

# TOURISM STRATEGY

2018 - 2023



Tourism and destination marketing portfolio



GLASGOW  
CITY REGION



## FOREWORD

The Glasgow City Region is an area of contrasts and opportunity for visitors.

Our strong heritage is there to see in our locations, in our buildings and in our landscapes. Each of the areas that make up the region have a unique story to tell.

This tourism strategy aims to bring together the eight city region partners to highlight the breadth of the tourism and visitor offer and to set out the joint approach we intend to take in sharing our stories with visitors from across the world.

The city region collaboration across the councils and our partners was born from the Glasgow City Region City Deal which is delivering £1bn of infrastructure investments.

Every project aims to improve our area by making significant infrastructure improvements, investing in skills and delivering jobs.

In my own local area, Inverclyde, on the banks of the river we are excited to be delivering a new Greenock Ocean Terminal.

As one of the only infrastructure projects which can be described as directly related to tourism and visitors to our area, the Greenock Ocean Terminal project aims to secure future growth in visitors coming to Greenock through the cruise market.

Through this strategy and its associated action plan, the partners commit to working collaboratively in a range of areas including promoting our area as an attractive location to more day visitors, UK leisure tourists, study visitors as well as identifying and targeting emerging markets

The overall aim is an ambitious one: to attract an additional 1 million tourists to the city region by 2023.

While each of the council areas will work towards the delivery of the action plan, a clear recognition is set out that our visitors do not recognise the boundaries we operate under.

Only by working together as equal partners with a clear goal can we maintain our unique identities, but work towards that wider goal of delivering more visitors to the city region and Scotland.

I commend this Glasgow City Region tourism strategy to you and would like to thank the public and private agencies and range of partners who have brought it to fruition and have committed to work together to deliver it.

**COUNCILLOR STEPHEN MCCABE**  
**LEADER OF INVERCLYDE COUNCIL, and**  
**GLASGOW CITY REGION PORTFOLIO LEAD FOR TOURISM AND DESTINATION MARKETING**



### **Cruise ships in Inverclyde**

As part of the Glasgow City Region City Deal, Inverclyde Council and Peel Ports are delivering a joint venture aimed at increasing the number of cruise ship visitors to Scotland. The project will create a new purpose built Greenock Ocean Terminal berth and visitor centre.

## The West Highland Way East Dunbartonshire

The West Highland Way starts in Milngavie town centre in East Dunbartonshire and stretches 96 miles (154 km) to Fort William in Argyll.

The route takes walkers and cyclists past a huge variety of the stunning Scottish landscape. The West Highland Way weaves through historic Mugdock Country Park, along the shores of the world famous Loch Lomond and Trossachs National Park, across open moorland and up into rugged mountain landscapes.



## INTRODUCTION

The Glasgow City Region (GCR) is a collaboration of the eight local authorities of: East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire councils.

The city region economic strategy (2017-2035) takes a long term outlook and is supported by a short term three year action plan.

The 2035 Vision is:

*'A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'*

The economic strategy identifies 11 objectives to support this vision:

- Attract and retain talent and enterprises relocating to Glasgow City Region
- Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes
- Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities
- Grow the presence of Scotland's growth sectors in the city region so that we increase the total number of Glasgow City Region's businesses and employees who work in these sectors
- Significantly improve the productivity of Glasgow City Region's diverse business base through increased investment, innovation and exporting
- Increase the number of sustainable and high growth start-ups surviving beyond five years
- Grow Glasgow City Region supply chain activity whose growth underpins the success of Glasgow City Region sectors
- Building on the city deal bring forward in parallel strategic programmes, projects and associated investment that maximise the value of the deal

- Maximise the potential of the key Glasgow City Region economic assets
- Actively promote Glasgow City Region globally, with a focus on international investment opportunities
- Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land

A number of these objectives influence the tourism agenda and are supported by the following actions within the Glasgow City Region economic action plan.

**Ref. 4.2** We will provide specialised support to develop and grow the city region's food and drink sector

**Ref. 4.3** We will attract an additional 1 million tourists to the city region by 2023

**Ref. 4.4** We will develop a shared tourism offer throughout the city region. This will be founded upon a joint tourism and destination marketing strategy developed in conjunction with VisitScotland and VisitBritain.

**Ref. 4.5** We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals

To support delivery of the single, shared vision a 'distributive leadership' model allocates each of the eight local authorities' responsibility for a portfolio, with Inverclyde Council leading on tourism and destination marketing. The portfolio group, comprised of public and private partners, have developed this Glasgow City Region tourism strategy and will drive forward the activities detailed in its accompanying action plan.

Many of the actions are inter-connected therefore the tourism portfolio group will work in liaison with the enterprise; inward investment; skills and employment; transport and connectivity and infrastructure and assets portfolios to maximise impact.

## Whitelee windfarm East Renfrewshire

Whitelee is the the UKs largest onshore windfarm.

It is also home to the unique Whitelee windfarm visitor centre, offering a hands-on interactive experience bringing renewable energy to life.



## POLICY CONTEXT

The strategy sits within the context of the Glasgow City Region economic strategy 2017 – 2035 and is aligned to Scotland’s economic strategy (March 2015) the Scottish Government’s agenda for cities (Reviewed January 2016) and ‘Tourism Scotland 2020’.

Tourism Scotland 2020 is the national industry strategy for tourism and sets the ambition to grow the value of visitor spend to at least £5.5bn per annum by 2020.

The strategy is built around a strong focus on those markets that offer Scotland the greatest growth potential and highlights those assets or strengths in our visitor offering which appeal strongly to our customers, both current and in the future in those growth markets.

Scotland boasts world class assets in our natural environment, in our heritage and culture, in our music and events offering, with many of these coming together to create a strong destination offer alongside high quality accommodation, food and drink and entertainment. We also host a wide range of local, national and international events and festivals and feature strongly on the global meetings, conferences and exhibitions stage.

The commitment of Glasgow City Region partners to work together at a regional level, and with national agencies, provides a strong platform for the city, the region and Scotland to benefit from Glasgow’s strengths as an attractor for visitors coupled with the richness of the wider regional offering. This will help to spread the valuable economic contribution from tourism beyond the city, and importantly, to manage visitor flows at peak times throughout the year.

The city deal provides investment to further enhance key aspects of the visitor journey within the region. Key projects such as the redevelopment of the ocean terminal facility in Greenock for cruise ships and the Glasgow Airport access project will aim to attract an increase in visitors. Alongside a new Glasgow City Region tourism strategy and action plan, we are well placed to attract new visitors and to increase visitor spend and business turnover.

This will support the creation of thousands of new jobs and help lever in significant private sector investment, benefiting both our communities and our visitors. We will strive to make tourism in the city region inclusive and available to all.

Glasgow City Region offers day, overnight, study, leisure, and business visitors a rich and diverse product, and is a sector which provides a significant element in the ongoing economic vitality of the city region. With the city at its vibrant heart, we are fortunate to have a wide range of products on offer from the UNESCO World Heritage Site in New Lanark in the south of the region and the Antonine Wall World Heritage Site in the north of the region, to the stunning Loch Lomond and Trossachs National Park in the north of the region.

The city region is a destination which visitors strongly associate with culture, heritage, the arts, nature, shopping, events, sport, leisure and festivals, and as a year round destination.

The tourism strategy seeks to provide a coordinated approach to enhance the aims of eight member authorities’ economic and tourism plans within the Glasgow City Region , through growth in day, leisure and business visitors. Our strategy provides a structure for joint contributions of private and public sector organisations to engage the wider tourism community in an integrated and agile way. It will prioritise coordinated tourism support, the alignment of marketing endeavours and the annual monitoring of our markets, priorities and enablers.

To maximise our reach and engagement with consumers, collaboration between VisitScotland and VisitBritain will be bolstered to increase the visibility of the Glasgow City Region as a gateway to Scotland, and in turn, the wider Scotland tourism offer recognising the importance of entry to the area by land, sea and air.

We will work with Partners including Scottish Enterprise and VisitScotland to ensure that we develop a robust, reliable set of indicators which measure the added value our collaboration yields.

## VISION

*A strong, inclusive, competitive and outward-looking tourism sector, which delivers high quality, value for money and memorable visitor experiences, delivered by skilled and passionate people.*

## TARGET

*To attract an additional 1 million tourists to the city region by 2023.*

### SSE Hydro Glasgow

The SSE Hydro is part of the SEC (Scottish Event Campus) which includes the Armadillo and conference centre.

The SSE Hydro plays host to national and international music megastars as well as global entertainment and sporting events attracting an audience of more than a million visitors each year.

The venue is consistently ranked in the top ten arenas globally, alongside iconic venues like Madison Square Garden and The O2.



## Gourrock outdoor pool Inverclyde

Sitting on the banks of the river Clyde, Gourrock outdoor pool is a salt water pool, heated to 29 °C, with spectacular views of the Clyde estuary.

Starlight swims during the summer offer visitors the chance to swim beneath the stars.

It is an ideal location to relax and spot the marine life on the river and the many cruise ships which bring over 120,000 passengers to Scotland at nearby Greenock Ocean Terminal.

## OUR MARKETS

The City of Glasgow is by far the most significant tourism centre in the city region.

The tourism portfolio group agreed that identification of the key markets would be guided by those identified in the Glasgow City visitor strategy.

The other regional partners would seek to work with Glasgow City to capitalise on the city's marketing plans for the rest of the region and using these opportunities to complement and inform their own destination marketing activities.

### UK leisure tourists

Our largest partner, Glasgow City Council, has completed customer segmentation research of the UK holiday and short break market to build a detailed understanding of the most appropriate audiences to target.

Based on attitudes and interests reflective of Glasgow's assets, they have identified four key market segments. City Region partners have agreed to support Glasgow's marketing activities, to work collaboratively to draw tourists out of Glasgow to experience the wider city region tourism offer.

Our key segments are predominantly found in Scotland, the North of England and Northern Ireland because of their proximity to the Glasgow City Region.

London is also important because of the large numbers of people seeking culturally motivated city breaks and the improved connectivity to Glasgow by rail and air.

### European short breaks, long haul markets and emerging markets

International tourists are important because of their propensity to spend in the city.

In 2013, 26% of tourist trips and 38% of tourism spend in Glasgow was from international markets. Analysis undertaken has identified the city's priority international leisure tourism markets as: USA, Germany, Canada, France and Australia. Strategic marketing communications activity will continue to build on opportunities from these key territories.

The Netherlands, Spain, Scandinavia and Eastern European countries with an affinity with Glasgow have also been identified as markets with potential for growth.

Partners will work together, to prioritise building and nurturing relationships with a portfolio of carriers, travel intermediaries and media partners to reach our target audiences.

The emerging economies of China and India offer significant long-term potential and promotion of leisure tourism will sit together with inward investment, higher and further education and trade development initiatives.

### Visiting friends and relatives

In 2015 (based on a three year annual average from 2013 to 2015) visiting friends and relatives (VFR) from domestic overnight visitors to Glasgow City Region accounted for 37% of trips and 25% of expenditure. 40% of international inbound visitors to Glasgow City Region visited for VFR purposes accounting for 36% of expenditure. Raising the profile of Glasgow with those with a connection to the city and amongst Scottish diaspora, presents an opportunity to contribute to our targets. Improved connectivity with the rest of UK and the expansion of existing and new routes from North America, Australia and Eastern Europe will drive further demand.

## Strathclyde Country Park North Lanarkshire

Strathclyde Country Park is an iconic country park which lies in 400 hectares of countryside in the valley of the River Clyde.

Set within beautiful surroundings the park is one of the most popular family attractions in the central belt of Scotland, with thousands of visitors coming each year to the park to enjoy the vast range of activities and events on offer.



### Day visitors

Using a three-year average from 2014-2016, the number of tourism day visits to Glasgow City Region generated an average spend of £1,253 million per annum.

The average distance of travel for day visitors is forty-five miles but the majority, some 16 million visits, involved a trip of over three hours, the largest proportion within three to four hours travel time .

Day visits to the City Region are more likely to involve visiting friends and relatives, shopping, visiting attractions, going for something to eat or drink in a restaurant or café, socialising in a pub or club and attending an event.

The scale of this opportunity is recognised in this plan, as leisure day visitors remain an important year round, repeat market for the city region. We will continue to inspire, engage and provide experiences that encourage day visitors to return more often, stay longer and spend more on the diverse range of products available within the region.

### Study visitors

The growth of UK and International students is a priority for our world-class universities and colleges.

Through an innovative cross-sector approach, we will showcase our vibrant city, unique education institutions and high quality of life.

This will be achieved by further developing compelling reasons to study and visit.

The growth in study visits also presents further opportunity for the visiting friends and relatives market.

## Paisley Abbey Renfrewshire

Paisley Abbey was founded in 1245, when the former priory was raised to the status of an Abbey, answerable only to the pope in Rome. William Wallace was educated by the monks of Paisley Abbey and it is often described as the 'cradle of the house of Stuart' as King Robert II of Scotland, the first of the Stewart monarchs, was born in the Abbey.



# THE CITY REGION'S ASSETS: OUR STRENGTHS

## Cultural tourism

Our built and social heritage and cultural and creative credentials are globally renowned and this strategy is our opportunity to amplify the regions story. These include contemporary art, music, architecture, museums and collections and textiles as well as two World Heritage sites.

The Glasgow City Region is a culturally well-developed destination and will continue to invest in its assets. Over and above this, we will align, programme and communicate our proposition with target markets using anniversaries and landmark events. We will amplify our cultural products that best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events and festivals.

## Events and festivals

There are a range of unique, world class sporting and cultural venues across the city region. For example, open water swimming, rowing, mountain biking and golf events help to create a compelling proposition. Support for facilities to strengthen their own capabilities to deliver world-class events is key to our objectives. We will establish a city region events and festivals forum to bring together inclusive and accessible events programmes across the city region to maximise impact and drive more visitors, showcasing the wide range of events available, avoiding regional duplications. The legacy of Glasgow 2014 Commonwealth Games and its cultural programme will provide future opportunities to showcase the city on the global stage, including major events of scale such as the inaugural European Championships in 2018 and UEFA Euro 2020.

## Business events

Glasgow delivers for Scotland in business events boasting fantastic venues and a recognised ability to deliver a quality of event experience which more than meets client needs. The SSE Hydro is repeatedly in the top four busiest ticketed venues globally, whilst Glasgow Convention Bureau has just been awarded the accolade of The UK's best convention bureau for the 12th consecutive year which is recognition of the outstanding team which the region has bidding for, and delivering, future business events. The range of venues across the city region strengthens

and broadens our appeal as a destination in an increasingly competitive global marketplace. Continued investment in our signature venues will be key to protecting the city region's and Scotland's competitive position and the many jobs supported by the sector.

Increasingly the potential of business events to deliver more than tourism benefits is being recognised with a greater focus on supporting growth in key sectors. Through the likes of the city's ambassador programme, we will build on our business tourism credentials, grow our calendar of UK and international conferences and encourage the wider region to capitalise on the opportunities, such as business extenders, packaging experiences and incentives.

## Outdoor activities

The city region offers a range of outdoor activities which appeal to tourists, day visitors and locals alike. These include walking the John Muir Way, cycling at Cathkin Braes, wildlife watching at New Lanark, horse riding or sailing on the Clyde. These activities complement the more urban, city experiences providing opportunities for visitors to get out of the city and also to extend their stays.

## Touring

For many visitors touring a region by bus, car, bike or even boat is the perfect way to explore. Partners will work together to highlight the range of experiences available across the city region and develop ways to make this exploration easier for visitors, whether they have arrived off a cruise ship, are based in Glasgow or are visiting the region on a day trip.

## Food and drink

Glasgow City Region has a vibrant and award winning eating and drinking scene, with food and drink available to suit all tastes and pockets. The city region's food and drink is about experience and authenticity. This is underpinned by the clever use of Scotland's exceptional natural larder. We will provide support and advice to businesses with the goal of improving the quality and sustainability of the tourism sector.

## Chatelherault Country Park South Lanarkshire

Chatelherault Country Park, is a five star visitor attraction set in 500 acres of countryside and woodland and over ten miles of routed pathways.

It features an adventure play ground, picnic facilities and is home to a listed 18th century hunting lodge boasting breathtaking views across the central belt, Campsie Hills and Ben Lomond.



# IMPROVING THE CUSTOMER JOURNEY

## Customer experience

How tourists and visitors experience our region must be personalised and memorable. Building on our friendly reputation we will continue to invest in service excellence training and development, such as the 'Welcomes' programmes and to encourage businesses and facilities to be open to all, through continued promotion of accessibility programmes and schemes. Increased use of digital technologies and social media channels, e-commerce and e-ticketing will also enhance the customer experience during a visit. It is therefore important that we work closely with the Enterprise and Skills & Employment Portfolios to ensure businesses have the skills to provide those digital products and services.

## Transport connectivity

To compete effectively, the city region has to ensure that it is more easily accessible by air, rail, road and sea. As tourism and visitor numbers grow, demands on the region's transport infrastructure will increase. To respond to the different needs of our customers, an efficient, integrated and sustainable transport network is required to provide the quickest and most direct routes to, and in and around the city region and we will liaise closely with the transport and connectivity portfolio. Along with our existing transport nodes we aspire for the city region to provide a tourism gateway to Scotland.

The priorities for air route development will be the expansion of existing and new direct routes from major European cities. Driving demand in established North American services from the United States and Canada is also prioritised and will benefit from integrated marketing communications support. Indirect connectivity with major hubs will also grow inbound leisure tourism from Australia and emerging markets.

Visitors to the city region can now enjoy uninterrupted motorway transport between Glasgow and Edinburgh for the first time and ongoing investment in rail infrastructure will improve the transport system.

## Digital connectivity

Investment in superfast broadband is critical for the visitor experience. Improved digital connectivity is central to the city region's economic growth and we are progressing measures to vastly enhance current digital connectivity to ensure a world class digital network delivering faster speeds and superior reliability.

Coupled with the benefits that will emerge from smart city technologies, this will ensure visitors and tourists have reliable access to information and services.

It will do this by providing an extensive fibre network that allows quicker and more reliable access to cloud-based services and enables fixed and wireless networks to work together to deliver all of the future 5G benefits. This network will also enable benefits generation from the future roll-out of the so-called 'internet of things' (IoT) technologies.

Digital connectivity will help spread economic benefits and growth of the city region tourism offer by providing an interactive customer experience as well as enhancing the engagement of visitors and tourists.

## ENABLING TOURISM TO GROW

### Leadership and partnerships

Tourism is an industry, delivered largely to visitors by the private sector and supported by many publicly funded facilities, services and organisations.

If the strategy is to be effectively implemented and successfully delivered then strong and valued partnerships between public, private and third sectors are essential.

Greater involvement of the private sector is essential if we are to increase jobs and growth. These partnerships should be used and, where appropriate, build on existing groups and networks and should be task oriented.

There is a need to ensure that industry is engaged in the development and delivery of this strategy.

Recognising that many aspects of the strategy will be delivered by the public sector, there is a commitment to develop effective structures to ensure successful industry engagement and participation.

We will do this by working closely with the national industry leadership group through the Scottish Tourism Alliance and local industry partnerships.

### Jobs and skills

Tourism is a people industry and therefore a focus on jobs and skills is essential to the success of tourism in the region. We need to not only focus on attracting talent into the industry but also on retaining these people and support them through a career in this sector. Tourism can provide rewarding jobs and careers for young and old alike offering opportunities straight from school to those looking for a second career.

Working with the skills and employment portfolio group and through the regional and national skills investment plan we will:

- work with industry partners to align skills and employment opportunities to meet demands
- work collaboratively with skills agencies and partners to deliver a comprehensive pipeline of skills and training from school to degree level qualifications
- work with employers to invest in skills for people already in the industry to support sustainability and enable greater economic growth
- work collaboratively with industry partners to make work pay through Fair Work practices
- establish a city region approach to supporting employers and increasing diversity in the workplace
- work collaboratively with universities, colleges, government and businesses in the sector to retain graduates and ensure that post-study work visa policies allow us to retain talent and grow our regional economy
- establish a regional offer to employers in the sector and a single point of contact to make it as easy as possible for employers to access appropriate support regardless of their location
- work with schools and other agencies to increase awareness of opportunities and to raise perceptions of the industry.

### Dumbarton Rock and Castle West Dunbartonshire

Dumbarton Castle is located in the ancient capital of Scotland and is spectacularly sited on a volcanic rock overlooking the River Clyde.

Visitors can scale over 500 steps to stand atop one of Scotland's greatest ancient strongholds. The volcanic plug, which is Dumbarton Rock, in-filled the crater of a volcano that was active 350 million years ago.

## World Heritage Site: New Lanark

New Lanark World Heritage Site is a unique 18th century mill village sitting alongside the picturesque River Clyde, less than one hour from Glasgow and Edinburgh.

Visitors can see recreated millworkers' houses, historic working machinery and the nearby 'Falls of Clyde' waterfalls.

There's a Mill Shop selling locally made textiles and produce and the 4-star New Lanark Mill Hotel.

## Destination marketing

Glasgow City Region, the place, our people and assets provide a platform for tailored marketing communications to our target markets. Technology is transforming consumer behaviour and our customers are transforming our marketplace. There is little point in marketing everything to everyone. We will market specific assets that are relevant to specific markets.

## Infrastructure and investment

Working with the Infrastructure and assets portfolio group, we will support public and private sectors to maintain targeted capital investment and delivery in support of this plan. However, we must also influence our policies, strategies and plans to represent and respond to the needs of tourists and visitors and enhance their experience.

Demand for hotel accommodation has reached record levels and is forecast to grow. If the city region is to deliver one million additional tourists by 2023, further supply is absolutely essential to achieve our ambition.

The city has a pipeline of developments with a projected 1,500 hotel bedrooms, however the city alone requires 2,500 rooms to meet increased demand from current, and projected, leisure and business tourism markets. Opportunity exists for all of the city regions member authorities to contribute to addressing this issue. Planned developments include investment in the road network; extending the Greenock Ocean Terminal cruise ship visitor welcome and the proposed Glasgow Airport access project. Examples of other major investments include The Burrell renaissance; Kelvin Hall sports venue and expansion of the Scottish Event Campus (SEC).

In response to constrained supply and increasing consumer demand, we will support the sharing economy and the diversification and growth of short-term accommodation provision that appeals to customers seeking authentic experiences in vibrant neighbourhoods across the city and the city region.

## Data and Insights

Sharing of data and insights has the potential to help identify new opportunities. Evolving digital technologies will influence consumer behaviours and impact the Glasgow City Region experience.

Our development, investment and marketing decisions must be knowledge driven. Partners and businesses across the city are committed to the collection and sharing of data so we have market insights to inspire and inform consumers, enhance productivity and improve the customer journey.

In particular, we will use the expertise and opportunities presented by the Glasgow City Region intelligence hub, future City Glasgow demonstrator, digital Glasgow strategy and digital tourism Scotland which collectively set out how businesses can engage, participate, collaborate and shape how our digital economy can help to deliver growth.

To enable this we will set up a new data and insights group to collect, analyse and share more effectively. This group will leverage big data knowledge and best practice from our universities and industry that will provide actionable insight.

To deliver service excellence to our tourists and visitors, we must ensure we all have detailed product knowledge and information for our priority assets therefore we will support businesses to best utilise such data. Furthermore, new product or service developments that enhances city experiences will be supported with targeted investment.



## World Heritage Site: The Antonine Wall

Running for 37 miles (60km) from Old Kilpatrick in the west to near Bo'ness in the east, the Antonine Wall cuts across the central belt of Scotland. Built on the orders of Emperor Antoninus Pius around 143 AD and abandoned around 165AD shortly after his death when the Roman troupes re-occupied Hadrian's Wall. The Wall offers something for everyone, whether you are a fan of visiting Roman remains, a keen walker or cyclist, there are a range of scenic spots and pathways to visit and visitors can enjoy scenic views of the Kilpatrick and Campsie Hills and the Kelvin Valley.



## OUR DELIVERY MODEL

**This strategy is aligned with the individual tourism strategies of the member authorities and to tourism Scotland 2020. It seeks to act as an enabler across the city region and is heavily reliant on a number of supporting strategies both at a regional and local level.**

The city region and industry work well together and are effective at mobilising strategic partnership working and collaboration.

The new delivery model should be agile and dynamic. To connect more organisations and businesses with the priorities of this strategy, we are putting in place a structure that promotes industry action, with support from public partners.

Our new strategy provides an opportunity to cement the role of the new Tourism and Destination Marketing Portfolio Group to promote strategic level collaboration in the delivery of the plan. It will meet four times a year, oversee the strategy and drive progress and monitoring.

Glasgow City Region member authorities have their respective strategies, plans or website information providing their detailed tourism offering.

### East Dunbartonshire Council

<https://www.eastdunbarton.gov.uk/residents/planning-and-building-standards/planning-policy/economic-development/economic-development>

### East Renfrewshire Council

<http://www.eastrenfrewshire.gov.uk/daysout>

### Glasgow City Council

<http://www.glasgowcitymarketing.com/tourism-and-visitor-plan/>

### Inverclyde Council

<https://www.inverclyde.gov.uk/tourism-and-visitor-attractions/strategy-for-tourism-development>

### North Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

### Renfrewshire Council

<https://paisley.is/>

### South Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

### West Dunbartonshire Council

<http://www.west-dunbarton.gov.uk/leisure-parks-events/tourism-and-visitor-attractions/>

[www.glasgowcityregion.co.uk](http://www.glasgowcityregion.co.uk)

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