

Inverclyde Tourism Strategy

2009-2016

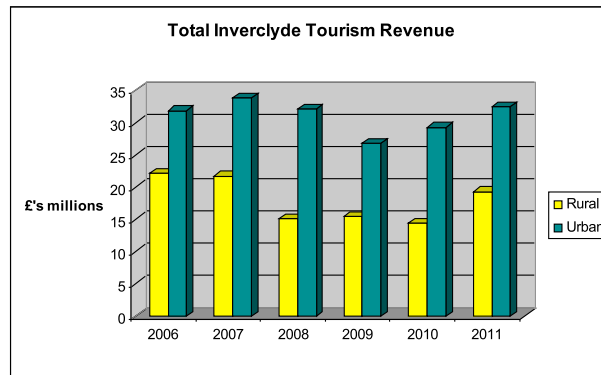
Mid Term Review

Overview of the Inverclyde Tourism Economy

The Inverclyde Tourism Strategy & Action Plan was developed in 2009 after consultation with all interested parties involved in the delivery of services to visitors to the Inverclyde area and also public sector parties such as Visit Scotland and agencies such as Greenock Chamber of Commerce and Discover Inverclyde. The strategy aims to promote the positive aspects of the area to allow them to contribute and participate in the development of tourism and provide a sound economic future for the area through the implementation of the action plan.

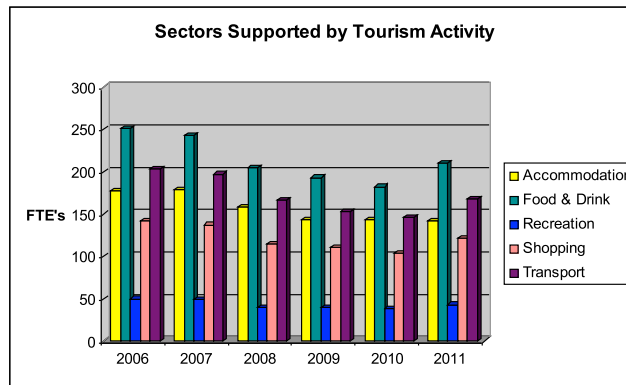
It is now 3 years since the action plan began and the world economic climate has changed significantly resulting in a realization that optimistic targets and forecasts for growth have not been achieved. We are now experiencing a double dip recession in the UK and targets set by the Scottish Government for a 50% revenue growth in tourism by 2015 have proved to be unrealistic although Scotland's tourism industry has maintained its position as a key contributor to the nation's economy generating an annual visitor spend in excess of £4.5bn.

Despite the recession, evidence from the Scottish Tourism Economic Activity Monitor (STEAM) would appear to indicate that since 2009, revenue from urban tourism activity in Inverclyde has increased year on year from £26.81m in 2009 to £32.41m in 2011 showing an increase of 21% with rural tourism in Inverclyde showing an even bigger improvement of 25% over the period.



Further detailed analysis below shows that employment supported by tourism activity has generally increased over the period (except for the accommodation sector) demonstrating that tourism is increasingly becoming more important to the Inverclyde economy.

Accommodation	-0.7%	Shopping	+10%
Food & Drink	+8.8%	Transport	+9.8%
Recreation	+7.5%		



The New Strategic Context

A new Tourism Strategy for Scotland (Tourism Scotland 2020) has been developed over the last two years by a steering group drawn from the Tourism Leadership Group and the Tourism Alliance and was published in June 2012. The new strategy aims to ensure that it will be industry led and will make Scotland a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people.



Tourism is recognised as one of Scotland's key economic contributors with day visitors contributing £6.2bn and overnight visitors generating in excess of £4.5bn annually. Tourism accounts for over 200,000 jobs across 20,000 tourism related businesses whilst also feeding into other sectors such as food and drink, retail, transport and construction.

The new Scottish Tourism Strategy will focus on turning 4 groups of tourism assets into quality, authentic visitor experiences.

- **Nature, heritage and activities**
- **Destination towns and cities**
- **Events & festivals**
- **Business tourism**

The ambition of the new national strategy is to achieve an annual visitor spend of between £5.5bn and £6.5bn by 2020 for the whole of Scotland which translates to an additional £1bn or 18% growth.

Market analysis has identified that particular Scottish assets offer significant growth potential especially in areas such as Inverclyde where tourism is aspiring to become a mainstay within the economy and businesses and industry groups need to work together more effectively to develop this sector for the future.

Potential Areas for Growth (Scottish Tourism Alliance Tourism Strategy)

Activities & adventure	+ £89m by 2015	Mountain biking	+£36m by 2015
Cruise	+ 1.1m visitors by 2029	Sailing	+£44m by 2020
Golf	+10%-53% over 10 years		

In future, the main measures of success in terms of Tourism development will be calculated in terms of overnight visitor spend and visitor satisfaction and the Tourism Alliance will put in place mechanisms to ensure that information is gathered on a consistent and comprehensive basis capturing day visitor numbers.

What next for the Inverclyde Tourism Strategy and Action Plan?

Following consultation with our partners,

- Local Area Tourism Partnership
- Discover Inverclyde
- Greenock Chamber of Commerce
- Inverclyde Council
- Scottish Enterprise
- VisitScotland
- Sail Scotland
- Clydeport
- EventScotland
- Scottish Natural Heritage
- Clyde Muirshiel Regional Park
- Historic Scotland
- Riverside Inverclyde
- The Inverclyde Alliance
- The Inverclyde Tourist Group
- The Inverclyde Community Development Trust
- Caledonian Macbrayne
- Western Ferries

...and input from the Inverclyde Local Area Tourism Partnership group, the aims and objectives of the Inverclyde Tourism Strategy & Action Plan 2009-16 have been reviewed and aligned with the new Tourism Scotland 2020 Strategy for the remaining 3 years of our plan to ensure that Inverclyde tourism businesses and partner agencies are all working towards a Scotland that is a destination of first choice for a high quality, value for money and memorable customer experience, delivered by skilled and passionate people.

Additionally, a list of new Baseline Indicators have been included at the end of this mid term review in order to be able to more clearly evaluate the progress of the Strategy over the remaining 3 years and also focus activity on some identifiable, achievable targets that can demonstrate progress with regard to development of the tourism sector as an economic driver for the future of the Inverclyde economy.

Our shared vision for Inverclyde is to achieve sustainable growth for the tourism sector and to maximize the contribution that the tourism sector makes to the Inverclyde economy particularly through the day visitor and short leisure break market. The increasing number of cruise ships that visit the Ocean Terminal in Greenock each year bringing thousands of day visitors together with the potential of developing packages of our natural assets and heritage, are creating real opportunities for the development of existing and the creation of new tourism and hospitality

businesses and the revised strategy and action plan seeks to deliver real sustainable change by 2016.

Inverclyde Tourism Action Plan 2013 - 2016

The new themes for action (in line with the new National Tourism Strategy) are as follows:-

- Theme 1** Knowing our markets
- Theme 2** Managing the customer journey
- Theme 3** Building sustainable tourism
- Theme 4** Strengthening leadership and collaboration
- Theme 5** Better data

The organisations who will assist in the delivery of the plan:-

DI	Discover Inverclyde	ITG	Inverclyde Tourist Group
CMRP	Clyde Muirshiel Regional Park	LATP	Local Area Tourism Partnership
EV	Event Scotland	RI	Riverside Inverclyde
FSB	Federation of Small Businesses	PS	Private sector
GCC	Greenock Chamber of Commerce	SDS	Skills Development Scotland
IEDT	Inverclyde Events Development Team	SCDI	Scottish Council for Development & Industry
IC	Inverclyde Council	SG	Scottish Government
IL	Inverclyde Leisure	VS	Visit Scotland

Theme 1

To better know our markets

Key Objectives/ Aspirations	Actions	Lead	Partners	Outputs/Outcomes
1) Know our customers	i. Establish a local annual data gathering exercise through a standard short questionnaire which can be issued to all tourism/hospitality businesses to use with their visitors	IC/LATP	LATP, FSB, ITG, DI, GCC	Annual report summary questionnaires for each season – local data monitor
	i. Carry out a visitor survey in 2013 across Inverclyde to find out who our visitors are, where they come from, how much they spend, where they visit in Inverclyde and what they would like to see in the future	IC	LATP members to carry out	Externally commissioned visitor survey for Inverclyde in 2013
2) Use market intelligence more effectively	i. Source and gather existing local info and collate & share with all Inverclyde tourism/hospitality businesses to use in their business development eg Oak Mall, Clydeport, Funworld, McLean Museum	IC, LATP	LATP members, DI, ITG	Annual local data monitor
	i. Disseminate information to local tourism businesses to assist them in future development	IC	LATP/DI	Emails/newsletters and LATP partnership meetings
3) Identify potential growth markets and develop products and services accordingly	i. Explore development of new products and services around assets and experiences eg sailing, marine, heritage, golf, cycling	IC, VS, LATP	SE, VS, IC, LATP, DI	Development of new partnership packages/offers each year – eat/sail/golf/heritage walks
	i. Work in partnership to encourage more cruise ships to come to Greenock. Encourage businesses and traders to embrace the opportunity and develop their businesses to provide services and products that additional visitors want	Clydeport	ITG, IC, VS, FSB, GCC	Increased number of cruise ships coming to Greenock by the development of Terminal 2 and extend season.
	i. Make contact with cruise ship tour organisers to establish what additional local tours/activities they might like to see developed to offer for passengers alighting at Greenock on future cruises eg sail charters on the Clyde	IC, LATP	ITG	Annual visitor survey, local data survey (see theme 1 1) i.)

Theme 2

To manage the customer journey

Key Objectives/Aspirations	Actions	Lead	Partners	Outputs/outcomes
1) Develop tourism assets into authentic experiences	i. Work together to develop and promote new Inverclyde facilities/attractions eg The Beacon, Fire Brigade Museum, golf & stay package, water & sailing activities	IC	LATP members, DI	Advertising/promotional campaign in Aug 2013
	i. Work in partnership to deliver the first Heritage Inverclyde project - the coastal trail	HI Steering Group	LATP, IC, DI	Physical infrastructure development in 2013, launch/promotion/ advertising in 2014
	i. Further work together to develop new packages to turn assets into experiences	LATP	DI, LATP, VS, SE	See Theme 1 3)i
	i. Create a local Inverclyde Ambassadors scheme for all ages to encourage a feeling of "Pride in Inverclyde" perhaps resurrecting the "Invest in Inverclyde" initiative	DI/ITG	ITG, The Trust, LATP members	Ambassadors identified, promotional materials developed and promotional events & opportunities sought
	i. Work in partnership with public and private organisations who run events in Inverclyde, to develop existing and create new, events and festivals in the area to attract significantly large numbers visitors	IEDT, ES	VS, ES, DI, PS	An Inverclyde event organisation created to co-ordinate area events
	i. Encourage, develop and promote the availability of the quality open/green space provision in Inverclyde including the network of safe cycle, walking and horse riding routes and the potential for the development of a range of water and land based activities	IC, CMRP	LATP, GCC, DI, IL, RI	More cycle/walking/horse riding routes developed. Development of packages for marine tourism
2) Develop a high quality visitor experience	i. Explore options to establish a Visit Scotland Visitor Information Centre in Greenock within an existing facility.	IC, VS	LATP, ITG	Additional information point established
	i. Conduct research to find out training needs for Inverclyde tourism/hospitality businesses and organise appropriate training sessions	IC	LATP/DI	2 training sessions for tourism businesses annually
	i. Seek to offer World Class Host training to all Inverclyde tourism/hospitality businesses	IC,VS	LATP	2 World Class Host training sessions
	i. Further develop Discover Inverclyde as the one stop agency to provide access to all information about the area for potential visitors	ALL	All	The creation of a DMO

Key Objectives/Aspirations	Actions	Lead	Partners	Outputs/outcomes
	i. Encourage the aspiration to bring a 4* hotel development to Inverclyde	IC, LATP, VS	SCDI, Business Gateway	A new boutique hotel
	i. Explore potential and establish appropriate social media platforms via Discover Inverclyde to interact with visitors and promote all that is on offer	DI	All	Establish active Twitter, Facebook, You Tube
	i. Improve public realm areas and built environment eg signage improvements, development of trails, greening of derelict sites	IC	ITG, DI, RI LATP	Improvements to – new signage, development of town & heritage trails
	i. Encourage and assist tourism businesses to consider submitting bids for national awards such as the Scottish Thistle Awards in recognition of the achievements of local businesses	LATP, PS	IC, VS	1 bid per annum from Inverclyde
	i. Work in partnership to improve the quality and variety of retail offering in our town centres to increase visitors	GCC	RI,DI, IC,LATP, FSB	Scheduled plan to make improvements to streetscapes/tourism signage in all towns and villages
	i. Encourage the development of e-business capability of all the tourism/hospitality businesses in Inverclyde	IC, DI	LATP, FSB, GCC	All tourism/hospitality businesses to have a company email, web presence (website, social media)
3) Improve QA star gradings for tourism/hospitality businesses	i. Encourage all Inverclyde businesses to be part of the Visit Scotland QA or Eat Scotland schemes	IC, VS	LATP, DI members	1 new business per annum joining QA via financial assistance from IC
	i. Encourage tourism/hospitality businesses to invest in new facilities/improvements through take up of Business Development Assistance options	IC	LATP, DI members	At least 20 assists/interventions per annum

Theme 3

To build sustainable tourism – economic, environmental and social growth

Key Objectives/ Aspirations	Actions	Lead	Partners	Outputs/outcomes
1) Build a more sustainable industry	i. Encourage tourism/hospitality businesses to join the Visit Scotland Green Tourism Business Scheme	IC, VS	LATP, DI members	An additional 2 businesses to be members by 2016
	i. Identify and work with existing "sustainable" businesses such as CMRP to encourage them in their aspirations to bring more visitors to the area by developing more sustainable facilities and activities	IC, CMRP	LATP, ITG, VS	Increased visitor numbers
2) Improve frequency and variety of public transport	i. Partnership to encourage the frequency and reliability of public transport options with suppliers and also encourage more information on how, where and when visitors can access them	GCC, FSB, ITG, PS, DI	LATP members	Personalised timetables at key bus stops. Increase frequency of train service. Improve/increase tourism signage
3) Encourage a greater uptake of funding for tourism/event projects	i. Private/public sector to work together to identify potential and attract new national/international events to Inverclyde. Create funding bids for tourism/event projects and submit joint bids.	DI/IC	IEDT, ES, VS	Make bids to i) attract new large events to Inverclyde ii) ES and VS for funding to promote Inverclyde events
	i. Continue to invest in business development through tourism grants and external funding	IC	PS, LATP, DI members	20 tourism business assists per annum
4) Seek more efficient practices that benefit business, communities and environment	i. Seek advice from Visit Scotland re options for training/information sessions for local businesses on ways to become more sustainable	LATP	All tourism/hospitality businesses	Training schedule for the next 3 years to be arranged
	i. Encourage tourism/hospitality businesses to get involved with local green initiatives such as the Inverclyde Cleaner, Greener, Safer and Stronger initiative and buy in to the Council Green Charter by finding out more info	LATP	LATP, DI members	Invitation to green initiatives to supply speakers to present to LATP/DI
	i. Seek to work with more social economy organisations, community groups and schools to develop opportunities for residents to acquire skills and knowledge and become involved in providing services to visitors	IC	ITG, The Trust, Heritage Inverclyde Steering group organisations	Develop training programme and create opportunities for self employment, new private sector, social economy organisations to deliver more tourism services eg info guides, cycle hire, activity packages

Key Objectives/ Aspirations	Actions	Lead	Partners	Outputs/outcomes
	i. Continue to ensure that the importance of Tourism development is recognised by all Alliance partners and included in all relevant local strategy plans	IC	All	Reference to tourism development in all area economic development strategies and plans
5) Achieve the full potential from tourism/hospitality throughout the year.	i. Identify ideas to build tourism/hospitality business throughout the year not just during the summer season	LATP	VS, IC, FSB, ITG, GCC	Development of more day visitor events throughout the year eg Christmas market, food/wildlife/sailing festivals
	i. Recognise the natural assets of the area and work together to create partnership packages linking experience, food & drink, transportation and accommodation	IC	VS, DI, LATP, PS	See theme 1 3)i
	i. Encourage more of our young people into tourism related training and employment by encouraging tourism businesses to grow or encourage more start up tourism businesses	SDS, IC	ITG, The Trust, IC, SDS, DI	Increase employment opportunities in tourism to 108 by 2016
	i. Working in partnership undertake a Visit Scotland area promotional media campaign	IC	VS, LATP (hospitality/food members)	IC to fund a 2013 promotional campaign for day visitors focussing on an Inverclyde food offer
	i. Working with partners to develop arts/sports/heritage projects/events in the run up to and during/after the Commonwealth Games and Year of Homecoming in 2014 that will utilise existing sites and facilities to provide venues and locations for activities to attract visitors and potentially create legacy projects that will continue on after 2014	IEDT	IL, IC, DI	Maximise use of all Inverclyde leisure sites and facilities during 2014
	i. Partners to be encouraged to promote their services on the Discover Inverclyde stand at the annual Tourism Expo event in May to promote packages/activities available in Inverclyde	LATP	DI, LATP members	DI businesses interested in manning a stand annually to generate interest and enquiries for Inverclyde activity & stay packages

Theme 4

To strengthen leadership and collaboration

Key Objectives/ Aspirations	Actions	Lead	Partners	Outputs/outcomes
1) Develop capabilities and capacity of leaders in tourism businesses in Inverclyde	i. Further develop and strengthen Discover Inverclyde to allow it to become the single brand for the promotion and marketing of Inverclyde to attract visitors	DI Board	GCC, FSB, PS, IC	Develop an Inverclyde BID/DMO
	i. Organise training events for business leaders to support them to take on more responsibility for area tourism development and promotion activity within Discover Inverclyde	DI, IC	SDS, LATP, DI members, VS	Mentoring and support to develop a schedule of promotional activity
2) Develop and strengthen partnerships between public and private sector	i. Work together to create a process to attract large tourism/events projects for the remaining Winning Years and beyond eg develop an Inverclyde events programme during Year of Homecoming and promote via a joint online "Whats on" for Inverclyde	IEDT	All	Identify new and supplementary existing Inverclyde
	i. Identify the best vehicle to deliver effective area marketing eg BIDs, DMO	DI, FSB, GCC	IC	A bid or DMO to be set up by 2016
4) Create a Pride in Inverclyde for local residents, communities and businesses	i. Create a belief amongst residents and businesses through a "Pride in Inverclyde", that the area can become a thriving service economy deliver a range of products and services that will attract visitors	DI, ITG	IC, GCC	i Expand the Pride of Inverclyde awards. ii Create a local promotional campaign to encourage residents and businesses to provide an Inverclyde Welcome

Theme 5

To provide better data

Key Objectives/ Aspirations	Actions	Lead	Partners	Outputs/Outcomes
1) Improve the accuracy, reach and relevance of data sources available for businesses	i. Disseminate national and local statistical information to all partners to inform decision making process	IC	National stats bodies, LAMP, DI members	Regular reporting of relevant national and local statistical information shared with all interested parties
	i. Encourage representation/ attendance at relevant tourism development conferences/briefing seminars on behalf of the partner businesses and disseminate information	IC	ITG, LAMP, DI	Regular Inverclyde representation at national events with information disseminated to all local partners
2) Address gaps in local knowledge	i. Create a new Inverclyde annual survey of all tourism and hospitality businesses and disseminate to participants	IC	All	Annual Local Data Monitor established
	i. Explore costs of engaging an organisation to gather information from event organisers all over Inverclyde for a local "What's On Inverclyde" website	IEDT	All	A 'Whats on Inverclyde' events guide established
	i. Encourage all tourism/hospitality businesses to join DI to create a comprehensive dataset of service providers for the area so that more partnership working and sharing of information can be encouraged	DI	PS	All Inverclyde tourism/hospitality businesses will be members of Discover Inverclyde

BASELINE INDICATORS

Indicator	Description	Current Source	Baseline 2011/12	Annual Growth Rate	Target for 2015/16
Total Revenue	Total spend generated by visitors to Inverclyde	STEAM	51.74 (£'s millions)	2%	52.77 (£'s millions)
Tourist Days	Number of visitors staying in Inverclyde	STEAM	760.17 ('000's)	3%	782.97(000's)
Day Visitor numbers	Number of visitors to Inverclyde	STEAM	331.47 (000's)	2%	338.09 (000's)
Total employment	Number of FTE employees in tourism sector	STEAM	973 (FTE's)	3%	1002 (FTE's)
Number of Quality Assurance Scheme members	Number of tourism businesses signed up to QA schemes	VisitScotland/Eat Scotland	VS QA - 9 Eat Scotland - 0	3%	VS 10 ES 2
Increase in number of tourism/hospitality businesses	Total number of tourism/hospitality businesses in Inverclyde	Discover Inverclyde Membership	100	2%	102
Number of experience "packages" developed	Number of packages developed and marketed	Local data monitor	n/a	1 per annum	4
Number of visitor attractions	Number of visitor attractions in Inverclyde	Scottish Visitor Attraction Monitor	4	3%	5
Visitor numbers to visitor attractions	Numbers of visitors to Inverclyde attractions	Scottish Visitor Attraction Monitor	115.5 (000's)	3%	119 (000's)
Number of green tourism business scheme members	Number of tourism businesses signed up to Green Tourism QA schemes	VisitScotland	2	2%	3