Who we are'.

This action plan will replace the Perth and Kinross Economic Wellbeing Plan (2020-2028) which was approved in March 2021 to address the challenges arising from the economic and social impacts of the Covid-19 pandemic. The Economic Wellbeing Plan identified a range of interventions required to ensure recovery of the local economy. Since then, there have been several major changes to the economic and social context at a local, national and international level.

The Perth & Kinross Economic Action Plan sets out the approach Perth and Kinross Economic Partnership will take over the next five years (2025-2030) to grow a stronger, greener, fairer and more sustainable economy for Perth and Kinross. This action plan has been developed through comprehensive research, stakeholder engagement, and a deep understanding of our unique strengths and needs. It outlines the context and the actions that we need to deliver to address the challenges we face. It will guide the Partnership to deliver economic development actions, and help the Partnership to focus and prioritise resources and support conversations around both public and private investment within Perth & Kinross.

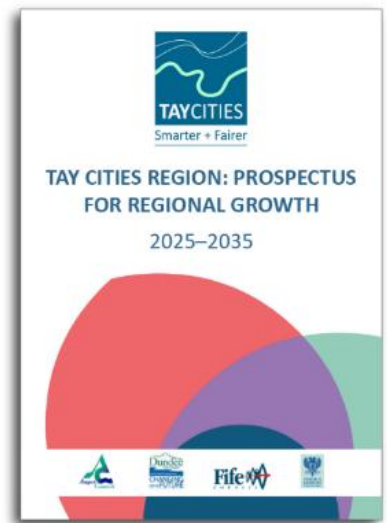
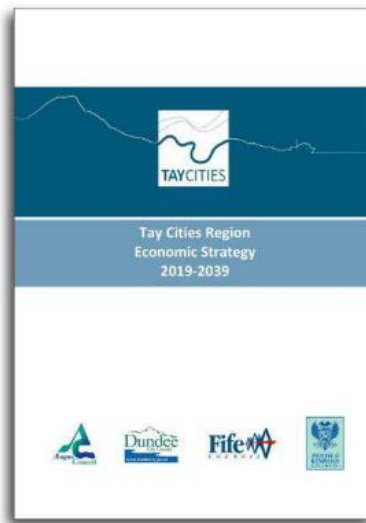
Our key objectives include:

- Supporting our local businesses to grow, attract jobs and investment
- Tackling inequalities
- Supporting the transition to net zero

As we embark on this journey, the Partnership invite all residents and stakeholders to comment on the draft action plan. Together, we can create a dynamic and inclusive economic environment that supports the well-being and aspirations of every individual in our community.

1.1: CONTEXT

Within the context of [Scotland's National Strategy for Economic Transformation](#), the actions set out in this draft action plan will contribute to the delivery of the [Tay Cities Regional Economic Strategy \(2019-2039\)](#), the priority opportunity themes, and the regional-scale projects identified in the Tay Cities Region Prospectus for Regional Growth (2025-2035).



The economic mission for the Tay Cities Region is unchanged - we want to be one of the most productive knowledge-led economies, whilst ensuring that we become smarter, greener and fairer. To do this we will work to:

- attract investment for innovation, and infrastructure
- develop, retain and attract talented people
- improve physical and digital connectivity to, from and around the region
- increase economic participation and reduce inequalities

[The Prospectus for Regional Growth \(2025-2035\)](#) has been developed to attract external investment into the Tay Cities Region, focussing on four key priority opportunities:

- Clean Growth for Smarter and Sustainable Places
- Life Sciences, Health and Agri-Tech
- Tourism and Culture
- Creative, Digital, Cyber and Games Economy

Continued investment in skills and talent and connectivity – both digital and physical - will underpin these opportunities.

The actions outlined in the draft Economic Action Plan aim to position Perth and Kinross to attract new investment, whilst aligning with the Perth and Kinross Community Plan and the Council Corporate Plan. Together, these strategies support a vision of a region where everyone can live life well, free from poverty and inequality. Both plans emphasise the importance of collaborating with communities to create a thriving local economy that aligns with low carbon ambitions and ensures inclusive opportunities for all. They also highlight Community Wealth Building as a place-based approach to economic development, focused on retaining and redistributing wealth within the local economy whilst empowering residents and businesses.

The draft action plan supports the delivery of [Perth and Kinross Council's Corporate Plan's](#) seven priorities, focusing predominately on the first two:

- **Developing a resilient, stronger and greener local economy by promoting business creation and growth, skills development and job creation.**
- **Tackling poverty by promoting access to training and jobs to people experiencing, or at risk of, experiencing poverty.**
- Tackling Climate Change and supporting sustainable places by promoting decarbonisation of the economy and climate resilient placemaking.
- Enabling our children and young people to achieve their full potential by promoting an enterprising mindset from a young age, and through career opportunities.
- Protecting and caring for our most vulnerable people by promoting business and skills development opportunities in the care sector, and the opportunity for economically inactive to enter or return workforce.
- Supporting and promoting physical and mental wellbeing by promoting a more resilient workforce.
- Working in partnership with communities by promoting community-led actions and community wealth building, as well as the importance of meeting housing needs.

The draft action plan works alongside key Perth and Kinross place-based strategies:

- Local Development Plan linking to the National Planning Framework 4
- Local Housing Strategy linking to the National Housing Strategy – Housing to 2040
- Mobility Strategy linking to Regional and National Transport Strategies

Together, they support essential local strategies designed to address the seven priorities highlighted above and listed below.

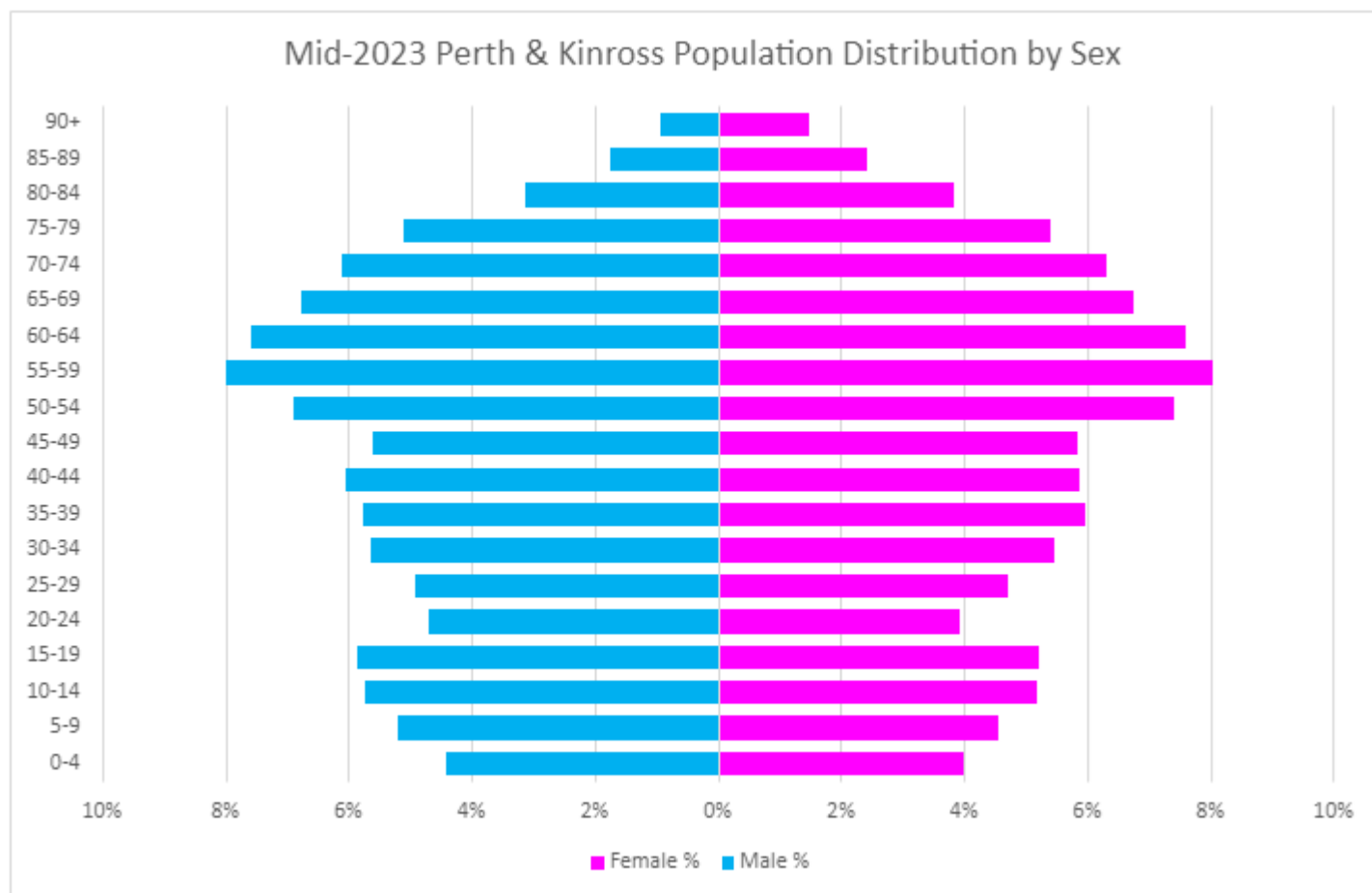
- Anti-Poverty Strategy for Perth and Kinross 2024-2030
- Employability Strategy and Action Plan
- Perth 2040 linking to Perth City Development and Design Framework
- Climate Change Strategy & Action Plan
- Perth and Kinross Council Local Area Energy Plan 2024-2029
- Perthshire Tourism Action Plan runs until 2025.
- Perth and Kinross Culture Strategy 2023-2028
- Raising Attainment Strategy 2024-2027
- Carers Strategy 2023 to 2026
- Perth and Kinross Physical Activity and Sports Strategy 2023-2028
- Community Learning and Development Plan 2024-2027
- Mental Health and Wellbeing Action Plan

1.2: The Perth & Kinross Economy

Population Figures

Scotland's Census 2022 estimated the population of Perth and Kinross to be 150,953. This is an increase of 4,301 (2.9%) from Census 2011 (Scotland 2.7%). There are now estimated to be over 37,226 people aged 65 years and over in Perth and Kinross, accounting for 24.7% of our population (Scotland:20.1%). This proportion has increased from 20.2% in 2011.

The population density in Perth and Kinross of approximately 28.5 residents per km² is below Scotland's 69.8 residents per km² and makes it the 7th least densely populated council area in Scotland.



Number of Businesses

There were 6,175 registered businesses in Perth & Kinross in 2024, employing a total of 54,932 people. Businesses that fall into the bracket of employing either 0-49 people or 50-249 people are categorised as Small to Medium Enterprises (SMEs).

In 2024, there were 6,060 businesses employing 0-49 people, and 95 businesses employing 50-249 people. In 2024, 20 businesses in Perth & Kinross employed over 250 people. 10% of the businesses in Perth and Kinross each had a turnover of at least £1M.

Number of Jobs

54,932 jobs out of the total of 66,288 in Perth & Kinross were in the private sector. The largest sector by employee job share was *Accommodation and Food Services* at 13.6% of all jobs, followed by *Health* at 12.1% of all jobs, and *Retail* at 9.1%.

2: Grand Challenges

Perth and Kinross is well known for its strategic location and excellent transport links, its rich heritage, vibrant arts scene, world class environment and quality of life.

Overall, our economy has good foundations to grow and is a proven world-class leader in food & drink, tourism and the financial industries. It can build on its strong business creation and survival performance to strengthen business growth in key sectors.

However, not everybody is benefiting from these positive economic opportunities, as we still have households experiencing or at risk of poverty. Across Perth and Kinross, it is estimated that 30,000 people are living below the poverty line, and 27,200 of them are experiencing deep or very deep poverty (living on below 50% or 40% of median earnings). The most recent estimates for child poverty in Perth and Kinross indicates that 5,750 children (21.7%) are living in relative poverty.

If we are to create a place where everyone can truly live life well, we must focus our collective efforts to address several grand challenges. These grand challenges are around economic growth, technological change, the transition to a net-zero carbon economy, and tackling inequalities.

For each grand challenge, the Partnership has identified the evidence it has and what it means. The Partnership has then identified what it will be focusing on, what it is aiming for and, in the next chapter, what actions it will deliver.

Challenge 1: 'Economic Growth': Evidence

Gross Value Added (GVA)

£53,100

per job in PKC, above the Scottish average of £52,000

Output Growth



Increase in GVA for Perth and Kinross was positive, but lagged the Tay Cities Region and Scottish averages between 2017 and 2021.



515

New businesses in 2023

Business birth rate in P&K is the highest in the Tay Cities Region and higher than the Scottish Average.



688

Businesses per 10,000 population

Higher than the Tay Cities Region and Scottish Average.

High Growth Businesses

1.6%

Were defined as **high growth**, comparable to the national average

(a business with 10+ employees and an average of 20% growth over three years in terms of turnover)



245

Business deaths out of the 465 which started in 2018

High Survival Rate

47.3%

5-year survival rate (2018-2023) is the highest in the Tay Cities Region and fifth highest in Scotland.



Self-employment

11%

Highest in the Tay Cities Region and higher than the Scottish average.

Challenge 1: ‘Economic Growth’: **Analysis**



What does this mean?

Economic growth in Perth and Kinross, like many other regions, faces a series of significant challenges shaped by global and local factors. Over recent years, external factors such as the COVID-19 pandemic, the rising cost of living, and political and geopolitical crises, including war-related disruptions, have left lasting impacts on the economy. These factors have affected businesses across various sectors and places, particularly in vulnerable areas such as Perth city centre, smaller town centres, and rural communities.

The Perth and Kinross economy experiences, and will continue to experience, slow and fragile economic growth over the next few years which could be influenced by geopolitical and national events. However, the economy benefits significantly from a strong, enterprising mindset, and has the foundations to innovate and create greater added value in all sectors, even if the challenge is to grow the size of more businesses. There are sectors across the Tay Cities Region which could provide opportunities for growth.



What we will focus on

The Partnership will work together to secure investment in the areas linked to the four regional priority opportunities, focusing on bringing added value to workers and businesses, thereby enhancing the resilience and robustness of the Perth and Kinross economy.



What we are aiming for

People will have access to a range of jobs, careers and higher paid job opportunities in sectors important to Perth and Kinross economy.

Challenge 2: 'Technological Change': Evidence

58,000

working-age people in P&K in 2023 were qualified to SCQF Level 8 (HND Level) or above. This was about **63.25%** of P&K's **91,700** working-aged people.

24%

of the jobs in professional occupations are at risk (out of the 18,600 jobs in P&K)

31%

of managers, directors and senior officials jobs at risk (out of 9,900 jobs P&K)

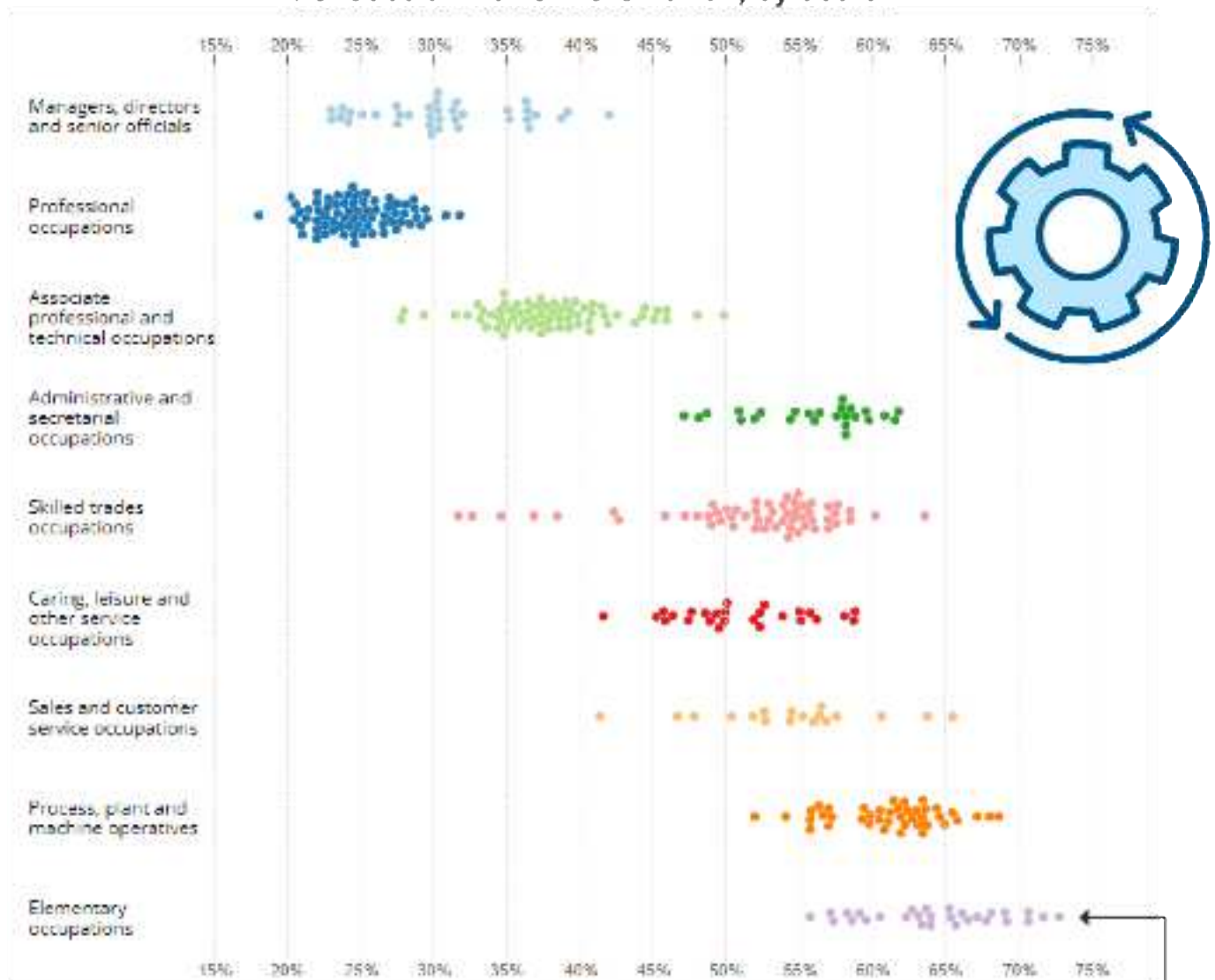
66%

of the jobs in elementary occupations are at risk (out of the 5,900 jobs in P&K)

62%

of the process, plant and machine operatives jobs at risk (out of 5,100 jobs P&K)

% of Jobs at Risk of Automation, by Sector



3 fields at the lowest risk of automation are medical practitioners, higher education teaching professionals, and senior professionals of educational establishments.

These occupations are all considered high skilled.

5,300

jobs potentially affected, in Associate, professional and technical occupations (**37%**).

This is the most exposed occupational group in P&K in terms of sheer numbers.

When considering the overall risk of automation, the three occupations with the highest probability of automation are waiters and waitresses, shelf fillers and elementary sales occupations, all of which are low skilled or routine.

Challenge 2: 'Technological Change': **Analysis**



What does this mean?

The past few years have seen a challenge of technological change that has centred around the risks of automation facing the labour market. For a lot of businesses, the pandemic accelerated many long-term digital plans, with many shifting work to home and digital learning and looking to invest in new technologies.

The Perth and Kinross economy will experience workforce challenges to adapt to technological changes or meet industry needs. An estimated 33,500 jobs across the whole labour market in Perth & Kinross are at risk due to automation, with varying degrees of probability that some of the duties and routine, repetitive tasks performed could be replaced through automation. The risk of automation tends to be higher for lower-skilled roles, and lower for higher-skilled roles.

Professional occupations are the occupational group at the lowest risk but since this is the largest occupational group by workforce size, the estimated impact is still notable. The occupational groups most exposed to the risk of automation in terms of sheer workforce numbers are associate, professional and technical occupations and skilled trades occupations.



What we will focus on

The Partnership will work together to secure investment in future skills and technologies to ensure the Perth and Kinross economy remains competitive and attractive, providing access to higher-quality jobs.



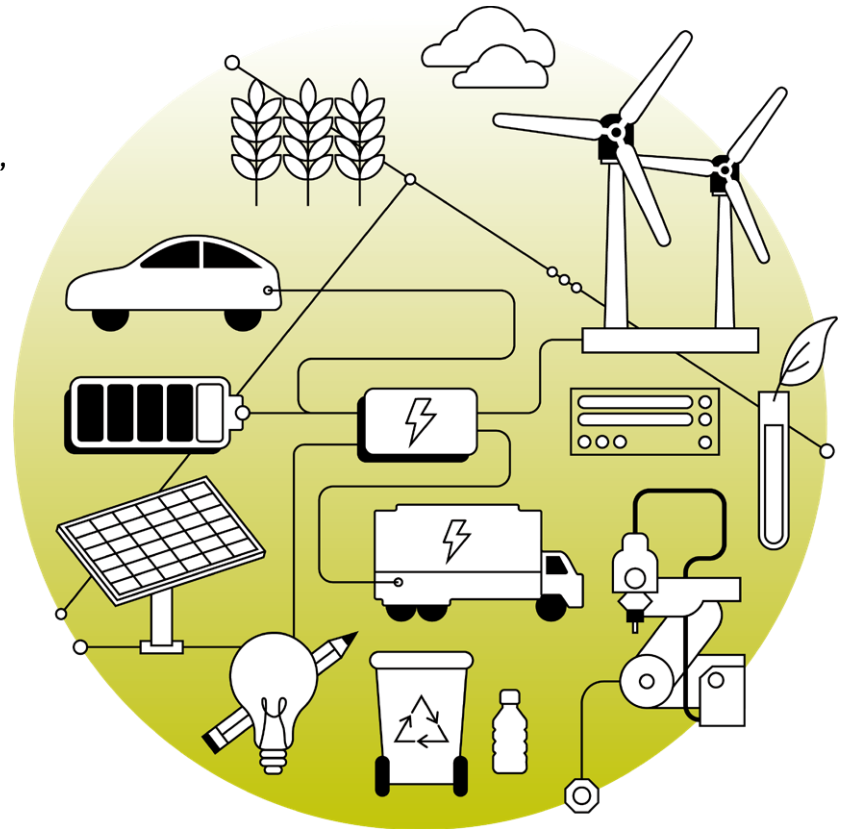
What we are aiming for

People will have relevant skills to adapt to technological change, thereby staying in or entering employment.

Challenge 3: 'Just Transition to Net Zero': Evidence

A Net-Zero Leader

- Perth City has been identified as an innovation cluster of electricity, energy, storage, agri-tech, water and waste.
- Energy sector employment in Perth & Kinross is more than double the Scottish average.
- Perth and Kinross is ranked as one of the Net Zero economy hotspots in the UK.
- Carbon Disclosure Project (City Score) A by 2024 Positive Calendar Year Influence 2019.



Renewable power with approved planning permission:



Biomass

5.12MW output of biomass power, with planning permission approved spread over seven sites



Wind

Installed: **312MW** of installed or operational wind power, spread across **162** turbines

Approved: **75MW** of wind power with planning permission approved, spread across **42** turbines

There are an additional **240** wind turbines, with power output unknown



Solar power

89.95MW of solar power with planning permission approved, spread across **66** sites



Hydro power

39.72MW of approved hydro power with planning permission approved, spread across **81** sites

521.79MW

Total renewable power output from approved planning applications

480MW

Total capacity of approved battery storage projects

Challenge 3: ‘Just Transition to Net Zero’: **Analysis**



What does this mean?

The relationship between the economy and the environment has increasingly been at the forefront of policy discussions over the past few years. As we transition away from oil and gas, green economic measures that prioritise environmental sustainability have become a key focus for governments, businesses, and communities. Perth and Kinross is uniquely positioned to play a leading role in this transition, boasting significant natural resources to support renewable energy generation, and an advantageous position in energy transmission, distribution, and storage.

However, achieving a sustainable, net-zero economy requires a concerted effort across all sectors, including transport and agriculture, to reduce carbon emissions. The transport sector, in particular, faces a critical need for innovation and investment in cleaner technologies and infrastructure to facilitate a shift toward sustainable mobility.

The Perth and Kinross economy will experience workforce challenges to meet industry needs to achieve a transition to net-zero. However, some sectors are experiencing growth in the net-zero economy. Meeting the challenge of the “transition to net-zero” will also depend on attracting talent and prioritising reskilling and upskilling across all industries, with a specific focus on clean growth sectors such as energy transition. Building a workforce equipped with the skills required to innovate, adapt, and implement sustainable practices is crucial to ensuring both economic competitiveness and growth.



What we will focus on

The Partnership will work together to grow the supply chain in sectors supporting the transition to net-zero, such as energy and mobility transition and the circular economy, unlocking significant market opportunities and attracting, retaining, reskilling or upskilling individuals across all sectors.



What we are aiming for

People will have relevant skills to benefit from economic opportunities arising from transition to net-zero, thereby staying in or entering employment.

Challenge 4: 'Tackling Inequalities': Evidence

Household Types



23.4% described as financially stretched



Economic Activity

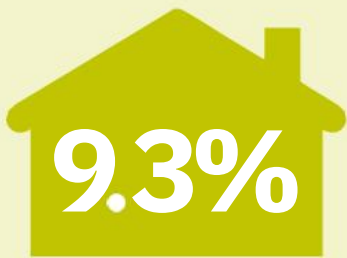
(July 23 – June 24)

80,300

people are economically active,

74.8%

(Scottish Average is 77.3%)



of households are in 'urban adversity'

10.5% of children in low-income families



79,300

are employed (73.8%)

2,200

are unemployed (2.7%)

(April 2023 to March 2024)

UC Universal Credit

12,424

claims in P&K (Oct 2024).

This equates to **8.24%** of the population. **45%** of these claims were from the 3 City Centre wards

64,800

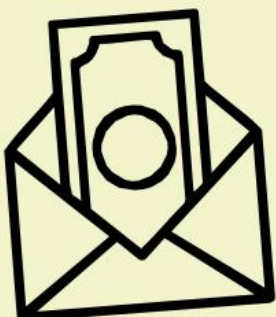
are employees (61.4%)

14,300

are self-employed (12.2%)

compared to only 8.2% in Scotland as a whole

Wages



£671.90

is the average workplace weekly wage (2023). This is **95.6%** of Scottish average

30.2%

are part-time employees



Challenge 4: ‘Tackling Inequalities’: Analysis



What does this mean?

The workforce is shaped by various dynamic factors, including an ageing population, life expectancy, migration patterns such as the outmigration of young people, levels of economic inactivity, technological advancements, and access to transport and commuting opportunities. In Perth and Kinross, these workforce trends significantly influence the local economy and present ongoing challenges.

Residents are accessing higher earning opportunities by commuting out with Perth and Kinross. Not everybody is benefiting from positive economic opportunities with some people and their families experiencing or at risk of poverty. There is also a large number of people not accessing career and job opportunities, and some people experiencing poverty in work due to low earnings.

Worklessness remains a key driver of poverty, with households often struggling to recover from unemployment, ill-health, or childcare responsibilities. Even for those in work, poverty can persist due to low wages, precarious employment arrangements with irregular hours or split shifts, and the high costs and limited availability of affordable transport and childcare. It is vital to ensure that people have opportunities to increase their earnings and that those earning a fair wage are not left in poverty. While unemployment levels in Perth and Kinross are relatively low, the average earnings of workers in the region are also comparatively low.

This creates a notable disparity between those working within the area, and residents who commute outside the region for higher-paying jobs. Furthermore, there are significant income inequalities between the highest and lowest earners, exacerbating disparities in disposable income both within and between urban and rural communities. Rural residents, in particular, often face a “rural poverty premium,” with higher costs of living and fewer accessible services than those in urban areas.

Skill shortages in critical sectors, such as the care industry, present another significant challenge. The ageing population increases demand for care services, creating pressure on a sector already struggling to attract and retain workers. At the same time, higher life-expectancy provides opportunities for older individuals to remain in the workforce longer, potentially helping to alleviate some labour shortages.

As the overall workforce shrinks, adapting to future economic demands will require a focus on reskilling and upskilling the existing workforce. Workers will need to be equipped to meet the challenges posed by automation, emerging technologies, and the evolving needs of key industries. Addressing these workforce issues through targeted policies and community support will be essential to building a more inclusive, resilient, and prosperous Perth and Kinross economy.



What we will focus on

The Partnership will work together to retain and retrain the existing workforce, and increase the workforce by supporting people back into the workplace from economic inactivity. The Partnership will work together to expand the availability of good quality sustainable jobs, including pay or other working arrangements.



What we are aiming for

Economically inactive people will have relevant skills to enter or re-enter the workforce, and people in work will secure fair wages. The number of households experiencing or at risk of poverty will reduce.

3: What we will deliver

To address the identified grand challenges and achieve what the Partnership is aiming for, specific actions have been identified and are detailed in the table below. For each action, we identify how the action links to the grand challenges and regional priority opportunities, what the action the Partnership will aim for is, Key Performance Indicators, milestones, timeline, delivery partners, and costs and funding sources.

In addition to the identification of the grand challenges, the Partnership has also used a **Design Thinking** approach to identify key areas of collaboration. This collaborative, creative problem-solving approach places people at the heart of its solutions, ensuring that the plan addresses real needs effectively. This approach has also helped to strengthen relationships among partners, enhancing their ability to work cohesively toward shared actions.

Looking ahead, the Partnership aims to collaborate more closely by developing **enterprising** from an early age, promoting a **customer-focused** approach, and **sharing resources**.

Enterprise is crucial for driving the Perth and Kinross economy by fostering innovation, collaboration, and continuous learning. The Partnership is dedicated to empowering individuals and businesses to take on new ventures with initiative and resourcefulness. This involves providing the necessary tools and confidence to take risks, and seize opportunities for both personal and business growth. The Partnership will work together to cultivate an enterprising culture. By prioritising learning, encouraging new business creation, and supporting innovative product and service development, they aim to unlock potential for growth. They will inspire others, starting from a young age, by leveraging the success stories of current entrepreneurs.

Focusing on individuals and businesses is central to our customer-focused approach. Listening to our customers' needs allows us to provide tailored, high-quality support to help them achieve their goals, whether it's starting a business, securing a better job, or improving their workforce.

We are committed to using our resources effectively to provide the best service. To ensure transparency and accountability, we will establish clear commitments to our customers and each other. Efficient and effective resource sharing for a common purpose is essential, with collaboration between organisations being key to success. By strategically targeting and sharing resources, we can better support businesses and people across Perth and Kinross.

Our actions will be driven by evidence from local social and economic performance data. Regular communication of this evidence and our progress will ensure transparency and accountability. Insights and updates will be shared with stakeholders, including the public, elected members, boards, and senior management.

It is important to note that the table in this draft action plan does not list all the actions that each partner organisation is delivering individually, but focuses on actions which would bring added-value or address market failure through partnership working and delivery.

Partnership members, individually or with other members, are already providing business support to start-ups and growing companies including signposting, generic business advice, specialised advice such as export, mentoring or networking. They are also supporting the development of business infrastructure such as digital or transport connectivity, or the servicing of land or commercial and industrial properties. In that context, links will be strengthened with the Local Development Plan, the Local Housing Strategy and the Mobility Strategy. Significant investments have also been made to support Agri-Tech and food and drink innovation through the Advanced Growth Plant Centre and the International Barley Hub in Invergowrie led by the James Hutton Institute. These provide a strong platform to develop enterprise and support this regional growth opportunity.

Partnership members, individually or through Perth and Kinross Local Employability Partnership (LEP) Strategy and Action Plan, are already providing employment support to people to access higher-quality jobs through their employment life, or re-enter the labour market either when they are identifying career opportunities and looking for their first job, when they are looking for a job later in life, or when they are in a job and looking for new skills and training. They are also supporting actions at regional level through Tay Cities Skills Programme and these will continue.

Partnership members are already using their own resources to support existing local and regional actions individually or jointly. Appendix 1 provides more details on members and their activities.

To build on existing local and regional actions, the Partnership is proposing to deliver the following actions:

These actions relate to our Grand Challenges (GC): ‘Economic Growth’(EG), ‘Technological Change’(TC), ‘Just Transition to Net- Zero’ (JTNZ) and the Prospectus for Regional Growth Priority Opportunities (PO): ‘Clean Growth for Smarter and Sustainable Places’ (CG), ‘Tourism and Culture’ (ToC) and ‘Digital’(D).

GCPO	Action	What we are aiming for	KPI	Action Target/ Milestones	Milestones Timeline	Lead Partner responsible for delivery & monitoring	Other partners	Costs and funding sources
EG, TC, JTNZ CG	Develop the first phase of Perth Eco-Innovation Park as a strategic site for energy and mobility transition	Grow the supply chain, support innovation and create a range of jobs and career opportunities in the clean growth sector.	Number of jobs created, Hectares of employment land created	Phase 1 enabling infrastructure developed Opportunities promoted	March 29	PKC	Scottish Enterprise, Scottish Development International	£33m - PKC has already committed £3.2m to support design phase – existing budgets and external funding
EG, TC, JTNZ CG	Develop Binn Eco-Park as a strategic site to support circular economy business opportunities	Grow the supply chain, support innovation and create a range of jobs and career opportunities in the clean growth sector.	Number of jobs created	Master plan agreed Opportunities promoted	June 25 Sept 25 (start)	Binn Group	PKC, Scottish Enterprise, Scottish Development International	£20K - Existing budgets and external funding. £20K annually- Existing budgets and external funding
EG, TC, JTNZ CG	Position and market Perth and Kinross as a leader in energy and mobility transition and the circular economy	Grow supply chain, support innovation and attract public and private investments, and create jobs and career opportunities in the clean growth sector	Number of registered businesses in energy sector Level of investment attracted.	Economic Development marketing and communication Plan incl. Invest in Perth website in place	May 25	PKC	Scottish Enterprise/ Scottish Development International	£20K annually - Existing budgets and external funding

GCPO	Action	What we are aiming for	KPI	Action Target/ Milestones	Milestones Timeline	Lead Partner responsible for delivery & monitoring	Other partners	Costs and funding sources
EG, TC, JTNZ CG	Develop a programme of investable energy transition projects with the private sector	Grow supply chain, support innovation and attract public and private investments to create jobs and career opportunities in the clean growth sector	Private sector investment leverage. Number of jobs created	Strategic Energy Partnership in place Agreed programme	Sept 25 Dec 25	PKC	Private partners	£100K - Existing budgets and external funding TBC – Public and private funding
EG, TC, JTNZ ToC	Develop the Perth City Centre Development and Design Framework to create a series of investable projects for street scape enhancements, property improvements and new developments which can be taken forward and delivered.	Develop and deliver projects to regenerate areas in and around the City Centre which enhance the overall design and economic performance of Perth.	Number of projects delivered. Public and private sector funding secured.	Approved Perth City Centre Development and Design Network.	May 25 (Adoption of Framework)	PKC	Property owners and other public and private sector partners.	Staff time – Existing budgets and external funding
EG, TC, JTNZ ToC	Prepare for early engagement with residents, businesses and tourism organisations on a local visitor levy.	Increased levels of finance to re-invest in projects and activities which enhance the tourism offering in Perth & Kinross.	Number of visitors. Direct expenditure. Total employment within the tourism sector.	Early engagement decision made.	March 25 (initial scoping paper).	PKC	Visit Scotland Residents. Tourism organisations	Staff time – Existing budgets and external funding
EG, TC, JTNZ ToC	Options appraisal and implementation of recommended approach to deliver strategic and co-ordinated tourism destination marketing activity.	Drive up visitation and spend from identified audiences, and establish a joint public-private approach to tourism destination marketing activity.	Number of visitors. Direct expenditure. Total employment within the tourism sector.	Perth and Kinross Tourism Action Plan. Options appraisal and recommended approach for destination marketing action plan.	June 25 June 25	PKC	VisitScotland. Businesses operating within the tourism sector.	Staff time – Existing budgets and external funding

GCPO	Action	What we are aiming for	KPI	Action Target/ Milestones	Milestones Timeline	Lead Partner responsible for delivery & monitoring	Other partners	Costs and funding sources
EG, TC, JTNZ ToC	Deliver the actions set out in the Strategic Tourism Infrastructure Development Plan. This includes investment in inclusive and accessible infrastructure, waste disposal network on A9, walking and cycling trails, and cycle infrastructure.	Improve Perth and Kinross visitor infrastructure to enhance the visitor experience and ensure any developments take into account the requirements of local residents and communities.	Number of visitors. Direct expenditure. Total employment within the tourism sector.	Assess delivery against timescales set out in the Strategic Tourism Infrastructure Plan.	June 25	PKC	Visit Scotland. Businesses operating within the tourism sector.	Staff time – Existing budgets and external funding TBC (Plan)- Existing budgets and external funding
EG, TC, JTNZ ToC	Develop and deliver sector specific business support programmes and accelerators for the tourism sector.	Support the growth of businesses in the tourism sector including agri-tourism.	Total employment in the tourism sector.	Tourism specific business support programme developed. Programmes delivered in year 25/26	June 25	PKC	Business Gateway GrowBiz Visit Scotland.	£40K annually - Existing budgets and external funding
EG, TC, JTNZ D	Develop and deliver sector specific business support programmes and accelerators for the creative industries and digital sector.	Increase the number of start-ups and the growth of existing businesses in the creative industries and digital sector.	Number of businesses operating in the creative industries and digital sector. Number of businesses reporting growth in the creative industries and digital sector. Total employment in the creative industries and digital sector.	Creative industries and digital specific business support programme developed. Programmes delivered in year 25/26	March 25	PKC	Business Gateway GrowBiz WASPS. CodeBase.	£40K annually - Existing budgets and external funding

These actions relate to our Grand Challenges: ‘*Tackling Inequalities*’ (**TI**) and the Prospectus for Regional Growth Priority Opportunities: ‘*Skills and Talent*’ (**ST**).

GC PO	Action	What we are aiming for	KPI	Action Target/ Milestones	Timeline	Lead Partner responsible for delivery & monitoring	Other partners	Costs and funding sources
TI	Work with employers to encourage the adoption of inclusive employment & fair work practices including caring responsibilities	Increase the average earnings of people working in Perth and Kinross and reduce the number of households experiencing or at risk of poverty	Number of employers adopting fair work practices	Business Champions Group created Promotion Campaign Launched	Dec 25 March 26	Perthshire Chamber of Commerce, PK Business Partnership	PKC	£10K – existing budgets £40K – existing budgets and external funding
TI ST	Provide business and skills support to start-ups, and grow childcare provision which meets the needs of parents/carers	Help parents/carers and economically inactive people to enter or re-enter employment	Number. of places created	Bespoke provision in place	Dec 25	Business Gateway, GrowBiz	PKC (Education)	£60K annually - Existing budgets and external funding
TI ST	Provide business and skills support to start-ups, and to support individuals to up/reskill to take up job opportunities or self-employment in the health & care sectors.	Help carers and economically inactive people in rural communities to re-skill, enter and re-enter employment	Number of businesses supported	Bespoke provision in place	Dec 25	Business Gateway, GrowBiz	PKC, PKHCP	£60K annually - Existing budgets and external funding
TI	Expand the Future for Families Programme – an integrated approach to tackling child poverty through a combination of actions to support priority parents	Help carers and economically inactive people to re-enter and enter employment and reduce the number of households experiencing or at risk of poverty	Number of families supported with positive outcomes	New activities programme in place	Dec 25	Local Employability Partnership		£100K annually - Existing budgets and external funding
TI ST	Develop a new and comprehensive programme of Sector Skills Academies focussing on local sectors where we know businesses are struggling to recruit – focus likely to be on rural skills; transport and logistics; health & care including. childcare; hospitality & construction.	Help carers and economically inactive people to re-enter and enter employment and reduce the number of households experiencing or at risk of poverty	Number of individuals successfully completing Academies	Programme developed	Dec 25	Local Employability Partnership		£100K annually – Existing budgets and external funding

To further build on existing local and regional actions, the Partnership is also proposing to deliver the following actions:

Action	What we are aiming for	KPI	Action Target/ Milestones	Timeline	Lead Partner(s)	Costs and funding sources
Identify existing and scan future available financial resources and agree a process to allocate available financial resources	Efficient sharing of financial resources	The amount of financial resources shared among partners and the impact on cost savings or project success.	Funding sources mapped out	May 25	Partnership	Staff time - Existing budgets and external funding
			Process in place	May 25		
Identify existing and future Partnership's members capacity and expertise, agree Partnership's members' leading and supporting roles for each action and implement co-training programme	Efficient sharing of staff resources	The number of staff shared/funded among partners and the impact on cost savings or project success.	Staff capacity mapped out and roles identified	May 25	Partnership	Staff time - Existing budgets and external funding
			Co-training programme developed	Sept 25		£10K annually - Existing budgets and external funding
Develop and agree robust communication channels including a joint and shared marketing plan	Clear joint narrative and communication	Joint and shared marketing plan agreed	Communication Plan agreed	May 25	Partnership	Staff time - Existing budgets and external funding
			Marketing Plan agreed	Sept 25		£20K annually - Existing budgets and external funding
Identify and agree incentives to sustain customers' engagement	High level of engagement from businesses and people	Benefits experienced by businesses and people.	Incentives in place	Sept 25	Partnership	£20K annually - Existing budgets and external funding
Contribute to set up a Regional Intelligence Hub	Evidence our economic performance, place and sectoral opportunities to support our evidence- based approach	Regional Intelligence Hub set up and running	Regional Hub terms agreed	Sept 25	Partnership	£10K annually - Existing budgets and external funding
Develop a strong and quality Partnership	Efficient partnership working	Participation rates in meetings, events, and joint activities. Level of satisfaction among partners measured through feedback.	1 st Annual Review	March 26	Partnership	Staff time - Existing budgets and external funding

4: How we will measure performance

The Partnership is proposing the following monitoring arrangements for Perth and Kinross Economic Action Plan.

For each specific action:

- We will use SMART: specific, measurable, achievable, relevant, and time-bound monitoring, and identify a key performance indicator that will be used to measure progress, performance, and impact.
- We will identify milestones.
- We will assign roles and responsibilities for action delivery, data collection, analysis, and reporting to ensure accountability and collaboration among partners.

We will collect, analyse, and utilise data to track progress, identify potential risks and issues, and provide you and partners with timely and accurate information to support decision-making throughout the duration of the plan. It will be used to identify opportunities for quality improvement and optimisation based on monitoring findings and feedback.

The Partnership will regularly monitor the progress of actions to ensure timely completion, and will review the Economic Action Plan annually.

The Partnership will agree the format, content, and distribution channels for monitoring reports, ensuring that they are tailored to the needs of various stakeholders and decision-makers.

Regular updates on Perth and Kinross Economic Action Plan's delivery progress, and on local economic performance, will be provided to the public, elected members, Partnership members' Boards and senior management teams.

By implementing these arrangements, the Partnership will aim to ensure transparency, accountability, and effectiveness in the delivery of the Economic Action Plan.

5: How we will organise ourselves

To support the delivery of the Economic Action Plan, the Partnership will organise itself as follows:

1. The Partnership will meet at least quarterly.
2. Each member organisation will nominate one individual to represent the organisation and to attend meetings. The organisation can nominate a substitute if the nominated individual cannot attend. A nominated individual can only represent one organisation.
3. The Partnership will elect a chairperson, and the chair will rotate annually.
4. The Partnership will aim to take decision on a consensus basis. If consensus cannot be achieved, a simple majority vote will take place. Every member organisation will have an equal say in the decision making and an equal right to vote. If a conflict of interest arises, the member organisation affected will withdraw from the decision-making process.
5. Any member organisation will be able to escalate issues, risks, or deviations from the plan to the Partnership for discussion and resolution.
6. The Partnership and its member organisations will gather feedback from stakeholders and use findings to drive continuous improvement and optimisation of plan activities.
7. Perth and Kinross Council will support the Partnership's governance arrangements.
8. The Economic Action Plan and any subsequent annual progress reports will be submitted to Perth and Kinross Council's relevant Committee for endorsement.
9. The Economic Partnership will link to Tay Cities Region, Scottish and UK bodies and partnerships to ensure alignment to Tay Cities Regional Economic Strategy, Scottish and UK strategies, and to access information and resources.
10. The Economic Partnership will also act as the 'Economy' thematic group to deliver Perth and Kinross Council's Community Plan and Corporate Plan's Priorities for the Economy.

APPENDIX 1

Perth and Kinross Economic Partnership

Who we are

Department for Work and Pensions (DWP)

DWP is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department, it administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.

GrowBiz

GrowBiz Scotland (GrowBiz) is a Scottish charitable company. It provides free support services for anyone who is considering becoming self-employed, starting or growing an existing small business or social enterprise in rural Scotland.

Elevator (including Business Gateway)

Elevator helps entrepreneurs accelerate their businesses through the unique delivery of Business Gateway services across Tayside, and delivers local accelerator programmes. Business Gateway supports anyone who is thinking about starting a business, people starting a business, social enterprises, and growing businesses across the whole of Perth and Kinross.

Scottish Enterprise (SE)

SE is Scotland's national economic development agency enabling businesses to innovate and scale to transform Scotland's economy

Skills Development Scotland (SDS)

SDS is Scotland's national skills body contributing to sustainable economic growth by providing Career Information Advice and Guidance to individuals, and working with employers and employer groups on a national, sectoral, regional, local and individual basis; supporting them to recognise and articulate their current and future skills needs to engage in the skills system to ensure it better meets those needs in the short, medium and longer term.

Perthshire Tourism Partnership (PTP)

PTP was established to bring together public sector organisations and tourism groups based in Perthshire to discuss strategic themes relating to tourism. The group is made up of seven local tourism associations, three collaborative groups, public sector agencies including VisitScotland, Historic Environment Scotland, National Trust for Scotland and Perth & Kinross Council. It is not a constituted group or a funded body.

Visit Scotland

VisitScotland is Scotland's national tourist board. Providing advice, information and inspiration to visitors who are planning a trip to Scotland. They support the tourism industry through partnership working with businesses, public agencies and local authorities with the aim to grow Scotland's visitor economy.

Perth and Kinross Association of Voluntary Services (PKAVS)

PKAVS is a large Perthshire charity which has, for over 50 years, helped people to flourish and communities to thrive throughout Perth & Kinross.. Every year, we improve the quality of life of thousands of local people, including adults with mental ill-health, young and adult unpaid carers, volunteers, the local Third Sector, and older people.

UHI Perth

UHI Perth provides further education and higher education in the City of Perth through a main campus and by distance learning.

Perthshire Chamber of Commerce (PCC)

PCC is an independent, non-profit making, non-political business membership organisation. Our focus is on championing the issues that matter to our members, helping promote and protect the interests of local businesses, and ensuring the economic future for the communities of Perthshire.

Federation of Small Businesses (FSB)

FSB is a non-profit making organisation, led by its members, that aims to help small business owners achieve their ambitions. Alongside providing wide-ranging benefits designed to save members time and money, FSB is committed to highlighting and campaigning on the broad range of issues that affect the small business community. This involves working cross-party with political representatives at a local, Scottish, and UK level.

In Perth & Kinross, FSB has a dedicated Membership Advisor and Development Manager available to help maximise the value of FSB membership, discuss business issues, and signpost to additional local business support. FSB hosts a series of free online webinars, networking events, and Business Bootcamps to help small business owners make connections, develop their skills, and increase business resilience.

Perth and Kinross Business Partnership (PKBP)

PKBP brings together Perthshire Chamber of Commerce, GrowBiz Scotland and Perthshire Local, which collectively represent around 3,000 businesses in the region. It aims to give the region a more powerful voice and profile, attract national funding and investment, and collaborate to tackle the challenges facing Perth and satellite towns across the area.

Perth and Kinross Council (PKC)

PKC is the local government for the Perth and Kinross area and through its 40 councillors democratically elected represents Perth and Kinross citizens. PKC provides public services, including education and learning, social care, waste management, development and planning.