
Report To:	Environment & Regeneration Committee	Date:	27 November 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/24/18/GB
Contact Officer:	George Barbour	Contact No:	01475 712385
Subject:	City Region Tourism Strategy		

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight plans for tourism development collaboration across the city region through the Glasgow City Region tourism strategy and action plan.

2.0 SUMMARY

- 2.1 The Glasgow City Region: regional economic strategy, was approved by the Glasgow City Region Cabinet in December 2016 with a key ambition to attract an additional 1 million tourists to the city region by 2023.
- 2.2 A new city region tourism and destination marketing portfolio was created, led by Inverclyde Council, which brought together a range of national tourism partners and the tourism leads at each of the eight councils.
- 2.3 The portfolio group has created a tourism strategy and action plan (Appendix 1 and 2) to push forward the commitment to increase visitor numbers and to collaborate across the wider region.

3.0 RECOMMENDATIONS

- 3.1 It's recommended that the Committee:
- Note the content of the Glasgow City Region tourism strategy and action plan and the commitment to work collaboratively across the region to work towards the increased visitors to the city region area.

Steven McNab
Head of Organisational Development, Policy & Communications

4.0 BACKGROUND

4.1 The Glasgow City Region: regional economic strategy, was approved by the Glasgow City Region Cabinet in December 2016 with a key ambition to attract an additional 1 million tourists to the city region by 2023.

4.2 This is underpinned by three key objectives:

- 'We will provide specialised support to develop and grow the city region's food and drink sector'
- 'We will develop a shared tourism offer throughout the city region. This will be founded upon a joint 'tourism and visitor marketing strategy' developed in conjunction with Visit Scotland and Visit Britain'
- 'We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals'

4.3 The Glasgow City Region tourism strategy and action plan will underpin the economic strategy tourism related objectives and has been written to align with local tourism strategies.

4.4 The tourism strategy and action plan (Appendix 1 and 2) have been developed through the portfolio group, and the main benefits expected through its delivery are:

- Further growth, employment and income for tourism businesses;
- Wide range of tourism offerings across the city region which are stronger through closer collaboration and shared working;
- Helps build a strong network of business, sector and interest groups sharing a common purpose to grow the tourism economy;
- Increase the value of tourism; length of stay and extend the season by 'packaging' a wider City Region offering and a more memorable experience;
- More cross-referencing and cross-selling of local and regional products and events.

4.5 The regional tourism strategy and action plan have also drawn from key aspects of the various local tourism strategies and a range of actions have been developed to realise the benefits described above, and they focus on:

- Assets based cultural tourism
- Assets based business events
- Assets based events and festivals
- Outdoor activity
- Transport connectivity
- Collaboration
- Destination marketing
- Developing regional market intelligence and data
- Investment and Infrastructure opportunities
- Service excellence

4.6 The Glasgow City Region tourism strategy and action plan (at Appendix 1 and 2) has been approved by the Glasgow City Region Cabinet.

5.0 IMPLICATIONS

5.1 Finance

N/A

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

5.2 Legal

N/A

5.3 Human Resources

N/A

5.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.0 CONSULTATIONS

6.1 The portfolio group across the wider city region has presented drafts of the Glasgow City Region tourism strategy and action plan to each of the area tourism partnership groups (or their equivalent) and sought feedback, comment and input.

The national partners involved in the Glasgow City Region tourism and destination marketing portfolio group include Visit Scotland, Scottish Enterprise and the Scottish Tourism Alliance.

The strategy and action plan has also been subject to Glasgow City Region cabinet and Scottish Government review.

7.0 LIST OF BACKGROUND PAPERS

7.1 **P+R/17/01/01/SJ/ - Glasgow City Region - Regional Economic Strategy 2017 – 2035**
Policy and Resources Committee, 31 January 2017.

E+R/16/04/03/SJ/RG - Review of the Inverclyde Tourism Strategy 2009-2016 and approval of a refreshed Inverclyde Tourism Strategy for 2016-2020
Environment & Regeneration Committee, 28 April 2016

TOURISM STRATEGY

2018 - 2023



Tourism and destination marketing portfolio



FOREWORD

The Glasgow City Region is an area of contrasts and opportunity for visitors.

Our strong heritage is there to see in our locations, in our buildings and in our landscapes. Each of the areas that make up the region have a unique story to tell.

This tourism strategy aims to bring together the eight city region partners to highlight the breadth of the tourism and visitor offer and to set out the joint approach we intend to take in sharing our stories with visitors from across the world.

The city region collaboration across the councils and our partners was born from the Glasgow City Region City Deal which is delivering £1bn of infrastructure investments.

Every project aims to improve our area by making significant infrastructure improvements, investing in skills and delivering jobs.

In my own local area, Inverclyde, on the banks of the river we are excited to be delivering a new Greenock Ocean Terminal.

As one of the only infrastructure projects which can be described as directly related to tourism and visitors to our area, the Greenock Ocean Terminal project aims to secure future growth in visitors coming to Greenock through the cruise market.

Through this strategy and its associated action plan, the partners commit to working collaboratively in a range of areas including promoting our area as an attractive location to more day visitors, UK leisure tourists, study visitors as well as identifying and targeting emerging markets

The overall aim is an ambitious one: to attract an additional 1 million tourists to the city region by 2023.

While each of the council areas will work towards the delivery of the action plan, a clear recognition is set out that our visitors do not recognise the boundaries we operate under.

Only by working together as equal partners with a clear goal can we maintain our unique identities, but work towards that wider goal of delivering more visitors to the city region and Scotland.

I commend this Glasgow City Region tourism strategy to you and would like to thank the public and private agencies and range of partners who have brought it to fruition and have committed to work together to deliver it.

COUNCILLOR STEPHEN MCCABE
LEADER OF INVERCLYDE COUNCIL, and
GLASGOW CITY REGION PORTFOLIO LEAD FOR TOURISM AND DESTINATION MARKETING



Cruise ships in Inverclyde

As part of the Glasgow City Region City Deal, Inverclyde Council and Peel Ports are delivering a joint venture aimed at increasing the number of cruise ship visitors to Scotland. The project will create a new purpose built Greenock Ocean Terminal berth and visitor centre.

The West Highland Way East Dunbartonshire

The West Highland Way starts in Milngavie town centre in East Dunbartonshire and stretches 96 miles (154 km) to Fort William in Argyll.

The route takes walkers and cyclists past a huge variety of the stunning Scottish landscape. The West Highland Way weaves through historic Mugdock Country Park, along the shores of the world famous Loch Lomond and Trossachs National Park, across open moorland and up into rugged mountain landscapes.



INTRODUCTION

The Glasgow City Region (GCR) is a collaboration of the eight local authorities of: East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire councils.

The city region economic strategy (2017-2035) takes a long term outlook and is supported by a short term three year action plan.

The 2035 Vision is:

'A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'

The economic strategy identifies 11 objectives to support this vision:

- Attract and retain talent and enterprises relocating to Glasgow City Region
- Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes
- Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities
- Grow the presence of Scotland's growth sectors in the city region so that we increase the total number of Glasgow City Region's businesses and employees who work in these sectors
- Significantly improve the productivity of Glasgow City Region's diverse business base through increased investment, innovation and exporting
- Increase the number of sustainable and high growth start-ups surviving beyond five years
- Grow Glasgow City Region supply chain activity whose growth underpins the success of Glasgow City Region sectors
- Building on the city deal bring forward in parallel strategic programmes, projects and associated investment that maximise the value of the deal

- Maximise the potential of the key Glasgow City Region economic assets
- Actively promote Glasgow City Region globally, with a focus on international investment opportunities
- Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land

A number of these objectives influence the tourism agenda and are supported by the following actions within the Glasgow City Region economic action plan.

Ref. 4.2 We will provide specialised support to develop and grow the city region's food and drink sector

Ref. 4.3 We will attract an additional 1 million tourists to the city region by 2023

Ref. 4.4 We will develop a shared tourism offer throughout the city region. This will be founded upon a joint tourism and destination marketing strategy developed in conjunction with VisitScotland and VisitBritain.

Ref. 4.5 We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals

To support delivery of the single, shared vision a 'distributive leadership' model allocates each of the eight local authorities' responsibility for a portfolio, with Inverclyde Council leading on tourism and destination marketing. The portfolio group, comprised of public and private partners, have developed this Glasgow City Region tourism strategy and will drive forward the activities detailed in its accompanying action plan.

Many of the actions are inter-connected therefore the tourism portfolio group will work in liaison with the enterprise; inward investment; skills and employment; transport and connectivity and infrastructure and assets portfolios to maximise impact.

Whitelee windfarm East Renfrewshire

Whitelee is the the UKs largest onshore windfarm.

It is also home to the unique Whitelee windfarm visitor centre, offering a hands-on interactive experience bringing renewable energy to life.



POLICY CONTEXT

The strategy sits within the context of the Glasgow City Region economic strategy 2017 – 2035 and is aligned to Scotland’s economic strategy (March 2015) the Scottish Government’s agenda for cities (Reviewed January 2016) and ‘Tourism Scotland 2020’.

Tourism Scotland 2020 is the national industry strategy for tourism and sets the ambition to grow the value of visitor spend to at least £5.5bn per annum by 2020.

The strategy is built around a strong focus on those markets that offer Scotland the greatest growth potential and highlights those assets or strengths in our visitor offering which appeal strongly to our customers, both current and in the future in those growth markets.

Scotland boasts world class assets in our natural environment, in our heritage and culture, in our music and events offering, with many of these coming together to create a strong destination offer alongside high quality accommodation, food and drink and entertainment. We also host a wide range of local, national and international events and festivals and feature strongly on the global meetings, conferences and exhibitions stage.

The commitment of Glasgow City Region partners to work together at a regional level, and with national agencies, provides a strong platform for the city, the region and Scotland to benefit from Glasgow’s strengths as an attractor for visitors coupled with the richness of the wider regional offering. This will help to spread the valuable economic contribution from tourism beyond the city, and importantly, to manage visitor flows at peak times throughout the year.

The city deal provides investment to further enhance key aspects of the visitor journey within the region. Key projects such as the redevelopment of the ocean terminal facility in Greenock for cruise ships and the Glasgow Airport access project will aim to attract an increase in visitors. Alongside a new Glasgow City Region tourism strategy and action plan, we are well placed to attract new visitors and to increase visitor spend and business turnover.

This will support the creation of thousands of new jobs and help lever in significant private sector investment, benefiting both our communities and our visitors. We will strive to make tourism in the city region inclusive and available to all.

Glasgow City Region offers day, overnight, study, leisure, and business visitors a rich and diverse product, and is a sector which provides a significant element in the ongoing economic vitality of the city region. With the city at its vibrant heart, we are fortunate to have a wide range of products on offer from the UNESCO World Heritage Site in New Lanark in the south of the region and the Antonine Wall World Heritage Site in the north of the region, to the stunning Loch Lomond and Trossachs National Park in the north of the region.

The city region is a destination which visitors strongly associate with culture, heritage, the arts, nature, shopping, events, sport, leisure and festivals, and as a year round destination.

The tourism strategy seeks to provide a coordinated approach to enhance the aims of eight member authorities’ economic and tourism plans within the Glasgow City Region , through growth in day, leisure and business visitors. Our strategy provides a structure for joint contributions of private and public sector organisations to engage the wider tourism community in an integrated and agile way. It will prioritise coordinated tourism support, the alignment of marketing endeavours and the annual monitoring of our markets, priorities and enablers.

To maximise our reach and engagement with consumers, collaboration between VisitScotland and VisitBritain will be bolstered to increase the visibility of the Glasgow City Region as a gateway to Scotland, and in turn, the wider Scotland tourism offer recognising the importance of entry to the area by land, sea and air.

We will work with Partners including Scottish Enterprise and VisitScotland to ensure that we develop a robust, reliable set of indicators which measure the added value our collaboration yields.

VISION

A strong, inclusive, competitive and outward-looking tourism sector, which delivers high quality, value for money and memorable visitor experiences, delivered by skilled and passionate people.

TARGET

To attract an additional 1 million tourists to the city region by 2023.

SSE Hydro Glasgow

The SSE Hydro is part of the SEC (Scottish Event Campus) which includes the Armadillo and conference centre.

The SSE Hydro plays host to national and international music megastars as well as global entertainment and sporting events attracting an audience of more than a million visitors each year.

The venue is consistently ranked in the top ten arenas globally, alongside iconic venues like Madison Square Garden and The O2.



Gourrock outdoor pool Inverclyde

Sitting on the banks of the river Clyde, Gourrock outdoor pool is a salt water pool, heated to 29 °C, with spectacular views of the Clyde estuary.

Starlight swims during the summer offer visitors the chance to swim beneath the stars.

It is an ideal location to relax and spot the marine life on the river and the many cruise ships which bring over 120,000 passengers to Scotland at nearby Greenock Ocean Terminal.

OUR MARKETS

The City of Glasgow is by far the most significant tourism centre in the city region.

The tourism portfolio group agreed that identification of the key markets would be guided by those identified in the Glasgow City visitor strategy.

The other regional partners would seek to work with Glasgow City to capitalise on the city's marketing plans for the rest of the region and using these opportunities to complement and inform their own destination marketing activities.

UK leisure tourists

Our largest partner, Glasgow City Council, has completed customer segmentation research of the UK holiday and short break market to build a detailed understanding of the most appropriate audiences to target.

Based on attitudes and interests reflective of Glasgow's assets, they have identified four key market segments. City Region partners have agreed to support Glasgow's marketing activities, to work collaboratively to draw tourists out of Glasgow to experience the wider city region tourism offer.

Our key segments are predominantly found in Scotland, the North of England and Northern Ireland because of their proximity to the Glasgow City Region.

London is also important because of the large numbers of people seeking culturally motivated city breaks and the improved connectivity to Glasgow by rail and air.

European short breaks, long haul markets and emerging markets

International tourists are important because of their propensity to spend in the city.

In 2013, 26% of tourist trips and 38% of tourism spend in Glasgow was from international markets. Analysis undertaken has identified the city's priority international leisure tourism markets as: USA, Germany, Canada, France and Australia. Strategic marketing communications activity will continue to build on opportunities from these key territories.

The Netherlands, Spain, Scandinavia and Eastern European countries with an affinity with Glasgow have also been identified as markets with potential for growth.

Partners will work together, to prioritise building and nurturing relationships with a portfolio of carriers, travel intermediaries and media partners to reach our target audiences.

The emerging economies of China and India offer significant long-term potential and promotion of leisure tourism will sit together with inward investment, higher and further education and trade development initiatives.

Visiting friends and relatives

In 2015 (based on a three year annual average from 2013 to 2015) visiting friends and relatives (VFR) from domestic overnight visitors to Glasgow City Region accounted for 37% of trips and 25% of expenditure. 40% of international inbound visitors to Glasgow City Region visited for VFR purposes accounting for 36% of expenditure. Raising the profile of Glasgow with those with a connection to the city and amongst Scottish diaspora, presents an opportunity to contribute to our targets. Improved connectivity with the rest of UK and the expansion of existing and new routes from North America, Australia and Eastern Europe will drive further demand.

Strathclyde Country Park North Lanarkshire

Strathclyde Country Park is an iconic country park which lies in 400 hectares of countryside in the valley of the River Clyde.

Set within beautiful surroundings the park is one of the most popular family attractions in the central belt of Scotland, with thousands of visitors coming each year to the park to enjoy the vast range of activities and events on offer.



Day visitors

Using a three-year average from 2014-2016, the number of tourism day visits to Glasgow City Region generated an average spend of £1,253 million per annum.

The average distance of travel for day visitors is forty-five miles but the majority, some 16 million visits, involved a trip of over three hours, the largest proportion within three to four hours travel time .

Day visits to the City Region are more likely to involve visiting friends and relatives, shopping, visiting attractions, going for something to eat or drink in a restaurant or café, socialising in a pub or club and attending an event.

The scale of this opportunity is recognised in this plan, as leisure day visitors remain an important year round, repeat market for the city region. We will continue to inspire, engage and provide experiences that encourage day visitors to return more often, stay longer and spend more on the diverse range of products available within the region.

Study visitors

The growth of UK and International students is a priority for our world-class universities and colleges.

Through an innovative cross-sector approach, we will showcase our vibrant city, unique education institutions and high quality of life.

This will be achieved by further developing compelling reasons to study and visit.

The growth in study visits also presents further opportunity for the visiting friends and relatives market.

Paisley Abbey Renfrewshire

Paisley Abbey was founded in 1245, when the former priory was raised to the status of an Abbey, answerable only to the pope in Rome. William Wallace was educated by the monks of Paisley Abbey and it is often described as the 'cradle of the house of Stuart' as King Robert II of Scotland, the first of the Stewart monarchs, was born in the Abbey.



THE CITY REGION'S ASSETS: OUR STRENGTHS

Cultural tourism

Our built and social heritage and cultural and creative credentials are globally renowned and this strategy is our opportunity to amplify the regions story. These include contemporary art, music, architecture, museums and collections and textiles as well as two World Heritage sites.

The Glasgow City Region is a culturally well-developed destination and will continue to invest in its assets. Over and above this, we will align, programme and communicate our proposition with target markets using anniversaries and landmark events. We will amplify our cultural products that best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events and festivals.

Events and festivals

There are a range of unique, world class sporting and cultural venues across the city region. For example, open water swimming, rowing, mountain biking and golf events help to create a compelling proposition. Support for facilities to strengthen their own capabilities to deliver world-class events is key to our objectives. We will establish a city region events and festivals forum to bring together inclusive and accessible events programmes across the city region to maximise impact and drive more visitors, showcasing the wide range of events available, avoiding regional duplications. The legacy of Glasgow 2014 Commonwealth Games and its cultural programme will provide future opportunities to showcase the city on the global stage, including major events of scale such as the inaugural European Championships in 2018 and UEFA Euro 2020.

Business events

Glasgow delivers for Scotland in business events boasting fantastic venues and a recognised ability to deliver a quality of event experience which more than meets client needs. The SSE Hydro is repeatedly in the top four busiest ticketed venues globally, whilst Glasgow Convention Bureau has just been awarded the accolade of The UK's best convention bureau for the 12th consecutive year which is recognition of the outstanding team which the region has bidding for, and delivering, future business events. The range of venues across the city region strengthens

and broadens our appeal as a destination in an increasingly competitive global marketplace. Continued investment in our signature venues will be key to protecting the city region's and Scotland's competitive position and the many jobs supported by the sector.

Increasingly the potential of business events to deliver more than tourism benefits is being recognised with a greater focus on supporting growth in key sectors. Through the likes of the city's ambassador programme, we will build on our business tourism credentials, grow our calendar of UK and international conferences and encourage the wider region to capitalise on the opportunities, such as business extenders, packaging experiences and incentives.

Outdoor activities

The city region offers a range of outdoor activities which appeal to tourists, day visitors and locals alike. These include walking the John Muir Way, cycling at Cathkin Braes, wildlife watching at New Lanark, horse riding or sailing on the Clyde. These activities complement the more urban, city experiences providing opportunities for visitors to get out of the city and also to extend their stays.

Touring

For many visitors touring a region by bus, car, bike or even boat is the perfect way to explore. Partners will work together to highlight the range of experiences available across the city region and develop ways to make this exploration easier for visitors, whether they have arrived off a cruise ship, are based in Glasgow or are visiting the region on a day trip.

Food and drink

Glasgow City Region has a vibrant and award winning eating and drinking scene, with food and drink available to suit all tastes and pockets. The city region's food and drink is about experience and authenticity. This is underpinned by the clever use of Scotland's exceptional natural larder. We will provide support and advice to businesses with the goal of improving the quality and sustainability of the tourism sector.

Chatelherault Country Park South Lanarkshire

Chatelherault Country Park, is a five star visitor attraction set in 500 acres of countryside and woodland and over ten miles of routed pathways.

It features an adventure play ground, picnic facilities and is home to a listed 18th century hunting lodge boasting breathtaking views across the central belt, Campsie Hills and Ben Lomond.



IMPROVING THE CUSTOMER JOURNEY

Customer experience

How tourists and visitors experience our region must be personalised and memorable. Building on our friendly reputation we will continue to invest in service excellence training and development, such as the 'Welcomes' programmes and to encourage businesses and facilities to be open to all, through continued promotion of accessibility programmes and schemes. Increased use of digital technologies and social media channels, e-commerce and e-ticketing will also enhance the customer experience during a visit. It is therefore important that we work closely with the Enterprise and Skills & Employment Portfolios to ensure businesses have the skills to provide those digital products and services.

Transport connectivity

To compete effectively, the city region has to ensure that it is more easily accessible by air, rail, road and sea. As tourism and visitor numbers grow, demands on the region's transport infrastructure will increase. To respond to the different needs of our customers, an efficient, integrated and sustainable transport network is required to provide the quickest and most direct routes to, and in and around the city region and we will liaise closely with the transport and connectivity portfolio. Along with our existing transport nodes we aspire for the city region to provide a tourism gateway to Scotland.

The priorities for air route development will be the expansion of existing and new direct routes from major European cities. Driving demand in established North American services from the United States and Canada is also prioritised and will benefit from integrated marketing communications support. Indirect connectivity with major hubs will also grow inbound leisure tourism from Australia and emerging markets.

Visitors to the city region can now enjoy uninterrupted motorway transport between Glasgow and Edinburgh for the first time and ongoing investment in rail infrastructure will improve the transport system.

Digital connectivity

Investment in superfast broadband is critical for the visitor experience. Improved digital connectivity is central to the city region's economic growth and we are progressing measures to vastly enhance current digital connectivity to ensure a world class digital network delivering faster speeds and superior reliability.

Coupled with the benefits that will emerge from smart city technologies, this will ensure visitors and tourists have reliable access to information and services.

It will do this by providing an extensive fibre network that allows quicker and more reliable access to cloud-based services and enables fixed and wireless networks to work together to deliver all of the future 5G benefits. This network will also enable benefits generation from the future roll-out of the so-called 'internet of things' (IoT) technologies.

Digital connectivity will help spread economic benefits and growth of the city region tourism offer by providing an interactive customer experience as well as enhancing the engagement of visitors and tourists.

ENABLING TOURISM TO GROW

Leadership and partnerships

Tourism is an industry, delivered largely to visitors by the private sector and supported by many publicly funded facilities, services and organisations.

If the strategy is to be effectively implemented and successfully delivered then strong and valued partnerships between public, private and third sectors are essential.

Greater involvement of the private sector is essential if we are to increase jobs and growth. These partnerships should be used and, where appropriate, build on existing groups and networks and should be task oriented.

There is a need to ensure that industry is engaged in the development and delivery of this strategy.

Recognising that many aspects of the strategy will be delivered by the public sector, there is a commitment to develop effective structures to ensure successful industry engagement and participation.

We will do this by working closely with the national industry leadership group through the Scottish Tourism Alliance and local industry partnerships.

Jobs and skills

Tourism is a people industry and therefore a focus on jobs and skills is essential to the success of tourism in the region. We need to not only focus on attracting talent into the industry but also on retaining these people and support them through a career in this sector. Tourism can provide rewarding jobs and careers for young and old alike offering opportunities straight from school to those looking for a second career.

Working with the skills and employment portfolio group and through the regional and national skills investment plan we will:

- work with industry partners to align skills and employment opportunities to meet demands
- work collaboratively with skills agencies and partners to deliver a comprehensive pipeline of skills and training from school to degree level qualifications
- work with employers to invest in skills for people already in the industry to support sustainability and enable greater economic growth
- work collaboratively with industry partners to make work pay through Fair Work practices
- establish a city region approach to supporting employers and increasing diversity in the workplace
- work collaboratively with universities, colleges, government and businesses in the sector to retain graduates and ensure that post-study work visa policies allow us to retain talent and grow our regional economy
- establish a regional offer to employers in the sector and a single point of contact to make it as easy as possible for employers to access appropriate support regardless of their location
- work with schools and other agencies to increase awareness of opportunities and to raise perceptions of the industry.

Dumbarton Rock and Castle West Dunbartonshire

Dumbarton Castle is located in the ancient capital of Scotland and is spectacularly sited on a volcanic rock overlooking the River Clyde.

Visitors can scale over 500 steps to stand atop one of Scotland's greatest ancient strongholds. The volcanic plug, which is Dumbarton Rock, in-filled the crater of a volcano that was active 350 million years ago.

World Heritage Site: New Lanark

New Lanark World Heritage Site is a unique 18th century mill village sitting alongside the picturesque River Clyde, less than one hour from Glasgow and Edinburgh.

Visitors can see recreated millworkers' houses, historic working machinery and the nearby 'Falls of Clyde' waterfalls.

There's a Mill Shop selling locally made textiles and produce and the 4-star New Lanark Mill Hotel.

Destination marketing

Glasgow City Region, the place, our people and assets provide a platform for tailored marketing communications to our target markets. Technology is transforming consumer behaviour and our customers are transforming our marketplace. There is little point in marketing everything to everyone. We will market specific assets that are relevant to specific markets.

Infrastructure and investment

Working with the Infrastructure and assets portfolio group, we will support public and private sectors to maintain targeted capital investment and delivery in support of this plan. However, we must also influence our policies, strategies and plans to represent and respond to the needs of tourists and visitors and enhance their experience.

Demand for hotel accommodation has reached record levels and is forecast to grow. If the city region is to deliver one million additional tourists by 2023, further supply is absolutely essential to achieve our ambition.

The city has a pipeline of developments with a projected 1,500 hotel bedrooms, however the city alone requires 2,500 rooms to meet increased demand from current, and projected, leisure and business tourism markets. Opportunity exists for all of the city regions member authorities to contribute to addressing this issue. Planned developments include investment in the road network; extending the Greenock Ocean Terminal cruise ship visitor welcome and the proposed Glasgow Airport access project. Examples of other major investments include The Burrell renaissance; Kelvin Hall sports venue and expansion of the Scottish Event Campus (SEC).

In response to constrained supply and increasing consumer demand, we will support the sharing economy and the diversification and growth of short-term accommodation provision that appeals to customers seeking authentic experiences in vibrant neighbourhoods across the city and the city region.

Data and Insights

Sharing of data and insights has the potential to help identify new opportunities. Evolving digital technologies will influence consumer behaviours and impact the Glasgow City Region experience.

Our development, investment and marketing decisions must be knowledge driven. Partners and businesses across the city are committed to the collection and sharing of data so we have market insights to inspire and inform consumers, enhance productivity and improve the customer journey.

In particular, we will use the expertise and opportunities presented by the Glasgow City Region intelligence hub, future City Glasgow demonstrator, digital Glasgow strategy and digital tourism Scotland which collectively set out how businesses can engage, participate, collaborate and shape how our digital economy can help to deliver growth.

To enable this we will set up a new data and insights group to collect, analyse and share more effectively. This group will leverage big data knowledge and best practice from our universities and industry that will provide actionable insight.

To deliver service excellence to our tourists and visitors, we must ensure we all have detailed product knowledge and information for our priority assets therefore we will support businesses to best utilise such data. Furthermore, new product or service developments that enhances city experiences will be supported with targeted investment.



World Heritage Site: The Antonine Wall

Running for 37 miles (60km) from Old Kilpatrick in the west to near Bo'ness in the east, the Antonine Wall cuts across the central belt of Scotland. Built on the orders of Emperor Antoninus Pius around 143 AD and abandoned around 165AD shortly after his death when the Roman troupes re-occupied Hadrian's Wall. The Wall offers something for everyone, whether you are a fan of visiting Roman remains, a keen walker or cyclist, there are a range of scenic spots and pathways to visit and visitors can enjoy scenic views of the Kilpatrick and Campsie Hills and the Kelvin Valley.



OUR DELIVERY MODEL

This strategy is aligned with the individual tourism strategies of the member authorities and to tourism Scotland 2020. It seeks to act as an enabler across the city region and is heavily reliant on a number of supporting strategies both at a regional and local level.

The city region and industry work well together and are effective at mobilising strategic partnership working and collaboration.

The new delivery model should be agile and dynamic. To connect more organisations and businesses with the priorities of this strategy, we are putting in place a structure that promotes industry action, with support from public partners.

Our new strategy provides an opportunity to cement the role of the new Tourism and Destination Marketing Portfolio Group to promote strategic level collaboration in the delivery of the plan. It will meet four times a year, oversee the strategy and drive progress and monitoring.

Glasgow City Region member authorities have their respective strategies, plans or website information providing their detailed tourism offering.

East Dunbartonshire Council

<https://www.eastdunbarton.gov.uk/residents/planning-and-building-standards/planning-policy/economic-development/economic-development>

East Renfrewshire Council

<http://www.eastrenfrewshire.gov.uk/daysout>

Glasgow City Council

<http://www.glasgowcitymarketing.com/tourism-and-visitor-plan/>

Inverclyde Council

<https://www.inverclyde.gov.uk/tourism-and-visitor-attractions/strategy-for-tourism-development>

North Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

Renfrewshire Council

<https://paisley.is/>

South Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

West Dunbartonshire Council

<http://www.west-dunbarton.gov.uk/leisure-parks-events/tourism-and-visitor-attractions/>

www.glasgowcityregion.co.uk

@GlasgowCityDeal



GLASGOW
CITY REGION

TOURISM STRATEGY

Action plan (2018 – 2021)



Tourism and destination marketing portfolio



Launch of strategy

Action	Description	Lead / Partners	By When
Launch of strategy	Strategy to be launched at both City Region and individual Local Authority level	All	September 2018

Key Markets

Action	Description	Lead / Partners	By When
Within the 'Key Markets' Section.	Further initial work to be undertaken to bring together the market profiles across the City Region, better understand how visitors move around the region and highlight markets where growth can be secured. There will be ongoing activity to support this work.	Intelligence Hub	September 2018

ASSETS (Cultural Tourism)

Action	Description	Lead / Partners	By When
Establish a City Region Culture Group to promote and maximise existing cultural assets.	Undertake mapping exercise of offering to identify and inform work. Identify themes that allow cross-boundary activities.	Renfrewshire Council and Intelligence Hub	By March 2019
Undertake cultural mapping exercise.	Define the audience and potential market spread to gain greater knowledge of the City Region offer. Identify themes and opportunities for cross-boundary activities and collaborative working.	Intelligence Hub to undertake cultural mapping exercise	
Maximise opportunities via The Year of Scotland's Stories 2022.	Themed Years encourage industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	VisitScotland	January 2021

ASSETS (Business events)

Action	Description	Lead / Partners	By When
Portfolio Group to work with Glasgow Convention Bureau to identify ways for the City Region to more effectively work with business events held in the city. Business Events Workshop to be organised.	Include City Region offer to extend stay during Conferences; Exchanges; Meetings.	Glasgow Convention Bureau	By end June 2018
Work collaboratively with principal venues and through expansion of SEC, to bid for large scale Conventions and maximise the number of business events.	Encourage more businesses to engage with Convention Bureau.	Glasgow Convention Bureau	Ongoing

ASSETS (Events and festivals)

Action	Description	Lead / Partners	By When
Establish a Regional Events and Festivals Forum to: <ul style="list-style-type: none"> Glasgow Life Events to chair twice yearly meetings. Map and co-ordinate a programme of events which develops and engages new and existing audiences; drives more visitors and offers capacity to drive additional tourists, showcasing the wider city region event offer. Develop a Communication Plan for engaging residents and businesses affected by events i.e. noise levels; road closures; restricted parking. Include awareness raising for taxi drivers. Through the partnership approach of the Regional Events and Festivals Forum, events will share best practice across the sector, supporting the development of a regional events programme to improve sustainability and ensure they are part of the wider city region proposition. 	Establish terms of reference, expected outcomes of the Forum and target events specific to each local authority but which have potential City Region cross-over.	Glasgow Life)	September 2018 and bi-annually thereafter
	Production of an annual Calendar of all City Region Events over next 5 years and to include reference to Event Scotland's Inclusive and Accessible Events Guide.	Inverclyde Council	By September 2018
	Event planners will engage with residents and businesses affected by events to support the customer and visitor experience.	Inverclyde Council	By December 2018
	Sustain, develop and promote the City Region's profile as one of the foremost Events destinations.	All	Ongoing

ASSETS (Outdoor activities)

Action	Description	Lead / Partners	By When
Establish City Region Outdoor Activities Group to promote and maximise Outdoor Activities.	Undertake mapping exercise of offering. Identify themes that allow cross-boundary activities. Define the audience and market.	East Dunbartonshire Council	By March 2019
Maximise opportunities via The Year of Scotland's Coast and Waters 2020	Themed Years encourage the industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	Inverclyde Council	January 2019

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CUSTOMER JOURNEY (Service excellence)

Action	Description	Lead / Partners	By When
Raise the profile of the Food and Drink Sector through 'Taste our Best' and the new Scotland Food and Drink Tourism Strategy to attract more customers and improve business sales.	VisitScotland's accreditation scheme recognises and celebrates businesses who provide locally sourced, quality food and drink.	VisitScotland	Ongoing
Engage with Glasgow Welcomes Ltd.	Explore opportunities for a 'City Region Welcomes' initiative.	Glasgow Life	By September 2018
Encourage wide uptake of regional 'Welcomes' schemes to ensure high levels of customer service.	Partners to encourage greater take-up of national initiatives / available learning and development opportunities.	All Partners	By December 2018

Continue to support adoption of accessibility schemes by tourism sector.	Adopt EventScotland's Inclusive and Accessible Events Guide.	All Partners	Ongoing
Utilise business leaders to promote service excellence.	Promote case studies / videos via Websites and Social Media.	All Partners	By December 2018

CUSTOMER JOURNEY (Transport connectivity)

Action	Description	Lead / Partners	By When
Work closely with Transport and Connectivity Portfolio Group to ensure the tourism transport needs are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios	City Region Team	By 3 May 2018 and ongoing dialogue
Liaison with SPT; Abellio and Transport Operators to improve connectivity with easy, accessible connections and SMART ticketing.	Discuss with Transport and Connectivity Portfolio Group. Encourage Transport Operators to put Tourism on their agenda and engage them in Tourism Portfolio Group.	Inverclyde Council	By December 2018
City Deal project aspires to double the number of visitors to the region from cruise ship visitors.	The industry hopes to continue to benefit from the weak pound, which will attract overseas visitors and, indeed, the domestic market, as the UK continues its 'staycation nation' status.	Inverclyde Council	Annually to 2020
We will support Glasgow Airport to bid for new routes, both from a marketing and inward investment perspective and linked to target markets such as North America, Germany, France.	Ensure Strategy and Action Plan is shared with Inward Investment and Enterprise Portfolios.	Glasgow Life	By December 2018 and ongoing dialogue

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ENABLING TOURISM TO GROW (Leadership and collaboration)

Action	Description	Lead / Partners	By When
Greater involvement of private sector to support increase in jobs and growth and engage with local Industry Stakeholder Groups; Chairs of Associations of Hotels, Restaurants etc.	Work with Industry Leaders via the Scottish Tourism Alliance.	Scottish Tourism Alliance	By December 2018
Establish a City Region Tourism Leadership Group drawn from local Tourism Groups and Council Tourism Lead Officers. Local tourism leaders are invited to attend events and festivals forum sub and portfolio groups annually.	This group will act as a 'sounding board' for the Tourism Strategy. Each LA to share the strategy with their local tourism groups for endorsement and establish if they would be interested in participating in a City Region Tourism group.	All City Region Local Authorities	By end September 2018
Establish a Task and Finish Working Group to plan and co-ordinate a City Region Tourism Conference in 2019/2020.	Tourism is a huge resource across the City Region. A City Region Conference will demonstrate the benefits of working collaboratively; allow access to support; keep costs down and share risks.	Glasgow Life	By December 2018

CUSTOMER JOURNEY (Infrastructure and investment)

Action	Description	Lead / Partners	By When
Work closely with 'Infrastructure and Assets' Portfolio Group to ensure the tourism opportunities are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios.	City Region Team	By 3 May 2018 and ongoing dialogue
Review investments listed in Tourism Development Framework to provide an overview on regional investment plans affecting the tourism sector.	Ensure collation and visibility of investments on the Framework (master document) that captures all new activities.	East Renfrewshire Council	September 2018
Identify the high priority projects based on opportunities for tourism in City Region.	Enabling and directing investment.	All	By September 2018

CUSTOMER JOURNEY (Jobs and skills)

Action	Description	Lead / Partners	By When
Develop a programme of activities which focus on supporting tourism leaders.	This programme will develop leadership skills and knowledge, providing useful tools and techniques for participants.	Scottish Enterprise	Delivery during 2018
Identify skills gaps and labour supply issues across Glasgow City Region and develop a programme of activities which focus on supporting tourism skills, progression opportunities and ensure areas of skills demand are addressed.	A programme to be developed by SDS through the Skills and Employment Portfolio Group.	Skills and Employment Portfolio Group	By December 2018

CUSTOMER JOURNEY (Data and insights)

Action	Description	Lead / Partners	By When
Utilise a data and insight driven process for customer segmentation, creative product and campaign development, and competitor and trend analysis.	Market insights will help identify new opportunities; enhance productivity and improve the customer journey.	Intelligence Hub	Develop during 2018
Capitalise on the City Region's Intelligence Hub to ensure consistent and accurate tourism indicators and insights for region.	Intelligence Hub to assist with development and delivery of performance monitoring framework.	Intelligence Hub	Develop during 2018
Develop a programme of support to tourism businesses to take advantage of data and emerging technologies.	This programme will support businesses to make better use of data and insights to drive improved business performance.	Scottish Enterprise	Develop during 2018
Develop a Monitoring and Evaluation Framework.	Monitor and measure progress towards target of 1 million additional visitors by 2023.	Glasgow Life	By September 2018

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CUSTOMER JOURNEY (Destination marketing)

Action	Description	Lead / Partners	By When
Develop a City Region destination marketing plan.	Establish partner group and industry network; identify our priority markets; develop compelling propositions and undertake collaborative content creation to engage, inspire and inform our target customers; deliver content through an owned, earned, shared and paid channel plan.	Glasgow Life	September 2018
Maximise the opportunities presented by the Themed Years Programme in terms of engagement and impact.	Develop content aligning with the themes to present the region through relevant channels. <ul style="list-style-type: none"> • 2018 Year of Young People • 2020 Year of Scotland's Coast and Waters • 2022 Year of Scotland's Stories. 	VisitScotland	<ul style="list-style-type: none"> • January 2019 • December 2021
Engage Scottish Development International (SDI) to support the destination marketing ambitions of the City Region partnership.	SDI will support businesses to gain the knowledge, confidence and connections to trade successfully in international markets important to Glasgow City Region.	Scottish Development International	By September 2018

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