



# SCOTLAND OUTLOOK 2030

Responsible tourism for a sustainable future.

Marc Crothall MBE  
CEO, Scottish Tourism Alliance  
Co-Chair, Tourism & Hospitality Industry Leadership

@St\_alliance

#STM2023

A person stands on a mountain peak with arms raised, overlooking a vast landscape of mountains and a body of water. The scene is hazy and atmospheric, with a soft light suggesting dawn or dusk. The text is overlaid on this background.

SCOTLAND HAS AN AMBITIOUS SHARED VISION

SCOTLAND.  
WE WILL BE THE WORLD LEADER IN  
21<sup>ST</sup> CENTURY TOURISM.

# COMMITMENTS TO 4 STRATEGIC PRIORITIES



- **Diverse Businesses**  
Building business resilience, sustainability and profitability
- **Passionate People**  
Attracting, developing and retaining a skilled, committed, diverse and valued workforce
- **Thriving Places**  
Creating and developing a sustainable destination together
- **Memorable Experiences**  
Providing the very best, authentic and memorable experiences

# A BOLD SET OF OUTCOMES

## Strategic Outcomes

### **Our Diverse Businesses**

We will build business resilience, sustainability and profitability.

- Tourism businesses in Scotland are entrepreneurial, agile and resilient.
- Scottish tourism businesses are committed to sustainable practices.

### **Our Passionate People**

We will attract, develop and retain a skilled, committed, diverse and valued workforce.

- Scotland's tourism sector has created an outstanding workforce, ready to meet the requirements of the 21st century workplace.
- Scotland's tourism sector has adopted Fair Work practices.
- Improved opportunities for career mobility encourages career development across the tourism sector.
- The diversity across the tourism sector is reflective of a modern Scotland.

### **Our Thriving Places**

We will create and develop a sustainable destination together.

- Places across Scotland develop and manage tourism effectively and responsibly.
- **Local communities are actively engaged as valued stakeholders in tourism development and delivery.**
- A strategic approach to developing the right products in the right places ensures that the whole of Scotland and more sectors of the economy benefit from tourism demand.

### **Our Memorable Experiences**

We will provide the very best, authentic and memorable experiences.

- Scotland's tourism assets are nurtured to deliver high quality, memorable experiences that benefit visitors and the places they visit.
- Visitors are encouraged and enabled to explore more of Scotland throughout the year.
- Scotland is an inclusive and accessible destination, which enables all visitors to travel widely and enjoy the full range of the country's visitor experiences.

# UNDERPINNED BY RESPONSIBLE TOURISM



## Responsible Tourism Commitments

Scotland's tourism sector will make a full contribution to our national ambition to become a net-zero society by 2045.

**Scotland's tourism sector will ensure that tourism leads to improved community wellbeing and nurtures thriving places across Scotland.**

Scotland's tourism sector will ensure the value of tourism to Scotland's economy continues to increase, and delivers shared prosperity for all, by encouraging the right growth in the right areas.

# TOURISM & HOSPITALITY INDUSTRY LEADERSHIP GROUP (ILG)



**Purpose:** To provide strategic direction to drive Scotland's ambition to be the world leader in 21<sup>st</sup> century tourism.

- The ILG will champion the national tourism strategy, Scotland Outlook 2030, a key component of the Scottish Government's National Strategy for Economic Transformation (NSET).
- The ILG will provide strategic leadership to help grow the economic value and enhance the benefits of tourism, while delivering the very best for visitors, businesses, and communities.

# WHO IS THE ILG?

- A network of individuals from across the public, private and the third sector. Together, they have knowledge and experience spanning Scotland, the UK and across the globe.
- 19 industry members were all appointed as individuals and not as representatives of companies or organisations.
- 9 organisations also sit on the group.
- Co-Chaired by Ivan McKee, Minister for Business, Trade, Tourism & Enterprise and Marc Crothall, CEO, Scottish Tourism Alliance. Vice-chair is Judy Rae, OnFife Cultural Trust.



SCOTTISH  
TOURISM  
ALLIANCE

Your voice in tourism matters



COSLA



SOUTH of  
SCOTLAND  
ENTERPRISE



Scottish Enterprise



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean



Scottish Government  
Riaghaltas na h-Alba

# WHO IS THE ILG?

**Aileen Crawford**  
Glasgow Life

**Andrea Nicholas**  
Green Business UK

**Barbara Smith**  
Diageo

**Benjamin Carey**  
Carey Tourism

**Calum Ross**  
Loch Melfort Hotel

**Carron Tobin**  
Rural Dimensions  
SCOTO

**Chris O'Brien**  
Nevis Range

**Chris Greenwood**  
Moffat Centre

**Debbie Johnson**  
IHG Hotels &  
Resorts (UK &  
Ireland)

**Joshua Ryan-Saha**  
Traveltech for  
Scotland

**Joss Croft**  
UKinbound

**Judy Rae**  
OnFife Cultural  
Trust

**Kat Brogan**  
Mercat Tours

**Kelly Johnstone**  
Springboard Charity

**Leon Thompson**  
UKHospitality  
Scotland

**Melanie Allen**  
Nithbank Country  
Estate

**Michael Golding**  
Visit Inverness Loch  
Ness

**Russell Murray**  
Wilderness Group

**Stephen Duncan**  
Historic Environment  
Scotland

Co-Chair - Ivan McKee, Minister for Business, Trade, Tourism & Enterprise  
Co-Chair - Marc Crothall, CEO, Scottish Tourism Alliance  
Vice-Chair - Judy Rae, OnFife Cultural Trust



SCOTTISH  
TOURISM  
ALLIANCE

Your voice in tourism matters



COSLA



SOUTH of  
SCOTLAND  
ENTERPRISE



Scottish Enterprise



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean



Scottish Government  
Riaghaltas na h-Alba

**Industry members are appointed as individuals, they do not represent companies or organisations.**



# WHAT HAS BEEN THE INITIAL FOCUS FOR THE GROUP?

- To consider Scotland Outlook 2030 and ensure its key areas of focus will help us achieve our shared ambition.
- Two meetings have taken place (November 2022 and January 2023). ILG members will meet again on 14<sup>th</sup> March.
- Discussions are initially assessing the four strategic priorities Diverse Businesses, Passionate People, Thriving Places and Memorable Experiences. Consideration is being given to the “Bold” set of our 2030 outcomes, do they remain, or should they be adjusted or strengthened?
- This is the start of the process. Further work will be done to determine the steps that need to be taken to achieve the vision of Scotland Outlook 2030.





# SUCCESS WILL BE DETERMINED THROUGH PARTNERSHIP, LEADERSHIP AND **SIX KEY CONDITIONS**

## **Policy**

Having the right policy and regulatory landscape in place

## **Infrastructure & Connectivity**

Proactively investing in the right infrastructure, transport and digital connectivity.

## **Digital**

Harnessing the power of technology and data.

## **Investment**

Ensuring we have access to investment.

## **Business network**

Providing a strong support network for our businesses.

## **Positioning**

Successful positioning of Scotland and its tourism industry.

A person stands on a mountain peak with arms raised, symbolizing achievement and collaboration. The background shows a vast, hazy mountain range under a soft, golden sky.

COLLABORATION IS AT THE HEART OF THE ILG

TOGETHER, WE WILL CONTINUE TO WORK  
IN A COLLABORATIVE AND INCLUSIVE  
WAY, TO REALISE OUR ASPIRATION OF  
BECOMING A WORLD LEADER IN 21<sup>ST</sup>  
CENTURY TOURISM.



# SCOTLAND OUTLOOK 2030

Responsible tourism for a sustainable future.

## THANK YOU

@St\_alliance

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

#STM2023