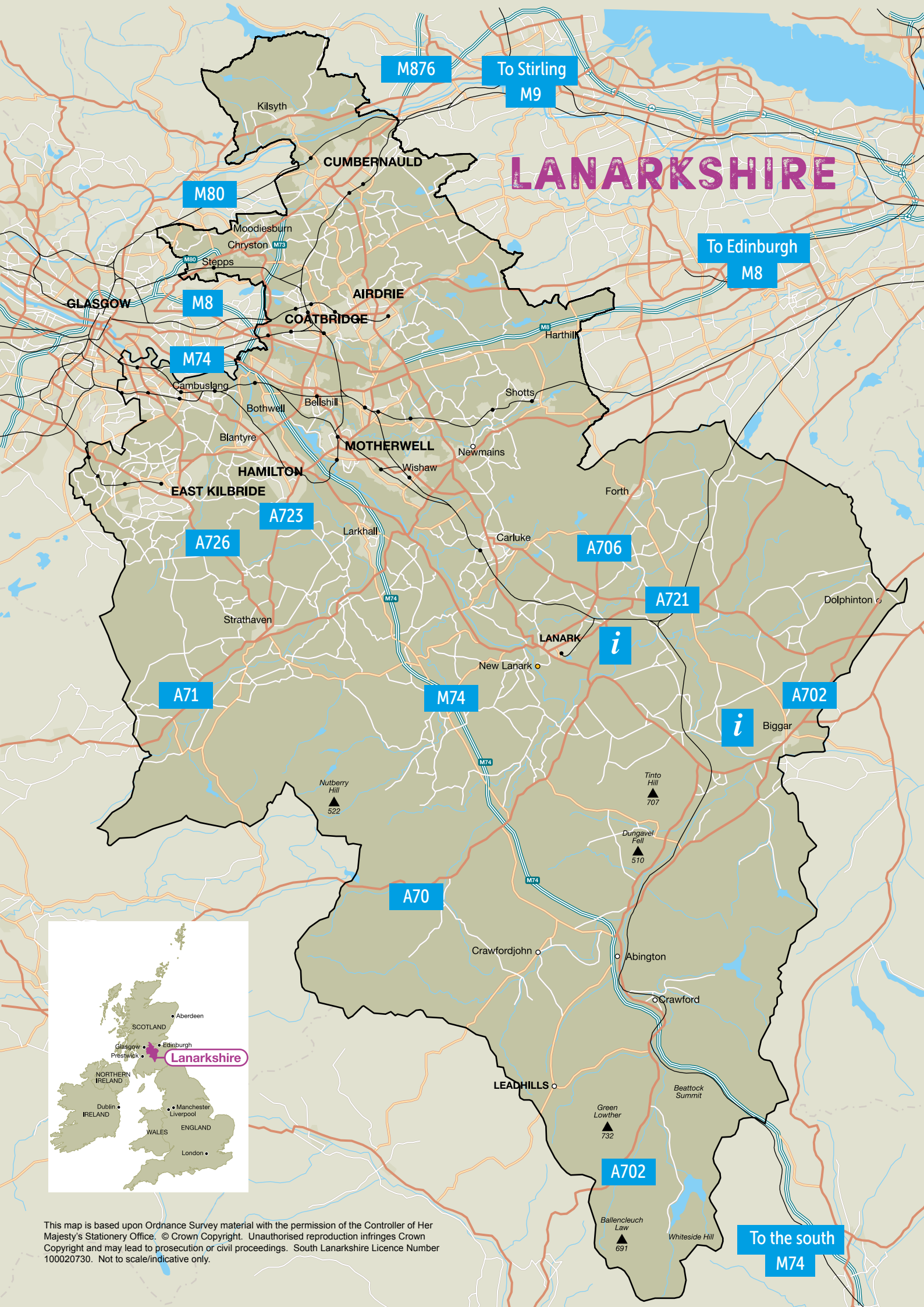


TOURISM LANARKSHIRE 2020

LANARKSHIRE AREA TOURISM STRATEGY
2016-2020





LANARKSHIRE

M876

To Stirling
M9

M80

To Edinburgh
M8

GLASGOW

M8

AIRDRIE

COATBRIDGE

M74

HAMILTON
EAST KILBRIDE

MOTHERWELL

A723

A726

A706

A721

A71

M74

A702

A70

i

i



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To the south
M74

FOREWORD

THIS STRATEGY HAS BEEN PREPARED BY THE LANARKSHIRE AREA TOURISM PARTNERSHIP AND SETS OUT THE ASPIRATIONS FOR THE LANARKSHIRE TOURISM INDUSTRY OVER THE NEXT 4 YEARS TO 2020.

Over the past few years, the Lanarkshire tourism industry has made significant progress in establishing a strong tourism profile particularly in relation to the day trip market.

Since the project's inception a great deal of the activity has centred on product based marketing initiatives. To complement leisure tourism activity around the VisitLanarkshire brand, a business tourism sub-brand VenuesLanarkshire and the customer service online training module BeLanarkshire were added.

The tourism sector is constantly evolving therefore it is appropriate that we continue to refine our activity to ensure we achieve the best results with the resources available to us.

The Lanarkshire Area Tourism Partnership has the role of custodian's of the strategy however the strategy belongs to us all. To succeed it requires the wider tourism sector to contribute and take ownership of the plan.

This strategy's key aim is to encourage industry participation and leadership with the emphasis

throughout this process on achieving a synergy of effort to ensure the best possible outcomes are achieved by industry, public sector and communities. An effective local partnership will ensure that available resources yield maximum benefit for the Lanarkshire tourism sector. By having an aligned strategy we are also best placed to bid for external funding such as the Scottish Enterprise Tourism Destination Fund.

Fortunately the Lanarkshire tourism sector has forged an excellent track record in partnership work, winning the national Scottish Thistle Award for Excellence in Partnership Working in 2013. Structures are in place including the partnership and the Lanarkshire Tourism Association to ensure that partnership working remains at the core of what we do.

Our overall aim is to deliver an annual 2.5% increase in tourism revenues in real terms (excluding inflation) by 2020. By doing so our individual businesses will thrive and we will contribute to a vibrant Lanarkshire that is regarded as an attractive place to visit and do business.

Mark Calpin
Chair of the Lanarkshire Area Tourism Partnership
General Manager of The Holiday Inn Express, Hamilton

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STRATEGIC CONTEXT



Scottish Government Context

The shared vision for Tourism Lanarkshire 2020 is to achieve sustained economic growth in the tourism sector in Lanarkshire by growing our turnover, jobs and employment opportunities.

This strategy is closely aligned with the Scottish Government’s strategic priority to achieve sustainable economic growth by creating a successful country, with opportunities for all of Scotland to flourish. The Government’s Economic Strategy is structured round two key pillars of increasing competitiveness and tackling inequality by focussing activity on the four ‘I’s of investment, internationalisation, innovation and inclusive growth.



National Policies

This strategy is closely aligned to the National Tourism Strategy: Tourism Scotland 2020 and adds value at a local level by addressing the issues specific to Lanarkshire.

Other National Policies:

The following policy documents were taken into account:

- Scotland the Perfect Stage – VisitScotland
- The National Tourism Development Framework
- Scotland’s Economic Strategy, March 2015 – Scottish Government



Strategic Environmental Assessment

In accordance with the Environmental Assessment (Scotland) Act, 2005, a Strategic Environmental Assessment (SEA) Screening Report was prepared and submitted to the statutory consultation authorities, seeking their views on whether the Lanarkshire Tourism Strategy is likely to have significant environmental effects. The consultation authorities were in agreement that a full SEA was not required on the understanding that no additional significant environmental impacts are likely to arise as a result of the Strategy beyond those already identified through the SEA of the previous Lanarkshire Tourism Action Plan.

Lanarkshire Area Tourism Partnership will have a full regard for the findings of the SEA of the previous action plan when preparing the annual action plans which will deliver the Strategy.

Regional and local strategies

This strategy is firmly aligned with the South Lanarkshire Economic Strategy 2013-23 and the North Lanarkshire Economic and Regeneration Strategy 2014-17 with the aspirations of a Lanarkshire that is competitive, connected and confident, with a diverse and sustainable local economy, an improving quality of life and as an attractive place to live, work, visit and do business.

This document is also aligned with Community Plans, Council Corporate Plans, and thematic strategies including the South Lanarkshire Council Sustainable Development Strategy, Outdoor Access Strategy, Cycle Strategy, transport, core path plans and other local strategies.



Evidence Base

Evidence used in the preparation of this strategy includes:

- Final and mid-term evaluation reports of the 2009-15 Lanarkshire Area Tourism Action Plans
- Destination Regional Economic Activity Monitor (DREAM) Reports 2013 and 2014
- Scottish Tourism Economic Activity Monitor (STEAM) Reports >2012
- 2012/13 Lanarkshire Visitor Attraction Survey
- 2015 Lanarkshire Accommodation Audit
- Visitor Attraction Monitor Reports (Lanarkshire)



Other data

Other intelligence used in the preparation of this plan included:

- Feedback from the private and third sector businesses
- VisitScotland segmentation analysis
- Performance of previous activity
- Future and current funding (available and potential)

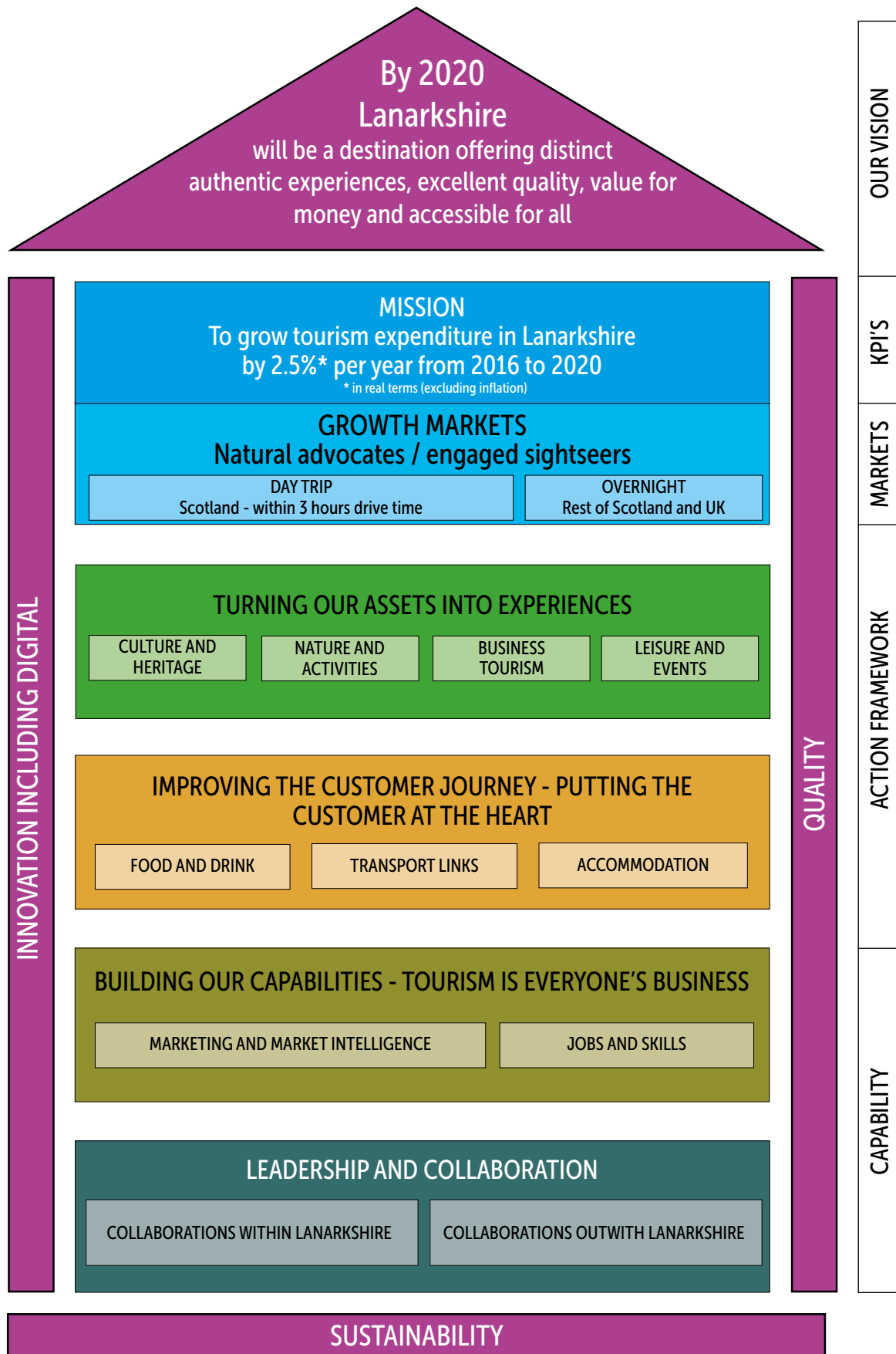


Report Structure

This strategy has adopted the ‘rocket’ format used in the national tourism strategy. Feedback suggests that the format is easy to understand and allows easier comparisons between different regions. This format has been adopted by the majority of regions that have launched new strategies since 2012.

THE LANARKSHIRE TOURISM STRATEGY AT A GLANCE

THE LANARKSHIRE TOURISM 'ROCKET'





GROWING THE VISITOR ECONOMY

OUR VISION

By 2020 Lanarkshire will be a destination offering distinct authentic experiences, excellent quality, value for money and accessible for all.

MISSION

To grow tourism expenditure in Lanarkshire by 2.5%* per year from 2016 to 2020

* in real terms (excluding inflation)

Why 2.5%?

We have decided to mirror the growth aspirations outlined in the national tourism strategy. By doing so we hope that Lanarkshire is able to make a positive contribution to the aspirations of the Scottish tourism sector. We believe this is an ambitious yet achievable target.

VisitScotland will lead on a procurement exercise in 2016 to purchase a new data model which will give us the data required to track progress over the lifetime of this strategy.

'Vertical' Themes

There are several cross-cutting themes which are fundamental to the successful implementation of the strategy. These include: innovation, including digital innovation. Digital delivery/capability is an essential component of the tourism offering and performs an integral role in delivering against customer expectations.

At a regional level local authority tourism officers will work to ensure the VisitLanarkshire.com website continues to be maintained and enhanced. Social media channels will be used to engage audiences and stimulate repeat business.

At a National level VisitScotland.com also offers tourism operators significant opportunities to grow their business. Currently the site has over 20 million users annually. With the launch of the new global brand, refreshed strategy and the major focus on a digital strategy there are ambitions to grow this substantially. For the Lanarkshire tourism sector to thrive we must ensure our offering is visible on VisitScotland.com and all businesses should ensure they have a listing which is professional and up to date.

Individual businesses can increase their turnover/bookings and profitability by investing time and effort into their own

digital offering. Support is available for businesses to enhance their digital presence. VisitScotland offer listed businesses free digital reviews. Business Gateway also offers a range of digital seminars to support micro, small and medium enterprises. The £1.2 million Digital Tourism Scotland programme (June 2015-June 2018) will also help tourism businesses use digital technology to become more effective.

Accommodation providers are missing out on business if they are not transacting online. Currently less than 50% of accommodation businesses in Scotland are working with an integrated booking engine this is a major issue with the majority of consumers now starting their buying journey online.

Other cross-cutting themes include:

- **Quality:** refers to the satisfaction levels of visitors. This can be measured through the AA / VisitScotland Quality Assurance scores and Trip Advisor ratings. It is important that Lanarkshire tourism businesses strive to capture and share quality information via independent and user generated reviews and scoring systems and take appropriate action to maintain and improve performance;
- **Sustainability:** encouraging initiatives that are financially and environmentally sustainable;
- **Social tourism:** ensuring that tourism opportunities are made available to all. The Partnership has already been involved in some pilot exercises to encourage businesses to develop Access Statements and will continue to do so. Lanarkshire already participates in the Respite initiative with many businesses already offering free packages to give carers a break;
- **Dynamism:** ensuring we are flexible and able to respond to new opportunities or threats that may arise during its implementation.

Growth markets

The Partnership is active in three main areas:

1. Leisure tourism – through the VisitLanarkshire brand and website;
2. Business tourism – via the VenuesLanarkshire brand and website;
3. BeLanarkshire – encouraging and facilitating training/ skills within the Lanarkshire tourism sector.

1. Leisure Tourism

The first ever Action Plan started with a leisure marketing project supported by European funding. We aim to continue to build upon this foundation but are mindful of finite resources and a need to ensure that activity remains focussed and targeted to ensure maximum return.

Segmenting the Market

The activity to date has most notably achieved success through targeting young families based in West Central Scotland and encouraging them to take day trips to the region.

In 2013, following extensive research, VisitScotland updated their list of target segments. Based on analysis of the Lanarkshire offering and success of previous activity we intend to concentrate our leisure marketing on the following two VisitScotland segments: 'Engaged Sightseers' and 'Natural Advocates'.

Engaged Sightseers have "A love of holidays.... plan numerous breaks in a year. They enjoy general sightseeing and touring, taking in historical places as well as scenery and nature. They relish engaging with friendly locals and seeking out an authentic experience".

Natural Advocates are "passionate about Scotland as it offers everything they want from a holiday; breathtaking scenery, a connection with nature and the chance to get away from it all. A holiday in Scotland will really help them to unwind, recharge and enjoy quiet time" (SOURCE: An Overview of Our Target Segments, VisitScotland, 2014).

To learn more about the VisitScotland segments visit the www.visitscotland.org website.

2. Business Tourism - VenuesLanarkshire Activity

The partnership created the VisitLanarkshireVenues brand in 2013 to target business tourism and wedding business.

The VisitLanarkshireVenues.com website was created to make it as easy as possible for event organisers to learn about Lanarkshire's business/event offering and ultimately make enquiries and bookings.

Activity to date has included press relations activity including facilitation of press trips, attendance at key events and social media activity.

The partnership intends to continue to raise awareness of the area's business tourism offering predominantly through the placement of area wide press coverage and social media activity.

Beyond this, resources are such that any additional marketing will be limited to selected targeted 'bursts' of activity such as around the Lanarkshire Business Week early March each year.

The partnership will continue to be open to marketing opportunities with appropriate bodies such as VisitScotland Business Events team and Glasgow City Marketing Bureau.





3. Training - BeLanarkshire

The BeLanarkshire online training module and portal was created in 2014 to allow hospitality and leisure staff to improve their customer service training skills from the comfort of their workplaces saving their employers travel time and money.

The Partnership will continue to raise awareness of this opportunity.

Geographic Markets

Given budgets available to the Partnership, the bulk of geographic targeting will be restricted to local markets. This will encompass day trip messaging including some communication within Lanarkshire itself and/or raising awareness of the Lanarkshire business community of meeting and conference venues in Lanarkshire.

Other activity such as targeting those outwith a three hour drive of Lanarkshire will most likely be restricted to public relations activity and perhaps some partner activity with VisitScotland.

It is worth noting, however, that the Partnership will raise awareness of opportunities for businesses to engage with wider markets and international markets.

Partnership Priorities

1. Ensure that the www.visitLanarkshire.com website and associated social media channels remain relevant and enhance the customer journey.
2. Ensure that Lanarkshire region and Lanarkshire businesses achieve profile and business from the national tourism portal: www.visitscotland.com
3. Build the digital capacity of Lanarkshire businesses by highlighting appropriate training opportunities.
4. Encourage businesses to participate in customer feedback schemes including quality assurance and to monitor and improve their customer feedback ratings.
5. Highlight training opportunities including the free BeLanarkshire online training module.
6. Be an ethical tourism region by ensuring social tourism opportunities are realised.
7. Work with businesses to make sure they are aware of the opportunities and threats posed by Climate Change.

Opportunities and further actions for businesses

Checklist

- Is your business listed on both the VisitLanarkshire and VisitScotland websites? When was the last time you checked, updated or enhanced your content. Are you 'bookable' online? Visit www.visitlanarkshire.com and www.visitscotland.com
- Support is available to enhance your digital presence. Lanarkshire businesses can visit www.bgateway.com/local-offices/lanarkshire to check out their list of digital courses for hospitality businesses.
- Are you aware of the Digital Tourism Scotland? Visit www.scottish-enterprise.com
- Are there areas where you could improve the quality of your offering? Do you participate in any quality grading schemes such as VisitScotland and AA Quality Assurance schemes? Could these provide you with useful feedback? To find out more, log onto www.visitscotland.org or contact the AA via email: Hospitality.solutions@theaa.com
- Do you monitor (and respond to) comments on sites such as www.tripadvisor.co.uk
- Do you have good quality content that you could share with partners such as VisitLanarkshire and VisitScotland to use on their sites and social media platforms?
- Are you making use of the www.belanarkshire.com training module? Staff can refresh their customer service skills and learn more about the area by completing this free module from their place of work.
- Does your business have an Access Statement? Log onto www.visitscotland.org and check out the Accessible Tourism section.



CREATING A COMPETITIVE EDGE

Turning our assets into experiences

Lanarkshire continues to benefit from increased collaboration between the tourism industry and the public sector to promote the assets of the region. The National Strategy identifies some specific opportunities that we should focus upon, including: nature, heritage and activities; events and festivals; and business tourism.

Get it right and we will significantly increase the perceived value to the visitor and offer them a greater incentive to visit, return and recommend us to others, helping make Lanarkshire a destination of first choice. Packaging our tourism products and services on behalf of our visitors will encourage people to visit multiple attractions and increase spend.

Opportunities exist to develop 'new' assets and experiences by working in collaboration with one another, for example by collaborating on joint ticketing. In the past few years for example some new tourism assets have been created by encouraging developers of non traditional operators such as wind farm developers, to open up their sites to allow for visitor access via the provision of cycling and walking paths. The Lanarkshire Tourism Association offers one of the best forums for businesses to share best practice and explore new opportunities.

Leisure tourism

Lanarkshire has a wealth of cultural and heritage attractions including Summerlee, Chatelherault as well as two World Heritage Sites - New Lanark and the Antonine Wall.

In terms of nature based tourism Lanarkshire has natural (biodiversity/landscape) and cultural (archaeological/built) assets. Lanarkshire also has a large rural offering in addition to well known and loved country parks which appeal to visitors from Glasgow and surrounding areas. Our central location means that facilities such as Strathclyde Country Park, Tinto Hill, Carron Valley Trails, and the Clyde Walkway can remain competitive and relevant providing the excellent quality of experience is maintained and enhanced.

Lanarkshire also has leisure facilities including M&Ds - Scotland's only theme park. Creative thought needs to be applied by all to ensure that our offering is best packaged to create unique and authentic experiences that will ensure Lanarkshire attractions maintain and grow their market share.

Events and Festivals

Events can offer tremendous opportunities, however, they can require significant investment and the sector can be extremely competitive. Despite this, Lanarkshire continues to attract high profile events and the region has been particularly successful attracting sports events including being the proud host of rowing, mountain biking and part of the road racing events at the 2014 Commonwealth Games. The success continues in the form of the Pearl Izumi cycle series. The Partnership will continue to raise awareness of our events offering to partners such as EventScotland.

Whilst Lanarkshire has some extremely well established events such as the Strathaven Balloon Festival and the Biggar Little Festival, large regional events are limited in number. With public finances under pressure, growing the calendar of events will be largely dependent on being able to make Lanarkshire a more attractive destination for event organisers.

Business Tourism

We need to maximise the opportunities presented by our excellent central location and from business tourism events taking place both in Lanarkshire and in the major metropolitan cities. The business tourism market expects a quality experience and for this to be delivered in an efficient way.

Whilst Lanarkshire does not have many venues with large capacities which with to host major conferences the area does have some high quality venues and a few 'unique' venues which offer conference and meeting organisers something different.

Film Tourism

We will encourage filmmakers to use Lanarkshire as a location with opportunities to use the excellent quality film and TV studio in Wardpark and our rural landscape and towns as film locations.



IMPROVING THE CUSTOMER JOURNEY – PUTTING THE CUSTOMER AT THE HEART

Individually and collectively the aim should be to ensure a consistently high quality of visitor experience is offered at all points along the customer journey.

It is about asking ourselves: ‘How can we make a step change in customer satisfaction together? Which local products, places and services could we proactively recommend to our customers to help make the visitor experience more memorable?’ ‘What could we be doing to make the experience more accessible – and therefore appealing – to all visitor profiles?’ ‘And who could we partner with to help make all of this happen?’

We could make great strides by making a firm commitment to quality and delivering on it. Whether that is by acting on consumer feedback, participating in industry quality schemes, investing in training and development, attracting new talent to address skills or knowledge gaps, or leading by example in terms of attitude and exemplary service.

It’s also about addressing fundamentals such as providing a consistently good standard of accommodation regardless of location. This includes investing in new and upgraded accommodation and developing the skills needed to make a convincing case for such investment.

Likewise, we should aspire to offer a consistently high quality of experience when it comes to eating out, making greater connections with local food and drink producers and retailers.

Every business can play its part. It’s only by building local quality networks and developing people’s skills/knowledge that we will exceed the demands of our visitors. Satisfied visitors is good news for any of us earning our livelihoods from Lanarkshire’s tourism industry.

The following sub-sections mention those areas that could have the most positive impact on the visitor journey moving forward.

Food and Drink

Food and drink is a very important part of the consumer experience. It is widely recognised that the use and promotion of local produce can lead to an enhanced experience whilst benefiting suppliers and producers alike. Various initiatives have taken place in Lanarkshire over the last few year which have sought to encourage the tourism industry to use more local food and drink. It is hoped that businesses will continue to invest and that joint initiatives will continue to take place such as the production of the Lanarkshire food trail map.

Businesses can play an integral role here by highlighting the use of local produce in their own menus and promotional activity.

Transport Links

Significant transport improvements are planned and ongoing which will bring about transport improvements, such as the M8/M73/M74 upgrade, including works at the Raith Interchange.

In addition to the road network, many Lanarkshire attractions are served by train and bus stations making Lanarkshire easily accessible. It is important from an environmental as well social inclusion point of view that public transportation is promoted at every opportunity. National and local cycling/walking routes also offer an alternative way for visitors to access our region.

Accommodation

Accommodation is an integral part of visitors’ experience. The current serviced room stock in Lanarkshire is 2,531 bedrooms of which 90% are in hotels, 8% are in guest houses/bed and breakfasts and the remaining 2% in restaurants with rooms/ inns.

The non-serviced sector comprises 538 bedrooms across all categories, with 47% being within self-catering units. Campus accommodation is a feature with 205 single rooms although availability varies depending on the time of year.

Whilst there are many example of highly successful accommodation businesses throughout Lanarkshire, there is always room for improvement . The 2014 Accommodation Audit suggests that product quality and business approach by some operators could be improved (Lanarkshire Accommodation Audit 2015).

Partnership Priorities

8. Work in collaboration with business support agencies to raise awareness of the support available to businesses

9. Encourage businesses to invest in their products/services and to take advantage of innovative practices.

Opportunities and further actions for businesses

Checklist

- Do you serve food in your business? Research proves that visitors are willing to pay extra for food sourced locally. Check out ScotLAND Food and Drink: www.scotlandfoodanddrink.org;
- Do you organise events? You can learn more about the National Event Strategy, download event toolkits and apply for grant funding at www.eventscotland.org;
- To learn more about future large scale events businesses may wish to join the Lanarkshire Tourism Association. Businesses can join the Lanarkshire Tourism Association group on LinkedIn or contact the administrator: thomas@dal-riata.com for further details on how to join;
- Increased participation levels in studies like the Accommodation Occupancy Studies may help to better capture business levels across the region and strengthen the case when operators are trying to secure project investment support. Accommodation operators willing to participate can contact TNS Global at: occsurvey@tns-global.com
- Visitor attraction operators willing to participate in the Visitor Attraction Monitor can contact the Moffat Centre at: www.moffatcentre.com
- Do you have an idea to grow your business? Visit www.bgateway.com/local-offices/lanarkshire to find out more about potential advice and funding available to your business.
- For more infomration on business support available from South Lanarkshire Council log onto: www.southlanarkshire.gov.uk/businessgrants
- For more infomration on business support available from North Lanarkshire Council log onto: www.chooselanarkshire.com/business/business-support



PLAYING TO OUR STRENGTHS

Building our capabilities – tourism is everyone’s business

In order to develop quality, authentic tourism experiences that meet the needs and wants of our markets, we must also build on the capability of our businesses and the industry as a whole in certain key areas:

Marketing and marketing intelligence

It is important that we continue to promote Lanarkshire as an attractive destination. We need to ensure we achieve value for money by being as targeted as possible with activities and by fully utilising any opportunities that are presented by digital communications.

All of our efforts need to be underpinned by market intelligence. Business Gateway offers a research service that companies can use. Market intelligence can also be gleaned from peers and colleagues through networks such as the Lanarkshire Tourism Association and the Lanarkshire Chamber of Commerce.

Jobs and skills

Much could be gained by companies committing to gaining and enhancing the relevant skills, knowledge and customer focused attitude required to deliver consistently high quality experiences for all visitor profiles. The tourism sector is a significant employer in the area, responsible for supporting 5,900 jobs in North Lanarkshire and a further 7,800 in South Lanarkshire (Source: Scottish Government 2014).

Activity is already taking place with individual companies investing in up skilling their workforce and through regional initiatives like BeLanarkshire.

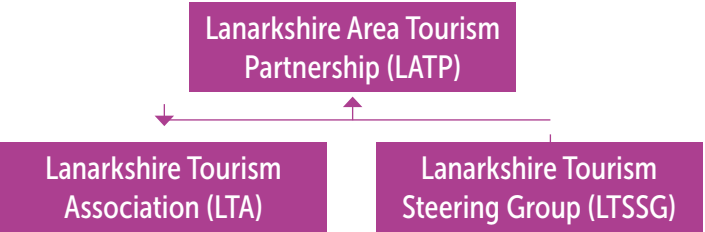
It is important that Lanarkshire Further Education establishments play an active role in appropriate activities and this has the potential to benefit all parties – businesses, education establishments and students. The Lanarkshire Tourism Association can contribute here by incorporating training into their meetings. This could help to improve skills whilst strengthening the membership offering and potentially boosting membership numbers.

Leadership and collaboration

Leadership and collaboration have been key themes throughout the first two area wide tourism strategies and this focus will continue.

Collaborations within Lanarkshire

The Lanarkshire tourism sector has an excellent reputation for partnership working winning the Scottish Thistle National Award for Partnership Working in 2013. A simple partnership structure is in place.



The Lanarkshire Area Tourism Partnership is the strategic group and custodian’s of this strategy. The Partnership comprises of representatives from both the public and private sectors.

The Lanarkshire Tourism Association is the association for the tourism sector in Lanarkshire. An independent constituted group, the membership which totals around 80 businesses, discusses operational issues and opportunities for the sector.

The Lanarkshire Tourism Association is represented on the Partnership and there is a two way flow of information and ideas between the groups to encourage a more “joined up” approach to growing the local visitor economy.

The Lanarkshire Tourism Strategy Steering Group comprises of representatives of the two councils and VisitScotland. The group coordinates public sector activity and funding for tourism partnership activities.

The evaluation of the 2009-15 Action Plan concluded that the overall structure is still considered to be the most appropriate for taking forward this strategy.

Collaborations outwith Lanarkshire

Partnership representatives are active members of organisations such as the Scottish Tourism Alliance, Scottish Local Authorities Economic Development group for Tourism and Association of Scottish Visitor Attractions. Individuals also attend conferences and feedback at meetings. To ensure that the partnership is well informed and does not become too insular there is a requirement for this to continue.

If more businesses and individuals can represent Lanarkshire at external meetings it may free time up for the collective whole, ensure Lanarkshire is well represented and could offer ideas for improvement and innovation.

Partnership Priorities

10. Carry out marketing initiatives which raise the profile and attractiveness of Lanarkshire as a tourism destination
11. Encourage businesses to use and participate in market research which will help to provide data for their business and the region.
12. Consider commissioning research where it will help the partnership to make informed decisions
13. Encourage partners to invest their workforces and raise awareness of opportunities relating to workforce development
14. Support the Lanarkshire tourism partnership structure to ensure that effective collaborations are formed within Lanarkshire and that the region is represented nationally.
15. Celebrate success and raise the profile of the Lanarkshire tourism sector by encouraging businesses to apply for Lanarkshire Business Excellence Awards and Scottish Thistle Awards.

Opportunities and further actions for businesses

Checklist

- Would you be willing to share some of your market intelligence (where appropriate) with others? Could you benefit from closer networking with your peers via forums such as the Lanarkshire Tourism Association. Why not join the Association's group on LinkedIn: www.linkedin.co.uk
- Are you a member of the Lanarkshire Chamber of Commerce? To find out more contact the Chamber today: info@lanarkshirechamber.org
- Could your staff benefit from completing the www.belanarkshire.com online training module?
- Is your business a member of the Scottish Tourism Alliance? Would you or your staff benefit from attending any of their events? For more information, log onto: www.scottishtourismalliance.co.uk
- Is your business a Visitor Attraction? Is your business a member of the Association of Scottish Visitor Attractions? Would you or your staff benefit from attending any of their events? To find out more log onto www.asva.co.uk
- Could you benefit from joining the FSB? Click here for more information on how to join: www.fsb.org.uk



MONITORING PROGRESS AND IMPACT

Our shared vision is to achieve sustainable growth in the tourism sector in Lanarkshire and to maximise the contribution that the tourism sector makes to the local economy of Lanarkshire.

Tourism Lanarkshire 2020 sets an ambitious target for growth for Lanarkshire. All partners recognise the important part that Lanarkshire has to play in contributing to the national tourism targets particularly through day visitor and short leisure break tourism market developments over the period to 2020.

Strategic Target

Delivering a growth of 2.5% per annum in real terms (excluding inflation) in visitor expenditure over the next four years to 2020

We will also monitor the following two measures:

- Number of visitors to the area
- Number of jobs in the sector

In the past there have been some concerns expressed regarding the robustness of data available at a regional/ national level. VisitScotland have proposed leading on a piece of work that will see basic regional data available in 2016. This information will be back casted to allow trend data to be analysed over a period of time.

The importance of capturing good quality data cannot be underestimated. Individual businesses can play their part by inputting into appropriate surveys and studies such as the Visit Attraction Barometer and accommodation occupancy studies. The partnership will have a co-ordinating role in driving implementation of the actions. The group will be responsible for monitoring on an annual basis and updating the Plan on a biannual basis.

Successful implementation of the plan will come down to everyone.

One of the recommendations made in the independent evaluation of the 2009-15 Action Plan was to develop an annual set of actions with lead and supporting partners specified.

In response to this and in order to implement our vision, an annual set of activities will be collated and detailed in a tourism activity framework under the following themes:

1. Turning assets into quality experiences
2. Improving the customer journey
3. Building our capabilities including digital
4. Leadership and collaboration

The first annual plan will be produced after this Strategy is launched.

AN EXAMPLE OF HOW THIS ANNUAL LIST OF ACTIVITIES WILL BE PRODUCED IS DISPLAYED BELOW:

Tourism Activity Framework Example

KEY THEME	PRIORITY	PERFORMANCE INDICATORS	LEAD ORGANISATION(S)	SUPPORTING PARTNER(S)
1. Turning Assets into quality experiences	Encourage businesses to participate in customer feedback schemes including quality assurance and to monitor and improve their customer feedback ratings	Number of businesses in VS/the AA Quality Assurance schemes Average TripAdvisor rating for Lanarkshire businesses	VisitScotland/the AA/TripAdvisor	Business Gateway North Lanarkshire Council/South Lanarkshire Council / Industry
2. Improving the customer journey	Ensure that the VisitLanarkshire.com website and associated social media channels remain relevant and enhance the customer journey	Number of web visitors Number of page views Campaign engagement numbers	North Lanarkshire Council/South Lanarkshire Council	VisitScotland/ Industry
3. Building our capabilities including digital	Build the digital capacity of Lanarkshire businesses by highlighting appropriate training opportunities	Number of businesses training seminars	Business Gateway/North Lanarkshire Council / South Lanarkshire Council/Industry	VisitScotland
4. Leadership and collaboration	Support the Lanarkshire tourism partnership structure to ensure that effective collaborations are formed within Lanarkshire and that the region is represented Nationally.	Number of meetings Number of businesses engaged in the partnership structure Number of external organisations that the partnership is represented on outwith Lanarkshire	Lanarkshire Tourism Association/North Lanarkshire Council / South Lanarkshire Council	Industry/VisitScotland



OTHER DELIVERY CONSIDERATIONS

The development of this strategy has been led by private and public sector partners in the partnership; the membership details of which are contained in Annex 1.

The remit of the Lanarkshire Area Tourism Partnership is to:

- Lead development and oversee the implementation of the strategy;
- Input to the Tourism Scotland 2020 and review local alignment on an ongoing basis;
- Secure resources for the strategy from partners;
- Monitor performance and Lanarkshire’s contribution to the national tourism aspirations;
- Act, when appropriate, as a lobbying body to further the interests of local tourism, leisure, and hospitality industries;
- Act as a forum for the exchange of experience, knowledge and best practice for both the public and private sector and
- Liaise with VisitScotland on all local and national activity relating to Lanarkshire.

Partnership

This strategy has been prepared by the Partnership in consultation with representatives of the Lanarkshire tourism sector.

Financial Implications

Implementation is set against the context of constrained financial resources.

All public sector partners will seek to ensure that existing and emerging funding opportunities are maximised.

ANNEX 1

Members of the Lanarkshire Area Tourism Partnership

- Annique Armstrong – VisitScotland
- Mark Calpin (Chair) – Holiday Inn Express Hamilton
- David Carroll – CultureNL
- Laura Cleland – South Lanarkshire Leisure & Culture
- Ian Donnachie – Alona Hotel
- Lorna Davidson – New Lanark Trust
- Jillian Ferrie – CultureNL
- Stuart Gallacher – NL Leisure
- Councillor Allan Graham – North Lanarkshire Council
- Isabella Little – Holiday Inn Express Strathclyde
- Councillor Eileen Logan – South Lanarkshire Council
- Stewart Matthews (Vice-Chair) – Scotkart
- Linda McAllister – New College Lanarkshire
- Malcolm McIntyre – Strathaven Hotel
- Frances O'Neill – Global Treasure apps
- Sarah O'Sullivan – Clyde and Avon Valley Partnership
- Liz Woods – South Lanarkshire Colleges

Local authority officers/observers

- Stephen Balfour – South Lanarkshire Council
- Kirsty Goodall – North Lanarkshire Council
- Stephen Keating – South Lanarkshire Council
- Yvonne McBride – North Lanarkshire Council
- Yvonne Rogers – South Lanarkshire Council
- Jennifer Thomson (Secretariat), North Lanarkshire Council
- Yvonne Weir – North Lanarkshire Council

NOTES





If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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