

# South Lanarkshire Tourism strategy 2022-2025



# South Lanarkshire Tourism Strategy 2022-2025

***The vision – To cultivate a vibrant, successful visitor economy in South Lanarkshire which promotes responsible growth and creates jobs and opportunities for communities throughout the region.***

## Foreword/summary

Tourism is a key sector in the South Lanarkshire economy. In the year prior to the COVID pandemic, 2019, Lanarkshire attracted 614,820 visitors. These visitors generated an economic impact of £204.5M for South Lanarkshire and the sector supported 3,013 full-time equivalent (FTE) jobs (SOURCE: Scottish Tourism Economic Activity Monitor 2020).

It is widely recognised that the Scottish tourism sector has been one of the sectors hit hardest by the COVID-19 pandemic. South Lanarkshire tourism businesses have been hit extremely hard. Loss of revenue, rising costs and staff recruitment difficulties have combined to put a tremendous strain on business owners and their staff.

South Lanarkshire Council is determined to help the local economy recover and grow and through this document encourages collaboration within the sector to raise the profile of South Lanarkshire's world class heritage, cultural and natural assets and attract more visitors to the area.

Our mission

- ◆ To cultivate a vibrant, successful visitor economy in South Lanarkshire which creates benefits and opportunities for all.

Tourism can be a force for positive change, it can sustain communities and the economy by creating jobs, tackling de-population, and offers the possibility of improving the well-being of local residents as well as visitors. With our new strategic approach, and a renewed spirit of collaboration to facilitate a greater alignment between public, private and third sector tourism stakeholders, we are confident that South Lanarkshire will not just recover lost ground, but we can grow a stronger, more resilient visitor economy which will benefit communities throughout the region.

We are currently operating in a very fast moving, uncertain environment and it is important that we adopt a flexible approach to respond effectively to change.

It is important to note that this strategy and action plan are not set in stone and the desire is for it to represent a set of shared goals which will evolve over time as new opportunities arise.

Partnership working will remain an important aspect of future delivery. South Lanarkshire Council will continue to work in partnership with key long-standing partners including North Lanarkshire Council, VisitScotland and Business Gateway to maximise opportunities for the businesses and the wider area. We will also raise awareness of funding opportunities for the tourism sector to ensure that South Lanarkshire achieves its fair share of support.

In keeping with this collaborative approach, a range of public agencies have identified actions that will have a positive effect on South Lanarkshire's visitor economy. A current list of all actions to date are included in the Action plan at Appendix A.

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## 1. Strategic context

In 2005, the first-ever Lanarkshire Tourism Strategy was launched. Subsequent strategies were launched in 2009 and 2016. Previous strategies have all been pan-Lanarkshire strategies covering both North and South Lanarkshire. **This is the first South Lanarkshire area specific tourism strategy** which allows us to have a clearer focus on the challenges and opportunities for the South Lanarkshire area.

Creating a strategy in an unpredictable and fast changing environment presents some challenges. Rather than create a long-term strategy such as the national tourism strategy – ‘Scotland Outlook 2030,’ which covers a ten-year period, this strategy will cover a relatively

short timescale to the end of 2025, when a full review, evaluation and update can then take place. Even though the accompanying action plan covers the same short timescale, it needs to be flexible enough to allow the partners the ability to respond to changes in the operating environment, market conditions and evolving consumer trends and behaviour. We would therefore consider the action plan to be a live document which will be updated and modified as required.

This Tourism Strategy has been developed as part of the wider work South Lanarkshire Council are leading, together with partners, to refresh and launch a range of new key strategies and plans including our Council Plan 'Connect', our Community Plan, our Community Wealth Building Strategy, our Sustainable Development and Climate Change Strategy, our Economic Strategy and this Tourism Strategy. All of these documents are inherently linked and have been informed by what our communities have told us should be our priorities:

- **People** – we need to put people first and reduce inequality
- **Progress** – we need to recover, progress and improve
- **Planet** – we need to work towards a sustainable future in sustainable places

### **Tourism's role in community wealth building (CWB)**

Tourism plays a key role in community wealth building (CWB) and South Lanarkshire's CWB strategy includes five pillars which are:

- **Spend:** The council will support and encourage the local economy to grow sustainably through the effective use of procurement to benefit local economies.
- **Workforce:** The council recognises the importance of employment for individuals and families in terms of achieving potential, improving feelings of self-worth, achieving financial independence, and reducing poverty.
- **Land and Property:** The council will use or repurpose council property and assets, and that of other anchor organisations, in a socially productive way to generate wealth for local citizens.
- **Finance:** The council will encourage and support communities' financial growth, including building and attracting development and investment opportunities and encouraging local spend.
- **Building the Generative Economy:** The council will work to support local businesses, not-for-profit organisations, and communities to safeguard and create local jobs and address post-Covid recovery.

Tourism offers tremendous opportunities to deliver CWB outcomes. The sector is a key employer in the region and makes a positive contribution to the workforce pillar. The re-purposing of land and property to create new tourism assets not only offers the potential to create new attractions to entice visitors to visit the region to spend money, but it can also create facilities that locals can use and benefit from and can make facilities more viable than if they were just relying on local custom, protecting, and enhancing jobs and communities.

This strategy is influenced by the following strategic plans:

- Tourism Lanarkshire 2020
- Scotland Outlook 2030 and The Scottish Tourism Emergency Response Group (STERG) Recovery Plans
- Scotland's National Strategy for Economic Transformation (NSET)
- Scottish Agritourism A Strategy for Sustainable Growth
- Promote Economic Strategy for South Lanarkshire (2013-23)

- South Lanarkshire Community Wealth Building Strategy (CWB)
- South Lanarkshire Community Plan (2017-27)
- Connect 2017-2022
- Sustainable Development and Climate Change
- South Lanarkshire Good Food Strategy 2020-2025
- Spatial Planning

Further details on these documents can be found in Appendix B.

## 2. Consumer trends

At the time of writing this strategy various consumer trends were being forecast and these have been taken-into-account when preparing this strategy and the accompanying action plan. These trends include:

### **Localism and slow tourism will see people travelling less but travelling 'better'**

Consumers have long been encouraged to 'discover what's on your doorstep' and 'think global, act local', however, during and after the COVID-19 pandemic, this became a much more tangible concept for all. This trend is predicted to remain with visitors seeking authentic experiences, close to home. South Lanarkshire's proximity to the 'Central Belt' of Scotland and to the North of England, allied with good transport links will mean that we are ideally positioned to benefit from consumers wishing to limit their travel time.

### **Adaptable adventure**

There is much evidence that the fundamental need for outdoor activities – which has been a growing tourism driver for years – has been further strengthened by the pandemic-related restrictions, with an increasing number of people becoming more active in their own local areas or looking for alternative ways of staying healthy and physically fit.

### **Private, personalisation and premium experiences**

There will be an increased demand for small group travel and private tours. Consumers will seek personalisation and bespoke products and will plan and curate holidays which offer cultural experiences, unique activities, and services that provide travel advice and route planning services.

### **Travelling with purpose**

It is predicted that wellness, fitness, and health enhancement will become increasingly important considerations when visitors are choosing holiday destinations.

### **Artisanal retail and food and drink**

Consumers are looking to reconnect with the processes and products they use and the people producing them, both at home and as part of planned trips.

### **Workcations**

Individuals are being enabled to make decisions about working environments based on their own personal circumstances and, as such, can choose to work from less traditional settings or combine work with opportunities to undertaken leisure activities.

### **Affordability**

In the current economic environment, with the cost-of-living crisis added to the economic shocks of the past few years such as Covid and Brexit, at the forefront of people's minds, consumers are seeking affordable experiences that demonstrate value for money.

**All these trends and drivers represent future opportunities for the tourism sector. Public agencies are here to support businesses as they respond to these opportunities and changing environments and can provide help, advice, tailored training programmes, financial assistance, and signposting to other sources of support.**

## 3. Key priorities

### Our vision

- ◆ To cultivate a vibrant, successful visitor economy in South Lanarkshire which creates benefits and opportunities for all.

### Key priorities

Our six key priority areas will centre on:

- 1.1 People
- 1.2 Place
- 1.3 Business
- 1.4 Marketing
- 1.5 Responsible tourism
- 1.6 Partnership Working

Each of the key priority areas includes a summary of proposed actions. Appendix A provides the full detail for each action including suggesting which organisation will take the lead in delivery.

## 3.1 People

***The South Lanarkshire tourism sector will become a career of choice. Our sector will attract, develop, and retain a skilled, committed, diverse and valued workforce.***

Analysis undertaken on behalf of the Lanarkshire Economic Forum has identified the following as key factors in the economic recovery in Lanarkshire.

- Employability - maximising outcomes for young people and unemployed/underemployed adults across Lanarkshire's communities; and
- Skills - addressing current and future economic opportunities with specific emphasis on the up-skilling and re-skilling of the workforce and safeguarding apprenticeships.

Tourism is an important employer in Lanarkshire and pre-COVID (2019-20) was responsible for employing 3,013 full-time equivalent (FTE) jobs (Scottish Tourism Economic Activity Monitor STEAM).

Tourism is a valuable provider of jobs as it offers job creation opportunities throughout our urban and rural communities. By creating quality jobs offering the right pay and conditions, there are huge opportunities to grow employment within the tourism sector, with our tourism businesses becoming more aware of fair work practices and more responsible employers.

Tourism offers vast, meaningful, and exciting opportunities for our future and existing workforce. If we want our tourism sector to grow, it is vital that the South Lanarkshire tourism sector attracts, trains, and retains the size and quality of workforce needed to meet the sector's needs and growth ambitions.

The COVID pandemic and the EU Exit has created significant challenges for the South Lanarkshire tourism sector, and we will work together to increase the number and quality of tourism employment opportunities, develop sustainable career pathways and tourism becoming a career of choice rather than a default sector.

Collaborations are taking place to address skills shortages in the tourism and hospitality sectors such as the CareerScope job portal, founded by Springboard, Hospitality Action, the Institute of Hospitality, The Scottish Tourism Alliance, Savoy Educational Trust and UK Hospitality.

### **Proposed actions**

To help deliver an effective people strategy **we will**:

- Encourage work placements in the tourism and hospitality sectors.
- Provide support to individuals to enable them to develop their skills.
- Provide recruitment support to employers via the Flexible Workforce Development Fund.
- Raise the profile of the tourism sector as a career of choice, promote the courses we offer and attract applicants.
- Actively engage with Tourism employers in South Lanarkshire to ensure our further and higher education institutions' curriculum offer meets their needs of staff new to the Tourism industry and for staff progression and upskilling.
- Seek opportunities to network across the Tourism industry within South Lanarkshire through our engagement with the Federation of Small Businesses, Lanarkshire Chamber of Commerce and Trade and other industry bodies.



- Support Scotland Food & Drink's Regional Food Tourism Ambassador Programme.

## 3.2 Place

*We will create and develop an attractive, competitive visitor destination.*

### **A rich history**

South Lanarkshire has a lot to offer potential visitors with an exciting mix of urban and rural experiences. An undoubted strength is our wealth of historic assets which has been recently enhanced by the addition of The David Livingstone Birthplace following a £9 million investment.

The new David Livingstone Birthplace Museum complements an already strong heritage offering which includes the William Adam designed Chatelherault Hunting Lodge located within the vast Chatelherault Country Park. Other historic Duke of Hamilton heritage assets include the magnificent Hamilton Mausoleum, and Low Parks Museum with its Cameronians (Scottish Rifles) Gallery reflecting over 300 years of this unique regiment's story. In addition to castles – Bothwell and Craginethan – other South Lanarkshire heritage attractions include the 5-star Biggar and Upper Clydesdale Museum and National Museum of Rural Life.

The most iconic historic asset in the region however is undoubtedly New Lanark World Heritage Site. The new UNESCO National Trail in Scotland which will digitally connect the 13 UNESCO World Heritage Sites, Biosphere Reserves, Global Geoparks and Creative Cities, is sure to offer opportunities to encourage visitors to stay longer and spend more locally.

### **At one with nature**

South Lanarkshire offers a mix of natural assets ranging from the popular Calderglen Country Park in East Kilbride, one of the region's most visited attractions, through to a large beautiful rural landscape. Visitors wanting to explore the region either by foot or by bike will not be disappointed as South Lanarkshire has an extensive core path network (2217 km) including the Clyde Walkway, and two National Cycle Routes connecting to Glasgow, Edinburgh, and Carlisle.

### **Venues, events, and festivals**

The area offers high-quality venues including the Category A listed Edwardian Baroque Style Hamilton Town House, the Scottish Baronial Style Rutherglen Town Hall, and the impressive Lanark Memorial Hall. South Lanarkshire has some popular and well-established events and festivals including Lanimers Day, and the Strathaven Balloon Festival. Expanding the region's calendar of events will be largely dependent on being able to make South Lanarkshire a more attractive destination for event organisers.

For example, the first edition of the combined UCI Cycling World Championships will be held between August 3-13, 2023, Described as an '11-day mega event' by the UCI, the Glasgow 2023 World Championships will bring together 13 different cycling World Championships, across at least six different locations around Glasgow and southern Scotland. This presents a great opportunity for South Lanarkshire Tourism businesses.

### **Tourism infrastructure and transport**

South Lanarkshire has some excellent transport links and has the M74 running right through the area. South Lanarkshire has benefitted from transport improvements in the past few years particularly with regards to the M8/M73/M74 upgrade, including works at the Raith Interchange. The area is also home to the picturesque Clyde Valley Tourist Route.

In addition to the road network, many South Lanarkshire attractions are served by train and bus stations. It is important from an environmental as well social inclusion point of view that public transportation is well promoted through all activity.

### **Visitor accommodation**

Visitors to South Lanarkshire can choose from a diverse range of accommodation options ranging from urban hotels through to farm stay self-catering and bed and breakfasts. In the last few years, the region's hotel stock has been boosted by the addition of the Hampton by Hilton, Hamilton Park, The Premier Inn Hotel in Hamilton and the Ramada by Wyndham, East Kilbride. Several other developments are currently in the pipeline with an expansion to Crossbasket Castle and the proposed Lannraig Scotland Resort planned near Carnwath.

One area which requires further investigation is the growth in caravan and campervan usage. The increase in campervan ownership has been keenly noticed since the COVID pandemic. Whilst perhaps not as badly affected as some hotspot areas such as Loch Lomond National Park, Skye and the Pentland Hills, South Lanarkshire has not been immune to issues with Tinto Hill being particularly affected. With the growth in caravan and campervan ownership showing no signs of abating, the council and private and public sector partners will need to consider how best to respond to this development in a way that mitigates any negative impacts whilst taking advantage of the opportunities that this market growth offers.

Another trend is the establishment of short term let accommodation. This can result in the provision of reasonably priced accommodation where it is appropriately managed. The law around short-term lets recently changed and from 1 October 2022 those who provide short-term let accommodation need to apply for a licence from South Lanarkshire Council in order to operate.

### **South Lanarkshire food and drink**

Food and drink are an important part of the tourism mix and experience and help to shape visitor's perceptions of a destination. While food and drink are not typically drivers of destination choice, food and drink are key elements that can significantly enhance our visitors' experience – and therefore enjoyment – of a particular destination. Local food and drink products and activities can help foster a sense of connection to South Lanarkshire's natural environment, local people, local customs and help create a sense of place as visitors increasingly seek local produce.

With visitors increasingly seeking new experiences, local produce, and ways to partake in sustainable tourism, agritourism has become a growing consumer trend. Agritourism is something that we are seeing throughout South Lanarkshire in the form of farm stays, farm shops which sell locally grown and sourced produce, and farm visits.

Locally, 'Lanarkshire Larder,' a local network of food and drink businesses, is working hard to raise the profile of the region's food and drink offering. With our rich and seasonally variable larder, and wide range of excellent independent producers, South Lanarkshire is well placed to excel in the provision of locally sourced, high-quality food and drink products for visitors.

Availability and the promotion of local food and drink in the hospitality sector is important. VisitScotland's Taste our Best Quality Assurance scheme has a role to play here as it recognises high quality and locally sourced produce. South Lanarkshire Council's Food & Drink Officer works closely with the food and drink sector in the area and with the national agency Scotland Food & Drink to champion local produce and assist with supporting the industry.

## **Retail and town centres**

South Lanarkshire's town centres are diverse and perform many functions including education, health, shopping, public services, leisure, culture and history. Our towns are multipurpose destinations which support the visitor experience by providing amenities, quality places to eat and drink, transport links and retail. This in turn provides income, jobs and services for our local communities.

Each town centre has its own unique identity and history – from picturesque market towns such as Lanark, Strathaven and Biggar to those with an abundance of leisure activities such as East Kilbride. The range of different town centre offers throughout the authority mean that there is an experience to attract every type of visitor.

Our town centres have to adapt to survive and generating visitors through tourism will be vital to achieving this goal.

## **Creating high quality, authentic and memorable experiences**

To remain competitive, the South Lanarkshire tourism industry will need to provide a wide range of high quality, and memorable visitor experiences that fully utilise our strengths, our assets and responds to visitor trends.

Creating a memorable experience is critical and our attractions must continue to evolve to generate repeat visits.

High quality visitor experiences will require us all to monitor visitor feedback and take-action where necessary. Communication takes place with agencies such as VisitScotland, Association of Scottish Visitor Attractions and Green Tourism, who all operate quality assurance schemes and training programmes, to explore if partnership activity could help provide Lanarkshire businesses with the quality assurance support that they require. Through partner collaboration we will undertake some exploratory work to find out what support, if any, is required and desired.

## **Proposed Actions**

To help deliver the place priority, **we will**:

- Ensure national planning policy on tourism and the visitor economy is considered in decision making on planning applications.
- Work to secure funding to develop and enhance the tourism and visitor infrastructure.
- Work with communities to support community-led tourism opportunities.
- Work with town centre partners and stakeholders to ensure that our towns are a welcoming, functional, and vibrant place to live, work, visit and do business.
- Extend the Clyde Walkway south from its current termination point at New Lanark to connect with adjacent sections of the 'Scotland's Great Trail' network.
- Provide a tourism offer that will directly contribute to the quality of life for South Lanarkshire's residents via improved places to visit, looking after our environment and greenspace, including thriving country parks for all to enjoy.
- Provide a programme of high-quality productions throughout our 5 Cultural Venues to encourage theatre goers to remain within the (South) Lanarkshire area rather than

travel to neighbouring authorities and additionally will enhance Lanarkshire as an area to visit from out with the locality.

- Encourage the media/film industry to use our locations and our rural landscape and heritage settings as film locations, raising the profile of our venues.
- Further develop new and diverse accommodation options.

## 3.3 Business

***We will build business resilience, sustainability, improve viability and profitability.***

Research undertaken on behalf of the Lanarkshire Economic Forum has identified new business starts, sustaining and growing existing businesses, and building the capacity and capability of companies, as critical elements in Lanarkshire's economic recovery.

The national tourism strategy – Scotland Outlook 2030 paints a picture of success involving:

- Our businesses will thrive in a supportive environment, adopting responsible and fair business practices whilst being open to change and committed to investing in their future.
- Businesses will have a stronger capability to secure appropriate investment which will be reflected in the productivity of the sector, showing positive improvement, growth and improved financial returns.
- We will see all businesses able to embrace innovation and technology to create and deliver new and better visitor experiences in line with the changing landscape and consumer behaviour.

Several public agencies already provide financial support to the tourism sector. South Lanarkshire Council's Business Support team provide help and support to businesses through advice and offer financial grant support in the form of small grants up to £3000, and larger recovery and growth grants up to £50,000. The team provide a business one-stop-shop by making introductions and signposting businesses to partners and other relevant council departments.

Business Gateway Lanarkshire, through their team of specialist advisors, provide a range of advice, expert knowledge, market intelligence, workshops, advise on funding opportunities and events to help businesses achieve their goals.

Other national public agencies are on hand to help Lanarkshire tourism businesses and include VisitScotland Skills Development Scotland and Scottish Enterprise.

Industry bodies also offer advice, support and training opportunities to the tourism sector and include the Lanarkshire Chamber of Commerce and Trade, Scottish Tourism Alliance (STA), Federation of Small Business (FSB) and the Association of Scottish Visitor Attractions (ASVA).

## **Proposed actions**

To help support our businesses **we will**:

- Provide financial support to tourism and hospitality businesses through the council's business support grants.
- Provide advice and support to tourism and hospitality businesses via the Business Gateway Lanarkshire service.
- Work together with other partners to support tourism and hospitality businesses.
- Drive product development with existing and new pipeline businesses.
- Support businesses to deliver high quality memorable experiences which benefit visitors and the places they visit.
- Support business through successful delivery of digital skills and development advice.
- Support and advise businesses in the adoption of responsible tourism practices and development of sustainable experiences.
- Support tourism businesses to build business resilience, sustainability, improve business viability and profitability.
- Further develop networking connections between tourism businesses to coordinate and extend the tourism offer, events and attractions.

## 3.4 Marketing

*We will raise the profile of South Lanarkshire as an attractive visitor destination.*

### Consumer segments

VisitScotland's national segmentation model helps optimise marketing spend. It helps us to understand visitor behaviours and target communications to the right consumers with shared needs using the most cost effective and targeted marketing channels.

VisitScotland have identified 5 target segments:

- Natural Advocates
- Curious Travellers
- Engaged Sightseers
- Adventure Seekers
- Food-Loving Culturalists

Natural Advocates, Curious Travellers and Engaged Sightseers appear to be the most appropriate prospects for the South Lanarkshire tourism offering. With Engaged Sightseers preference to use 'trusted' or well-known websites, and National Advocates being the heaviest users of official country tourism websites, it is important that South Lanarkshire content is maximised and communicated on VisitScotland channels to ensure we also benefit from United Kingdom marketing spend.

#### **Natural Advocates**

Natural Advocates tend not to follow the crowds and desire holidays that help them to unwind, recharge and enjoy quiet time. With their desire to get away from it all, rural South Lanarkshire will appeal to this segment.

#### **Curious Travellers**

A holiday or break for the Curious Traveller will pack a lot in, exploring the history and culture of destinations, enjoying scenery and landscapes, getting 'off the beaten track' and trying new things will all appeal to their natural curiosity. Enjoying the outdoors via hiking, rambling or short walks and taking in natural sites are also activities that this segment will relish.

#### **Engaged Sightseers**

Engaged Sightseers are above average holiday takers, taking the highest number of nights away on holiday per year of all the segments. Engaged Sightseers particularly enjoy spending their UK holiday time touring and general sightseeing. Historical places are of great interest as well as scenery, nature, and wildlife. They enjoy visiting castles, monuments, parks and gardens, museums, and galleries. Short walks will appeal but typically they will not participate in more active sports.

#### **Digital marketing – capacity building**

Having a welcoming, visible, and bookable website is key to attracting new customers to a tourism business. Today's holidaymakers use a wide variety of channels to find and book trips and it's no surprise that the greeting they receive online should be as welcoming as it is in person. From search engine listings to

social media platforms and online travel agent websites, the secret to being found is to maintain a strong presence in the places your customers look for inspiration.

Many tourism businesses have invested a great deal in their digital offering but with advances occurring at a rapid rate, there is a need to stay up to date and ensure that individual business websites are discoverable and bookable.

Business Gateway Lanarkshire and other agencies offer regular free training which allow businesses to develop their digital knowledge so they can continue to invest in their digital offering.

### **VisitLanarkshire**

Given that the VisitLanarkshire brand and associated website is now well established, the intention will be to continue to use this VisitLanarkshire brand in the immediate future for consumer marketing. It is imperative that all tourism businesses are listed on this website to benefit from these marketing campaigns.

Regional tourism websites have changed over the past few years, so the website is currently being refreshed and it will act as an effective portal for planning a trip to South Lanarkshire and then direct visitors out to the individual business external websites to make their booking.

### **Proposed actions**

To help the marketing priority **we will**:

- Raise the profile and digital booking ability of South Lanarkshire tourism offering.
- Ensure that South Lanarkshire is represented in Glasgow City Region (GCR) tourism marketing activity.
- Gather tourism data to inform collaborative and individual decision making and share with tourism operators.
- Promote use of local food and drink produce (promotion and events) across business sectors including tourism.
- Promote our town centres.
- Work with VisitScotland to profile our visitors and understand their needs.
- Work with VisitScotland to enhance visitlanarkshire.com.
- Work with VisitScotland to enhance South Lanarkshire content in relevant marketing activity.
- Raise the profile of South Lanarkshire Leisure and Culture assets.
- Promote the development of tourism sector and connections between businesses, events and attractions and offers to extend visitor stays and spend in South Lanarkshire.





## 3.5 Responsible tourism

*We will develop a sustainable visitor economy, maximising the positive impacts, and minimising any potential negative impacts.*

### **What is responsible tourism?**

Responsible tourism requires the South Lanarkshire tourism industry, public sector agencies, communities, and visitors to work collectively to maximise the positive economic, social, and environmental impacts of their activity, and minimise the negative ones.

Responsible tourism considers not only the needs of the visitor and the tourism industry, but also host communities and the environment.

There are three strands to a responsible tourism approach:

1. Sustainability - environmental, cultural, and economic
  - Environmental - looking after our key South Lanarkshire assets by seeking to address the impacts of climate change and reducing harm to the natural and built environment.
  - Cultural - protecting our cultural heritage; our attractions, events, and activities.
  - Economic – enabling economic growth whilst ensuring progress is beneficial to everyone.
2. Inclusion - ensuring South Lanarkshire is a place for everyone by prioritising accessibility and inclusivity, so no one faces barriers to visiting the area.
3. Communities - connecting visitors and host communities meaningfully while working with local people to make sure they experience the benefits of tourism – economic, social and well-being.

### **Why is responsible tourism important?**

We have a duty of care to protect our assets for the future. A responsible approach to tourism will help South Lanarkshire's attractiveness, help communities thrive, and enable growth and at the same time minimising any negative impacts.

### **Working towards a low carbon economy**

Sustainable Development and Climate Change is a key focus of the national tourism efforts and is also shared by South Lanarkshire Council.

The Sustainable Development and Climate Change Strategy 2022-2027 has been agreed. The council has also signed up to the Glasgow Food and Climate Declaration and Edinburgh Biodiversity Declaration. In addition, emerging planning policy at a national level is heavily focussed on addressing climate change which in turn will be addressed in Local Development Plan 3.

VisitScotland have already committed to:

- Take action to reduce carbon emissions as an organisation and encourage Scotland tourism industry to consider and address their carbon footprint.
- Work collaboratively with the Scottish tourism and events industry to educate and share best practice around effectively reducing carbon emissions.
- Play a leading role in the development of Scotland as a globally recognised responsible destination.

- Engage our communities to make sure they are at the heart of our responsible tourism future.

As a tourism sector we should ensure that we engage and support the efforts of VisitScotland and other agencies such as Scottish Enterprise who are progressing projects to work towards a low carbon economy and do likewise with efforts being made at a council level.

### **Proposed Actions**

To help support responsible tourism **we will**:

- Explore low carbon opportunities.
- Develop more sustainable town centres.
- Reduce our carbon footprint by utilising digital communication channels when appropriate to do so
- Encourage visitors to act responsibly when visiting South Lanarkshire.
- Develop tourism programmes to include input on the sustainable visitor economy and how to maximise positive and minimise negative impacts
- Develop planning policies to ensure the delivery of the Tourism Strategy is sustainable.

## 3.6 Partnership working

***Collaborative working will allow the South Lanarkshire tourism sector to realise its full potential.***

While there is a strong history of successful partnership working in Lanarkshire, there is currently no formal grouping or structure in place for the industry.

South Lanarkshire Council already has well established links and levels of engagement with other bodies involved in tourism initiatives including VisitScotland, Scottish Enterprise and has a long-established working relationship with North Lanarkshire Council delivering, who share the management of the VisitLanarkshire brand and associated marketing activity.

The Scottish Governments NSET strategy highlights the importance of Scotland's Regional Economic Partnerships as they bring together key economic drivers to enhance regional interests, focus and align resources and provide the opportunity to share knowledge and expertise.

The council is a member of the Glasgow City Region Tourism Portfolio group, as well as the Scottish Local Authority Economic Development (SLAED) tourism group and the Scottish Tourism Alliance. The council's arms-length organisation – South Lanarkshire Leisure and Culture, is a member of the Association of Scottish Visitor Attractions (ASVA).

Successful delivery however will require the input from the sector itself, and a wide number of stakeholders including the Lanarkshire Chamber of Commerce and Trade and the Federation of Small Business. The importance of our further education establishments – University of the West of Scotland, South Lanarkshire College and New College Lanarkshire, and our schools will also be critical as we aim to progress our tourism people strategy.

### **Proposed Actions**

To help promote partnership working **we will**:

- Continue to listen to the views of the Lanarkshire tourism sector on their desire for a new collaborative tourism membership organisation and what form it should take.
- Utilise Regional Economic Partnerships to raise the profile of our tourism offering.
- Work in partnership with North Lanarkshire Council on appropriate pan-Lanarkshire activity.
- Encourage joint working with tourism colleagues across the 32 local authorities in Scotland.
- Support food and drink networks and linkages to tourism businesses in South Lanarkshire.
- Work in partnership with employers in the Tourism sector in South Lanarkshire to support their training and development needs to help realise the potential of their business and of their employees

## 4. Measuring success

### **Tourism Action Plan**

The current action plan at appendix A, in November 2022, includes actions from the council and some public sector partners. Each action has a nominated lead officer and progress will be monitored and shared.

This is intended to be a shared document and additional activities will be identified and tracked as the strategy progresses.

### **Data sources**

The council already subscribes to two sources of data on the sector – the regional Scottish Tourism Economic Activity Monitor (STEAM) data and Visitor Attraction data from the Moffat centre. STEAM data provides us with data relating to visitor numbers, volume and value data and employment statistics.

This information will allow us to compare data and trends with the majority of local authorities in Scotland and will also allow us to compare current performance against historical data as we have subscribed to this model for several years. The Moffat Centre's Visitor Attraction Monitor provides good quality trend data for the visitor attraction sector.

This is a partnership document and, pending the potential forming of a collaborative tourism group, it is anticipated that such a group will take action to monitor and measure the success of the action plan. Each lead organisation will require to take responsibility for their respective actions in the action plan and measure their actions regularly and report back as evidence of progress in delivering the strategy in addition to economic outcomes like numbers of new businesses, employment and turnover.

# Appendix A – Tourism Action Plan

These actions are intended as an initial list of actions that will be delivered by South Lanarkshire Council and other partners. The intention is that this will be a live document which will get updated and changed over time. It is recognised that a new tourism membership group (if created), may wish to re-prioritise, progress, and deliver activity to address the specific challenges and opportunities that they believe need to be addressed.

## People

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Support apprenticeships in the tourism and hospitality sectors	Fund and promote hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	Work with industry to identify demand for apprenticeships	Number of hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	2022 - 2025	Skills Development Scotland (SDS)
Support apprenticeships in the tourism and hospitality sectors	Fund and promote hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	Contract with Training providers to deliver apprenticeships	Number of hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	2022 - 2025	Skills Development Scotland (SDS)

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Support apprenticeships in the tourism and hospitality sectors	Fund and promote hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	Promote apprenticeships through our digital portals <a href="https://www.apprenticeships.scot/">https://www.apprenticeships.scot/</a> <a href="https://www.ourskillsforce.co.uk/">https://www.ourskillsforce.co.uk/</a>	Number of hospitality and travel Foundation Apprenticeships, Modern Apprenticeships and Graduate Apprenticeships	2022 - 2025	Skills Development Scotland (SDS)
Provide financial support to individuals to enable them to develop their skills	Provide financial support via Individual Training Accounts (ITAs) which is administered by SDS	Promote ITAs to individuals across Scotland	Number of individuals who secure ITAs, number of training courses completed	Ongoing	SDS
Provide support to employers via the Flexible Workforce Development Fund	Provide support & promote the Flexible Workforce Development Fund	Promote the fund to employers through the SDS website and via other channels Applications are via SDS who will review and evaluate applications	Number of employers and employees supported/assisted	Ongoing	SDS

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Through our marketing strategy work to raise the profile of the tourism sector as a career of choice, promote the courses we offer and attract applicants.	We review our curriculum offer in Travel and Tourism annually	Keep up to date with industry trends and leading industry bodies to ensure curriculum is kept up to date	Publication of all courses including those relating to Tourism courses on the College website	Ongoing	South Lanarkshire College
Through our marketing strategy work to raise the profile of the tourism sector as a career of choice, promote the courses we offer and attract applicants.	To review our Marketing Strategy	Evaluate the success of previous campaigns and adapt to suit changes in curriculum and the sector as a whole	That we attract students to relevant courses either those new to the Tourism industry or by delivering upskilling to those already in the Tourism industry	Ongoing	South Lanarkshire College

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Actively engage with Tourism employers in South Lanarkshire to ensure our curriculum offer meets their needs of staff new to the Tourism industry and for staff progression and upskilling.	Through consultation we will align our curriculum offer to meet the needs of the South Lanarkshire Tourism sector	Contact South Lanarkshire Tourism sector employers to consult on the relevance of the curriculum offer in Tourism and to adapt the curriculum to meet the needs of the Tourism sector	When contact has been made and arrangements to meet and/or network with Tourism sector employers.  That the curriculum has been reviewed to meet the needs of the Tourism sector	Academic Year (AY) (Aug - Jun) 22/23 and beyond	South Lanarkshire College
Actively engage with Tourism employers in South Lanarkshire to ensure our curriculum offer meets their needs of staff new to the Tourism industry and for staff progression and upskilling.	Through networking with relevant South Lanarkshire and national groups relating to Tourism we will promote South Lanarkshire college courses	Contact relevant South Lanarkshire Tourism networking groups	When contact has been made and arrangements to meet and/or network with Tourism businesses. Successful engagements with the tourism sector employers and the sharing of relevant course information	Ongoing	South Lanarkshire College



## Place

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Develop planning policies to support the delivery of the Tourism Strategy	Existing policy on the visitor economy and tourism will be reviewed and refreshed	Prepare South Lanarkshire Local Development Plan 3	Adoption of SLLDP3	The finalised SLLDP3 will be produced in 2027/28 but preparatory work will begin long before this.	SLC Planning
Develop planning policies to support the delivery of the Tourism Strategy	Existing policy on the visitor economy and tourism will be reviewed and refreshed	Prepare Rural Design Guide to include visitor facilities and accommodation	Committee approval of Supporting Planning Guidance	Dec 2022	SLC Planning
Ensure national planning policy on tourism and the visitor economy is considered in decision making on planning applications	Establish National Planning Framework 4 as key issue once it is approved and becomes part of the Development Plan	Prepare interim Supporting Planning Guidance based on NPF4 as appropriate	Committee approval of Supporting Planning Guidance	Mar 2023	SLC Planning

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Ensure national planning policy on tourism and the visitor economy is considered in decision making on planning applications	Establish National Planning Framework 4 as key issue once it is approved and becomes part of the Development Plan	Engage with the tourism industry and partner organisations when preparing policy and SPG	Hold engagement event	Dec 2022	SLC Planning
Work to secure funding to develop and enhance the tourism and visitor infrastructure	Prepare and submit funding bids	Develop designs and costings for missing long distance walkway sections in S Lanarkshire. Submit applications for funding	Securing funding and construction of long-distance paths	Mar 2024	SLC Rural and Funding Team
Work to secure funding to develop and enhance the tourism and visitor infrastructure	Prepare and submit funding bids	Develop Clyde100 concept and designs for associated infrastructure improvements creating proposals for enhanced SLC infrastructure at key locations	Secure funding for design and scoping of projects	Dec 2022	SLC Rural and Funding Team
Work to secure funding to develop and enhance the tourism and visitor infrastructure	Prepare and submit funding bids	Work with third sector, landowners, and community organisations and trusts to develop the quality and variety of the visitor experience	Value of funding secured for enhanced visitor facilities and attractions	Mar 2024	SLC Rural and Funding Team

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Work with communities to support community led tourism opportunities	Engage with community groups and other organisations such as SCOTO	Undertake a rural community tourism engagement consultation. Assessing, demands, pressures, and opportunities identified by rural communities.	Report completed	2022	SLC Rural and Funding Team
Work with town centre partners and stakeholders to ensure that our towns are a welcoming, functional, and vibrant place to live, work, visit and do business.	Work with town centre organisations such as Development Trusts and Business Improvement Districts to enhance the town centre offer.	Regular meetings and coordination with organisations to support their ambitions	Minutes of meetings etc.	Ongoing	SLC Town Centre Management Team

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Extend the Clyde Walkway south from its current termination point at New Lanark to connect with adjacent sections of the 'Scotland's Great Trail' network.	Create connection south to the Southern Upland Way at Leadhills/ Wanlockhead	<p>Review Clyde Walkway extension feasibility study</p> <p>Undertake landowner and community consultation</p> <p>Secure funding from appropriate sources including Renewable Energy Fund</p> <p>Prepare detail design specifications and costings</p> <p>Prepare contract documentation</p> <p>Undertake site implementation</p>	<p>Completion of landowner and community consultation</p> <p>Funding secured</p> <p>Detailed design specifications and costings prepared</p> <p>Completion of contract documentation</p>	2025	SLC Countryside and Greenspace Service in partnership with Planning and Regeneration Services
Extend the Clyde Walkway south from its current termination point at New Lanark to connect with adjacent sections of the 'Scotland's Great Trail' network.	Create connection east via Biggar to join with the John Buchan Way in the Scottish Borders	<p>Review Clyde Walkway extension feasibility study</p> <p>Undertake landowner and community consultation</p> <p>Secure funding from appropriate sources including Renewable Energy Fund</p> <p>Prepare detail design specifications and costings</p> <p>Prepare contract documentation</p> <p>Undertake site implementation</p>	<p>Completion of landowner and community consultation</p> <p>Funding secured</p> <p>Detailed design specifications and costings prepared</p> <p>Completion of contract documentation</p>	2025	SLC Countryside and Greenspace Service in partnership with Planning and Regeneration Services

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Extend the Clyde Walkway south from its current termination point at New Lanark to connect with adjacent sections of the 'Scotland's Great Trail' network.	Connection west via Douglas and Glespin to the River Ayr Way in East Ayrshire	<p>Review Clyde Walkway extension feasibility study</p> <p>Undertake landowner and community consultation</p> <p>Secure funding from appropriate sources including Renewable Energy Fund</p> <p>Prepare detail design specifications and costings</p> <p>Prepare contract documentation</p> <p>Undertake site implementation</p>	<p>Completion of landowner and community consultation</p> <p>Funding secured</p> <p>Detailed design specifications and costings prepared</p> <p>Completion of contract documentation</p>	2025	SLC Countryside and Greenspace Service in partnership with Planning and Regeneration Services
Provide a tourism offer that will directly contribute to the quality of life for South Lanarkshire's residents via improved places to visit, looking after our environment and greenspace including thriving country parks for all to enjoy	Turn our assets into experiences attracting new and repeat visitors	Review and develop our cultural programme to best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events, and festivals. Deliver a visitor attraction activities and events programme	Annual visitor numbers	Dec 2022 then annual reviews	South Lanarkshire Leisure and Culture (SLLC)

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Provide a tourism offer that will directly contribute to the quality of life for South Lanarkshire's residents via improved places to visit, looking after our environment and greenspace including thriving country parks for all to enjoy	Invest in our local heritage to ensure we sustain our tourism offer	<p>Seek external funding opportunities to invest in our open spaces.</p> <p>We will study visitor numbers at Key assets eg Tinto Hill in order to improve facilities to meet demand.</p> <p>We will Promote the 6 SLL&amp;C golf courses.</p>	External funding secured and delivery of investment projects	Dec 2022 then annual reviews	SLLC
Provide a programme of high-quality productions throughout our 5 Cultural Venues to encourage theatre goers to remain within the (South) Lanarkshire area rather than travel to neighbouring authorities and additionally will enhance Lanarkshire as an area to visit from out with the area	Work in partnership with similar services in North Lanarkshire to provide a comprehensive offering from Lanarkshire as a whole.	Programme high quality performances and companies.	Ticket sales	Dec 2022 then annual reviews	SLLC

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Provide a programme of high-quality productions throughout our 5 Cultural Venues to encourage theatre goers to remain within the (South) Lanarkshire area rather than travel to neighbouring authorities and additionally will enhance Lanarkshire as an area to visit from out with the area	Invest in the infrastructure of our venues to ensure they are 'fit for purpose' in terms of delivering large scale productions	Investigate funding and capital expenditure opportunities to invest and enhance the quality of performances and invest in our venues, including equipment	Total funding secured	Dec 2022 then annual reviews	SLLC
Research caravan and camping provision and the demand and appropriateness for Aires provision in the area	Research demand and explore appropriate delivery options to meet this demand.	Gather views from interested stakeholders, liaise with other local authorities who have operated pilot schemes and explore the viability of potential pilot schemes/sites.	Initial research completed. Pilot scheme(s) identified.	2023/2024	SLC Tourism Officer, Economic Development working in partnership with planning, roads, and licensing colleagues
Encourage the media/film industry to use our locations and our rural landscape and heritage settings as film locations	Work in collaboration with the film industry to identify suitable locations	Establish links with potential partners	Number of film bookings secured	Dec 2022 then annual reviews	SLLC

## Business

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Provide support to tourism and hospitality businesses through the council's grants scheme	Offer targeted support to South Lanarkshire tourism and hospitality businesses, enabling them to create and safeguard jobs, increase turnover and profit	Administer the Business Support Grants scheme to support businesses to invest, subject to eligibility etc criteria.	Annual evaluation of programmes / interventions: <ul style="list-style-type: none"> <li>Number of grant applications.</li> <li>Number of businesses supported.</li> <li>Number of jobs safeguarded/created</li> </ul>	2022 then annual evaluations	SLC Economic Development team
Support Scotland Food & Drink's Regional Food Tourism Ambassador Programme	Ensure that good links are in place between Scotland Food & Drink, the current South Lanarkshire Food Tourism Ambassador, and with South Lanarkshire Council	Ensure regular communication takes place. If the scheme is expanded and additional ambassadors are required, help Scotland Food & Drink to identify other new potential ambassadors	Evaluation of Food Tourism Ambassador Scheme by Scotland Food & Drink	Ongoing	South Lanarkshire Council (SLC) Food and Drink Sector Lead, Economic Development
Provide support to tourism and hospitality businesses via the Business Gateway Lanarkshire service	Work with the current contractor – Elevator, to deliver support to tourism and hospitality businesses	Regular meetings are held with SLC, North Lanarkshire Council and the Business Gateway Lanarkshire contractor – Elevator	Annual evaluation of activity: <ul style="list-style-type: none"> <li>Number of businesses to receive business advice.</li> <li>Number of training events.</li> <li>Number of tourism-specific initiatives e.g., Lanarkshire Tourism Month.</li> <li>Number of tourism/hospitality businesses attending training events.</li> </ul>	2022 then annual evaluations	Business Gateway Lanarkshire / SLC Economic Development team



<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Work with other partners to support tourism and hospitality businesses	Signpost to businesses to other sources of help and advice.	Through our engagement with organisations such as the Scottish Tourism Alliance, VisitScotland, Glasgow City Region and the Scottish Local Authorities Economic Development (SLAED) tourism sub-groups, we will endeavour to be aware of available support and opportunities to the sector and share this information with the sector	Number of referrals made to partner organisations	2022 then annual evaluations	SLC Economic Development team
Drive product development with existing and new pipeline businesses	Help industry to develop and diversify their product to target, in the short term, those key markets first to return post Covid-19, and longer term, targeted higher value market segments	Develop product readiness by ensuring businesses are travel trade ready, understanding travel distribution by key market, available routes to market, and then identifying and engaging with intermediaries. Delivered through a range of business surgeries and events as well as providing platforms for business to participate e.g., missions, workshops, pre-event training, VisitScotland Expo	Number of businesses supported	Ongoing	VisitScotland

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Support business through successful delivery of digital skills and development advice	Delivering digital advice and support specifically tailored for the tourism industry. Driven by keen understanding the visitor journey. Helping businesses upskill their digital capabilities, taking advantage of the digital routes to market	Achieved through a series of 1-2-1 digital reviews, webinars and workshops covering: digital fundamentals, online booking, digital technologies, online travel agent distribution, reputation management, social media and google analytics	Number of businesses participating in reviews, webinars, and workshops	Ongoing	VisitScotland
Support tourism businesses to build business resilience, sustainability, improve business viability and profitability.	Communicate South Lanarkshire College's curriculum offer that can support upskilling and the development of employees in the Tourism sector	Work with our Marketing Team to actively promote our courses to the Tourism sector in South Lanarkshire	On production of targeted information on the College website and communications sent to Tourism groups we have networked with as above.	AY 22/23	South Lanarkshire College

## Marketing

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Raise the profile of the South Lanarkshire tourism offering	Raise awareness via the VisitLanarkshire.com website and associated social media channels	Work with North Lanarkshire Council (NLC) colleagues to review the current website content	Completion of website review report.	Ongoing	SLC Tourism Officer, Economic Development team
Raise the profile of the South Lanarkshire tourism offering	Raise awareness via the VisitLanarkshire.com website and associated social media channels	Redevelop website and liaise with VisitScotland when doing so to ensure alignment with national VisitScotland site	Launch of new refreshed website	December 2022	SLC Tourism Officer, Economic Development team
Raise the profile of the South Lanarkshire tourism offering	Raise awareness via the VisitLanarkshire.com website and associated social media channels	Ensure the site remains relevant by maintaining and adding relevant content onto the site and associated social media channels	Visitor traffic stats will be monitored	2022 then annual evaluations	SLC Tourism Officer, Economic Development team
Raise the profile of the South Lanarkshire tourism offering	Promote the area's tourism offering via VisitLanarkshire campaigns and marketing activity	Work with NLC colleagues to develop and execute marketing activity	All activity (where measurable), will be reviewed and evaluated when completed	2022 then annual evaluations	SLC Tourism Officer, Economic Development team
Ensure visitors have information on the accessibility of venues and attractions	Raise awareness of accessible tourism through linking listings on VisitLanarkshire.com with AccessAble	Keep the VisitLanarkshire website up to date and maintain ongoing subscription with AccessAble	Continue to work with AccessAble and ensure website is kept up to date	Ongoing	SLC Tourism Officer

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Promote our town centres	Promote all town centre offers through use and promotion of the inside out app.	Delivery of the insideOut app to provide a communication tool for town centre businesses, communities, and visitors. The app contains information on town centre business, attractions, events, and trails.	We will continue to work with town centre stakeholders to populate and promote the app.	Complete App development in 2022. Ongoing marketing and promotion.	SLC Town Centre Management Team
Ensure that South Lanarkshire is represented in Glasgow City Region (GCR) tourism marketing activity	Be an active member in the GCR Tourism and Destination Marketing Portfolio, and GCR Tourism Delivery Group.	Collaborate with group members and participate in appropriate marketing activity	Production of final action plan progress report	Ongoing	SLC Tourism Officer, Economic Development team
Gather tourism data to inform decision making and share with tourism operators	Work with key national organisations such as VisitScotland and the Scottish Tourism Alliance (STA) to access market data and visitor intelligence	Hold regular meetings with VisitScotland and monitor Scottish Tourism Observatory developments. Retain membership with the STA and encourage South Lanarkshire organisations to participate in data gathering activity	Number of South Lanarkshire organisations participating in data gathering exercises	Ongoing	SLC Tourism Officer, Economic Development team

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Gather tourism data to inform decision making and share with tourism operators	Commission research to inform decision making	Commission data from existing models such as Scottish Tourism Economic Activity Monitor (STEAM) reports, and the Moffat Centre Visitor Barometer reports. Consider commissioning data where gaps exist	We will keep a record of the number of data sources being used and ensure that South Lanarkshire trends are monitored, and appropriate action taken where required	Annual reviews	SLC Tourism Officer, Economic Development team
Promote use of local food and drink produce (promotion and events) across business sectors including tourism	Support promotion and events which celebrate the use of local food and drink in tourism	Work with national organisations such as Scotland Food & Drink, and local groups like Lanarkshire Larder to promote local food and drink produce	Number of events organised/supported, number of initiatives supported, number of participating businesses, number of visitors attending	Ongoing	SLC Food and Drink Sector Lead, Economic Development team
Work with VisitScotland to profile our visitors and understand their needs.	Create market prioritisation framework	Use VS research and insights to identify key target markets and segments, their location, and interests	Completed framework will align with VS insights	Ongoing	SLC Tourism Officer in partnership with VisitScotland

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Work with VisitScotland to profile our visitors and understand their needs	Create market prioritisation framework	Align South Lanarkshire product offering with the key markets and segments identified	Visitor needs and products will be matched	Ongoing	SLC Tourism Officer in partnership with VisitScotland
Work with VisitScotland to enhance South Lanarkshire content in relevant marketing activity	South Lanarkshire products are included in relevant VS marketing material	Regular updates with VS ensuring they are kept up to date with regional product development	Examples of South Lanarkshire products included in relevant VS marketing activity and reflected on visitscotland.com  Procure a digital development consultant to deliver this	Ongoing- fortnightly series of meetings with VisitScotland	SLC Tourism Officer, Economic Development team in partnership with VisitScotland
Work with VisitScotland to enhance South Lanarkshire content in relevant marketing activity	Explore creation of a High level – digital visitor guide that highlights offering	Partner with VS to deliver paid marketing activity where relevant using their channels to extend reach	Paid marketing activity completed	Ongoing	SLC Tourism Officer in partnership with VisitScotland
Work with VisitScotland to enhance South Lanarkshire content in relevant marketing activity	Explore creation of a High level – digital visitor guide that highlights offering	Prepare new Marketing Plan 2022/23	New Marketing Plan launched	2022	SLLC

<b>We will:</b>	<b>High Level Actions</b>	<b>Steps we will take to deliver this action</b>	<b>How will we know this step is complete and measure outcomes?</b>	<b>Timescales</b>	<b>Lead</b>
Raise the tourism profile of SLLC assets	Existing South Lanarkshire Leisure and Culture Marketing Plan reviewed and refreshed. Raise the profile of our venues and move away from the perception of provincial venues, instead focussing on the high-profile artists and companies that perform	Marketing Plan 2022/23 reviewed	Marketing Plan 2022/23 progress report completed, and progress reviewed	Nov 2022	SLLC
Raise the tourism profile of SLLC assets	Existing South Lanarkshire Leisure and Culture Marketing Plan reviewed and refreshed. Raise the profile of our venues and move away from the perception of provincial venues, instead focussing on the high-profile artists and companies that perform	Prepare new Marketing Plan 2023/2024	New Marketing Plan launched	Apr 2023	SLLC
Raise the tourism profile of SLLC assets	Existing South Lanarkshire Leisure and Culture Marketing Plan reviewed and refreshed. Raise the profile of our venues and move away from the perception of provincial venues, instead focussing on the high-profile artists and companies that perform	Instigate a marketing campaign aimed at the profile of the venues as opposed to specific shows, focussing on our online Box Office <a href="http://www.sllcboxoffice.co.uk">www.sllcboxoffice.co.uk</a>	Number of marketing campaign delivered	Dec 2022 then annual reviews	SLLC

## Responsible tourism

We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Develop planning policies to ensure the delivery of the Tourism Strategy is sustainable	Develop planning policy requiring the provision of appropriate infrastructure and visitor management in new developments and the protection of the natural and built environment	Prepare South Lanarkshire Local Development Plan 3	Adoption of SLLDP3	The finalised SLLDP3 will be produced in 2027/28 but preparatory work will begin long before this.	SLC Planning
Reduce our carbon footprint by utilising digital communication channels when appropriate to do so	We will use digital marketing methods when appropriate. A blend of online and offline meetings will be used to reduce the need for participants to travel to meetings	The carbon impact of activity will be considered when we are planning marketing and other communication activity. When we are planning in-person events we will promote public/active transport options where these are available	We will monitor the amount of print we are generating and use surveys when we are holding in-person events.	Ongoing	SLC Tourism Officer, Economic Development team



We will:	High Level Actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Encourage visitors to act responsibly when visiting South Lanarkshire	Embed responsible tourism messaging in the new VisitLanarkshire.com website	Ensure the new website contains information on: <ul style="list-style-type: none"> <li>• Responsible tourism</li> <li>• Accessibility</li> <li>• Links to Public transport options</li> <li>• Active Travel</li> <li>• 'Green tourism'</li> </ul>	Launch of refreshed website	22/23	SLC Tourism Officer, Economic Development team
Develop Tourism courses to include input on the sustainable visitor economy and how to maximise positive and minimise negative impacts	As above where we consult with tourism sector partners to inform the curriculum to meet needs	Contact Tourism sector employers in South Lanarkshire and with relevant South Lanarkshire Tourism networking groups to encourage discussion about embedding sustainable tourism into the curriculum to meet sector and employee need	Attendance and feedback from successful networking events.	AY 22/23 and 23/24	South Lanarkshire College

## Partnership working

We will:	High level actions	Steps we will take to deliver this action	How will we know this step is complete and measure outcomes?	Timescales	Lead
Consult with the Lanarkshire tourism sector and find out their views on whether a tourism membership organisation is desired for the region.	Ongoing discussions with the industry in both group settings and with individual businesses to establish the desire for the formation of a collaborative group.	Virtual symposium held and survey issued in Feb 2022.  Further consultation is taking place in order to reach a consensus on the establishment of a sector collaborative body.	Sector engagement will be completed with a majority view established on the desire for a collaborative tourism group.	March 2023	SLC Tourism Officer, Economic Development team
Engage in joint working with tourism colleagues across the 32 local authorities in Scotland	Share intelligence and explore joint opportunities with tourism officers in other local authority areas	Be an active members of the Scottish Local Authority Economic Development (SLAED) Tourism Sub-group	Meeting minutes, participation in joint working activity	Meetings take place quarterly	SLC Tourism Officer; Economic Development team
Support food and drink networks in South Lanarkshire	Work with organisations such as Scotland Food & Drink to provide help and advice to groups like Lanarkshire Larder	Raise awareness of promotional and funding opportunities from the council and other organisations	Number of food and drink groups supported; number of members/activities undertaken; number of attendees at events	Quarterly reports	SLC – Food and Drink Sector Lead, Economic Development team

# Appendix B strategic context – relevant policies and plans

This strategy is influenced by the following strategic plans:

## **Tourism Lanarkshire 2020**

This strategy picks up some themes from the Tourism Lanarkshire 2020, a Lanarkshire wide strategy which covered the period 2016-20.

## **Scotland Outlook 2030 and The Scottish Tourism Emergency Response Group (STERG) Recovery Plans**

Scotland Outlook 2030 represents the longer-term tourism strategy for Scotland up to 2030. The STERG Recovery Plans were created in 2020-21 to deal with short to medium-term actions required to assist the tourism sector to recover from the effects of the COVID pandemic.

## **Scotland's National Strategy for Economic Transformation (NSET)**

The vision of the national strategy is to create a wellbeing economy: a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all Scotland's people and places. It mentions that it is vital that every region in Scotland benefits from, and contributes to, a more productive and innovative economy, therefore highlighting the importance of Regional Economic Partnerships.

## **Scottish Agritourism A Strategy for Sustainable Growth**

This strategy highlights the growing trend that is agritourism. With South Lanarkshire having a vast rural landscape, there are already businesses in the area diversifying to offer agritourism experiences and this strategy notes globally agritourism has a sector worth over £1 billion per annum. It is therefore essential that agritourism is clearly defined as a unique, authentic experience for visitors. We particularly look to encourage tourism in the rural areas of South Lanarkshire and therefore the Scottish Agritourism Strategy was a positive influence when developing the tourism strategy.

## **Promote Economic Strategy for South Lanarkshire (2013-23) and South Lanarkshire COVID-19 Recovery Plan**

This strategy picks up key development themes from the Promote Economic Strategy which are business development and growth, physical infrastructure and place, and Skills - learning and employability. This tourism strategy aims to contribute towards progressing the following indicators and targets from that plan:

- Increase the number of businesses per 10,000.
- Increase Gross Value Added (GVA).
- Maintain 3-year business survival rate.
- Increase the number of business start-ups.
- Increase the number of school leavers into positive and sustained destinations.
- Reduce the proportion of South Lanarkshire residents below the Living Wage.
- Increase the employment rate.
- Reduce the number of working age residents who are employment deprived.

- Reduce the levels of income deprivation.

The new tourism strategy and associated action plan also aims to make a positive contribution to ongoing COVID-19 recovery efforts.

### **South Lanarkshire Community Wealth Building Strategy (CWB)**

CWB is an alternative approach to traditional economic development, and seeks to develop resilient, inclusive local economies, with more local employment and a larger, more diverse business base. Our diverse tourism sector is ideally placed to make a positive contribution to South Lanarkshire's CWB aspirations and enhance our urban and rural communities.

### **South Lanarkshire Community Plan (2017-27)**

The vision for South Lanarkshire Community Plan is: "to improve the quality of life for all in South Lanarkshire by ensuring equal access to opportunities and to services that meet people's needs". The overarching objective is to tackle deprivation, poverty, and inequality.

Successful implementation of this tourism strategy and action plan will make a positive contribution to several Community Planning Partnership (CPP) goals including encouraging growth of new businesses; improving the growth and survival of existing businesses in ways that generate better pay, job security and opportunities to progress; and help new businesses to develop through creating the right environment and signposting help and financial support.

Tourism is also ideally placed to make a positive contribution towards a family focused financial inclusive strategy with many jobs within tourism and hospitality industry sectors not being typical '9-5 jobs' with a wide range of full-time, part-time and seasonal jobs being provided. The wide variety of shift patterns can suit a variety of people and their own unique circumstances for example some part-time roles may be more suitable for single parents.

Tourism can also help tackle health inequalities. Natural tourism assets – walking and cycling trails for example, can be freely accessed by locals as well as visitors, and their use can provide a wide range of physical and mental health benefits. Cultural assets such as museums can promote a sense of belonging and can help combat social isolation.

Sensitive investment in tourism assets can help improve the natural environment as can responsible tourism campaigns to encourage visitors to look after the environment when they are visiting.

### **Connect (2017-22)**

Connect is the council Plan for South Lanarkshire. It sets out the council's vision, values, and ambitions and what we hope to achieve to improve outcomes for local people over the next five years.

At the very heart of this is our vision, which is to improve everyone's quality of life through the services delivered by our five Resources (Education, Social Work, Community and Enterprise, Housing and Technical, and Finance and Corporate) and in the work we do with communities and partners, including the South Lanarkshire Community Planning Partnership and the Health and Social Care Partnership.

## **Sustainable Development and Climate Change**

The development of A South Lanarkshire Sustainable Development and Climate Change Strategy 2022-2027 is ongoing. The council has also signed up to the Glasgow Food and Climate Declaration and Edinburgh Biodiversity Declaration. A key theme of this strategy is to identify sustainable development opportunities which will help progress moving towards a net zero economy.

### **South Lanarkshire Good Food Strategy 2020-2025**

One of the actions of the South Lanarkshire Good Food Strategy is to “showcase and promote the local food sector to South Lanarkshire residents and visitors” with food and drink being an “integral part of the visitor experience”. Key themes include quality and provenance.

### **Spatial Planning**

The South Lanarkshire Local Development Plan 2 was adopted by the council April 2021. Policy in relation to the visitor economy and tourism supports the provision of new high quality visitor attractions and facilities together with infrastructure and accommodation as well as the safeguarding of existing features. Proposals are expected to be sustainable, located in appropriate locations while ensuring developments include low and zero carbon energy generating technologies.

At a national planning policy level, the focus is on enabling sustainable development that helps strengthen the tourism sector. There is a recognition that tourism will need to adapt to climate change and its impact on travel as well as economic challenges. Impact on the environment and communities will require visitor management and the protection of key assets while investment in appropriate infrastructure is critical. The policy direction will be set out in National Planning Framework 4 which is expected to be approved by the Scottish Parliament in mid-2022; this in turn will inform the preparation of Local Development Plan 3.

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

Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)