



**SCOTTISH
TOURISM
ALLIANCE**

Your voice in tourism matters

Scottish Government Consultation on National Outcomes Review 2023 – Scottish Tourism Alliance Submission

About Us

The Scottish Tourism Alliance (STA) is the overarching leadership and representative body for the tourism industry in Scotland, comprising of over 250 trade associations, businesses, destination groups and other organisations with an interest in tourism, reaching across all regions and destinations. To learn more about our work, visit:

<https://scottishtourismalliance.co.uk/>

The STA led and co-ordinated the development and launch of Scotland's national tourism strategy, [Scotland Outlook 2030](#), in collaboration with the Scottish Government and its agencies. We remain driven by this strategy, growing the value and positively enhancing the benefits of tourism across Scotland by delivering the very best for our visitors, our businesses, our people, our communities and our environment.

The National Performance Framework

The National Performance Framework (NPF) plays a crucial role in helping organisations across all sectors to align how their work contributes to the main aspirations for Scotland.

When used properly, it is an important tool in ensuring that policy and strategies align with the overarching ambitions of the Scottish Government for the country, and in helping to identify what data to collect to evidence their contribution to the National Outcomes. Organisations can then use this evidence base and alignment to the National Outcomes to make a strong case for funding to help us work towards the kind of Scotland we all want to see.

The development of our national tourism strategy, Scotland Outlook 2030, was closely aligned to the NPF and our ongoing policy work.

However, despite the NPF being introduced back in 2007, there remain many organisations across Scotland that remain unaware of its existence and importance. It is also often the case that the NPF is an afterthought at the evaluation stage, rather than being used to shape outcomes, inform key performance indicators, and identify data to be collected to evidence how these outcomes are being met from the outset.

There is a question about how the Scottish Government can raise greater awareness of the NPF and ensure its ongoing relevance. One suggestion would be whether a more accessible and relevant title could replace the NPF, alongside a renewed awareness campaign.

National Outcomes

A large part of the National Outcomes strength is their simplicity and therefore their ability to be relevant across all sectors of Scotland – whether the private, public or third sectors.

We would recommend that the National Outcomes continue to be worded in an accessible and broad way to ensure their ongoing pertinence to all sectors and that they remain easy to understand. Keeping the outcomes as broad as possible ensures their ongoing relevancy over the five-year period and beyond.

There is a question about whether there could be fewer National Outcomes, but there is a risk that reducing the number of outcomes could deduct from the importance of these areas, such as merging the Economy and Fair Work outcomes. The current National Outcomes also align well with the work of the Scottish Government portfolios and Scottish Parliament Committees.

There is the potential to add to the existing outcomes about being “digitally connected”, as this will key across all sectors as we look to the future. Harnessing the power of digital technology is one of the Six Conditions for Success set out in Scotland Outlook 2030 to become a world leader in 21st century tourism.

There is also the opportunity to weave “wellbeing” and “sustainability” into the existing National Outcomes, given their relevance following the recent years of the pandemic, economic crisis and the country’s net-zero ambitions. Both are key to the ambitions of our national tourism strategy.

The National Indicators

It is positive that the National Outcomes and National Indicators are aligned to the UN Sustainable Development Goals.

The National Indicators can be quite difficult to navigate and there is perhaps a better way to share this information and its relevancy.

Under ‘Communities’, there is the potential to add additional National Indicators to measure connectiveness, which includes data on physical and digital connectivity across different communities (e.g. capture ongoing ferry issues impacting islands), with specific data on rural communities. Across all the National Indicators, it would be helpful to measure the direct differences across urban and rural communities, rather than reporting on specific local authority areas.

Under ‘Fair Work & Business’ or ‘International’, there is the potential to introduce indicators to capture the impact on the workforce and supply chains following Brexit, e.g. data on

number of migrant workers and across different sectors. This is an issue that is acutely impacting on the tourism and hospitality sector, and we strongly believe the international expertise offered by migrant workers are a key part of the sector's workforce ecosystem.

Under 'Fair Work & Business', it would be helpful to include an indicator on job retention across different sectors, as this is an issue particularly being faced in the tourism and hospitality sector.

Under the 'Environment', there is the opportunity to introduce an indicator to capture sustainable practices and how businesses are reducing their environmental impact to become a net-zero society. In Scotland Outlook 2030, we have committed that Scotland's tourism sector will make a full contribution to our national ambition to become a net-zero society by 2045.