

GLASGOW TOURISM & EVENTS ACTION PLAN

Glasgow's Tourism Strategy to 2016 was launched in 2007 and sets out Glasgow's ambition to continue its development as a leading international leisure and business tourism destination. An associated action plan was developed, with good progress being made towards achieving delivery of the strategy. A review of this action plan was coordinated by the Glasgow Tourism Strategy Group, comprising representatives from Glasgow City Council, Glasgow City Marketing Bureau, VisitScotland, Scottish Enterprise and industry.

In addition the Glasgow Economic Leadership (GEL) has identified Tourism and Events as a major priority for the city, with an industry led group identifying a set of major priorities on which to focus resources over the coming years. The outcomes of both these work programmes have now been combined to form this revised Glasgow Tourism Action Plan to 2016.

Glasgow's tourism sector in 2011 was made up of 2.2 million visits (excl Northern Ireland), generating spend of £562M and employing 30,000 FTE's, therefore the strategic targets will play an important part in underpinning the importance of the industry to the economy of the city.

The Glasgow Tourism & Events Action Plan is focused upon delivering the following key targets up to 2016;

Glasgow	2011	2016	Scotland	2011	2020
Trips	2.2 million	2.6 million	Trips	15.7 million	
Spend	£562 million	£685 million	Spend	£4.5 billion	£5.5bn -£6.5bn

- **Increase Employment in Tourism to 34,500 FTE's**
- **Increase Average Hotel Room Occupancy to 80%**

There are real growth opportunities to strengthen Glasgow's tourism and events sector. The Action Plan is focused on attracting customers, business and investment to the city and four key themes are focused on developing our proposition through a cluster of projects and associated actions.

1. Engagement

- a) Strong private sector engagement in the tourism and events agenda has been affirmed with all key industry groups represented in the Glasgow Tourism & Events Leadership Group.
- b) Investigate alternative funding mechanisms for the development and implementation of the tourism strategy.
- c) Development of an integrated city brand architecture with associated sectoral marketing communications plan.
- d) Strengthen links between tourism businesses, training providers, colleges and universities such as enhancing the role of GCU's Moffat Centre as Scotland's leading tourism research institute.
- e) Profile and grow Glasgow as a major UK education centre.
- f) Develop a strategic Glasgow Mackintosh entity that focuses on the economic & social potential of Mackintosh for the city. In doing so, implement ambitious plans for a capital expenditure programme and an international marketing strategy focussing on Mackintosh as an international icon.

2. Events

- a) Continue promoting the impact of events to the City's economy and communicate Major Event and Conference successes.
- b) Greater strategic focus on the development of Glasgow's major events assets, namely the Charter, Strategy, Calendar and Community to identify growth opportunities.
- c) Review the Major Events Charter, fostering a greater understanding across partners to ensure Major Events are successfully staged in the city, striving to make Glasgow the UK's most event-friendly city.
- d) Join up efforts of private and public sectors to bring more discretionary business tourism to the city.
- e) Conduct ongoing research and evaluation of the impact of Major Events in order to identify, target and bring new business to the city in the form of an extended events & festivals programme

3. Experiences

- a) Our product must be fresh, distinctive, innovative and appealing to target short break markets.
- a) Place attractiveness, accessibility and quality of environment and service are competitive drivers
- b) Ensure Glasgow infrastructure is accessible to all visitors
- c) Ensure the city is ready for business by improving the environment and capacity to promote a cafe culture, extended event programme and build momentum for increased evening and weekend trade
- d) Recommend city centre management policies on cleansing, cleanliness, safety and licensing to ensure they meet the requirements and expectations of visitors to the city.
- e) A greater focus on extending City Centre experiences and animation of Major Events & Conferences
- f) Provision of business development, innovation and marketing support to help optimise the use of digital technologies and support industry to establish their own customer feedback systems including social media analysis
- g) Provide a structured approach to supporting businesses to focus on the development and continuous improvement of both new and current product offering Increase tourism industry’s participation in low carbon projects that help increase profitability and support Green Glasgow objectives.
- h) Recommend improved coordination of public transport services to ensure they are aligned with extended city centre operations and support extended retail hours and major events

4. Enterprise

- a) Identify and analyse needs of existing and future target markets towards implementation of an investment prospectus for hotel and retail sectors
- b) Extension of core shopping hours and subsequent learning and benchmarking against UK initiatives
- c) Boost customer service skills via scaling-up of Glasgow Service with Style initiative and expansion of the Glasgow Welcomes programme through online delivery.
- d) Encourage collaboration with local, regional and national destination management partners to enhance offer in appropriate markets and to create attractive new products and services.
- e) Develop and maintain a central research repository accessible by industry and deliver a rolling programme of data & insight sharing workshops
- f) Market intelligence and data will be shared on a greater level to enable better understanding of the opportunities being targeted and to exploit the potential

Support to Industry

GCMB	Scottish Enterprise	Glasgow Chamber of Commerce	Glasgow City Council	VisitScotland
City Branding & UK/International Marketing	Sector Delivery	Policy Development	City Centre Strategy	National Tourism Organisation
Marcomms	Business Capacity Building	Training	Economic Development & Inward Investment	Business Tourism Unit & EventsScotland
Discretionary Business Tourism	Inward Investment	Networking Events	Environmental Services	Accessibility
Secure Major Events	Account Management	Project Support (CCRA & HE/FE)	Public Transport	Greener Glasgow

Monitoring & Measurement

To calculate the output of the Action Plan and the value of tourism to the Glasgow, Scottish Enterprise, Glasgow City Marketing Bureau and Visit Scotland have contracted Glasgow Caledonian University’s Moffat Centre for Travel and Tourism Business Development. *See separate document for further detail*