



SCOTTISH
TOURISM
ALLIANCE

Your voice in tourism matters

WOW

SCOTLAND

CHAMPION – CONNECT – INVEST

THE SCOTTISH TOURISM ALLIANCE

HOLYROOD ELECTION MANIFESTO 2026

Making Scotland a world-leading destination by 2030

Towards the end of the next Scottish Parliament term, we will have reached the culmination of Scotland's current national tourism strategy, Scotland Outlook 2030, directed by the Tourism and Hospitality Industry Leadership Group.

Shortly after the strategy was launched in March 2020, tourism and hospitality businesses faced the unprecedented situation of having to close their doors when COVID-19 hit. The Scottish Government's decision to diverge from the rest of the UK and announce an emergency package of £129 million for the tourism and hospitality sector was crucial in protecting jobs and safeguarding businesses. This was strong, powerful leadership in action.

Rising like a phoenix from the ashes, the sector has proved itself to be the most resilient of Scotland's industries and it continues to outperform the rest of the UK when it comes to inbound visits and value – bringing 4.4 million international visitors to Scotland and a record £4 billion of spending in 2024. Other parts of the UK are still to return to pre-pandemic levels. This demonstrates how investing in the sector pays off.

The agreement between the Scottish Government and VisitScotland to together contribute £11 million towards staging The Open, AIG Women's Open and the Senior Open in Scotland between 2024 and 2034 is another example of a safe return on investment, securing Scotland's reputation as The Home of Golf. Hosting The Open delivered a £1.36 billion economic return for Scotland between 2005 and 2024.

We will be looking to the next Scottish Government to invest in ensuring that the hosting of major events like the Grand Départ of the 2027 Tour de France and UEFA Euro 2028 delivers wider benefits to the economy, along with supporting future bids like bringing the World Rally Championships to Aberdeen.

As the cornerstone of Scotland's economy and a force for good that anchors our communities across the country, there is vast potential to play on our strengths to grow our role as a major export industry and catalyst of future prosperity, benefiting communities the length and breadth of the country through better policymaking, prioritising long-term investment and championing the sector as a future industry.

I look forward to celebrating with the next Scottish Government and other political parties our shared success of making our country one of the world's leading 21st century visitor destinations. Now is the time to **champion**, **connect**, and **invest** to make that a reality.

Marc Crothall MBE

Chief Executive of The Scottish Tourism Alliance

Staying competitive in challenging times

The recent headlines celebrating Scotland's international tourism figures are very welcome but are just part of the story. Edinburgh was the only region in Scotland to have more international visits than domestic, demonstrating the need to disperse international visitors more effectively throughout the rest of the country, and the continued importance of domestic tourists who are more likely to travel wider and visit out of season.

The 10% increase in the international market experienced is not enough to address the significant gap left by a drop in domestic visitors, with shorter stays and 1.4 million fewer domestic trips taking place in 2024.

As households look to get more for their pound when they go on holiday, the financial crisis that has ensued after the pandemic has eroded profit lines, leaving the sector fragile and hampering its ability to reinvest in people, product and place. Some businesses are also struggling to recruit and retain staff due to shortages in skills and affordable housing.

In my role in the inbound travel industry, I am hearing first-hand from some international tour operators that Scotland is becoming overpriced for the quality of experience offered and that this is impacting on their ability to sell the destination.

The UK continues to be ranked as 113 out of 119 countries for its price competitiveness by the World Economic Forum due to a combination of factors, including one of the highest rates of VAT in Europe, while the introduction of the power for local authorities to introduce a visitor levy has the potential to support destination development but risks displacing visitor spend in our local communities.

Scotland's natural assets are central to its global brand and we are applauded for our beautiful and rich heritage, but international competition is fierce. Businesses must have the breathing space to build on these unique assets, to elevate the quality of our visitor experience and deliver value for money. Effective destination marketing and more funding for VisitScotland to successfully compete internationally have never been more important.

With this in mind, we will be looking to the next Scottish Government and the UK Government to ensure that all the pieces of the jigsaw puzzle are in place for Scotland to effectively compete on a global stage and be a world leader in 21st century tourism.

Rebecca Brooks

Chair of The Scottish Tourism Alliance



MANIFESTO ASKS

CHAMPION – CONNECT – INVEST

The Scottish Tourism Alliance calls on the next Scottish Government and all MSPs to support the tourism and hospitality sector by delivering on the following key manifesto asks.

1. CHAMPION SCOTLAND

Recognise the sector's crucial role in supporting the nation and local communities

Create a dedicated, named Cabinet Secretary or Minister role – and shadow positions – to champion the tourism and hospitality sector and support cross-portfolio working, promote the importance of the sector at the heart of communities and as a major national economic driver, and empower and invest long-term in VisitScotland, EventScotland and Destination Management Organisations.

Deliver government and sector priorities together

Commit to working together with the sector and local authorities to deliver better regulation and supportive policy, accelerate planning and business rates reform to enable economic growth and investment in people, product and place, and use the sector as an enabler to support its wider social and environmental agenda.

2. CONNECT SCOTLAND

Invest in transport and digital connectivity

Ensure that transport and digital connectivity across Scotland meet the aspirations of Scotland Outlook 2030 and keep pace with other international destinations, delivering cutting edge, reliable, sustainable and value-for-money experiences for both visitors, workers and residents alike.

3. INVEST IN JOBS & GROWTH FOR SCOTLAND

Empower the sector to be an economic driver

Partner to create a Scottish Tourism and Hospitality Growth Plan and deliver greater investment to maximise the industry's competitive edge and enhance its role as a key export industry, regenerating and enriching local communities through the multiplier effect, and investing in developing the sector's future workforce and affordable housing.

Safeguard and unlock future growth

Recognise and position the tourism and hospitality sector as a future-facing industry to critically maintain Scotland's global competitiveness, with targeted support to drive innovation and harness emerging technologies, such as AI, data and digital transformation, to effectively compete and to contribute meaningfully to the country's net zero ambitions.

CURRENT ECONOMIC CONTRIBUTION OF SCOTTISH TOURISM & HOSPITALITY

**£11.4
BILLION**

Total tourism visitor spend in 2024

**£9
BILLION**

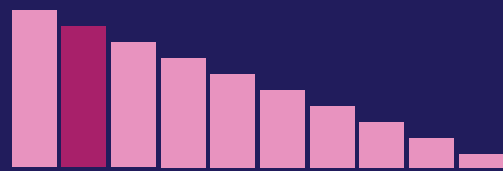
Contributed by Scottish hospitality industry annually

**£4
BILLION**

Total international visitor spend in 2024

**4.4
MILLION**

International yearly visitors



**2nd
LARGEST
GROWTH
SECTOR**

Accounting for 32% of total growth sector employment

**10.6
MILLION**

Overnight domestic trips in 2024

**76.8
MILLION**

Total day visits to Scotland by GB residents in 2024

2nd
Most visited city in the UK

**GLASGOW
ABERDEEN
INVERNESS**
In the UK Top 20 for overnight visits by inbound visitors

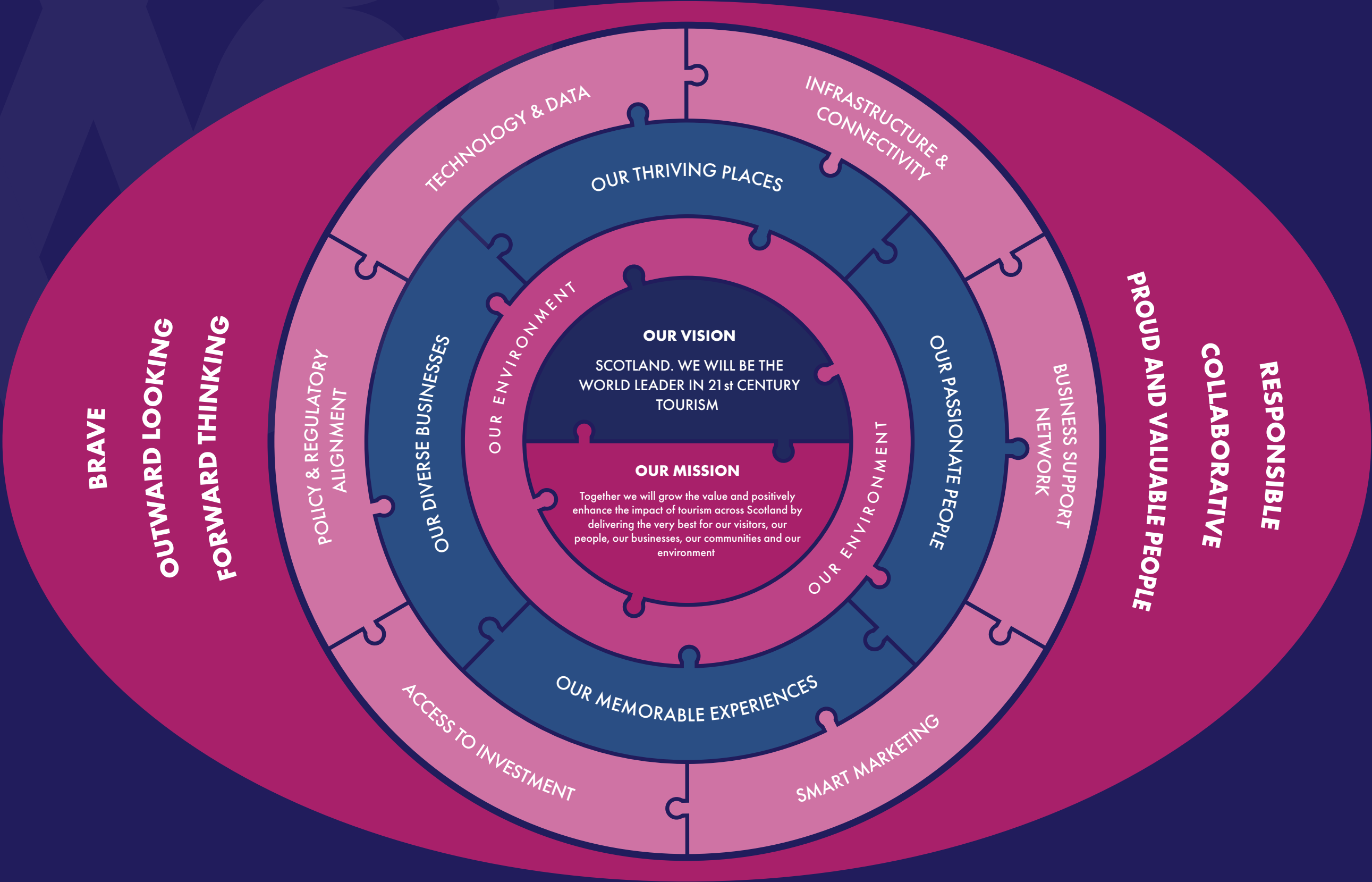
1 in 11

JOBS & BUSINESSES

Tourism-related industries are now the single biggest source of employment in Scotland – recently surpassing business and financial services

Scotland continues to outperform the rest of the UK for inbound visits and spend per person

NATIONAL TOURISM STRATEGY: SCOTLAND OUTLOOK 2030



SCOTLAND'S DIVERSE TOURISM ECONOMY



**£857
MILLION**

LIVE MUSIC

Attracted over 2.3 million visitors and supported 7,160 jobs in 2024

**£5.5
BILLION**

EVENTS

Generated by events in Scotland during 2024



**£1.36
BILLION**

GOLF TOURISM

The total economic benefit of hosting The Open in Scotland between 2005 and 2024



**£85
MILLION**

WHISKY TOURISM

Spent in total at sites across Scotland's five whisky regions in 2022



**£343
MILLION**

CRUISE TOURISM

Total economic output generated in Scotland (Oxford Economics, 2025)



**£340
MILLION**

COUNTRY SPORTS TOURISM

Generates 910,000 visitor nights, while supporting 4,400 FT equivalent jobs



**£1
BILLION**

SELF-CATERING

Annual contribution to Scotland's economy



**£292
MILLION**

AGRITOURISM

The value of Scottish agritourism and farm retail in 2025



**£699
MILLION**

MARINE TOURISM

Supporting 34,600 jobs and making up 46% of marine economy employment in 2023



BACKGROUND

Building on Scotland’s greatest asset

As Scotland’s most reliable and resilient industry, to **invest** in the tourism and hospitality sector guarantees a safe return on public money – driving economic growth to fund our public services, generating jobs and creating new businesses, supporting the wider supply chain, and safeguarding our communities the length and breadth of Scotland.

The sector is a catalyst for growth across all parts of Scotland and is the heartbeat of our local communities, particularly in our island and rural areas that are suffering population drain and our most deprived areas that will greatly benefit from new economic growth opportunities that support community cohesion.

The opportunity for Scotland

By protecting and nourishing the tourism and hospitality industry, the STA and its members are ready to work in close partnership with the next Scottish Government, political parties, local authorities and other key growth sectors to address many of the significant economic, societal and environmental challenges facing the country over the next parliamentary term.

To protect the sector and the many communities it supports, and to fully maximise its potential to further drive economic growth and help to improve lives, we need the next Scottish Government to build on the New Deal for Business and directly **champion** the tourism and hospitality industry at Scottish Cabinet and ministerial level, ensuring it is better positioned to engage across all portfolios and directly involved in developing ambitious policy that supports the sector rather than impedes it, starting with accelerating the reform of business rates and planning.

There is often the misconception that tourism just happens. As countries across the world invest in their visitor destinations, the nation must be supported by the Scottish Government to keep pace and be futureproofed, securing long-term funding for VisitScotland and Destination Management Organisations to make this happen.

We must **invest** in our future workforce by better aligning the skills and education system with the needs of business, provide direct support to accelerate businesses’ ability to boost their product and offer, and take a carrot rather than a stick approach to jointly deliver on the net zero agenda. We must further prioritise the delivery of a modern, integrated and resilient transport system and digital access that will better **connect** residents, businesses and their workers and visitors alike.

By building on our existing strengths and delivering on the asks set out in The Scottish Tourism Alliance’s manifesto, we can put in place all the **conditions of success to be a world leader in 21st century tourism – digital, policy, investment, connectivity, business network and positioning.**

Looking forward

Our tourism and hospitality industry is internationally recognised and respected. The STA and its members remain committed to continuing to work in partnership with the next Scottish Government, MSPs and councils to take this to the next stage and deliver more for Scotland’s economy and communities, as one of the country’s key national industries and the heartbeat of our local economies.

Listen to our sector’s story. This video was created for the Industry Leadership Group Symposium, which took place on 25 September 2024.



Image Credit: VisitScotland/Luigi Di Pasquale



MANIFESTO ASKS IN DETAIL

1. CHAMPION SCOTLAND

Recognise the sector’s crucial role in supporting the nation and local communities

The decision to have a named role for tourism at government level for the first time in 2003 signalled tourism’s position as one of the country’s most important and valuable industries.

The STA looks to the next Scottish Government and other political parties to place the tourism and hospitality industry front and centre of its work during the new Scottish Parliament term, growing the sector’s value to deliver for our communities and the national economy.

To ensure the country delivers on the ambitions of Scotland Outlook 2030 and can better compete internationally, we need dedicated funding. Recent investment in VisitScotland marketing delivered a return of £18 for every £1 spent. Long-term financial stability going forward is integral for VisitScotland, EventScotland and our Destination Management Organisations to sustainably enhance and deliver world-class managed visitor destinations and grow the sector’s value for Scotland, encouraging regional and seasonal spread and more community-led tourism.

To better position Scotland’s tourism and hospitality sector to deliver on its economic, social and environmental potential, we ask the next Scottish Government and other political parties to:

- Create **a dedicated, named Cabinet Secretary or Minister role – and shadow positions –** to champion the tourism and hospitality sector and better support cross-portfolio working, promoting the importance of the sector at the heart of communities and as a major national economic driver.
- Set out a renewed commitment and accompanying **ring-fenced budget to enable the delivery of the vision and strategic missions** as identified and recommended by the Tourism and Hospitality Industry Leadership Group., the guardians of the national tourism strategy, to be a world leader in 21st century tourism by 2030.
- **Increase funding for VisitScotland and EventScotland annually** through the Parliament’s term to ensure Scotland remains globally competitive in an ever-changing economic and technological landscape, encourage visitor spread and off-season visits, and help to achieve the ambitions of Scotland Outlook 2030.
- **Enable Destination Management Organisations to evolve by working with industry to identify and secure long-term funding** to manage growth in tourism sustainably and in partnership with communities, support businesses in an ever-changing market, and deliver policy priorities on the ground, such as supporting businesses to become net zero.
- **Embed valuable business skills and knowledge as part of Scottish civil service training,** including secondment opportunities from the sector into government and vice versa.

TOURISM & HOSPITALITY AT THE HEART OF COMMUNITIES

The tourism and hospitality sector is the beating heart of our local communities, acting as a greater force for good and benefiting residents and visitors alike.



Deliver government and sector priorities together

The STA welcomes its involvement in informing the Scottish Government’s New Deal for Business as an important first step to reset its relationship with business. As a force for good, the sector can effectively partner with politicians to deliver wider social and environmental priorities, such as community cohesion and achieving net zero, balanced with recognising the distinct opportunities and challenges between rural and urban areas.

In the next Parliament term, we look to the next Scottish Government, MSPs and local authorities to actively partner with the tourism and hospitality sector to constructively deliver better regulation and supportive policy that will enable rather than hinder businesses to grow, increasing their contribution to public finances and benefiting communities across the country.

Key to this is accelerating the much-needed reform of both the planning and non-domestic rates systems, both of which are impairing businesses’ ability to invest and grow their product and offer, with a knock-on impact on the prosperity of our local communities. We must keep pace with developments across the border to avoid creating an unlevel playing field and competitive disadvantage for the sector.

Where appropriate, we look to the next Scottish Government to harmonise policy making and taxation decision-making with the rest of the UK to avoid another situation like the Deposit Return Scheme, unreplicated business rates support, or the disparities we have seen in visitor levy charging models across different parts of the UK.



Image Credit: VisitScotland/Peter Dibdin

To foster partnership working that leads to better policy and regulation for the sector, allowing it to deliver on its economic, social and environmental potential, we ask the next Scottish Government and other political parties to:

- **Make planning system reform one of the next Scottish Government’s key priorities** at the start of the new term, making it an enabler that unlocks opportunities to accelerate infrastructure development, support industry investment and expansion, attract green investment to ensure energy security, improve digital connectivity, and build more affordable housing stock for the sector’s workforce.
- **Accelerate a review of the non-domestic rates** and ensure it delivers a fairer system with lower rates for retail, hospitality and leisure.
- **Introduce a tax roadmap for Scotland** to understand how this links with the priorities set out in the National Strategy for Economic Transformation for economic growth and investment.
- **Avoid granting new revenue generating powers for councils** that risk having a detrimental impact on tourism and hospitality businesses and future economic growth. Councils should be encouraged to adopt measures to support local tourism and business investment, rather than use the sector as a revenue source or tax collector.
- **Proactively partner with the sector to identify and shape a new set of ambitious policies** to support the tourism and hospitality sector to grow in a sustainable and responsible way. All policy decision making must also be effectively rural-proofed to avoid having a disproportionately negative impact on our rural and island communities.
- **Lessen the regulatory burden on sector businesses** to give them much-needed time to breathe. Engage industry at the earliest possible stage to shape any future regulations and policy to come up with alternative solutions, rather than waiting to the consultation stage.
- **Champion the needs of the sector with UK Government counterparts** on industry priorities that are impeding the sector’s growth, such as a Scottish visa, cutting VAT and reviewing thresholds, employer National Insurance contributions, tax-free shopping, and electronic travel authorisation.
- Where appropriate, take a **joined up and harmonised cross-nation approach** concerning future policy-making that avoids causing a competitive disadvantage for the sector and placing unnecessary burden on business.



Image Credit: VisitScotland/Allan Myles

MANIFESTO ASKS IN DETAIL

2. CONNECT SCOTLAND

Invest in transport and digital connectivity

Investing and enhancing Scotland’s transport and digital connectivity is one of the key pillars of the national tourism strategy to become a world-leading 21st century destination. It sets the tone of a visitor’s experience from the very beginning of their journey and influences their decision-making about where and how much time and money they spend in our destinations.

For local residents, businesses and their workforce, connectivity has an impact on their day-to-day lives, especially in our rural and island communities. For many tourism and hospitality businesses, the challenge around a lack of local affordable housing means access to reliable, regular affordable public transport is integral to recruiting and retaining staff.

To keep pace with other international destinations, investing in modernising and enhancing connectivity needs to be a key priority for the next Scottish Government, ensuring that the country can unlock opportunities to increase both the international and domestic visitor markets sustainably, support greater visitor dispersal, and embrace new developments in AI and other technologies to deliver a cutting-edge digital visitor experience.



Image Credit: VisitScotland/Kenny Lam



To enhance transport and digital connectivity for the sector to deliver on its economic, social and environmental potential, we ask the next Scottish Government and other political parties to:

- **Align new transport and digital infrastructure projects and funding with national and regional growth priorities**, including encouraging visitors to visit more parts of the country and at different times of the year.
- Ensure that **timely and effective legacy planning** is in place for the replacement of the country's ferries, trains and buses. Urgent investment is further needed to modernise and accelerate replacing the current transport fleet, update ports, electrify the rail network, and improve railway stations and ensure platforms are fit for purpose, including improving accessibility for disabled and older people.
- **Invest in improving the reliability, frequency and value for money of the country's public transport network**. This should include greater flexibility around last service provision to support events and festivals.
- Continue to **invest in and incentivise active travel** to deliver on the country's net zero ambitions, making it safer and easier for people to walk, wheel and cycle in our visitor destinations.
- **Support more domestic and direct international flight routes** to and from Scottish airports, including the Highlands and Islands. This should include support through the creation of more flight route development funds that spread visitor activity and spend.
- **Support growth in the aviation industry** through accelerated research into sustainable fuels, decarbonisation and investing in airspace modernisation to reduce congestion and emissions, including more direct routings. This should include exploring converting Grangemouth refinery into a production facility for sustainable aviation fuel.
- Build on investment in **improving key road links across Scotland**, accompanied by the **continued expansion of fast electric charging points** in all parts of the country.
- Deliver a **joined-up travel experience** through the country, with the information and infrastructure available to help all visitors seamlessly travel between destinations, including smart ticketing across the network, linked offers across different types of public transport, and improved communication between different travel operators to better manage timetabling and disruption caused by cancellations, delays and strike action.
- **Improve digital connectivity** through fibre broadband, Wi-Fi connection and 4G and 5G coverage across Scotland, particularly **mobile signal quality** in rural and island blackspots.



MANIFESTO ASKS IN DETAIL

3. INVEST IN JOBS & GROWTH FOR SCOTLAND

Empower the sector to be an economic driver

For the good of Scotland, and the wider UK economy, the next Scottish Government must urgently work with industry, other political parties and the UK Government to prioritise economic growth to help address the projected £2.6 billion ‘black hole’ between planned spending and anticipated resource funding by 2029/30.

As one of the country’s most crucial export industries, the tourism and hospitality sector acts as Scotland’s shop window to the world, encouraging people to spend and invest, live, work, and study here. We are already world-leading in our festivals offer and major events delivery, and there is the potential to build on this and further grow our success to compete on the world stage with other visitor destinations.

Given the sector’s safe return on public investment and multiplier effect, increased spending on sector-specific infrastructure, innovation and futureproofing, sustainability, skills development and more affordable housing will create a more prosperous Scotland and generate future funding for our public services.

Investing in the sector’s workforce through targeted skills development, work-based learning opportunities and more affordable housing not only benefits the sector and its ability and capacity to deliver a better visitor experience but can help to address economic inactivity by supporting young people to develop new careers, parents and disabled people seeking part-time and flexible working opportunities, and retirees looking to return to the workplace.

The sector generates new job opportunities in rural, island and post-industrial areas that otherwise would not be available.



Image Credit: IHG Hotels

THE MULTIPLIER EFFECT

Due to the interconnected nature of the tourism and hospitality industry, the opening or closure of one type of business has a cumulative impact across the sector and wider in a local community.



To empower the sector to drive economic growth and create jobs to deliver on its economic, social and environmental potential, we ask the next Scottish Government and other political parties to:

- Work with the sector to create a **Scottish Tourism and Hospitality Growth Plan**, building on its strengths and positioning the sector as a key export and future industry for Scotland.
- As recommended by The Hunter Foundation, host a **national debate on economic policy in Scotland**, bringing industry together with both the UK and Scottish governments and political parties to help shape policy for transformational growth.
- **Deliver greater investment through the Scottish National Investment Bank** for major tourism and hospitality infrastructure projects.
- Provide **more targeted support for tourism and hospitality businesses** through grants, match-funding opportunities and interest-free loans to become more environmentally sustainable, incentivising rather than forcing businesses to achieve the country's ambition to be net zero. Applying for grants should be made as simple as possible to avoid unnecessary bureaucracy being a barrier to businesses applying.
- Ensure the **skills and education system is better aligned to the needs of the tourism and hospitality sector** by investing and delivering relevant sector skills training and work-based learning across Scotland's secondary schools, colleges and universities, employability services, and online learning providers, along with greater support for reskilling opportunities for those who are economically inactive. This should also include supporting more multi-lingual learning opportunities to support the sector.
- **Prioritise the tourism and hospitality sector as one of the key growth industries under the UK Growth and Skills Levy scheme** to help the sector grow and develop the next generation of workers, including more fully funded opportunities under the new Flexible Workforce Development Fund for sector graduate apprenticeships.

- **Accelerate investment in new home building and restoration of empty houses**, supported by prioritising reform of the planning system, to address the critical shortage of accommodation available for the current sector workforce that is impeding growth.
- The provision of affordable housing should **take into consideration seasonal accommodation needs, housing availability in rural and island communities, and housing that can also accommodate workers' families**. This should not be balanced with protecting visitor accommodation needed to meet tourism demand and support the local visitor economy.



Image Credit: VisitScotland / Luigi Di Pasquale

Safeguard and unlock future growth

As one of Scotland's most important industries it is crucial that the tourism and hospitality sector is recognised and supported as a key future industry if it is to continue to remain competitive and deliver sustained economic growth. How visitors are influenced and choose where to visit is rapidly changing and we must keep pace with the rest of the world if we want to effectively win their business.

Targeted investment in future-proofing the industry is needed to ensure that the country can harness emerging technologies in AI, national data collection and digital transformation. Improved national data collection is absolutely key to be able to make effective evidence-based decisions to grow the Scottish economy.

This must be accompanied by support for tourism and hospitality businesses, particularly the micro and small businesses that make up around 90% of the sector, to help them keep pace with the rapid developments in AI and foster the right environment for innovation, including moving to net zero.

With the aspiration of being a world leader in 21st century tourism by 2030, a digital-first approach should be applied to how we develop and implement policy, embracing opportunities like QR code technology and contactless payments to reduce the burden on business and make the visitor experience more streamlined.

To effectively futureproof the sector to deliver on its economic, social and environmental potential, we ask the next Scottish Government and other political parties to:

- **Recognise and position the tourism and hospitality sector in each year's Scottish Budget and Programme for Government as a future industry** that must be supported to embrace rapid developments in technology to compete on the global stage and support economic growth.
- Develop new training and skills development courses and funded opportunities for the sector's businesses and their workforce, especially for micro and small businesses and harder to reach parts of the country, to **keep pace with emerging developments in AI and other technologies**.
- Invest in **improved national data collection** to ensure that the sector is in a better place to make informed, accurate decisions, including better informing economic impact assessments before policy decisions are made.
- Foster better joint working opportunities with the sector, universities and tech companies to **take a 21st century digital approach to policy making and implementation** that embraces new and emerging developments in AI and other technologies.
- In partnership with Interface, which already supports business-academic collaboration for economic and societal benefit, create a dedicated **Tourism and Hospitality Future Innovation Fund** that enables innovation in the sector, including new developments to become more environmentally sustainable.

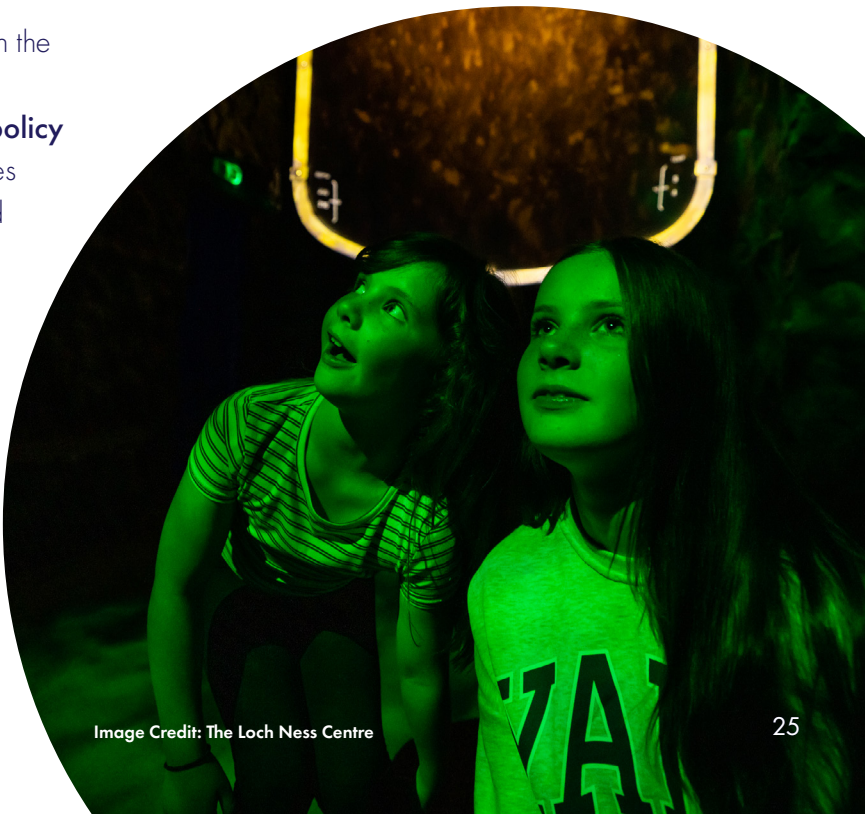


Image Credit: The Loch Ness Centre

ABOUT US

THE SCOTTISH TOURISM ALLIANCE

The **Scottish Tourism Alliance (STA)** is the largest and overarching trade body for the tourism and hospitality industry in Scotland.

The organisation has the greatest number of tourism and hospitality members under its umbrella, more than any other national association or trade body in Scotland.

Its core membership comprises of over 250 trade associations, tourism and hospitality facing businesses, destination groups and other business organisations with an interest in tourism, including many from the critical supply chains that support the sector, food, drink, finance, transport, and training providers.

In total, an estimated 15,000+ businesses are connected to the STA from across all regions of Scotland. This includes representing hotels, restaurants, visitor attractions, pubs and bars, tour operators, conference and event venues, and outdoor activity providers across the country.

The organisation is governed by a **Board** with wide-ranging representation from Scotland's tourism industry and supply sectors, who together with the STA's **Council**, **Destination Forum** and **Policy Working Group** shape the organisation's policy agenda for the Scottish Government, UK Government and other key stakeholders.

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. The trade body remains driven by this strategy, growing the value and positively enhancing the benefits of tourism in Scotland by delivering the very best for visitors, businesses, people, communities and environment.

The STA's Chief Executive, Marc Crothall MBE, co-chairs the **Tourism and Hospitality Industry Leadership Group (THILG)**, alongside the current Scottish Minister for Business and Employment. The group's core purpose is to provide the recommended strategic direction that will help to drive recovery and sustainable growth across both tourism and hospitality in the long term.

The THILG builds on the partnership approach of the Scottish Tourism Emergency Response Group (STERG), which led the industry's response to the COVID-19 pandemic in partnership with the Scottish Government.



Image Credit: VisitScotland/Luigi Di Pasquale



Image Credit: VisitScotland/Peter Dibdin



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TOURISM
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Your voice in tourism matters

The headline manifesto asks in this document have been informed by The STA's Policy Working Group, Board, Council and Destination Forum groups, which together represent interests from across the tourism and hospitality sector, along with many of the critical supply chains that support it.

We are grateful for the generous patron support we received from **The Union** to make this manifesto document possible, along with the valuable input we have received from **VisitScotland** on the latest data and visitor trends.