

A scenic landscape of rolling green hills, a blue body of water, and a paved road leading towards a farmstead under a blue sky. The foreground is dominated by a paved road that curves through lush green fields. In the middle ground, there are several farm buildings and a stone wall. The background features a large green hill with a lighthouse on top, overlooking a blue bay. The sky is a clear, deep blue.

**Scottish Tourism Emergency Response Group  
COVID-19 National Action Plan - 7 December**

# Rebuilding Scotland's tourism industry together

Scottish tourism is facing up to its biggest challenge ever with Coronavirus impacting the entire industry. It is expected that the recovery will take some time and many businesses will require significant support to restart their operations.

The recovery of this crucial £11 billion industry requires a multi-agency approach, working with the tourism industry to help those affected today, tomorrow and in the future.

The Scottish Tourism Emergency Response Group (STERG) is working hard to help tourism businesses to recover from this unprecedented situation, working collaboratively to make the best use of budgets and their own employee's time. They have one goal – to help the tourism industry return to being the economic and social powerhouse it once was.

The group, which consists of the Scottish Tourism Alliance (STA); VisitScotland (VS); COSLA; the three Enterprise Agencies - Scottish Enterprise (SE), South of Scotland Enterprise (SoSE), Highlands and Islands Enterprise (HIE); Skills Development Scotland (SDS)

and the Scottish Government (SG), has developed one single, joined-up, national action plan to not just combat the current issues but also look at how the industry could effectively restart and recover as restrictions imposed to suppress the virus are eased. This has been a real team effort, giving the agencies an opportunity to refocus plans and redirect budget, as well as working alongside the tourism industry to work through daily issues.

The STERG National Action Plan is aligned to the priorities outlined in Scotland Outlook 2030, the national tourism strategy and remains a living document which is updated on an ongoing basis and will continue to evolve in line with scientific evidence and government advice. Responsible tourism will be core to this - working with local communities and destination organisations is crucial as we look to rebuild a successful tourism industry which allows locals and visitors to coexist and ensure the Scottish welcome is at the heart of the visitor experience.

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1 NATIONAL RESPONSE				
	Action	Anticipated Outcome	Action Owner	Status
1.1	Provide a national, coordinated response to the ongoing challenges of the COVID-19 pandemic and facilitate the sector's recovery by working closely with representatives of the Scottish tourism industry and Scottish Government.	<p>Support businesses by providing information and reassurance; safeguarding employment; and helping them access financial assistance to maintain cash flow and secure a viable future.</p> <p>A joined-up, phased Action Plan is developed to combat the current issues but also looks at how the industry could effectively recover and build resilience for the future.</p> <p>The Plan ensures collaboration between public agencies, industry and SGov, successfully providing transparency and avoiding the duplication of actions or resource.</p>	VS / Enterprise Agencies / SDS / COSLA / STA / SGov	<p>The Scottish Tourism Emergency Response Group (STERG) re-convened in March 2020.</p> <p>STERG Action Plan regularly updated and published on VS.org. Last updated 7th December 2021.  <a href="https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/national-action-plan">https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/national-action-plan</a></p> <p>STERG continues to respond to the ongoing challenges and uncertainties of COVID-19 while also addressing recovery.</p> <p>To note: Phase 1 Priority Recovery Projects are tracked in the STERG Action Plan (see section 2.3).</p>
1.2	Represent industry views directly to Scottish Government and UK Government.	Frequent engagement and communication with key stakeholders: Industry, UK Government, Scottish Government; Cabinet Secretary; Ministers and Officials, cross-party MSPs and MPs	All Partners	<p>Fortnightly STERG meetings continue. Notes &amp; Actions from the meetings published on VS.org.  <a href="https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates">https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates</a></p> <p>Fortnightly STERG update sessions are being held with sector organisations. Meeting notes are published on VS.org.  <a href="https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates#sector">https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates#sector</a></p> <p>Regular STA Council meetings and Forums continue to take place. Scottish Government officials and Ministers are invited to attend on a regular basis.</p>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>1.3</b>	Public agency budgets subject to ongoing review to maximise budget allocations to COVID-19 support and sector recovery.	Additional targeted interventions are created to reflect the latest industry insights.	VS / Enterprise Agencies / SDS	<p>Public agency budgets were reprioritised to immediately respond to the COVID-19 pandemic.</p> <p>Budget commitments continue to be reviewed on an ongoing basis to support the Recovery of the sector.</p>
<b>1.4</b>	Scenario Planning work undertaken to ensure that a flexible range of recovery plans can be developed.	To have in place a sound evidence base to inform recovery in the immediate term.	VS with STERG partners	<p>STERG COVID-19 Scenario Plans completed and a COVID-19 Scenario Planning Toolkit for industry developed and published in November 2020. <a href="#">Click here to find out more and download the Toolkit.</a></p> <p>The toolkit is designed for use on an individual basis but also as a group – group sessions to identify sector specific responses to the scenarios have been undertaken with ASSC, ASVA, BH&amp;HPA, Wild Scotland and SGH&amp;BBA.</p> <p>Local Authorities are actively encouraging businesses to use the toolkit.</p> <p>STERG have agreed not to refresh the scenario plans. This will be reviewed in early 2022.</p>

2	NATIONAL RECOVERY			
	Action	Anticipated Outcome	Action Owner	Status
2.1	A Recovery Task Force will be established to advise the Scottish Government on Tourism Recovery plans.	<p>Through an appointed group of more than 30 businesses, with experience from across the industry and agency representatives, the task force will provide strategic advice on recovering from the impacts of COVID-19. The taskforce will publish a report with their recommendations for recovery by the end of September-20.</p> <p>Notes: STRT is not responsible for delivery of the agreed recovery plans – these will be actioned through the Scottish Tourism Emergency Response Group (STERG) and its member organisations.</p>	Scottish Government	<p>The Scottish Tourism Recovery Task Force (STRT), (formed in June 2020 and chaired by former Cabinet Secretary for Rural Economy and Tourism and the former Minister for Business, Fair Work and Skills), published their recommendations on 23rd October 2020. <a href="https://scottishtourismalliance.co.uk/tourism-recovery/">https://scottishtourismalliance.co.uk/tourism-recovery/</a></p> <p>The STRT recommendations were put before the Scottish Cabinet in December 2020 and a formal response was issued by the Scottish Government on 21st December, requesting a Scottish Tourism Recovery Plan to be developed based on the Task Force Recommendations. <a href="https://www.gov.scot/publications/scottish-tourism-taskforce-recommendations-scottish-government-response/">https://www.gov.scot/publications/scottish-tourism-taskforce-recommendations-scottish-government-response/</a></p>
2.2	Industry, public agencies and Scottish Government to collaboratively develop a 2 Year Scottish Tourism Recovery Plan based on the Task Force Recommendations.	A 2 Yr recovery plan for Scottish Tourism outlining the short-term recovery needs of the sector and identifying the investment model required to support it.	STERG partners and industry representatives	<p>STERG is coordinating a 3 Phase recovery planning process. This is taking an inclusive and collaborative approach between industry, the public agencies and the Scottish Government to ensure that tourism recovery across Scotland is shaped in partnership. The phased approach has evolved to reflect the changing landscape.</p> <ul style="list-style-type: none"> <li> <b>Phase 1: Priority Recovery Proposals</b>            A set of priority proposals were submitted on 11-Mar-21. £25m secured on 24-Mar-21 from Scottish Government FY 2021/22 budget to support 10 Recovery Proposals. All proposals now being implemented  <a href="#">Click here for details.</a> </li> <li> <b>Phase 2: Two Year Recovery Recommendations</b>            Recommendations prioritise short term (up to 2 yrs) recovery measures. Following a robust programme of stakeholder engagement and consultation with the Task Force, the final set of recommendations were submitted by STERG to the Scottish Government on 27-Aug-21 for consideration. A response from the Scottish Government is expected post Scottish Budget on 9th December.  <a href="#">Click Here For Details</a> </li> </ul>

	Action	Anticipated Outcome	Action Owner	Status
				<ul style="list-style-type: none"> <li>• <b>Phase 3 – Secure Funds to Support the Two Year Recovery Recommendations</b> No funding is currently available to support the delivery. Work will continue to source alternative funding options.</li> </ul>
<b>2.3</b>	Plan, develop and implement Phase 1 Priority Recovery Proposals.	Recovery is stimulated through the implementation of 10 Priority Recovery proposals.	STERG Partners	The 10 Phase 1 recovery projects are all at various stages of development. A brief status update can be found below. Status Update @ 7th December.
<b>2.3.1</b>	International Demand Building	<ul style="list-style-type: none"> <li>• Scotland is top of mind with high spending international visitors.</li> <li>• Scotland is the first choice destination when international travel resumes.</li> <li>• Scotland's connectivity with key markets is restored.</li> <li>• Inbound DMCs can deliver an enhanced programme of sales &amp; marketing activity for responsible tourism experiences.</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>• Rapid response digital marketing activity activated in response to international travel opening up- activity in US, Canada, France, Germany, Sweden, Italy</li> <li>• Campaign launched on 30 Sept with activity running until March 2022 – first 60 day results:</li> <li>• Inbound operator product development &amp; marketing fund launched - application deadline 6 October. Consultation and input from UK Inbound, SDMA and Golf Tour Operators</li> <li>• Fund update: <ul style="list-style-type: none"> <li>• 43 applications in total</li> <li>• 36 awards made (27 received funds to date. Remaining to follow once contracts returned</li> <li>• 7 rejected due to eligibility</li> <li>• Circa spend £1.42m</li> </ul> </li> </ul>
<b>2.3.2</b>	Destination & Sector Marketing Fund	<ul style="list-style-type: none"> <li>• Scotland is front of mind for domestic consumers all year round.</li> <li>• Sectors and Destinations, in partnership with communities, can rebuild their local visitor economies.</li> <li>• World class visitor experiences are developed</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>• The Fund is now closed, and 105 applications were received. Total ask £4.7m for a £3m fund.</li> <li>• 73 awards made</li> <li>• Payments processed for all applicants.</li> <li>• VS team co-ordinating support &amp; amplification of partner plans where required</li> <li>• Interim reporting issued to applicants to establish project status &amp; spend to date</li> </ul>

	Action	Anticipated Outcome	Action Owner	Status
2.3.3	ScotSpirit Holiday Voucher Scheme – Social Tourism	<ul style="list-style-type: none"> <li>Industry recovery is supported and a tourism industry which is more responsible, socially sustainable and inclusive is created.</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>The scheme supports industry collaboration with the voluntary sector through two charity partners – the Family Holiday Association and Shared Care Scotland, working with local carer centres throughout Scotland.</li> <li>Scheme guidance, FAQs details and digital participation form published onto visitscotland.org for 10 August business launch.</li> <li>As of end of October, over 130 businesses have signed up to participate.</li> <li>Beneficiaries launch took place in October.</li> <li>Scheme now extended to include Self-Catering businesses</li> </ul>
2.3.4	Day Out Incentive Scheme.	<ul style="list-style-type: none"> <li>Regional investment is boosted, stimulating spend in attractions, tours, activities and food and drink.</li> <li>Low demand is addressed by stimulating spend on quieter days and encouraging more off-season and non-peak activity uptake</li> <li>Businesses remain viable and build new visitor audiences</li> <li>Consumer confidence is boosted</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>Guidance for the fund launched on 24 Sept. Application process opened on 5 October and initially closed on 12 October.</li> <li>Days out campaign to support the eligible businesses will run Nov – Feb to boost quieter months and avoid clash with UK scheme. (Scottish based experiences/attractions can also apply to be part of the UK scheme).</li> <li>Quarter 4 plan being developed to include the option of a Top-up award plus an enhanced level of promotion for quarter 4 Jan-March</li> <li>Closed with 176 applications, 23 of those received in November</li> <li><a href="https://www.visitscotland.com/holidays-breaks/day-trips/offers/">https://www.visitscotland.com/holidays-breaks/day-trips/offers/</a> - all offers searchable here. More than 176 offers as some businesses running the discount on multiple tickets/tours</li> </ul>
2.3.5	Strategic Infrastructure Plans.	<ul style="list-style-type: none"> <li>Strategic Infrastructure Plans are supported in 6 of the priority areas identified by the Managing for Visitors Infrastructure &amp; Investment Subgroup over the next 2 -3 years</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>Across two rounds of the pilot Strategic Tourism Infrastructure Development Fund, 11 applications have been supported. Development plans will be produced by councils in Orkney, Comhairle nan Eilean Siar, Argyll &amp; Bute, Dumfries and Galloway, Perth and Kinross, East Lothian, City of Edinburgh and the Highlands; as well as the Cairngorms National Park Authority and two from Loch Lomond and the Trossachs National Park focusing on East Loch Lomond and the West Loch Lomond/Cobbler corridor.</li> <li>The Development plans are due for completion late 2021/early 2022</li> </ul>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>2.3.6</b>	Tourism & Hospitality Talent and Skills Development	<ul style="list-style-type: none"> <li>The response to the pandemic and the recovery of the sector is supported by an industry led skills development programme.</li> </ul>	Skills Development Scotland & Partners	<ul style="list-style-type: none"> <li>Approval has been granted for delivery of phase 2 of the National Transition Training Fund on-line Tourism and hospitality Talent Development Programme which will run from January 2022 through to April 2022. The programme seeks to support 1600 employees within the sector through a programme of on-line Management, leadership and Supervisory Training and promote Fair Work practices across the sector. Launch date for the programme is 12th December with the deadline for applications being 16th January.</li> <li>Utilising Tourism Recovery Funding from Scottish Government, a sub-group of the Tourism Skills Group has developed a skills development programme. Content includes: <ul style="list-style-type: none"> <li>Developing an industry wide induction toolkit.</li> <li>A talent attraction programme</li> <li>Climate Literacy training for the sector.</li> <li>A chef training programme targeting head chefs and aspiring head chefs</li> <li>Mental health and wellbeing support</li> <li>Disability and Inclusion Training programme</li> <li>Collective labour Saving Technology Pilot</li> <li>Complete Storytelling training programme.</li> </ul> </li> <li>Proposed timescale for delivery of the programme is January 2022 to April 2022</li> </ul>
<b>2.3.7</b>	Leadership Development to Boost Product Innovation	<ul style="list-style-type: none"> <li>A programme of leadership skills development for Scotland's tourism industry is delivered which recognises the importance of leadership in helping the sector recover from Covid-19.</li> <li>Working with the industry leaders, including previous programme alumni, an Innovation Recovery Fund to support recovery is delivered.</li> </ul>	Enterprise Agencies & Partners	<p><b>The Scottish Tourism Leadership Programme</b></p> <ul style="list-style-type: none"> <li>All three skills programmes are now underway with Communities Leading in Tourism and Introduction to Tourism, delivery underway.</li> <li>Destination Leaders Programme started on the 17th of November with a decision made to deliver activity Pan Scotland to 32 participants. A further cohort of over 20 participants will start on the 13th of December.</li> <li>Additional marketing support to promote the four remaining Introduction to Tourism Leadership cohorts and the second Communities Leading in Tourism cohort is showing an increase to recruitment figures. Feedback on courses delivered to date has been extremely positive.</li> </ul>

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				<ul style="list-style-type: none"> <li>The Adventure &amp; Outdoor Tourism cohort will start on the 15th of December.</li> <li>Planning for the proposed Leadership Conference and alumni activity is underway.</li> <li>Details of all remaining programmes are available on <a href="http://www.findbusinesssupport.gov.scot">www.findbusinesssupport.gov.scot</a></li> </ul> <p><b>Tourism Leadership &amp; Recovery Fund</b></p> <ul style="list-style-type: none"> <li>The ten successful fund winners have now been formally announced with delivery of the projects well underway and expenditure and delivery are on track.</li> <li>Projects are due for completion by March 2022.</li> <li>(Awards have been made to projects which can make a clear case of the development and delivery of projects, products or services which support post-Covid19 recovery in line with Scotland Outlook 2030 aims and include <b>at least</b> one tourism leadership alumni in the project team.)</li> </ul>
<p><b>2.3.8</b></p>	<p>A Net Zero Pathway for Scotland’s Tourism Industry.</p>	<ul style="list-style-type: none"> <li>A plan which delivers a Net Zero Pathway for Scottish tourism which will               <ol style="list-style-type: none"> <li>Build evidence and partnerships</li> <li>Prioritise investment on low carbon recovery and renewal</li> <li>Drive innovation for environmental, economic and social benefits</li> </ol> </li> </ul>	<p>Enterprise Agencies &amp; Partners</p>	<ul style="list-style-type: none"> <li><a href="#">The Glasgow Declaration</a> launched at COP26. Over 400 leading businesses, destinations and organisations have already signed up</li> <li>A programme of research is underway including a Carbon Baseline for Scottish Tourism. Industry wide survey – now complete, Consumer research – ongoing. Destination Climate action planning launching January 22</li> <li>Decarbonising the Tourism Value Chain project underway</li> <li>Destination Net Zero <a href="#">Web pages</a> for industry now live</li> <li><a href="#">Dedicated email</a> for business enquiries set up</li> <li>Grant funds to support industry around EV installation and accreditation will be live online in December</li> <li>Recharge In Nature pilot launched – using tech to engage EV users with the natural environment whilst recharging their cars/bikes</li> <li>Projects around decarbonising the built environment are in delivery with some of the exemplars almost complete. Comms will follow in partnership with project owners to showcase these demonstrators. Projects include – <a href="#">Fair Isle Bird Observatory</a>, <a href="#">Transformation of Nevis Range</a></li> </ul>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>2.3.9</b>	Scottish Tourism Observatory.	<ul style="list-style-type: none"> <li>A resource for Scotland's tourism industry which will make necessary, relevant and valuable data, analysis and insight easily accessible, and will exploit data developments and innovations to expand our knowledge further.</li> </ul>	VisitScotland & Partners	<ul style="list-style-type: none"> <li>Project is in its discovery phase which includes user research, data discovery and a review of technical solutions.</li> <li>Initial User research completed. Final report is in review with the project team.</li> <li>Data discovery continues. Prioritisation of data requirements for the MVP is now required.</li> <li>Research continues to identify possible technical solutions.</li> <li>The Project Sponsor and Steering Group are now in place. A Working Group and Industry Advisory Group are being set up.</li> <li>Resource constraints on the project remain challenging.</li> </ul>
<b>2.3.10</b>	Investment Models to Support Scottish Tourism Recovery	<ul style="list-style-type: none"> <li>Options for viable new investment models which will support both recovery and Scotland Outlook 2030 ambitions</li> </ul>	Scottish Enterprise & Partners	<ul style="list-style-type: none"> <li>An initial discussion has taken place with STERG partners around research findings. This will be followed by a further in-depth session before Christmas to explore options further</li> </ul>

<b>3 REBUILDING OUR DIVERSE BUSINESSES</b>				
	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>3.1</b>	All relevant delivery partners to facilitate rapid and effective access to Covid-19 financial support packages.	Fair and timely delivery of financial support packages.	Enterprise Agencies, BG, VS, LAs	<p>The majority of funds being administered by Local Authorities, the Enterprise Agencies and VisitScotland are now complete. Additional funds being administered as and when required.</p> <p>Details of financial support packages can be found at <a href="https://findbusinesssupport.gov.scot/">https://findbusinesssupport.gov.scot/</a></p>
<b>3.2</b>	Provide tailored business advice to help industry adapt to new Covid regulations, market conditions, visitor mix and expectations.	Businesses understand the implications of COVID and are responding by adapting and innovating to survive and thrive in this new environment.	VS / Local Authorities	<p>Advice and business development content revised and updated ongoing on visitscotland.org. Tailored webinars delivered for DMO/regional and sectoral groups. Ongoing engagement with businesses through Covid continues to inform the content which includes - digital skills, managing seasonality, responsible tourism development, changes in distribution channels, targeting and new product development for new and returning segments.</p> <p>Local Authorities supporting businesses directly through Economic Development, Environmental Health, Licencing and Planning Teams and providing support to help businesses diversify their product offering to aid recovery.</p>
<b>3.3</b>	Provide digital Marketing support to sector groups and DMOs	Sector groups and DMOs are able to maximise their online presence.	VS / Business Gateway	<p>VisitScotland will provide a digital review for any industry group on request. Regional Directors co-ordinating requirements with the marketing teams. Reviews can include a website audit to include UX &amp; SEO to make performance recommendations; Social Media performance review and strategy/action plan development. Over the last year a number of these have been undertaken for Wild Scotland; Sail Scotland; Go Rural; several DMOs.</p> <p>As per 2.3.2 above, 73 awards have been made to destination and sector groups for marketing recovery activity.</p>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>3.4</b>	<p>Improve Digital capability and capacity.</p> <p>Further £420k committed to Business Gateway Digital Boost programme in this financial year (2021-22).</p>	<p>Businesses are able to take advantage of technology to help improve their productivity, increase their resilience and create new market opportunities.</p>	<p>Business Gateway / VS</p>	<p>A second wave of the new VisitScotland and Digital Boost partnership programme of digital support for Scottish tourism businesses launched June through August 2021, comprising 8 webinar training sessions mirroring wave one content and including a new session tailored for the visitor experience sector: the Lookers to Bookers panel event for attractions and activity providers on 25th August explored online booking and distribution with TripAdvisor and booking system representatives, with 48 businesses in attendance. A second Ctrl+Alt+Succeed 2021 event is planned for November 23rd addressing themes of digital advancement and sustainability.</p> <p>Representatives of over 1,000 businesses participated in the first wave of the VS: Digital Boost programme up to April 2021.</p> <p><b>DigitalBoost Development Fund</b> The response to the launch of the grant in August was exceptional. Applications are now closed. Expressions of interest for any future DigitalBoost Development Grant Funding have also now closed.</p>

	Action	Anticipated Outcome	Action Owner	Status
3.5	<p>Provide insights and resources to support businesses to innovate and rebuild tourism based on a more responsible future.</p> <ul style="list-style-type: none"> <li>• Signpost existing business support for Innovation / NPD.</li> <li>• Continue to support existing programmes.</li> <li>• Identify gaps in provision and create a new, market ready programmes if required.</li> <li>• Celebrate and share case studies and best practice which demonstrates how business, workforce or product innovation has helped tourism recovery.</li> </ul>	<p>Businesses are inspired to rethink business models and create responsible tourism products which will enable businesses to take advantage of emerging opportunities as consumer behaviours changes as a result of the Coronavirus pandemic. N.B. similarities to the <a href="#">Destination Leadership Programme</a> or the <a href="#">Tourism NI Cluster Project</a> which could build on the benefits of lockdown.</p> <p>Responsible Tourism is embedded in our planning for future activity. Scotland is positioned as a responsible tourism destination for the 21st Century.</p>	All	<p>Insights and good news case studies from the tourism sector available from Interface.</p> <p>VS working ongoing to identify and share a strong portfolio of responsible tourism businesses as best practice examples.</p> <p>VS developing responsible tourism as an advice pillar for delivery by the Industry Relationship Manager team, highlighting business benefits, signposting resources and encouraging adoption, including supporting the delivery of the NetZero Pathway support programme.</p> <p>Travel intermediaries encouraged to support Scotland's profile as a responsible tourism destination through provision of responsible tourism itineraries on VS' travel trade website and inclusion of dedicated seminar on Responsible Tourism during the Scotland Reconnect 2021 travel trade event.</p>

4	PROTECTING & SUPPORTING OUR PASSIONATE PEOPLE			
	Action	Anticipated Outcome	Action Owner	Status
4.1	<p>Signposting workforce to wellbeing support, redundancy support and careers information, advice and guidance.</p> <p>Work with partners, local authorities and stakeholders to ensure employees are supported by industry employers to access support package including employee retention, self-employment, universal credit, and redundancy and well-being support.</p>	<p>Ensuring employees are given the best possible support from the various funding sources and information and guidance support open to them</p> <p>Redundancy support service for individuals focusing on financial support, wellbeing support and careers and employability provision. Expanded Careers information Advice and Guidance service launched by SDS along with and expanded PACE redundancy service for individuals. TV Adverts commenced to promote these services.</p> <p>On-line free learning portal established by SDS on the MWOW website to support furloughed workers and others to up-skill.</p>	SDS Lead	<p>SDS Careers Information Advice and Guidance services are aimed at adults and young people whose education, job or future choices have been affected by COVID and directs them to the My WORLD of Work Helpline or free helpline for support. <a href="https://www.myworldofwork.co.uk/">https://www.myworldofwork.co.uk/</a></p> <p>The SDS On-line Free learning Portal helps individuals who have been furloughed or made redundant to find free on-line courses from a wide range of training providers. <a href="#">Find free online courses   My World of Work</a></p> <p>Springboard Digital Hospitality Academy launched offering tailored support to help people find a job now and in the future. Springboard Future Chef Digital Academy developed and provided free to all schools in Scotland. <a href="#">Home - The Springboard Charity &amp; Springboard UK</a></p> <p>Individual Training Accounts (ITAs) delivered by SDS. These provide individuals with up to £200 towards the cost of a training course. Applicants need to be unemployed or earning less than £22K per year. <a href="#">SDS Individual Training Accounts (ITA)   My World of Work</a></p>
4.2	<p>Provide support to tourism and hospitality sector workers who have found themselves displaced as a result of the COVID-19.</p>	<p>Free-to-use jobs portal providing access to alternative employment opportunities in other sectors of the economy targeted at tourism and hospitality employees who have been made redundant / who are looking for work.</p>	SDS	<p>Up-scaled PACE services promoted to employers through a range of channels using the PACE toolkit. <a href="https://www.skillsdevelopmentscotland.co.uk/what-we-do/employability-skills/partnership-action-for-continuing-employment-pace/">https://www.skillsdevelopmentscotland.co.uk/what-we-do/employability-skills/partnership-action-for-continuing-employment-pace/</a></p> <p>Springboard have launched the Careerscope Website to support individuals who have lost their jobs find alternative employment and support people into work within the sector. <a href="https://careerscope.uk.net/">https://careerscope.uk.net/</a></p>

	Action	Anticipated Outcome	Action Owner	Status
				<p>Local Authorities continuing to provide a range of services to local businesses and individuals to help safeguard jobs and enable people to gain continuous employment.</p> <p>For further information regarding Employment Recruitment incentives and other types of support available for employers please contact your local partnership lead <a href="#">Partnerships Lead Contact Details   Employability in Scotland</a></p>
4.3	<p>Support the implementation of actions following from the report by the Enterprise and Skills Strategic Board sub-group on measures to mitigate the Labour Market impacts by COVID-19. This sub-group has worked closely with the Advisory Group on Economic Recovery and has put forward a range of ideas for how best to accelerate the recovery. A key part will be to ensure the enterprise and skills system works together with business in delivering a truly integrated package of support considering the challenges the Scottish economy faces.</p>	<p>Recommendations from the report include:</p> <ul style="list-style-type: none"> <li>• expansion of apprentice provision, including more off-the-job training,</li> <li>• maximising the flexibility of colleges and universities with a focus on critical skills required in growth areas of the economy,</li> <li>• development of PACE redundancy support with more front-line advisers and tailored support for businesses of all sizes,</li> <li>• short placement schemes to give work experience to under-25s who have been out of work for six months</li> </ul> <p>assistance to upskill or reskill staff and more integrated support for businesses</p>	SDS, SE, HIE, SG	<p>Report published on 3rd July 2020. <a href="https://www.gov.scot/publications/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/">https://www.gov.scot/publications/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/</a></p> <p>SG response to the Enterprise and Skills Strategic Board sub-group on measures to mitigate the labour market impacts was published on 5th August 2020. <a href="https://www.gov.scot/publications/addressing-labour-market-emergency-scottish-governments-response-report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/">https://www.gov.scot/publications/addressing-labour-market-emergency-scottish-governments-response-report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/</a></p> <p>The Young Person's Guarantee provides the opportunity of a job, placement, training or volunteering for every 16 – 24 year old in Scotland. For employers it provides an opportunity to get support to build the future workforce. <a href="https://www.myworldofwork.co.uk/youngpersonsguarantee">https://www.myworldofwork.co.uk/youngpersonsguarantee</a></p> <p>The Flexible Workforce Development Fund has been extended in the following areas:</p> <ul style="list-style-type: none"> <li>• The fund is now available to both Apprenticeship Levy paying companies and SMEs</li> <li>• £5mill fund will be available to support SMEs through a college or Open University</li> <li>• A new option is available for levy paying businesses who require specialist training to use private training providers (application through SDS).</li> </ul> <p>Information on how to apply available at <a href="https://www.ourskillsforce.co.uk/develop-your-workforce/flexible-workforce-development-fund/">https://www.ourskillsforce.co.uk/develop-your-workforce/flexible-workforce-development-fund/</a></p>

	Action	Anticipated Outcome	Action Owner	Status
4.3				<p>SDS developed an Apprentice Transition Plan programme to enable displaced apprentices to complete their training. Includes a focus on hospitality apprenticeships.  <a href="#">Apprenticeships   Apprentice Transition Plan</a></p> <p>SDS Adopt an Apprentice programme expanded to increase incentive for employers to take in an apprentice who has been made redundant. Employers will now receive an incentive of £5,000. Info available at <a href="https://www.apprenticeships.scot/for-employers/adopt-an-apprentice/">https://www.apprenticeships.scot/for-employers/adopt-an-apprentice/</a></p> <p>The Kickstart Scheme provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. Employers of all sizes can apply for funding which covers:</p> <ul style="list-style-type: none"> <li>• 100% of the National Minimum Wage (or the National Living Wage depending on the age of the participant) for 25 hours per week for a total of 6 months</li> <li>• associated employer National Insurance contributions</li> <li>• employer minimum automatic enrolment contributions</li> </ul> <p>Employers can spread the start date of the job placements up until the end of December 2021. <a href="#">Kickstart Scheme - GOV.UK (www.gov.uk)</a></p> <p>ReMarkable (formerly IIP) have been contracted by Scottish Enterprise to deliver a series of Youth Opportunity Webinars for businesses.  A launch event involving Tourism, Food &amp; Drink and Construction sectors will take place on 25th January. Information is available here: <a href="https://www.eventbrite.co.uk/e/215684065847">https://www.eventbrite.co.uk/e/215684065847</a></p> <p>Four webinars will be delivered from January to April, looking at</p> <ul style="list-style-type: none"> <li>• Attraction and Recruitment of Young</li> <li>• People Leading and Developing Young People</li> <li>• Retention of Young People</li> <li>• Q &amp;A Young People Panel</li> </ul> <p>Sub-sector appeal has been broadened beyond accommodation providers to ensure that activity links to other ongoing activity in this space. Dates are yet to be confirmed, but still expected to be delivered between January and March 2022.</p>

	Action	Anticipated Outcome	Action Owner	Status
				<p>ReMarkable are now contracted by SE to deliver a series of Youth Opportunity Webinars</p> <p>Launch event involving Tourism, Food &amp; Drink and Construction sectors</p> <p>Four webinars will take place, looking at</p> <p><b>Attraction and Recruitment of Young People Leading and Developing Young People</b></p> <p><b>Retention of Young People</b></p> <p><b>Q &amp; A Young People Panel</b></p> <p>Decision taken to broaden sub-sector appeal beyond accommodation providers and ensure that activity links to other ongoing activity in this space. Dates are yet to be confirmed, but still expected to be delivered between January and March 2022.</p>
4.4	Implement a Leadership & Management programme supported by industry that is designed to retain and develop top talent.	Protect the tourism & hospitality workforce so that we can recover from the significant impact that the Covid-19 pandemic has had across the Tourism sector. Training will be closely aligned to the aims and objectives outlined within Outlook Scotland-2030.	SDS, STA, HIT Scotland	<p>The Tourism and Hospitality Talent Development Programme has been delivered for 2000 staff working within the sector. This on-line training programme supported by Scottish Government and delivered by HIT Scotland delivers a 10 week modular course covering supervisory, management and leadership skills up to the end of April 2021</p> <p>For more information visit the following link:</p> <p><a href="https://hitscotland.co.uk/talent-development-programme">https://hitscotland.co.uk/talent-development-programme</a></p> <p>Work currently being undertaken by the Tourism Skills Group working with Skills Development Scotland and Scottish Government to develop a Skills programme of support for the sector in 2021/22 which will include a Phase 2 of the Tourism and hospitality Talent Development Programme (see section 2.3.6)</p>
4.5	Identify short term actions to address the immediate recruitment crisis being experienced across the sector.	<p>Develop mitigating actions to support recruitment within the sector to fill gaps in the workforce. These could include:</p> <ul style="list-style-type: none"> <li>• Campaign to promote opportunities within the sector delivered through a public/private partnership</li> </ul>	Scottish Govt	<ul style="list-style-type: none"> <li>• National advertising campaign delivered from 5th July to 15th August to address the current staffing crisis within Scotland's tourism industry. The initiative was funded by the Scottish Government and supported by a range of organisations and charities including the Scottish Tourism Alliance, Skills Development Scotland, Springboard, HIT Scotland, VisitScotland, Scottish Enterprise, Highlands and Islands Enterprise and South of Scotland Enterprise.</li> </ul>

	Action	Anticipated Outcome	Action Owner	Status
4.5		<ul style="list-style-type: none"> <li>Increased promotion to the sector of the Young Person's Guarantee and Kickstart Scheme to employers</li> <li>Signposting businesses to and promoting the use of existing business support platforms including Springboard's CareerScope platforms, the SDS OurSkillsforce website and FindBusinessSupport.com</li> </ul>		<ul style="list-style-type: none"> <li>The World Tourism Organization (UNWTO) has launched the Jobs Factory, powered by Hosco, the global hospitality network. This platform is designed to connect talent with employers across the sector. The Jobs Factory harnesses Hosco's power of machine learning, algorithms, and deep learning to match candidates with suitable positions, both locally and internationally. Jobseekers are able to create a profile, search for positions that match their experience and skills, and set up job alerts to be informed of the latest opportunities. The platform also helps tourism businesses and organizations to find and recruit the best talent. Information available here <a href="https://www.unwto.org/jobs-factory">https://www.unwto.org/jobs-factory</a></li> <li>The Young Person's Guarantee offers the opportunity of a job, placement, training or volunteering for every 16-24 year old in Scotland. <a href="#">The Young Person's Guarantee   My World of Work</a></li> <li>The Kickstart scheme provides funding for employers to create jobs for 16 – 24 year olds on Universal Credit <a href="#">Kickstart Scheme - GOV.UK (www.gov.uk)</a></li> <li>'Springboard to 2022' is a UK wide programme with the aim of getting 10,000 young people into work and training and ready for work by 2022 <a href="#">Springboard to 2022 - The Springboard Charity &amp; Springboard UK</a>.</li> <li>Springboard also host the CareerScope website which has careers info, info on training, support and a job search section <a href="#">Home - CareerScope - Hospitality   Leisure   Tourism</a> Springboard are also working with a PR agency (Formula Media) to work on geo-campaigns.</li> <li>Foundation Apprenticeships in Hospitality are now available for pupils in schools across Scotland to help raise awareness amongst young people of opportunities in the sector and support them into work within the sector.</li> </ul> <p>Info on Foundation Apprenticeships available here: <a href="#">Apprenticeships   Foundation Apprenticeships</a></p>

5 RESTORING OUR THRIVING PLACES				
	Action	Anticipated Outcome	Action Owner	Status
5.1	Community & destination consultation & inclusion	Enhanced awareness of community concerns around reopening and recovery to ensure plans take account of potential local pressure points.	VS	<p>Community &amp; destination engagement continues as part of BAU work, with established processes in place for tracking/recording community sentiment and local input to marketing activity. The work of the National Visitor Management steering group continues to be supported.</p> <p>Round four of the Rural Tourism Infrastructure Fund has concluded with award notifications being made in November 2021.</p>
5.2	Visitor Management Strategy & Action Plan	<p>To develop a Scotland-wide strategic and coordinated approach to Visitor Management fit for the 2030 vision</p> <p>National partnership established to address visitor management challenges &amp; opportunities, focusing initially on spring 2021 and including the longer term action needed to ensure sustainable visitor provision, management and behaviour</p>	VS & Partners	<p><b>Strategy</b>  <a href="https://www.visitscotland.org/about-us/what-we-do/working-in-partnership/visitor-management-plan">https://www.visitscotland.org/about-us/what-we-do/working-in-partnership/visitor-management-plan</a></p> <p><b>Action plan</b>  <a href="https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/about-us/what-we-do/visitor-management-strategy-action-log.pdf">https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/about-us/what-we-do/visitor-management-strategy-action-log.pdf</a></p> <p><b>Marketing toolkit</b>  <a href="https://www.visitscotland.org/supporting-your-business/responsible-tourism/people-culture/responsible-visitor-guide">https://www.visitscotland.org/supporting-your-business/responsible-tourism/people-culture/responsible-visitor-guide</a></p>
5.3	On arrival support to visitors by reopened iCentres to give out information and safety advice as appropriate	Giving visitors and communities a sense of security while maximising local benefit. Timing aligned to Government advice & visitor demand	VS	<p>All 26 iCentres are open and continue to support the responsible tourism campaign providing information and safety advice in line with the Government guidelines. Footfall has increased to 479,380 since reopening with steady increases in recent months. Non F2F online enquiries are also increasing with more International Visitor enquires coming through. The iCentre network continues to provide a support for local communities and businesses, promoting attractions and transport ticket sales and selling local products.</p> <p>Further development of the iKnow program is now underway to support rural communities where there is no local iCentre hub with a focus on responsible tourism and delivering information provision to link place to destination.</p>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
5.4	Work closely with city partners and industry to help deliver a local response to COVID-19 including support for tourism businesses to re-open safely.	Implementation of local business response plans and associated activities to maximise business re-opening.	SE, VS and City Partners	<p>Work continues across a number of Scottish Cities to address the recovery from COVID-19.</p> <p><b>Edinburgh</b> Significant progress has been made on planning and resourcing for both the short (18 month) term recovery plans and the longer term delivery of the Edinburgh 2030 Tourism Strategy. Funding is in place and recruitment is currently underway to secure additional staff resource to support both areas of activity, alongside the establishment of a new delivery framework, designed to ensure key partner, stakeholder and business engagement.</p> <p><b>Glasgow</b> The City Tourism Recovery Plan is in place. The Glasgow Tourism Events Group feeds key challenges and issues across all sectors of tourism and hospitality, including retail and transport, into a City Centre Taskforce led by GCC and Glasgow Tourism Partnership which feeds into STERG.</p> <p>COP provided a welcome uplift to many hotels and restaurants.</p> <p>Experience Glasgow Ltd, supported by SE, continues to work with over 100 businesses and is now Glasgow's Regional Food Group (supported also by £18k VS Destination Marketing).</p> <p>'Plate Up for Glasgow', a campaign run by Experience Glasgow in partnership with the Circular Economy/Chamber of Commerce, ran from 12th October – 12th November. 41 businesses participated, including IKEA, supporting reduction in food waste in the lead up to and during COP26. An evaluation will be concluded mid December.</p> <p><b>Dundee</b> Dundee continues to review its Tourism Recovery Plan and associated action plan. Input is also ongoing to the STA/STERG City Recovery Planning and the City Centre Taskforce. The city has received £70K VisitScotland Destination Marketing Funding through a Visit Dundee collaborative application in addition to £40K funding for travel trade marketing at a regional level. Work continues to re-establish the Regional Local Authority, VS &amp; SE partnership to deliver the Regional Tourism Strategy.</p>

	Action	Anticipated Outcome	Action Owner	Status
				VS continues to collaborate with each city in relation to recovery marketing activity B2C and B2B; business tourism; event development and aligned industry support.
5.5	<p>In collaboration with Scotland's 4 largest cities, raise awareness of the impact of COVID-19 on the cities with Scottish Government Ministers and Officials.</p> <p>Identify the need for a city specific recovery response in recovery plans.</p>	<ul style="list-style-type: none"> <li>A narrative which articulates why cities are different, the scale of the challenge they are facing and why therefore a specific survival and recovery response is needed.</li> <li>A set of recovery proposals, specific to the recovery of the tourism sector within our cities, submitted for consideration in the recovery planning process.</li> </ul>	STA, SE, HIE, VS	<p>Working group established in Feb-21 with representatives of Scotland's 4 largest cities, Aberdeen, Dundee, Edinburgh and Glasgow.</p> <p>Collaborative paper submitted to Scottish Government Ministers on 12th March reinforcing the impact of COVID-19 on Scotland's large cities. (This paper accompanied the submission of the STERG paper which outlined the 10 priority recovery proposals.)</p> <p>Working group submitted city specific recovery proposals into the Phase 2 recovery planning process at the beginning of May. The Group, facilitated by the STA, will meet in January to discuss and agree their role and purpose in 2022.</p>
5.6	HIE to invest £3m over the next three years in tourism destination management organisations (DMOs) as part of their support for the sector's recovery.	To ensure strategically important DMOs are sufficiently resourced to play a vital role in the recovery of tourism across the Highlands and Islands.	HIE	All funding approvals are now in place with 10 strategic DMOs across the Highlands and Islands being supported. The funding is providing additional resource to increase capacity in the DMOs to collaborate and deliver local and regional action plans.
5.7	SOSE is investing up to £1.7m over 4 years to cover both core funding and strategic marketing support in the South of Scotland Destination Alliance and a further £1m in years 4-5 (subject to review) to fully implement their business plan.	<p>Implementation of full business plan including:</p> <ul style="list-style-type: none"> <li>Reset and recovery strategy</li> <li>Leadership and capacity building</li> <li>Industry engagement</li> <li>Business readiness</li> <li>Marketing Campaigns "Scotland Starts Here"</li> </ul>	SoSE	The fund is being administered by SOSE's project monitoring team and future years funding will be determined on an annual basis with regard to a review of SSDA's performance and circumstances. Year one has been delivered and we are in the process of agreeing activity into year 2.
5.8	Local Authority Economic Recovery Plans to support business recovery at a local level.	Highlights work required to assist recovery at the local level – including work on infrastructure, support for businesses and marketing recovery initiatives.	Local Authorities	<p>All local authorities have developed Economic Recovery plans for their areas which they are working to. In relation to Tourism these will be aligned to the STERG Action Plan</p> <p>LA's accessing and administering Levelling up and Community Renewal funds to benefit local communities.</p>

6	REIMAGINING OUR MEMORABLE EXPERIENCES			
	Action	Anticipated Outcome	Action Owner	Status
6.1	Provide support and resource to Scotland's Events & Festivals.	Scotland's Event's & Festivals are able to re-start as and when it is safe to do so, providing visitors once again with unique and memorable experiences of Scotland.	VS- Events	An update on actions being undertaken are outlined below.
6.1.1	Establish Events Industry Advisory Group to provide ongoing representation of the events sector.	Provide clear communication leadership and communication across the events industry	VS- Events	<p><b>The Event Industry Advisory Group (EIAG)</b> The group includes 26 senior industry representatives from sport, culture and business events. Input from members and engagement with Scottish Government officials has been excellent, including development of industry guidance, changes to the Strategic Framework Levels and additional financial support for the sector.</p>
6.1.2	Review of existing events funding programmes in line with emerging priorities, focussing on smaller domestic and regional events which will likely restart first.	Provide tailored and scale-able events support, consistently through to the end of 2021	VS - Events	<p>EventScotland developed an interim recovery events funding programme, Scotland's Events Recovery Fund which was launched in November 2020.</p> <p>To date the fund has been incredibly busy, £2.75m has been awarded to over 200 events. Additional funding of £450,000 has been confirmed by Scottish Government to allow current eligible applications submitted to EventScotland to be supported.</p> <p>SERF is now fully allocated for 2021 events and has closed to applicants. EventScotland's next steps will be to review SERF and shape a new funding opportunity for events taking place in 2022. The objectives and processes for this are in early stages of development with budget and timelines still to be confirmed.</p> <p>On 04 Nov, Scotland's Winter Festivals Event Fund successfully awarded 13 applicants across 9 local authority areas for events celebrating Scotland's National Days. These, in addition to 5 others already awarded through SERF, will deliver activity across St Andrew's Day, Hogmanay and Burns Night.</p>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>6.1.3</b>	Contact all funded and supported events to provide advice and guidance on implications of COVID-19, including continuation of funding for all contracted and planned events	Reassurance to events sector, and continuity of contracted financial support.	VS - Events	Ongoing discussions with all supported events as well as wider communications to the sector with advice and support.
<b>6.1.4</b>	Themed Year opportunities reviewed and reshaped to support recovery and maximise engagement potential	Ensure the strong partnership work and investment is not lost and plays its part in recovery. Facilitation of effective platform for collaboration across events and tourism sectors.	VS/ES/ SG	<p>YCW was rolled into 2021 and events are being planned and delivered in the new within current and evolving restrictions across the remainder of the year. Funded events have also been able to access additional funding through Scotland's Events Recovery Fund to support their reshaped plans.</p> <p>The strategic plan for YS2022 recognised the Themed Years potential to support recovery. The Open Events Fund for Scotland's Year of Stories 2022 closed on 12 August. 103 applications were received, demonstrating clear appetite from the sector to be involved in the 2022 themed year. 21 events have been prioritised for support and decisions have been noted by the Culture Minister. ES are currently undertaking contractual negotiations with organisers ahead of the planned digital programme launch in December. The sister Community Stories Fund received over 130 applications to Round 1 and will extend support to third sector and community organisations nationwide. Round 2 will open on 22 Jan 2022.</p>

	Action	Anticipated Outcome	Action Owner	Status
6.2	Scottish Enterprise Travel Tech for Scotland initiative encourages and supports Scottish tech companies to innovate and diversify, developing new products, services and processes of benefit to tourism companies and connects tourism businesses with Scotland's tech expertise in order to address business challenges	Increased tourism sector resilience, competitiveness and performance through the adoption of TravelTech. The development of one of Europe's strongest Travel Tech clusters which enables the Scottish sustainable tourism industry to recover post Covid and achieve the ambitions of Outlook 2030. Increased Travel Tech growth – jobs and investment and increased digital and data driven innovation within Scotland's tourism industry	SE Lead with Travel Tech for Scotland & ALL partners	<p>TravelTech for Scotland continue to work to build a strong community of tourism-appropriate technology. Recent activity:</p> <ul style="list-style-type: none"> <li>• Held 'Traveltech Futures: Anticipating and Shaping the Next Decade of Travel' hybrid workshop at CodeBase, future events also planned as hybrid options</li> <li>• Attended STA conference</li> <li>• Launched online course (created with CodeClan) which aims to help small tourism and hospitality businesses get started with travel technology (<a href="#">Online Course helps Tourism &amp; Hospitality Firms Use Latest Tech   TravelTech for Scotland</a>)</li> <li>• Regular Updates &amp; Opportunities continue to be passed on to companies and many positive outcomes, such as successful referrals to funding which companies have applied for and won</li> <li>• Continue to highlight and champion Scottish success stories</li> <li>• Key challenge reported by business is access to finance, speed of turnaround on applications for funding and complexity of processes</li> </ul> <p>Further information on support available from TTfS can be found at <a href="#">TravelTech for Scotland</a></p>

7 INDUSTRY INTELLIGENCE				
	Action	Anticipated Outcome	Action Owner	Status
7.1	Data gathering from industry and trade bodies to capture real time impacts and identify support required.	Provides a timely understanding of the challenges and concerns being faced by industry which enables a rapid and coordinated response to be delivered. Builds an evidence base to inform the Scottish Government and UK Government on the wider impact on industry.	STA and VS	STA issue log updated regularly and circulated to STERG on a fortnightly basis.  Regular STA Council meetings and Forums take place with Scottish Government officials and Ministers.  Fortnightly STERG update sessions are being held with sector organisations to capture key evidence.
7.2	Skills impact assessment by sector and occupations.	Identification of at-risk sectors and regions to generate a simple forecast, and a picture of emerging sectoral job opportunities.	SDS	SDS has developed a COVID-19 Labour Market Insights report which provides up-to-date evidence on the impact on Scotland's economy, business and people. The COVID-19 Labour Market Insights are published monthly on the SDS website. <a href="https://www.skillsdevelopmentscotland.co.uk/what-we-do/skills-planning/covid-19-labour-market-insights/">https://www.skillsdevelopmentscotland.co.uk/what-we-do/skills-planning/covid-19-labour-market-insights/</a> <b>November 2021 Report now available.</b>
7.3	STERG COVID-19 industry impact survey.	Coordinated and joined up intelligence to inform strategic planning.	VS	Findings from the last STERG, COVID-19 Industry impact survey, were published on 18th December 2020. <a href="https://www.visitscotland.org/news/2020/sterg-survey-results">https://www.visitscotland.org/news/2020/sterg-survey-results</a>  The industry webinar can be viewed <a href="https://www.visitscotland.org/news/2021/sterg-webinar-survey-results">https://www.visitscotland.org/news/2021/sterg-webinar-survey-results</a>  The research aimed to track the ongoing impact of COVID-19 on the Scottish tourism industry and provide STERG with insightful information about current and future industry support needs.  Industry Impact surveys continue to be carried out at an association level looking at specific requirements. This has been the case for Joint ASSC / ASVA / Sail Scotland / Wild Scotland activity.  STERG will review the requirement for a follow up Industry survey in early 2022.

8	COMMUNICATIONS			
	Action	Anticipated Outcome	Action Owner	Status
8.1	STERG partners to provide industry with appropriate signposting, information and intelligence on emerging issues and priorities based on data and ongoing assessment of need.	Informing the tourism industry with up to date information and signposting to the resources available.	All	<p>VS fortnightly enewsletter and website support.  <a href="https://www.visitscotland.org/supporting-your-business/advice/coronavirus">https://www.visitscotland.org/supporting-your-business/advice/coronavirus</a></p> <p>Regular STA COVID-19 Updates providing reliable information to industry.  <a href="https://scottishtourismalliance.co.uk/coronavirus/">https://scottishtourismalliance.co.uk/coronavirus/</a></p> <p>Local Authority weekly &amp; monthly comm's to business sector through business facing services, economic development, environmental health, licencing etc.</p> <p>Business Gateway communications to businesses is ongoing. Website continues to signpost Coronavirus support.  <a href="https://www.bgateway.com/coronavirus-business-support-across-scotland">https://www.bgateway.com/coronavirus-business-support-across-scotland</a></p>

9 DATA, RESEARCH & GLOBAL TRAVEL MARKET INTELLIGENCE				
	Action	Anticipated Outcome	Action Owner	Status
9.1	Collating market intelligence from the marketplace. Gathered from global intermediaries, OTAs, market specialists, media specialists, social listening data and other NTOs/international tourism bodies.	Awareness of the wider context; what's happening in tourism globally.  Sharing of best practice examples.	VS	Intel updates published on vs.org, with supporting e-update issued fortnightly. <ul style="list-style-type: none"> <li>• Covid-19 recovery marketing activity</li> <li>• Latest <a href="https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update">COVID-19 insights https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update</a></li> <li>• Impact of COVID-19 on <a href="#">UK and Ireland</a> tourism</li> <li>• Impact of COVID-19 on <a href="#">international</a> tourism</li> <li>• Scotland <a href="#">Resident Views</a> on tourism</li> <li>• Owned channels monthly insights</li> </ul> New Tourisms Future paper published
9.2	Establish UK market sentiment & propensity holiday tracker.	Will track sentiment & propensity over time to provide audience targeting information	VS	VisitScotland are working in collaboration with VisitEngland and VisitWales to commission tracking research to measure UK residents' holiday intentions. The original tracking was in place from the end of May 2020 to the end of August 2021. Due to the ongoing requirement to understand consumer intentions, additional tracking will take place during November 2021 to May 2022. From November 2021, UK level reports will be available monthly with a Scotland specific report being available every 10-12 weeks.  <a href="https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update">https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update</a>  <a href="#">COVID-19 Consumer Sentiment Tracker   VisitBritain</a>  Domestic Market Sentiment Tracker contract to conclude October 2021. Discussion on extending this into 2022 ongoing with UK NTB's
9.3	Establish International sentiment & propensity holiday tracker	As above.	VS	VisitScotland working in collaboration with VisitBritain have commissioned 4 waves of International Consumer Sentiment research in 13 key markets. 3 waves of the research have been conducted with a 4th wave planned in Quarter 1 2022 (dates tbc)  <a href="#">Impact of COVID-19 on our international tourism   VisitScotland.org</a> <a href="#">Inbound COVID-19 sentiment tracker   VisitBritain</a>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>9.4</b>	Collaboration with OTAs and similar to spot points of traction on destination search and booking activity – to identify return phase.	Provide guidance for timing and nature of activity.	VS	Regular insights being received from TA, BC, Expedia, Google  Shared via visitscotland.org and industry webinars.  Content partnerships in place with a number of OTA's/Travel websites plus media buys included as part of recovery efforts  Ongoing
<b>9.5</b>	Ongoing economic analysis to understand the impact of the COVID-19 crisis across the geography of Scotland and across the sub sectors of the tourism industry.	Identify types of support required and the prioritisation of support, resources and funding to support recovery.	Local Authorities	25 out of 32 local authorities received their 2020 STEAM reports. January-June 2021 STEAM reports are currently being compiled and expected before the end of November. This is the only economic report which drills down to the local level – as expected the true impact of COVID has been evidenced. Key indicators reported on include Economic Impact, Direct Expenditure, Visitor Numbers and Days and Total Employment and will be used to feed into LA and Regional recovery plans.  Discussion ongoing around production of an overall Scottish report.
<b>9.6</b>	Develop a CGE modelling framework project to isolate the economic effects of COVID-19 that are ultimately solely attributable to its impact on tourism (including through policy responses).  This project will help STERG and policy makers at national and sub-national level in Scotland to fully understand the implications and magnitude of the various STERG scenarios for Scottish tourism. This will ensure the current quantitative knowledge gap is filled and appropriate policy responses are effective in supporting economic recovery.	Develop quantitative scenarios for the recovery of the tourism industry in Scotland, helping to inform discussions about the future of this critical sector in the aftermath of the Covid-19 pandemic.	VS / Fraser of Allander	In Progress as of March 2021. The work is funded by the ESRC under grant reference ES/W001195/1  <a href="#">The sectoral economic impacts of COVID-19 on the tourism economy: a regional analysis focussed on Scotland   Fraser of Allander Institute</a>  <a href="https://fraserofallander.org/new-project-examines-the-effect-of-covid-19-on-the-tourism-industry-in-scotland/">https://fraserofallander.org/new-project-examines-the-effect-of-covid-19-on-the-tourism-industry-in-scotland/</a>  Latest progress blog <a href="#">COVID-19 and Scottish Tourism in 2021   FAI (fraserofallander.org)</a>

10	MARKETING RECOVERY			
	Action	Anticipated Outcome	Action Owner	Status
10.1	Strategic response – develop an overarching phased recovery strategy taking into account market data, visitor insight, legal & regulatory factors including travel	<p>Maintain brand profile - keep Scotland top of mind in all key markets</p> <p>Readiness to execute response driven activity where market conditions support a travel/book now message</p>	VS	<p>Recovery marketing strategy developed to include market, channel, creative and partnership considerations with an investment model aligned to scale of opportunity across B2c and B2B activities.</p> <p><a href="https://www.visitscotland.org/about-us/what-we-do/marketing/covid19">https://www.visitscotland.org/about-us/what-we-do/marketing/covid19</a></p> <p>International recovery activity underway with rapid response activity in multiple markets where travel isn't restricted.</p> <p>Global campaign launched. Industry toolkit and assets available <a href="https://www.visitscotland.org/news/2021/scotland-is-calling-industry-checklist">https://www.visitscotland.org/news/2021/scotland-is-calling-industry-checklist</a></p>
10.2	<p>Develop a digital marketplace platform to connect tourism businesses with travel intermediaries from the UK and around the globe.</p> <p>Provide industry with trade-ready programmes and connect with relevant buyers</p>	Drive 2021 international bookings and develop new Scotland product in market 2022 onward.	VS	<p>Discover Scotland event series launched to replace Expo in 2022. The programme will include an online B2B event in April and 5 regional showcases, with two in the Spring and 3 in the autumn 2022. More information is available here - <a href="https://www.visitscotland.org/news/2021/discover-scotland-2022">https://www.visitscotland.org/news/2021/discover-scotland-2022</a></p> <p>Online registration for 2022 is now open here <a href="https://www.discover-scotland.com/eventsair.com">Discover Scotland 2022 (eventsair.com)</a></p>

	Action	Anticipated Outcome	Action Owner	Status
<b>10.3</b>	Business Event Recovery Fund (BERF) aka Business Events Policy Driven Model Bid Fund request of £2m p/a for next 5 years.	To secure international business events for 2022 onwards aligned to Scotland's National Performance Framework, Programme for Government & UN Sustainable Development Goals  A formal initiative to drive Scotland's recovery using business event as policy platforms	VS – Business Events	Likely early presentation on the Policy Driven Model to new Minister /Cab Sec  Also submitted to ministers as formal STERG project in July 2021. Awaiting outcome.
<b>10.4</b>	Business Events Marketing Campaign – Journey To Change	First out to global market with a new proposition for Business Events as transformational catalysts for economic and social progress, not only economic impact into the Visitor Economy.  Focusing on Scotland's key sectors and themes of climate, renewables, wellbeing, data & digital the campaign showcases how Scotland is leading the way to inspire future conferences & business events to be held in Scotland.	VS – Business Events	Campaign launched on March 22 <sup>nd</sup> 2021 to an online global audience of 400.  Continues to build momentum within Scotland and in our international markets. Key messages have focused on business events as spotlights on Scottish social and economic innovations that contribute to solving world issues and therefore portray Scotland as a good global citizen.  <ul style="list-style-type: none"> <li>• 219,168 views of the Journey to Change hero film (<a href="https://www.youtube.com/watch?v=e0lqg2DQjNI">https://www.youtube.com/watch?v=e0lqg2DQjNI</a>)</li> <li>• 644,316 impressions &amp; 3,109 engagements on twitter (organic, no paid promotion)</li> </ul> For key messages, highlights and the video check out <a href="#">Journey to change   Business Events Scotland (visitscotland.com)</a>

	<b>Action</b>	<b>Anticipated Outcome</b>	<b>Action Owner</b>	<b>Status</b>
<b>10.5</b>	Business Events Recovery Markets and Platforms for Industry – groundwork and planning to enable VS and strategic Business events partner venues and hotels to exhibit at The Meetings Show (London, September), IMEX America (Las Vegas, November), IBTM World (Barcelona, November), IMEX Frankfurt (May 2022)	<p>A strong, visible and confident Scotland presence at the first trade shows and f2f gatherings of the global MICE community of buyers and clients since 2019, starting with London in September.</p> <p>Capture and conversion of future pipeline business for 2022 onwards from short-haul UK and Euro markets (TMS &amp; IBTM) for immediate recovery, and North American business (IMEX America) for 2023 onwards, per the usual lead time. Maintenance and reintroduction of long-standing relationships in person.</p> <p>Roll-out of Journey to Change campaign to a IRL audience at these shows.</p>	VS- Business Events	<p>Negotiations are underway with trade show owners to secure bespoke, flexible contracts for all cancellation scenarios (3 months, 1 month, 1 week) or restrictions for Scottish exhibitors in the same timeframes. This will protect the investment of VS and partners who sign-up, of which there are already 12 for IMEX America.</p> <p>Formal recruitment commenced late July 2021.</p>