

TOURISM STRATEGY

Action plan (2018 – 2021)

Appendix 2



Tourism and destination marketing portfolio



GLASGOW
CITY REGION



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

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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