

Report for
Scottish Enterprise Lanarkshire
Evaluation of
Lanarkshire Strategic Tourism Marketing Project [LSTMP]

FINAL REPORT

Prepared for Helen McNeill

By

Linda Landles

Sonya Dixon

Lynsey Muir

Aiden Regan

Clare Solomon

Ref: 3172

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Lanarkshire Strategic Tourism Marketing Project [LSTMP] Evaluation

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1 Executive Summary LSTMP

1.1 Introduction

This report details the findings from the Interim Evaluation of the Lanarkshire Strategic Tourism Marketing Project [LSTMP], which comes to its conclusion in March 2008, at which point the Final Evaluation Report will be completed.

Wood Holmes Group were commissioned to undertake the evaluation for this and the Lanarkshire Branding and Communication Project, both of which were funded through a partnership between North and South Lanarkshire Councils, Scottish Enterprise Lanarkshire and with ERDF funding. Although not providing funding, VisitScotland is also a partner in the project, providing strategic marketing direction and input.

Arising from the joint economic strategy produced by the Local Economic Forum – Changing Gear towards 2010 – the LSTMP aimed to raise the profile of Lanarkshire to visitors, addressing negative perceptions and improving target audience awareness of the tourism product of Lanarkshire.

It should be noted that the LSTMP is looking to negotiate with SEP on a number of the project's targets which are now recognised as over-ambitious, and in some cases inappropriate. This evaluation will input to these negotiations.

1.2 Method

The Evaluation used a range of qualitative and quantitative methods to measure the project's performance against the aims and objectives which were defined for it within the ERDF application and the strategies and plans which were produced to achieve those objectives. The work was also to consider the LSTMP's Economic Impact and the Future Options which could be considered beyond the end of funding next year.

1.3 General Findings

It has been noted at points of this evaluation that the tourism sector was less well developed than the ERDF targets recognised and that there was work to do in establishing networks, and working with businesses to put some of the fundamentals in place before progress could truly be made.

It has been clear too that the development and growth of the sector is a long term task and that only the beginnings of change could be achieved in the 3 years of the project.

At its most strategic level, the LSTMP was to address two broad aims of the Lanarkshire Tourism Action Plan – ‘developing effective local partnerships for tourism in Lanarkshire’ and ‘proactively marketing the Lanarkshire tourism product’. The Evaluation demonstrated that the LSTM Project had addressed both of these, but that in both cases there remains work to do.

1.4 Interim Results against ERDF Targets

A total of 7 targets were identified from the ERDF Application and the project’s performance against these was found to be variable : 1 had been exceeded; there was a shortfall against 2; and no measures were in place for the others, although this evaluation process attempts to measure these targets.

It should be acknowledged, however, that many of the targets were ambitious, and some would question their appropriateness, given the nature and scope of the project. Indeed, negotiations are underway with SEP to remove some of these targets (relating to exports), although these negotiations are as yet not concluded.

Additionally, targets were set before the extent of the work needed to engage the industry was fully understood.

■ Target to support 8 Sectoral Networks

To date 9 Sectoral Networks have been supported. Notably, the LSTMP has succeeded in establishing the Associations for Accommodations and Attractions which are considered to be particular achievements of the project.

■ Target to support 55 Marketing Campaigns / Initiatives

42 marketing campaigns / initiatives were supported. The project was found to have undertaken a range of advertising and promotional campaigns, to the general satisfaction of beneficiary and participant businesses, but not in the numbers which were originally anticipated.

■ Target to assist 1252 Businesses

LSTMP ERDF claims suggest a total of 101 businesses had been supported at the time of this Evaluation. A survey amongst businesses indicated that they are generally satisfied with their involvement with the LSTMP, but that there is scope for much greater engagement.

However, it is important to note that this target may have been overly ambitious and unrealistic, in light of the fact that it is estimated that there are only 270 relevant businesses in Lanarkshire. The LSTMP believe that 'number of business assists' would be a more accurate measure of performance and are currently in discussion with SEP to amend this target.

- **Target for increases in sales derived from exports [£10.8m]**

The LSTMP was intending to request SEP to remove this target from its commitments at the time of the Interim Evaluation, and was awaiting the outcome of this evaluation to submit the change request. No mechanisms were in place to monitor this target.

- **Targets for increases in sales in businesses [£12.13m] and for creating jobs [170]**

No mechanisms were in place for measuring performance against these targets , as the LSTMP intend to use this evaluation as a measurement of this target.

- **Target for Businesses achieving Quality Awards [226]**

The LSTMP signposts businesses towards providers of Quality Awards but has no way of monitoring the numbers which achieve awards as a result of their intervention.

A more fitting target would have been to monitor referrals to quality awards.

It is essential that a monitoring system is developed and implemented to assess progress against this target.

1.5 Interim Results against Strategies and Activities

- **Achieving a Joined-up Approach with the Lanarkshire Branding & Communications project**

The LSTMP was found to have been one of the earliest adopters of the logo and themes of the Lanarkshire branding, largely presenting a 'joined-up' approach to its target audiences. However it was clear from Stakeholders that there had been operational issues between the teams which had impacted on both projects and that at a strategic and practical level a truly joined-up approach had at times been difficult to achieve.

- **Delivering Marketing and Advertising Campaigns aimed at target audiences**

The LSTMP had undertaken a range of campaigns in the defined target markets, reflecting the themes and priorities of the strategy and in line with the LBCP.

Moreover, the survey of tourism businesses showed that many believed that the image of Lanarkshire is changing and that the LSTMP is credited by many to be a key driver of this change.

- **Media Activity**

The project fulfilled its target to work with journalists, arranging a number of familiarisation visits and implementing a number of features, articles and competitions in local, regional and national press as planned.

Research amongst stakeholders and tourism businesses suggested many had perceived an increase in media coverage for tourism in Lanarkshire.

- **Development of the Website**

www.visitlanarkshire.com was launched in September 2006 and is perceived by many Stakeholders as an important output of the project. Tourism businesses have mixed views on the importance of the website to their businesses and work is required to fully persuade them of its potential value to their business development.

It is clear from Stakeholder interviews that there is a view that this and the website of the LBCP - www.lanarkshire.com – should be combined, delivering efficiencies for both streams of activities.

- **Monitoring Campaigns**

Whilst the LSTMP team are in the process of developing more formal systems for measuring effectiveness of their campaigns, this has been limited in the project so far. Five campaigns had been measured to date.

1.6 Additional Impacts

The Evaluation process identified a number of important additional impacts which had resulted from the work of the LSTMP :

- **Establishing important building blocks for tourism in Lanarkshire**

The work of the LSTMP is particularly noted for having begun the process of establishing the 'building blocks' for the future, and it is clear that the sector value this and want the work to carry on and grow.

- **Engaging with the tourism sector and giving them confidence that tourism is being given more attention and resource than previously**

We heard from beneficiary tourism businesses that the sector in Lanarkshire had previously felt under-resourced and lacking in attention. Whilst they do not claim that the LSTMP has solved all of their problems, it is clear that it has demonstrated a commitment to them which they do not want to lose.

- **Raising aspirations of the Sector**

Having achieved significant progress in establishing the fundamentals for the sector, tourism businesses now articulate a desire for more investment to take the sector to the next level, particularly calling for investment in the tourism product in Lanarkshire.

1.7 Management processes and performance

The Evaluation found that there was a need for evaluation at two levels :

- To measure effectiveness of campaigns and initiatives
- To monitor the project's performance against its targets

In practice, processes were limited in both of these cases. Work was being undertaken by the project team to address the need for increased monitoring and it is expected that the final evaluation on completion of the project will indicate improved systems in place.

1.8 Economic Impact

The economic impacts associated with the activity undertaken by the LSTMP were addressed in the survey of participating and non-participating businesses.

However it was not possible to satisfactorily determine the economic impact of the project with appropriate levels of certainty and comparability. Many of the beneficiaries surveyed had found it difficult to attribute numeric impacts in relation to jobs, turnover, skills level and so on, which was evidenced by the incompleteness of the returned data.

This made any attempt to extrapolate figures to the wider population of beneficiaries inaccurate and potentially misleading and so a professional judgement was made that no formal economic impact assessment would be presented.

It is important to note however that this does not indicate a fault or a failing of the project and that elsewhere in the project strong and varied evaluation data has been collated that provides evidence of the impact of the project.

1.9 Future Options

A range of Future Options was outlined for discussion amongst the key Stakeholders involved, which distil into 3 basic alternatives :

- Continuing the tourism work, maintaining separation between this and the work of the Branding & Communications Project
- Dismantling the Project, absorbing its activity back into the two Councils
- Combining the work of this Project with the work of the Branding & Communications Project and seeking a 'single approach'

The chosen way forward will of course depend on a whole range of factors, but perhaps most significantly on :

- Availability of funding
- Willingness of fund holders to support alternative approaches

1.10 Final Conclusions

- The tourism sector had been less well developed than previously thought and much work had to be done in engaging with the sector and working with it before real measurable progress could be made.
- On this basis the original targets set for the LSTMP were deemed to be ambitious and perhaps with hindsight even unrealistic in the context of the readiness of the sector for development. It is also recognised that some targets are inherently long term (eg job creation) and difficult to attribute to the work of a single project.
- The LSTMP has made progress for the tourism sector in Lanarkshire, providing some fundamentals upon which future development may be based.
- There were issues surrounding buy-in for this – and the LBCP - the result of a combination of circumstances, all of which have impacted upon the project team's ability to achieve synergy with the other project. Consequently opportunities for efficiencies across the projects may have been missed and time lost in trying to achieve buy-in and commitment from key stakeholders.

- The Evaluation concludes that the work that has been started by the LSTMP should be taken forward in some shape or form, fulfilling the hopes and expectations of the sector and building on the foundations which have been put in place so far.

2 Introduction & Background

In August 2007, Scottish Enterprise Lanarkshire commissioned the evaluation of two projects from Wood Holmes Group :

Lanarkshire Strategic Tourism Marketing Project [LSTMP]

Lanarkshire Branding and Communication Project [LBCP]

These projects are being delivered on behalf of the Lanarkshire Economic Forum [LEF], funded for 3 years through ERDF, North Lanarkshire Council, South Lanarkshire Council and Scottish Enterprise Lanarkshire, with funding due to come to an end in March 2008. Although not providing funding, VisitScotland is also a partner in the project, providing strategic marketing direction and input.

This report provides the interim results of the evaluation of the Lanarkshire Strategic Tourism Marketing Project [LSTMP], with a final report due after the conclusion of the project in March 2008. The evaluation of the Lanarkshire Branding and Communications Project is reported on separately.

2.1 Project Rationale

In 2003 an updated version of the joint economic strategy for Lanarkshire was produced by the Lanarkshire Economic Forum – *Changing Gear towards 2010* – setting the priorities for economic growth for the decade ahead.

This strategy identified the potential of the tourism sector in Lanarkshire and referred to 'the scope for further exploiting the visitor potential of the area'.

Within its aim of making Lanarkshire 'an attractive place to live and work', the strategy defined 'Enhancing Lanarkshire's Image' [objective 4], with an action to :

'Review the scope to further promote Lanarkshire's potential as a visitor destination via the development and implementation of a Lanarkshire Tourism Action Plan'

In 2004, the Lanarkshire Tourism Action Plan was produced by a sub-group of the Local Economic Forum. It sets out the aspirations for the Lanarkshire tourism industry through to 2010 and aims to provide a strategic focus for the development of the tourism potential of Lanarkshire.

The Tourism Action Plan defines 4 Key Objectives for tourism in the area, and the Lanarkshire Strategic Tourism Marketing Project was to address two of these in particular :

Key Objective 2 – Develop effective local partnerships for tourism in Lanarkshire

Key Objective 3 - Proactively market the Lanarkshire Tourism product

The ERDF Grant Application for this project stipulates that if Lanarkshire is 'to improve its overall tourism product and maximise the contribution of this sector to the local economy it needs to work proactively to stimulate a co-ordinated and targeted approach to marketing and communications activity.' It goes on to make the point that this level of attention for tourism would necessitate 'additional dedicated staff resource' and that this 'falls outwith the scope of the Tourist Board remits'.

On this basis, the project was successful in attracting ERDF funding and the Lanarkshire Strategic Tourism Marketing Project [LSTMP] was created, with financial contributions from both councils, South and North Lanarkshire, and from Scottish Enterprise Lanarkshire. Strategic marketing direction was given by VisitScotland via the Steering Group.

The project also aligned to Smart Successful Scotland's aspirations of ensuring "globally attractive locations for work, study and living as well as for visiting." (Smart Successful Scotland – Strategic Direction to the Enterprise Networks and Enterprise Strategy for Scotland, Scottish executive Edinburgh, 2004, p5).

2.2 Project Summary

The Lanarkshire Strategic Tourism Marketing Project [LSTMP] aims to raise the profile of Lanarkshire to visitors, addressing negative perceptions and improving target audience awareness of the tourism product which is available across Lanarkshire.

Hosted on behalf of the Partnership by the lead partner South Lanarkshire Council, but with a pan-Lanarkshire remit, this project is based in the offices of South Lanarkshire Council in Hamilton, and employs 3 people : 2 part-time [Tourism Officer, job share] and 1 full-time (Tourism Assistant).

2.3 The Lanarkshire Branding & Communications Project

It is important to note in the context of this evaluation, that the creation of this tourism project [LSTMP] was in parallel with the creation of the Lanarkshire Branding & Communications Project [LBCP], which also emerged from the priorities identified in Lanarkshire's Economic Strategy, Changing Gear towards 2010.

The economic strategy clearly links the needs of addressing Lanarkshire’s image with opportunities for increasing visitor potential in the area, and the strategies for both projects underline the inter-dependence of the two projects.

Separate evaluations have taken place of both projects, but their relationship with each other is an important element of each strand of activity.

The LBCP is hosted on behalf of the Partnership by lead partner North Lanarkshire Council, and is based in its offices in Cumbernauld.

Both projects have a ‘pan-Lanarkshire’ remit, with aims and objectives relating to the whole area in both cases. Each project refers to the other in its strategy and planning processes, highlighting the expectation that they would work together and benefit from the synergistic opportunities joint working could present. It should be noted that the timing of the projects’ approval – with the LSTMP getting underway before the LBCP – created some issues around synergies.

2.4 Project Inputs

The Lanarkshire Strategic Tourism Marketing Project has been funded by South Lanarkshire Council, North Lanarkshire Council and Scottish Enterprise Lanarkshire, together contributing a total of £808,500, as part of a total funding package of £1,315,382.

It should be noted that ERDF cash for the project was generated as a result of partner spend, meaning that all ERDF contribution was not available at the outset of the project. Therefore, in contrast to the LBCP, its sister project, the LSTMP had limited funding at the outset of the project, meaning an element of project delivery relied on waiting for local authority expenditure as match funding before any further monies for spending could be claimed back. This led to time-lags and restrictions on implementation.

Table 1: Funding Package

	Eligible	Non-Eligible
Public Match Funding	£808,500	
South Lanarkshire Council	£513,500	
North Lanarkshire Council	£250,000	
Scottish Enterprise Lanarkshire	£35,000	£10,000
Company Contributions	£70,000	£31,500
ERDF Grant	£405,382	
Total Funding	£1,273,882	£41500
Total	£1,315,382	

2.5 This Evaluation Report

This report provides the findings of the evaluation process for the Lanarkshire Strategic Tourism Marketing Project. It explains the methodologies which were used to evaluate the work, the measures against which progress has been assessed, and then takes each of these measures and provides evidence from each stream of our work to show how far the project has progressed towards its targets.

A summary is included at each stage which gives a useful overview of performance against the evaluation measures. The final section of the report considers the project's overall performance and draws conclusions from the work which has been done.

The Economic Impact of the project is addressed separately within the report [Section 3].

Also included within the report is a section in which the 'future options' for the project beyond ERDF funding are considered [Section 6], for initial discussion and agreement amongst the current funders and project teams within the Councils and at Scottish Enterprise Lanarkshire. There will then be further consultation as appropriate with other partners, trade associations and the Lanarkshire Tourism Area Partnership.

3 The Evaluation Project

The purpose of this work is to evaluate the Lanarkshire Strategic Tourism Project [LSTMP], a project funded jointly through ERDF, South Lanarkshire Council, North Lanarkshire Council and Scottish Enterprise Lanarkshire, for which funding is coming to an end in March 2008.

The objectives of this evaluation are :

- To assess how the project has delivered in relation to its stated ERDF targets
- Assess marketing strategies of the project and their relative success
- Identify overall economic impact of the project
- Identify any other additional impacts, including more qualitative results
- Assess management processes and monitoring performance
- Identify and assess the options for the future of the project
- Provide analysis and recommendations to inform the future development and funding strategy for this broad area of activity

This Interim Report reviews the strategic achievements of the project, its outcomes and impacts and considers the options for the future development of the work of the project. A Final Report is to be completed in 2008, updating key metrics after the completion of the project.

4 Methodology and Approach

The evaluation process has involved a mix of methodologies :

- **Workshop with partners involved in the Project**
- **Depth interviews with Stakeholders in the Project**
- **Invitation by email to wide range of stakeholders for comment**
- **Depth Interviews with 'beneficiary businesses'**
- **Quantitative research amongst 'beneficiary businesses' in Lanarkshire**
- **An on-line survey of visitors to the www.visitlanarkshire.com website**
- **Depth interviews with a sample of visitors to the website**
- **Desk Research of publications, data, reports etc pertaining to the Project**

4.1 LSTMP Workshop

This workshop was held at Scottish Enterprise Lanarkshire on 11th September, at the beginning of the evaluation process. The purpose of the session was to :

- Meet the LSTMP team and those associated with it
- Agree objectives and processes for the evaluation
- Exchange information and signpost to further information sources
- Open channels of communication to ease the evaluation process

The agenda for the day and the list of attendees are both included in Appendix 1.

4.2 Stakeholder Depth Interviews

A series of 20 depth interviews were conducted face-to-face and by telephone between 14th September and 16th October, with a range of stakeholders of the project. In many cases, Interviewees were in fact Stakeholders in both the LBCP and the LSTMP projects, in which cases they were invited to comment on both. The objectives for this element of the work were to:

- gain an understanding of the issues surrounding the project

- gather perceptions of its success and impact
- explore opportunities for the future

The list of Stakeholders interviewed within this process is included in Appendix 2, together with a copy of the discussion guide which was used for the interviews.

4.3 Depth Interviews with Beneficiary Businesses

A series of 15 depth interviews was conducted with businesses who had been identified as being beneficiaries of the work of the LSTMP, namely tourism businesses in Lanarkshire.

A database of [approx] 240 businesses was supplied by the client, from which this sample was drawn.

The purpose of these interviews was to :

- explore if, and in what ways, they had benefited from the project
- identify and understand issues of impact on them and the sector
- identify core areas within the programme which were of value and should be sustained
- gain perceptions of their experiences of the project

The questionnaire for the survey of Beneficiary Businesses was also piloted with these respondents.

A copy of the discussion guide used for these interviews is provided in Appendix 3.

4.4 Survey of Beneficiary Businesses

We then conducted a survey amongst the Beneficiary Businesses in the tourism sector.

The purpose of this exercise was to quantify the attitudes and opinions of those who had been the target beneficiaries of the LSTMP work. Specifically we wanted to know :

- The extent to which their involvement with LSTMP had influenced their business decisions and activities
- Their perceptions of the services and resources offered

- Economic impact of the activities of LSTMP*

** A series of questions was designed to address the issues surrounding Economic Impact, in accordance with the Guidelines published by Scottish Enterprise*

Following the quantitative interview, all participating organisations were invited to offer further comment on the future direction of the Lanarkshire Tourism Partnership Project, by emailing or telephoning the Wood Holmes Group evaluation team.

127 interviews were undertaken with tourism businesses from a database of 268 provided by Scottish Enterprise (a response rate of 47%).

This overall sample size produces a margin of error of +/-6.32%, rendering the results across the total sample reasonably robust, and can be seen as indicative of the population as a whole.

Just over one third of those interviewed (35% - 45) were businesses who had participated in the Lanarkshire Tourism Marketing Partnership programme. By interviewing 45 of the 101 participating businesses, we achieve a margin of error of +/- 10.93 with this sub-sample.

By interviewing 82 non-participating businesses, we achieve a margin of error of +/-8.47 for this sub-sample.

The definition of participation was any business that had attended meetings, participated in marketing initiatives, bought advertising space, been listed on the website, or offered special promotions.

Of these 127 businesses, 51% (65) were serviced accommodation, 15% (19) were attractions and 10% (13) were self-catering accommodation.

58% (73) of those interviewed were based in South Lanarkshire and 42% (53) were located in North Lanarkshire.

The questionnaire used for these interviews is included in Appendix 4.

4.5 On-Line Survey

The on-line survey was addressed in 2 stages :

[a] first subscribers to the www.visitlanarkshire.com website were e-mailed with the on-line survey. A total of 119 subscribers were e-mailed, taken from a database supplied through Scottish Enterprise Lanarkshire, with replies being received from 26.

[b] and then the survey was added to the website to give all visitors the opportunity of review the website. Only 7 website users completed the survey.

In both cases, the survey considered :

- Reasons for visiting the website and information sources used
- Experiences of using the website
- Value of the content
- Influence on decision-making
- Outcomes of exposure to the website

A copy of the on-line survey is included in Appendix 5.

In an attempt to maximise response rates, the online survey on www.visitlanarkshire.com remained open between October 2007 and March 2008.

4.6 Depth interviews with subscribers / visitors to the Website

All respondents to the on-line survey were asked if they would be prepared to complete a depth telephone interview about the website. Only three website visitors have indicated they would be willing to take part in a depth interview. This will be reported upon in the final document. Given this very low response rate and the comprehensive range of questioning in the on-line survey itself, it was decided that these interviews would not add value to the findings.

4.7 Desk Research

Secondary Research of various publications, reports, statistics and materials was conducted as part of the evaluation process. A full list of sources is included within Appendix 6.

Findings from each stage of work have been used to measure performance throughout the evaluation process. Reference is given within the report to the 'data source' used in each case.

4.8 Evaluation Reporting Structure

This evaluation report is structured to respond directly to the objectives for this evaluation project. There are 7 sections, corresponding with the aims of this evaluation exercise.

Section 1

Delivery of the LSTMP in relation to its stated ERDF targets

In this section we consider performance of the Lanarkshire Strategic Tourism Marketing Project in relation to its original objectives, as defined in the ERDF Grant Application Form for the stream of funding. Specifically, the targeted '**Outputs**' and '**Results**' provide quantitative goals for the project.

Please refer to Appendix 8 for an overall list of stated ERDF 'aims and targets' for the project, which have been used as measures within this evaluation process.

Section 2

Assessment of Marketing Strategies and their relative success

In this section we consider the strategies which have been created within the project, the activities and outputs associated with these and their success in achieving their original goals.

Specifically, we have used the Lanarkshire Tourism and Marketing Strategy from which we have identified a number of strategies, activities and outputs targeted for the project [please refer to Appendix 8].

Section 3

Economic Impact Assessment

The Economic Impact Assessment is approached according to the Guidelines published by Scottish Enterprise.

It is a quantitative exercise, with standardised questions incorporated into the survey with beneficiary businesses.

Section 4

Additional Impacts

Here we consider wider, more qualitative impacts of the project.

Evidence is gathered from all stages of primary research within the evaluation.

Section 5

Management Processes, Monitoring Performance

In this section we evaluate the processes in place within the project to report on the project as it progressed and to monitor its performance against its specified targets.

Section 6

Options for the Future of the Project

In this section, the future options are identified and their implications considered, informed by findings from all stages of the research.

Section 7

Conclusions and Recommendations

Finally, a review of the findings summarised as key issues and conclusions.

5 The Evaluation

Section 1

Delivery of the LSTMP in relation to its stated ERDF targets

Measure 1 Marketing campaigns / initiatives supported

Measure 2 Businesses assisted

Measure 3 Increase in sales derived from exports

Measure 4 Increase in sales in businesses

Measure 5 New Jobs Created

Measure 6 Organisations achieving recognised quality awards

Measure 7 Number of businesses / sectoral networks supported

Contextual Comments

Beneficiary Businesses

Data source : Depths

There is general agreement amongst **tourism businesses** in the area that Lanarkshire is starting from a very difficult base in terms of attracting visitors to the area. It is widely felt that there is a need to overcome strong existing negative perceptions (mainly external but some internal) and to solve the wider issues affecting the sector. The beneficiary businesses perceived the wider issues to be:

- The area's industrial heritage
- Impact of foot and mouth still being felt
- Decreasing number of people travelling to Scotland in general
- A history of tourism not being considered important to Lanarkshire (and a history of under-investment – see point below)
- Short-term solutions are not realistic

There is a consistent perception that there has been a history of under investment in the tourism industry in the region and that organisations charged to promote the area suffer from a significant resource shortfall (both in money and personnel), making it particularly difficult and unrealistic to expect the area to compete with the might of Glasgow and Edinburgh.

There is also an underlying feeling that the promotion of Lanarkshire as a tourism destination has not historically been handled well (if at all) by previous organisations, be it local authorities and / or the old tourist boards.

Tourism businesses which were consulted with felt that the tourism project must be viewed and handled as a long term programme and that currently we are still at the start of a long and potentially difficult journey. Subsequently, it was highlighted that it was essential that the partnership offered 'long-term support and not just a short-term solution'.

Stakeholders

Data source :Depths

Stakeholders largely emphasised too that the tourism project in Lanarkshire should be viewed in the long term and that the base from which this particular initiative started was perhaps much lower than the ERDF application recognised. The tourism sector was recognised, however, as strategically important to the region, a key strand of economic regeneration and therefore one which should be given future support.

The work of the LSTMP was generally recognised as having created a good basis for moving forward, with an acknowledgement that there is much still to do to continue to improve the tourism offer from Lanarkshire and increase its economic impact on the region.

Section 1

Delivery of the LSTMP in relation to its stated ERDF targets

Measure 1 Marketing Campaigns / Initiatives Supported

ERDF targets state that 55 marketing campaigns / initiatives were to be supported over the course of the project.

Overview of Activity

DATA SOURCE : Desk

Evidence supplied by the LSTMP delivery team indicates that, at this interim evaluation stage:

- 42 marketing campaigns / initiatives have been supported through the work of the LSTMP

In summary, work undertaken includes:

- advertising to raise awareness of the tourism offer in Lanarkshire
- the production of information leaflets and booklets to support and enhance the tourism offer for those making leisure visits to Lanarkshire
- promotional activity, such as competitions and visitor offers, distributed via direct mail, press or website
- it is also noted that partner-delivered activity – not led, but supported by the LSTMP – took place

The tables below summarise the main marketing campaigns / initiatives supported by the LSTMP. A more detailed review of activity can be found in Appendix 7 of this report.

Table 2: Key Initiatives

Initiative Title	Activity Overview
Live Lanarkshire	An advertising campaign, with adverts featured in VisitScotland's Events Guide and posters displayed at TIC sites
Fun Lanarkshire. <i>Love it! / Something for Everyone</i>	An integrated communications campaign utilizing press and poster advertising, and in-room advertising
Great Days Out in Lanarkshire	An integrated communications and promotional campaign involving advertising in targeted publications and distribution of special offer booklets
Visit Lanarkshire	Adverts placed in targeted publications, namely VisitScotland publications and Scottish Auto Trader
Visitlanarkshire.com	Advertising to support the launch of www.visitlanarkshire.com and to raise awareness of the portal. Channels used include banner advertising at events in Lanarkshire and streetliners on buses.

Table 3: Publications

Initiative Title	Activity Overview
Lanarkshire Tourism Action Plan	Strategy document, produced for internal and external partners and private sector tourism operators
Lanarkshire Tourism Marketing Partnership Newsletter	Newsletter produced quarterly. Mailed to 500 recipients
Events Diary : EG '05	A 16 page events diary, distributed to target consumer audiences
Essential Guide to Lanarkshire	A leaflet guide book previewing key attractions and activities in Lanarkshire, including a map of Lanarkshire
Doors Open Day Booklet	Production of booklets to support the Doors Open Day events, coordinated by the LSTMP, in 2006 and 2007

Table 4: VisitScotland led collaboration Initiatives

Initiative Title	Activity Overview
Stena Line Marketing promotion	Joint marketing promotion with Stena Line to promote trips to Lanarkshire from Northern Ireland. Featured in targeted newspaper and competition
VisitScotland	Autumn Gold Mailer Campaign Spring Mailer Campaign VisitScotland Essence Guide Generic advertising

Table 5: Other Initiatives

Initiative Title	Activity Overview
Production of perspex display/leaflet dispenser with interchangeable events listings	30 display units distributed to accommodation and attraction providers in Lanarkshire
S&UN Advertising Campaign	Promotional competition campaign carried in Lanarkshire S&UN papers
Metro Newspaper advertising	Competition advert to win one of five weekend breaks in Lanarkshire
Tourism Award	An award open to tourism businesses which have successfully developed innovative ways of expanding their products/services/market or have developed innovative ways of working with customers or other tourism businesses to increase performance

Beneficiary Businesses**DATA SOURCE : Depths**

- Some feel that the LSTMP has succeeded in identifying target audiences and key visitor attractions and consequently managed to focus more appropriately on promoting Lanarkshire more as a weekend / short stay destination.

In light of this, and the challenges for tourism in the area, some perceive that tourism in the area has done 'reasonably well' since the working group / partnership was established.

- However, it was felt by several respondents that the area lacked a 'flagship attraction' on which to base and focus all tourism activity. New Lanark was

suggested as a suitable attraction that could perhaps provide this much needed regional focus and an effective means on promoting the region externally.

- Furthermore, it was considered essential that tourism activity in the region should avoid using a 'broad-brush approach', the aim and focus should be placed on those attractions in the area that offer the widest external appeal (e.g. New Lanark, M&Ds, the town of Biggar). One respondent commented that the area 'needs a leader' in terms of a prominent attraction ('like Hadrian's Wall in Northumberland').
- Although a contentious topic amongst tourism businesses in the region, some are of the opinion that Lanarkshire needs to make more of its proximity to Glasgow and Edinburgh. It is felt that there are a range of opportunities in taking advantage of the conference market 'spill-over' and through promoting Lanarkshire as a rural retreat from the city.
- Contrary to this, some do feel that historically there has been an over dependence on visitors to Glasgow and Edinburgh and that the region is used too much as, and content being no more than, a 'stop-over' location. However, it was consistently felt that there was benefit to be made from the fact that the region is equidistant to Glasgow and Edinburgh and offered unique tourism benefits for that reason.

Beneficiary Businesses

DATA SOURCE : Survey

- The survey of tourism businesses showed that VisitScotland is the organisation that businesses are most likely to be working with to attract visitors to their business.

When asked which organisations businesses worked with to attract customers to their organisation, when prompted, just over half respondents stated VisitScotland (54% - 69).

17% (22) stated the Lanarkshire Tourism Marketing Partnership

13% (17) stated Scottish Enterprise Lanarkshire.

60% (76) of businesses also stated other organisations that they worked with.

MEASURE 1 EVALUATION COMMENT

- **The LSTMP has undertaken a number of marketing campaigns and initiatives**
- **Beneficiary businesses are generally satisfied that progress is being made**
- **Some raise questions about 'positioning' of the Lanarkshire offer, and suggest scope for a flagship attraction?**
- **From an ERDF target of 55 campaigns / initiatives supported, 42 have been met, with 5 months of the programme remaining**

Measure 2 Number of Businesses Assisted

ERDF targets state that 1000 existing businesses and 252 new start businesses should receive assistance as part of the LSTMP programme.

NB Given that the number of business in the sector is actually c. 270, we understand that the LSTMP is attempting to change this target to refer to 'business assists' rather than assisted businesses.

Overview of Activity

DATA SOURCE : Desk

Evidence provided by the LSTMP delivery team indicates that at this interim reporting stage:

- 99 existing businesses have been assisted [target 1000]
- 2 new start businesses have been assisted [target 252]

Beneficiary Businesses

DATA SOURCE : depths

- The relationship between businesses and the LSTMP was described as a 'partnership', and although some were more positive than others, in the main it was viewed as a worthwhile relationship which was to the benefit of both parties.

However, some did describe their relationship with the network as more 'neutral' and 'observational', with some concerns raised that despite the LSTMP having brought about a degree of enthusiasm etc., it lacked sufficient resources (in what is a very competitive market) to deliver certain projects.

It was felt generally that the network needed to 'learn how to fail' - in other words it shouldn't worry too much about making mistakes, so long as learnings are made from those mistakes. There was also a comment that realistic expectations and objectives should be set for the length of the project.

- Businesses felt that the regional tourism network in Lanarkshire was beginning to enable businesses and organisations to start to work more effectively together and pull in the same direction to attract visitors to the region.

It was noted that the network had been more successful since it began to engage more effectively with private sector businesses.

- There was a general feeling amongst businesses that whilst the structure of the tourism network is 'satisfactory', some felt that the current 'product' still needs a

lot of work and is not yet fully effective¹. However, it was reiterated that this is still very early days for the programme and it would be unrealistic to expect an immediate impact in the area.

Beneficiary Businesses

DATA SOURCE : survey

- Around one third (32% - 40) of the businesses interviewed had taken part in activities associated with the LSTMP in the past 2-3 years.

Of these 40 businesses:

- 38% (15) had been listed in promotional material
- 35% (14) had had some involvement with the website
- 28% (11) had offered special promotions or discounts
- 55% (20) stated that they had some other form of involvement.

- 15% (19) of the businesses interviewed had taken part in activities with other organisations that were working in conjunction with the LSTMP.

Of these 19 businesses:

- 58% (11) had been listed in promotional material
- 37% (7) had advertised in promotional material and,
- 27% (5) had offered special promotions or discounts.

- Around one third of the businesses interviewed were familiar with the LSTMP and the work that they do.

- 33% (42) stated that they were either quite familiar (29% - 37) or very familiar (4% - 5)

- However, there was evidence that a large proportion of businesses in the area are yet to familiarise themselves with the work of the LSTMP

- 26% (33) were not very familiar
- 41% (52) were not at all familiar

- Those businesses that had at least some familiarity with the LSTMP perceived the level of contact they received from them to be fairly infrequent.

- 1 in 4 (24% - 18) stated contact was not at all

¹ Whilst this is an important point, it should be noted that the development of the tourism product in Lanarkshire has not been part of the remit of the LMSTP

- 1 in 2 (52% - 39) stated contact was not very often 19% (14) stated that they received contact often
- 5% (4) had contact very often with the LSTMP
- Where there is a relationship with the LSTMP there is clear evidence that this is fulfilling the needs of tourism businesses in the region. Of those businesses that were familiar with the LSTMP and able to comment on their relationship with them (52):
 - 83% (43) stated that they were either satisfied (64% -33) or very satisfied (19% - 10)
 - 18% (9) stated that they were either dissatisfied (10% - 5) or very dissatisfied (8% - 4).

MEASURE 2 EVALUATION COMMENT

- **Tourism businesses are participating in LSTMP activity, but there is scope to grow levels of awareness, participation and engagement**
- **Where there is engagement, businesses are generally satisfied with LSTMP, although levels and frequency of contact with some is limited**
- **LSTMP records indicate that this ERDF target to engage with 1252 businesses has not been met at this interim evaluation stage, with actual number of businesses assisted currently standing at 101**
- **It should be noted again, that this target may have been overly ambitious and unrealistic, given that it is estimated that there are only 270 relevant businesses in Lanarkshire**
- **In light of this, it is felt by the LSTMP that number of assists to businesses would be a more accurate target. Discussions are underway with SEP on this matter**

Measure 3 Increase in sales derived from Exports

ERDF targets state that a result of LSTMP activity should be an increase of sales derived from Exports for Lanarkshire businesses, to the value of £10.8 million.

Overview of Activity

DATA SOURCE : Desk

- It is understood that the LSTMP is seeking to remove this from its ERDF targets, but that at this stage are awaiting the outcome of this evaluation to make a complete change request with SEP.
- As a result, no mechanism has been put in place to measure the extent to which LSTMP activity has led to an increase in sales derived from Exports.

MEASURE 3	EVALUATION COMMENT
	<ul style="list-style-type: none">■ LSTMP hope to remove this target■ No measures in place to monitor

Measure 4 Increases in sales in Lanarkshire businesses

ERDF targets state that a result of LSTMP activity should be an increase of sales in :

- existing businesses in Lanarkshire, to the value of £10.8 million
- new businesses in Lanarkshire, to the value of £1.33 million

Overview of Activity

DATA SOURCE : Desk

- No mechanism has been put in place to measure the extent to which LSTMP activity has impacted upon the sales within new businesses in Lanarkshire over the course of the project.
- We note that the Rural Capital Grant Scheme was launched on the back of the Tourism project to encourage increased development. This has supported 10 tourism businesses to date with property improvement projects (total support = c. £200,000) which will yield turnover increases. The actual increases are at this point unknown.

Please refer to Section 3 for more information on the economic impact of the intervention.

MEASURE 4	EVALUATION COMMENT
	<ul style="list-style-type: none">■ We recognise that given the nature and scope of the LSTMP, that this target is ambitious, and possibly inappropriate.■ Currently, there are no measures in place to monitor growth in sales■ No claims have been made against this target in ERDF claim forms■ We would advise that measures to monitor sales should be implemented before the final evaluation

Measure 5 Jobs Created

ERDF targets state that 170 gross new jobs should be created as a result of the work of the LSTMP.

Overview of Activity

DATA SOURCE : Desk

- No mechanism has been put in place to measure the number of new jobs created as a result of the work of the LSTMP over the course of the project.

DATA SOURCE : Stakeholder Depths

- There were references in the Stakeholder interviews to the fact that original targets which had been set for the Project were ambitious and that in practice there was more to do in addressing the basics for the sector before measurable growth could be achieved.

Please refer to Section 3 for more information on the economic impact of the intervention.

MEASURE 5	EVALUATION COMMENT
	<ul style="list-style-type: none">▪ We recognise that given the nature and scope of the LSTMP, that this target is ambitious, and possibly inappropriate.▪ Currently, no measures are in place to monitor job creation▪ No claims have been made for jobs in ERDF claim forms▪ We would advise that measures to monitor job creation – and all of the target sub-categories - should be implemented before the final evaluation

Measure 6 Organisations achieving Quality Awards

ERDF targets state that the LSTMP should, in conjunction with partner organisations such as Business Gateway and VisitScotland, promote quality initiatives to organisations operating in the tourism sector within Lanarkshire.

As an outcome of this activity, 226 organisations should achieve a quality award over the course of the project lifetime

Overview of Activity

DATA SOURCE : Desk

- The LSTMP have a policy that all accommodation organisations which participate in LSTMP marketing campaigns must be participants in quality assurance schemes. On this basis, the LSTMP delivery staff sign-post organisations without a quality assurance to VisitScotland
- However, no formalised mechanism has been put in place to measure the number of tourism organisations in Lanarkshire that have achieved a quality award over the course of the project
- ERDF claim forms indicate that 1 organisation has achieved a quality award as a result of activity undertaken by the LSTMP

Beneficiary Businesses

DATA SOURCE : Survey

- Out of the 127 businesses interviewed, 67 (53%) stated that their organisation had been awarded an industry accreditation, the most common of which were VisitScotland Stars (29).
- It is not possible to confidently say whether or not these were achieved during the period or as a result of the programme.

MEASURE 6	EVALUATION COMMENT
	<ul style="list-style-type: none">▪ The LSTMP signposts organisations to VisitScotland for quality awards▪ 53% of the tourism sample had a quality award.▪ With fewer than 300 business in the tourism sector in Lanarkshire – a proportion of which we can assume already held quality

awards at the outset of the project - a target of 226 seems ambitious

- **We suggest that this target is inappropriate and should in fact be the number of referrals made to VisitScotland for a Quality Award**
- **No measures are in place within the LSTMP to monitor their attributable performance against this target and it is advised that measures are put in place to record**
- **ERDF claim forms record 1 organisation achieving a quality award as a result of LSTMP activity**

Measure 7 Number of businesses / sectoral networks supported

The ERDF targets state that 8 sectoral networks should be supported by the LSTMP, over the course of the project.

Overview of Activity

DATA SOURCE : Desk

- At this interim evaluation stage, 9 sectoral networks have been supported:

Table 6: Sectoral Networks Supported

Sectoral Networks Supported
The Lanarkshire Attractions Association
Lanarkshire Accommodation Association
Biggar Town Group
South Lanarkshire Museums Groups
Area Tourism Partnership
Farm Stay Group
Tourism Officers Group (within the local authorities) x2
Information dissemination sessions with the whole sector

- The **Lanarkshire Attractions Association** and the **Lanarkshire Accommodation Association** are sectoral networks which have been formed and developed by the LSTMP.
- The representatives from the LSTMP participate in the remaining sectoral network groups.
- The Lanarkshire Attractions Association was established in March 2005 and meets monthly.
- The Lanarkshire Accommodation Association was first established in July 2005, with regular bi-monthly meetings commencing from January 2006.

- The development of the Associations included consultation work at the outset of the project, to establish the engagement needs of tourism businesses in Lanarkshire.
- Both Associations seek to *strengthen the voice* of the tourism sector within Lanarkshire and to ensure that organisations within the sector *make the most of Lanarkshire's increased profile*. Key decision makers from the key attractions and accommodation providers in Lanarkshire are members of the Associations.
- Both Associations have been invited to have input into the strategic direction of the LSTMP. For example, members of both associations were invited to comment on the LSTMP marketing strategy.
- An **Attractions Association sub-group** has also been established, which was involved in the development of the 'Great Days Out' attraction leaflet, which included promotional offers for some visitor attractions in Lanarkshire

Stakeholders

DATA SOURCE : Depths

- Many stakeholders interviewed referred to the value of some of the local partnerships, particularly partnerships with the private sector, which had been created through the work of the LSTMP.
- Specific references were made to the 2 trade associations, Attractions and Accommodation, both of which were recognised for bringing organisations together which had previously not met, and the value of this to the individual businesses involved and to the wider tourism sector.
- It was acknowledged by some stakeholders that the creation of the two trade associations would not have occurred without the work of the LSTMP. There was also feeling amongst the stakeholder group that the association groups were not 'mature' enough to continue, without the continued support of the LSTMP.
- Some referred to the opportunity for other sectoral groups, following the same model, suggesting retail and restaurants as examples.
- There are issues surrounding the North Lanarkshire Tourism Officers' Group, which has not met as planned. There is a view that this is important for longer term tourism development and will be essential for the sector going forward .

Beneficiary Businesses

DATA SOURCE : Depths

- Respondents felt that the wider tourism network was considered helpful to businesses, notably respondents referred to the benefits of membership of both the Accommodations and Attractions Association, commenting that it offered the chance to network and work more closely with similar and like-minded businesses.
- Suggestions here too that this approach could be extended to include other tourism sectors – eg the restaurant industry.
- However, it is worth noting that there was some criticism from beneficiaries of the Accommodation Association for failing to fully engage the industry. Some respondents commented that they felt there was a reluctance to promote in a 'joined-up' way and that the group had a tendency to work in isolation. However, it was felt that this was not a new problem for the accommodation sector in the area.
- There were also some criticisms from respondents that they were given insufficient notice to attend some of the Accommodation / Attractions Association meetings, with letters often arriving a couple of days before or even after the meeting had been held.

Beneficiary Businesses

DATA SOURCE : Survey

- 80 accommodation providers participated in the survey, accounting for 63% of the total sample
- Around 1 in 3 of the tourism businesses interviewed were members of the Accommodations Association and the main perceived benefit of attendance being the opportunity to network with others in the industry.
Of the 35% (37) businesses which were members :
 - 14% (18) had never attended
 - 8% (10) had been once / twice
 - 4% (5) attended occasionally
 - 9% (4) attended regularly
- Around 1 in 3 (32% - 14) of those attending felt that the main benefit was that it provided an opportunity to network with others in the industry.
- Of the tourism businesses interviewed, 19 were tourist / visitor attractions.

- Around 1 in 4 of the tourism businesses interviewed were members of the Attractions Association and again, the main perceived benefit of attendance being the opportunity to network with others in the industry.

Of the businesses which were members :

- 12% (15) had never attended
 - 7% (9) had been once / twice
 - 2% (3) attended occasionally
 - 3% (4) attended regularly
- Around 1 in 4 (23% - 7) of those attending felt that the main benefit of attending was that it provided an opportunity network with others in the industry.

MEASURE 7	EVALUATION COMMENT
	<ul style="list-style-type: none"> ▪ LSTMP have supported 9 sectoral networks so far ▪ The establishment of the Accommodations and Attractions Groups is hailed as an important achievement of the LSTMP ▪ There is scope to further engage with the tourism sector and increase the effectiveness of the Groups ▪ Scope also to establish further sectoral groups e.g. restaurants, retail ▪ There is a need to get the NLC Tourism Officers' Group back on track

5 The Evaluation

Section 2

Assessment of Marketing Strategies and their relative success

Measure 8 **Joined-up approach**

Measure 9 **Campaigns**

Measure 10 **Promotion of the area through VisitScotland network**

Measure 11 **Media Activity**

Measure 12 **Website**

Measure 13 **Tourism Newsletter**

Measure 14 **Photographic database [in conjunction with LBCP]**

Measure 15 **Events and Festivals**

Measure 16 **Monitoring and Evaluation**

Measure 8 Joined-up approach with LBCP

The two ERDF funded projects – Lanarkshire Strategic Tourism Marketing and Lanarkshire Branding and Communications – should together present a joined-up approach to place marketing – building brand strength – embracing the brand as an umbrella under which lesser known tourism assets can grow and develop

Overview of Activity

DATA SOURCE : Desk

The 5 key campaign themes associated with the Lanarkshire brand - Historic, Gourmet, Connected, Fun, Successful - have been incorporated into the LSTMP strategy, reinforcing the Lanarkshire Brand and Communication Project's core aim of repositioning Lanarkshire.

- The Lanarkshire Tourism Marketing Strategy details how the Lanarkshire brand themes can be applied to the tourism offer in Lanarkshire, identifying products to which a particular theme applies.
- The adoption of the key themes is apparent in promotional material, most notably 'Fun Lanarkshire', as it is used as a strap-line in the 'Fun Lanarkshire. Love it.' advertising campaign which has run throughout 2006 and 2007.
- Tag lines used across the 'Fun Lanarkshire' and 'Live Lanarkshire' campaigns stress the **range** of activities on offer in Lanarkshire, as illustrated below:

"The area offers something for every visitor."

"Something for everyone"

- Copy used across the 'Fun Lanarkshire' and 'Live Lanarkshire' campaigns highlight the range of activities that can be pursued in Lanarkshire. These activities can be categorised into the VisitScotland key theme segments:

OUTDOOR Walking trails, county paths

DYNAMIC Rock climbing, water sports and horse riding

HERITAGE Museums, historic castles and industrial heritage

- The proximity of Lanarkshire to Edinburgh and Glasgow is also stressed within promotional material. For example:
 - *By road or rail Lanarkshire is less than an hour from Glasgow and Edinburgh (Fun Lanarkshire Campaign)*

- *Nestling happily between Scotland's two key cities, Lanarkshire is a region easily accessed and perfect for escaping the rat race (VisitScotland Mailer)*
- The incorporation of the '**Lanarkshire**' brand logo, endorsed by the LBCP, is apparent in the vast majority of promotional material produced by the LSTMP from Easter 2006
- Evidence also indicates that activities were undertaken to ensure that a joined up approach was adopted between the two projects and VisitScotland:
 - The Lanarkshire Tourism Marketing Strategy document was circulated to key partner organisations.
 - Meetings were held between members of the LSTMP and LBCP steering groups.
 - LBCP progress updates were covered at LSTMP steering group meetings.
 - A tourism photography database was produced and shared with the LBCP

Stakeholders

DATA SOURCE : Depths

- Interviews with Stakeholders indicate issues surrounding the extent to which the 2 projects have succeeded in achieving and presenting a 'joined-up approach'.
- There are repeated references within interviews to perceived tensions between the 2 projects which in many respects may have impeded the process of working together. Key drivers of the problem relate to :
 - Circumstances at the outset of the 2 projects –
 - the fact that the branding project did not get underway until after the start of the tourism project (over 6 months later)
 - the respective locations of the 2 projects – Tourism in South Lanarkshire and Branding in North Lanarkshire – created a feeling of ownership in each Council and competitiveness and miscommunication between them, to the detriment of the projects' performance
 - Issues surrounding continuity in management of the Tourism Project of all partner personnel in its first 18 months

- Differences in style and personality have also impacted on effective communication
- There was, for example, a desire by the LBCP for the tourism communication strategy being led by LSTMP to fully adopt the brand themes and key messages. This did not happen within the strategy document and it created tensions between partners and staff. (In practice, however many of the tourism campaigns did reflect the 'fun' theme.)
- A comment was also made that suggested they would like to see more involvement of the Chamber of Commerce.

Beneficiary Businesses

DATA SOURCE : Depths

- Although most of the respondents spoken to were aware of the 'Lanarkshire' brand or the 'branding project', there was a mixed response and an overall sense of pragmatism towards its relative success. It should be noted here however that the promotion of the Lanarkshire brand within the tourism sector was *not* a specific remit of LSTMP.

It is worth noting, however, that all respondents felt that a reinvigoration of the Lanarkshire brand was timely and had been absolutely necessary for the region.

- However, some were critical of the look and feel of the brand, with one respondent referring to it as 'a little bit industrial'. It was questioned whether the brand was sending the right message to tourism businesses in the area and to potential visitors.

The appropriateness of the new brand was also brought into question, some arguing that it did not come across as promoting Lanarkshire as 'fun and exciting' and had little positive impact on a stand-alone basis.

- None of the respondents felt that the new brand had been a significant development for the marketing of their business, however some felt that this change represented a 'new' and 'fresh' approach to tourism in the area and that this would be likely to have more long term benefits for the wider region.

Consequently, it was felt that businesses may benefit as the profile of the new brand becomes greater over time.

However, it is worth noting here that there was a number of respondents who were not aware of the new Lanarkshire brand or branding project and therefore could comment little on its effectiveness or how it had been used in promoting their business / organisation.

- There was little evidence of extensive use of the brand in promotional material etc. at this stage, some referred to it as being used 'only at major events like the Rowing Championships' or on 'bits and pieces' of promotional material.
- The reach and prominence of the brand was brought into question by some respondents, commenting that they did not feel it had any significant impact inside or outside of Lanarkshire.
- It was also felt by some that the brand (and associated activity) had to some extent failed to promote the new North / South partnership in Lanarkshire. Whilst the brand had been launched a while ago under a big 'fan-fare', some were wondering where it had now gone, there was a fear that any momentum in developing this partnership through the brand may have been lost.

Beneficiary Businesses

DATA SOURCE : Survey

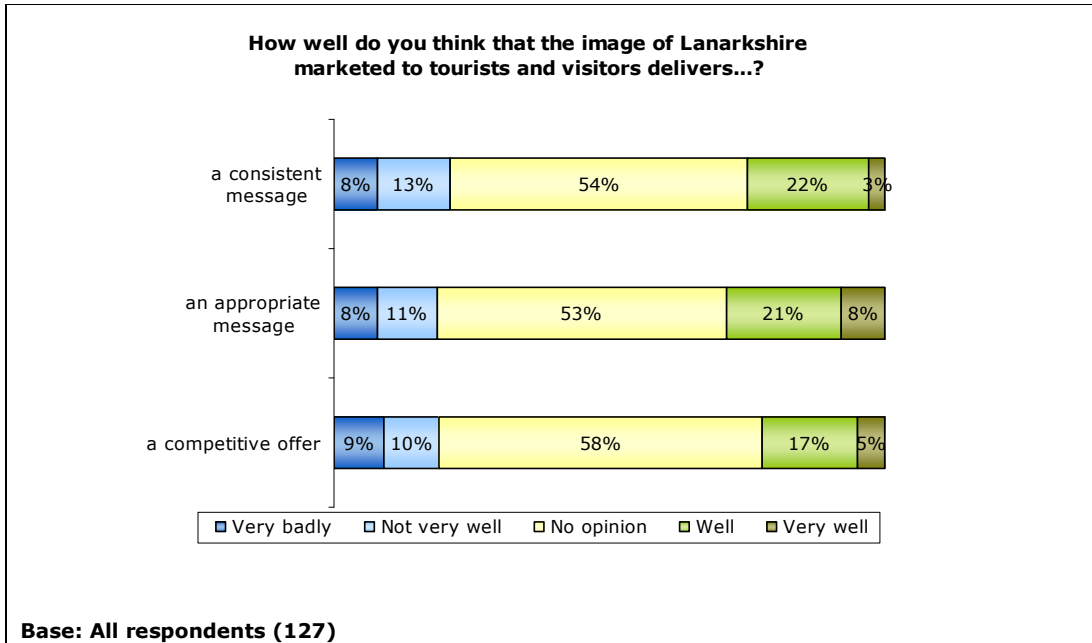
- There is still some uncertainty amongst tourism businesses as to whether the brand had as yet been adopted in the region:

When asked the extent to which tourist business had embraced the new Lanarkshire brand :

- over half (55% - 70) stated that they did not know
 - 13% (16) stated that they had embraced the brand quite a lot
 - 6% (7) stated that they had embraced the new brand a great deal
- There was a majority of businesses who felt unable to comment on how the image of Lanarkshire is marketed, but in the main there are more businesses who are positive rather than negative about the marketing of the brand to tourists and visitors.

The chart below shows the breakdown of responses from all businesses. Respondents were asked how well they felt the image of Lanarkshire was marketed to visitors and tourists in terms of a consistent message, an appropriate image and a competitive offer:

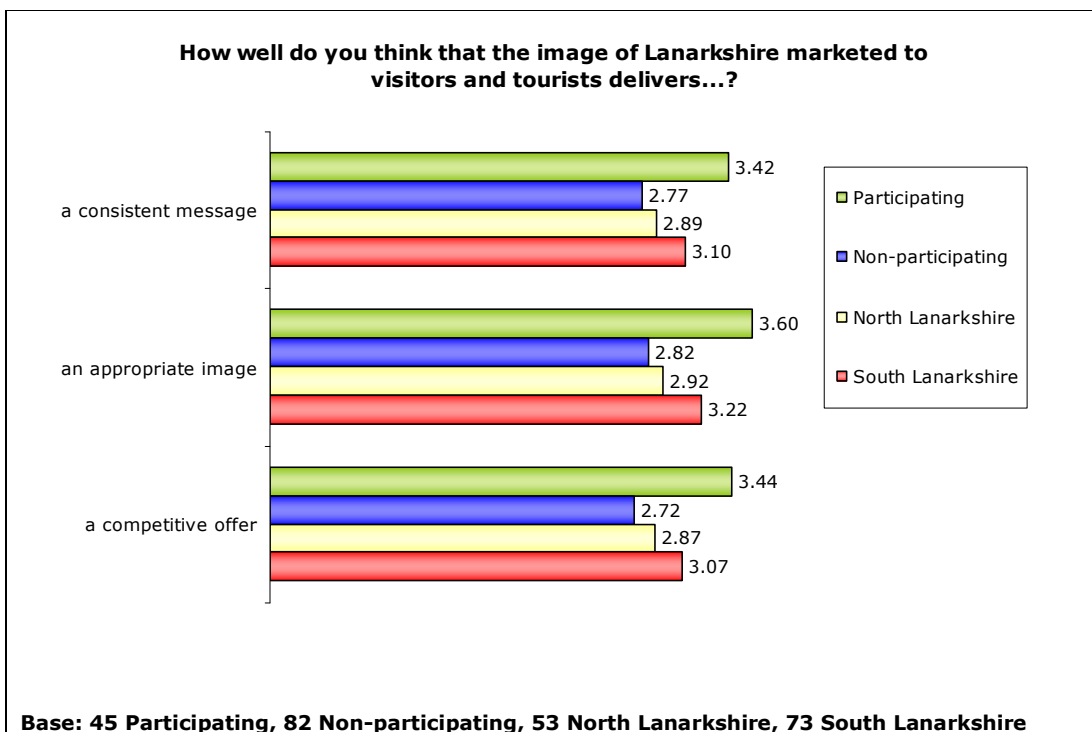
Figure 1: Marketing of Lanarkshire to tourists and visitors



- However, the chart below shows that when a mean score is applied, there is clear evidence that **participating businesses** are consistently more positive about the marketing of the brand, as are those based in South Lanarkshire.

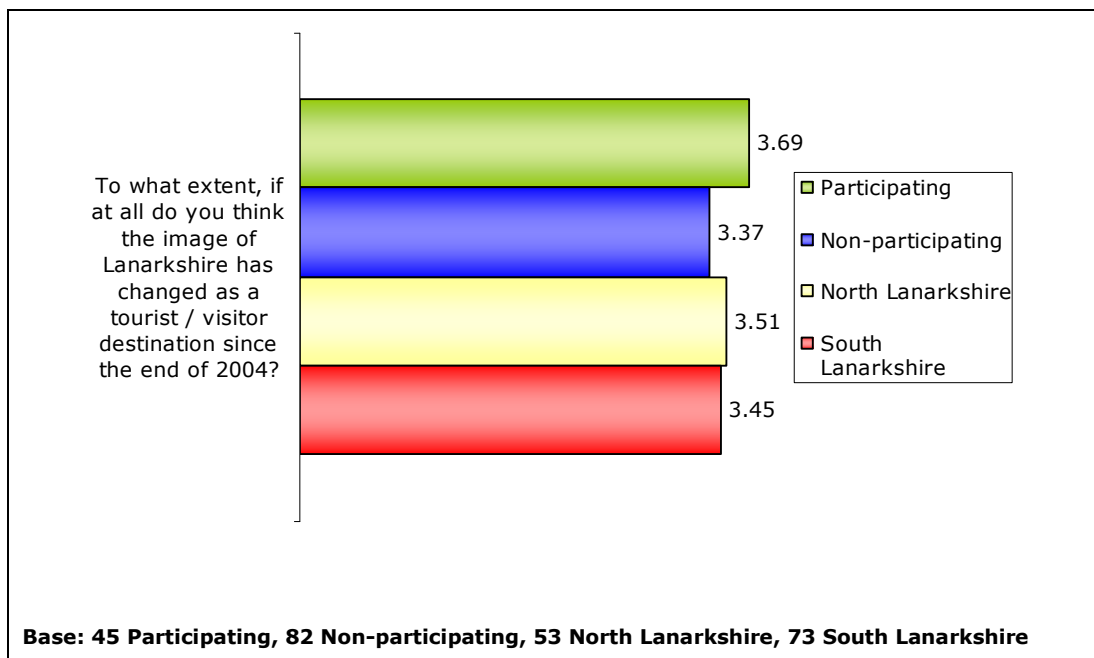
Nb A mean score applied on the basis that 1 = very badly and 5 = very well.

Figure 2: Marketing of Lanarkshire to tourists and visitors by respondent type



- The survey of tourism businesses also highlighted that there is a perception amongst many that the image of Lanarkshire is changing for the better :
 - 41% (52) of the businesses interviewed felt that the image of Lanarkshire as a tourist / visitor destination had changed for the better since the end of 2004 (30% felt it had got a little better, 11% felt it had got a lot better)
 - 56% (71) felt that the image of Lanarkshire as tourist / visitor destination had got neither better nor worse.
- Again the survey highlighted that participating businesses were generally more positive on these issues.
 - Nb A mean score applied on the basis that 1 = very badly and 5 = very well.

Figure 3: Change of Image of Lanarkshire since the end of 2004



- Businesses that were able to identify a positive change in the area were most likely to state that LSTMP was the key organisation driving this.
 - 23% (12) felt that the LSTMP were driving this positive change [unprompted]
 - 17% (9) stated VisitScotland
 - 17 (9) stated South Lanarkshire Council
 - 12% (6) stated North Lanarkshire Council
 - 37% (19) businesses stated the impact was also being driven by other organisations

MEASURE 8**EVALUATION COMMENT**

- **The LSTMP has adopted the logo and themes of Lanarkshire branding**
- **Issues between the LBCP and the LSTMP have been apparent. However, opinion suggested that much of this is a result of pre-existing challenges at a strategic level for each project**
- **Some reticence amongst tourism businesses for Lanarkshire brand and limited take up of it although it should be noted it was not the specified aim of the LSTMP to promote such an uptake**

Measure 9 Campaigns

The LSTM Project will deliver :

- product-based marketing campaigns aimed at visitors with a special interest, segmented into Heritage; Outdoor; Dynamic and Events.
- individual advertising campaigns linked to promoting key Lanarkshire tourism messages, events, activities

Key target markets : the day visitor and short stay leisure markets, within a 3 hour radius of Lanarkshire by road or rail

Overview

DATA SOURCE : Desk

- Marketing activity undertaken by LSMTMP is aligned to attracting the day visitor and short stay leisure markets, within a 3 hour radius of Lanarkshire by road or rail, to Lanarkshire.
- As evidenced by the review of marketing activity in **Measure 1**, the main campaigns undertaken – Fun Lanarkshire, Live Lanarkshire and Great Days Out - have focused on engaging with the day trip market (including material targeted specifically at families) and the short stay market.
- Evidence indicates that marketing and promotional material distribution has been targeted at areas within a 3 hour radius of Lanarkshire. For example:
 - Direct mail has been targeted at households in central and southern Scotland
 - Posters / adverts have been placed in locations in and around Glasgow, and in key transport hubs in Glasgow
 - Adverts and promotional activity has been placed in regional and national newspapers which cover central Scotland
- The selection of these target markets was based on market intelligence from VisitScotland and Scottish Tourism Economic Activity Monitor (STEAM)
- The review of the marketing materials produced by LSMTMP indicates that materials have been produced around the key themes of Heritage, Outdoor, Dynamic and Events. These themes are conveyed through the copy and images used [See Measure 8].

- Amongst those respondents who could attribute a main driver to positive change in the region, unprompted, the LSTMP project was felt to be the most prominent driver (supported by the work of local authorities and VisitScotland) – the Great Days Out campaign was referred to as being particularly memorable.
- The majority of respondents overall viewed the LSTMP as being 'instrumental' and 'pivotal' to the change in tourism marketing activity that has occurred in the area. One respondent commented that the work of the partnership had brought about a 'sea change' in the way that tourism is now marketed in the area.
- The visitlanarkshire.com website was referred to as an important development as was the new brand and the generally more proactive nature of the network. Respondents felt that there was now some evidence that 'things were starting to happen'.
- In terms of the effectiveness of the campaigns, unprompted, some respondents referred to the new brand helping bring about a greater focus on attracting people to the area.
- However, respondents were quick to comment that although the work of the partnership and the creation of the brand had been absolutely necessary, the next step and perhaps more important step, is to shape and deliver the product as effectively as possible. To deliver this, respondents felt that there would need to be a greater investment in frontline staff and more effective communication and information provision.
- Respondents also felt that there had been some good developments in the area in terms of its economic development and on environmental issues.
- It was felt that some businesses had been particularly aggressive in the area in terms of tourism marketing activity – M&Ds, New Lanark were both mentioned, as were those in the heritage-based tourism business.
- However, there is a feeling that the area is still not well publicised externally. Some respondents made the comparison with what they have seen from other regions, saying that they could not recall any campaigns in national newspapers, on television etc.

Beneficiary Businesses

DATA SOURCE : Survey

- Among those tourism businesses interviewed and aware of the various activities, the establishment of the Attractions and Accommodation Association and the development of the 'visitlanarkshire.com' website were all mentioned by more than half as key initiatives / events / activities that had had an influence in bringing about the change in the image of Lanarkshire as tourist or visitor destination.
- The following table shows the % of those respondents aware of the initiative, activity or event, who felt that it had had either some influence or a strong influence on the change of image of the area:

Table 7: Influence of Initiatives/Activities/Events on image change of Lanarkshire

Initiative/Activity/Event	% stating 'some' or 'strong influence'
a) Establishment of the Attractions Association	60% (24)
b) Development of the 'visitlanarkshire.com' website	52% (35)
c) Establishment of the Accommodation Association	52% (23)
d) Establishment of the LSTMP	46% (30)
e) Development of a tourism strategy for the whole of Lanarkshire	46% (28)
f) Marketing initiatives undertaken by the LSTMP	45% (27)
g) Development of the Lanarkshire brand	43% (26)

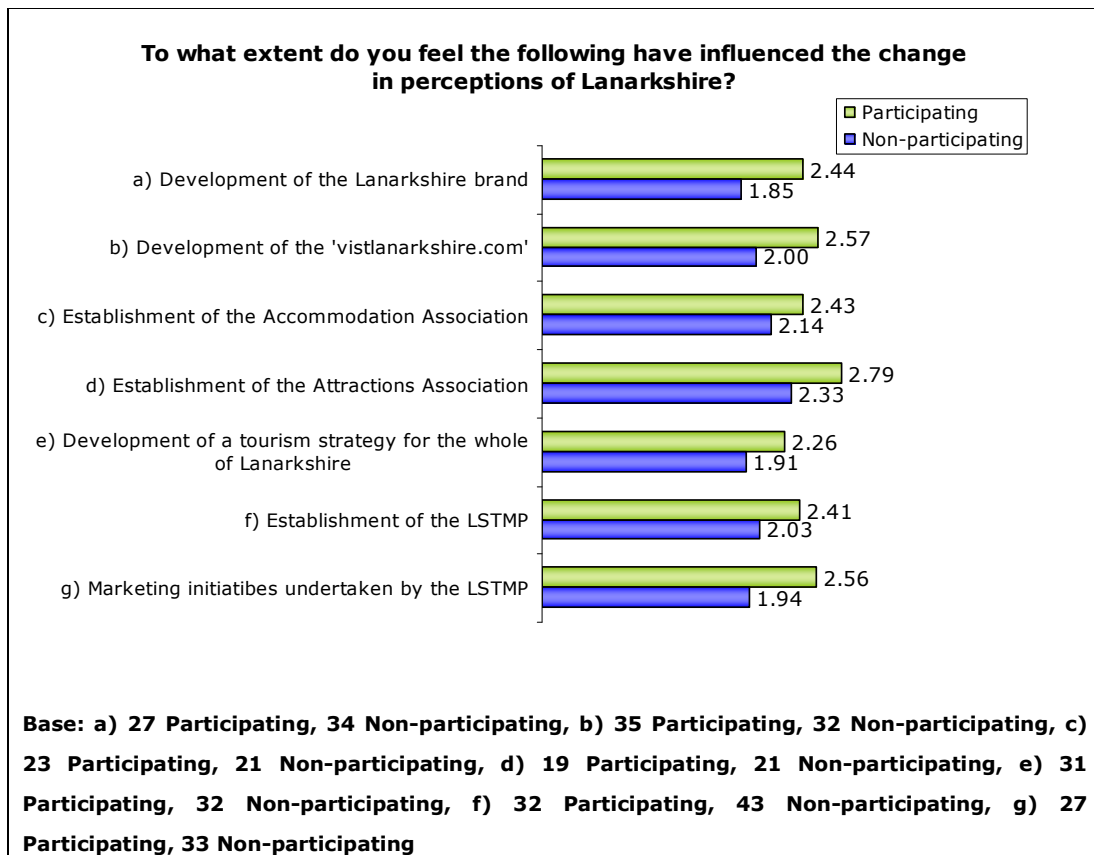
Base: a) - 40, b) - 67, c) - 44, d) - 66, e) - 63, f) - 60, g) - 61

NB. Base numbers vary as % are based only on those businesses aware of the activity

- The chart below again shows how participating businesses are consistently more positive about the impact of each of these initiatives, activities and events on the image of Lanarkshire :

Nb mean score applied on basis that 1 = no influence at all and 5 = a very strong influence.

Figure 4: Influence of Initiatives/Activities/Events on image change of Lanarkshire by respondent type

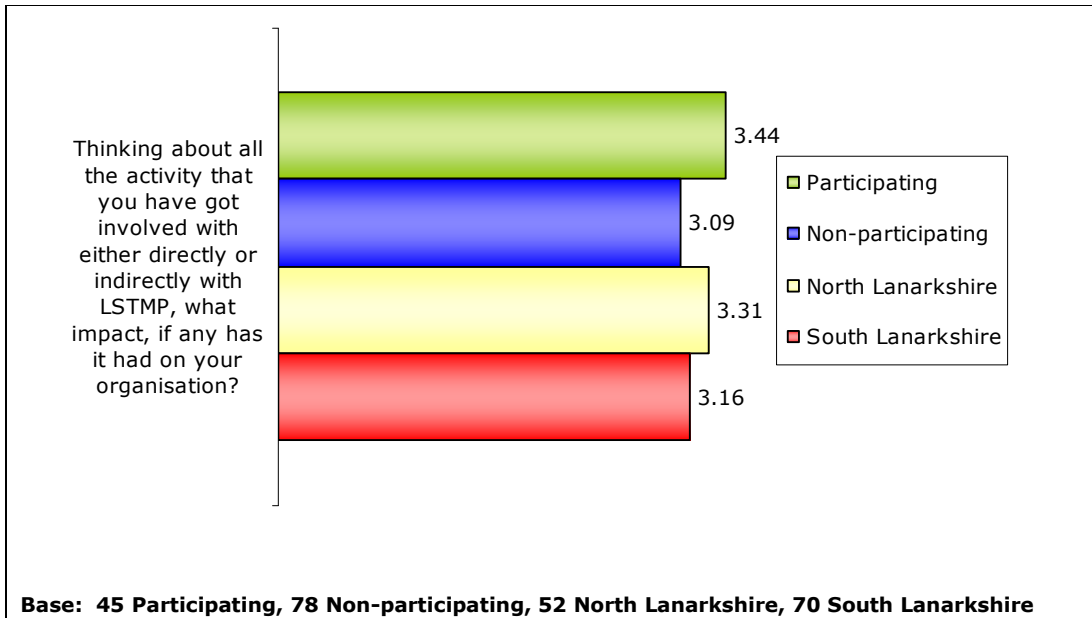


NB. Base numbers vary as % are based only on those businesses aware of the activity

- The LSTMP project has had an affect on a high percentage of those businesses who had had some involvement with the programme either directly or indirectly.
 - Amongst those businesses who had taken part in LSTMP activity (either directly or indirectly) :
 - 40% (19) felt that the activity they had got involved in had a positive impact (26% [12] stating a slight positive impact and 15% [7] stating a strong positive impact).
 - 54% (25) felt that there had been no impact.
- Once again there was a more positive response on this issue from participating business, the chart below shows how participating businesses and those in North Lanarkshire were generally more positive about the impact the LSTMP has had on their organisation.

Nb A mean score is applied on the basis that 1 = a strong negative impact and 5 = a strong positive impact

Figure 5: Impact of the LSTMP on organisations



Consumer

DATA SOURCE : Online Survey

- www.visitlanarkshire .com is a key element of work undertaken to promote Lanarkshire as a visitor destination to consumers.
- Findings from the survey of website users suggest that the site is having a positive impact on users’ perceptions of Lanarkshire as a leisure destination.
 - 14 respondents (of 26 answering the question) felt that the website had changed, for the better, how they view Lanarkshire as a place to enjoy a short break or a day trip. Only 1 respondent felt that the site had had a negative impact on their perceptions.
- Data also indicates that the website is being used to access information on what Lanarkshire has to offer as a leisure destination :
 - 13 respondents (of 29 respondents answering the question) were prompted to visit www.visitlanarkshire.com because of their ‘general interest’ in the region; 10 respondents were looking at the site because they were thinking about taking a day trip in Lanarkshire.
 - The data indicates that the website is being used, in particular, to access information on attractions and events in the area [18 and 16 respondents respectively, out of 31 answering the question]. The site is also being used more generally by visitors, with 13 respondents using it for general

information about Lanarkshire and 14 respondents using it for information on things to do and see in Lanarkshire.

- Generally, respondents perceive Lanarkshire positively as a visitor destination, regarding it as an attractive place to visit, with a high quality offering :
 - 24 respondents (out of 26 respondents answering the question) agreed that Lanarkshire is an attractive place to visit, whilst 23 respondents agreed that Lanarkshire has something to offer everyone.
 - 20 respondents (out of 24 respondents answering the question) agreed that there is a lot of things to see and do in Lanarkshire; the same number perceived the attractions in Lanarkshire to be of a high quality.
- However, data also suggests that users of the site do not feel that Lanarkshire is commonly perceived as a visitor destination, nor do they feel that, more generally, the leisure offer in the region is appreciated by the wider population :
 - 18 respondents (out of 26 answering the question) agreed that Lanarkshire is not somewhere that people would think to go to for a short break.
 - 24 respondents (of 25 answering the question) agreed that most people are not aware of the range of things to see and do in Lanarkshire.

MEASURE 9 EVALUATION COMMENT

- **The LSTMP has undertaken a range of campaigns aimed at its target markets**
- **These campaigns reflect the themes and priorities of the strategy and align with the LBCP themes**
- **Many businesses believe the image is changing**
- **Some tourism businesses credit the LSTMP as being a main driver of this change**
- **Specific praise for the 'Great Days Out' campaign**
- **Sector appreciates this work – but call for more investment in, development of, the tourism product**

Measure 10 Promotion of the area through VisitScotland network

Promotion of the area through VisitScotland network, including : literature & promotional materials in TICs; promotional features in VS publications; sponsorship of poster sites; linking with VS national PR campaigns

Overview

DATA SOURCE : Desk

Although not providing funding, VisitScotland is a partner in the project, providing strategic marketing direction and input. This was done through VisitScotland attending all steering group meetings.

Activity documentation provided by the LSTMP delivery team indicates that their work has been aligned to promoting Lanarkshire through the VisitScotland network. Initially, the LSTMP took part in national VisitScotland campaigns, but after these did not yield the desired results, the strategy changed to focus work at a more local level.

Evidence to support this includes:

- Meetings held between key LSTMP personnel and personnel at VisitScotland to discuss and agree how the two organisations could and should work together throughout the life of the project.
- A commitment from the LSTMP delivery team and steering group that work to promote Lanarkshire as a tourism offering must reinforce the VisitScotland core marketing messages.
- Thematic adverts promoting Lanarkshire as a visitor destination placed in VisitScotland publications, including:
 - VisitScotland's Events Guide 2005
 - VisitScotland Glasgow's Essential Guide 2006
 - VisitScotland Essence Guide
 - VisitScotland 'What's on in Scotland'
- Attending Expo events organised by VisitScotland

Stakeholder

DATA SOURCE : Depths

- There were comments from some Stakeholders that there could, some thought should, be a greater role for VisitScotland in the delivery of tourism activity in Lanarkshire.
- A view was expressed that VisitScotland were the specialists in tourism and as such can bring greater expertise to the project, enabling it to deliver more results and drive tourism activity forward.
- VisitScotland national products were not delivered locally throughout the project life cycle following recognition by the steering group that the earlier VisitScotland led campaigns had not produced desired results at a Lanarkshire level. However, after significant staff changes by all partners in the Summer of 2006, there does appear to be a significant disconnect between partners on the role of VisitScotland within the steering group. A view has been expressed that although providing input at the strategic level, VisitScotland's suggestions for delivery options were not picked up or delivered by the project. This view is not shared by all partners.
- Several Stakeholders also alluded to the time when tourism in Lanarkshire was part of the remit of the GGCVTB when there was a view that the 'Lanarkshire' offer lost its identity within the wider region. These Stakeholders welcomed the fact that the LSTMP addresses only the needs of tourism in Lanarkshire.

Beneficiary Businesses

DATA SOURCE : Survey

- VisitScotland is the organisation that businesses are most likely to be working with to attract visitors to their business.

When asked which organisations businesses worked with to attract customers to their organisation :

- 54% (69) stated VisitScotland
- 17% (22) stated the Lanarkshire Strategic Tourism Marketing Partnership
- 13% (17) stated Scottish Enterprise Lanarkshire.
- 60% (76) of businesses also stated other organisations that they worked with.

MEASURE 10**EVALUATION COMMENT**

- **The LSTMP has worked with VisitScotland during the project**
- **The association could have been stronger, evidenced by some differences of perception on their role as outlined above**
- **VisitScotland's importance to the sector is clear**
- **There is a view that the role of VisitScotland in Lanarkshire's future tourism strategy should be greater**

Measure 11 Media Activity

Journalist familiarisation visits to Lanarkshire to encourage increased press coverage in national and tourism specific press

Media Photo-calls to promote specific initiatives and promotional campaigns

Features, articles and competitions in local press

Overview

DATA SOURCE : Desk

- The Lanarkshire Tourism Marketing Strategy identifies PR as a mechanism of promoting the tourism offer in Lanarkshire to target markets.
- Evidence shows a number of pr activities have been undertaken including a number of familiarisation visits:
 - Arranging familiarisation visits with VisitScotland staff
 - Pride & Passion Clyde Valley Tour [7th March 2007]
 - LSTMP/New Lanarkshire Limited Familiarisation trip [8th March 2007]
 - Journalists visited Lanarkshire, during 2006 VisitScotland Expo event, held in Glasgow [27th and 28th April]
 - Meetings with the VisitScotland PR department, to develop PR opportunities
- There has also been promotion of the Lanarkshire tourism offer in regional and national press :
 - Joint marketing promotion with Stena Line, featured in the Irish News and Alpha Newspaper Group publications, targeted at the short stay visitor segment
 - Competition advertising campaign, featured in Lanarkshire S&UN papers, targeting family day visitor segment
 - Competition advertising campaign, featured in the Metro newspaper. The campaign was targeted at the family day visitor segment
 - Fun Lanarkshire advertising campaign, featured in the Herald, targeting family day visitor and short stay visitor segments
- Golley Slater has recently been appointed to manage PR, advertising and online traffic driving activity on behalf of the LSTMP.

- It was commented that the LSTMP delivery team had become more sophisticated in its approach to media and promotional material as the project had progressed. It was felt that, 'in the early days', activities were undertaken that were not right for the target audience. This refers to the initial, VisitScotland-led campaigns that the LSTMP took part in before refocusing at a more local level.

MEASURE 11	EVALUATION COMMENT
<ul style="list-style-type: none">▪ LSTMP has arranged a number of familiarisation visits to the area with a view to encouraging increased press coverage▪ A number of competitions and promotions have taken place in regional and national press▪ A PR Company has recently been appointed and measures are in place to assess coverage achieved	

Measure 12 Website

Web portal development and promotion will be essential to getting the Lanarkshire message to prospective visitors

Overview

DATA SOURCE : Desk

- www.visitlanarkshire.com, a website dedicated to promoting the tourism offer in Lanarkshire was launched on 1st September 2006. Prior to this, events held in Lanarkshire were promoted through www.eventslanarkshire.org.uk. This temporary web site was launched in May 2005 to host Lanarkshire's events programme until the development of VisitLanarkshire.com. It was phased out in September 2006. The information contained with in www.eventslanarkshire.org.uk website was incorporated into www.visitlanarkshire.com. 20,354 unique visitors visited www.visitlanarkshire.com between 1st September 2006 and 1st October 2007.
- On average, 53 unique visitors are using the site daily.
- Of the 20,354 unique visitors to www.visitlanarkshire.com, 18% have made repeat visits.
- Prevalent pages visited include:
 - those related to specific towns in Lanarkshire
 - accommodation
 - things to do and see in Lanarkshire

Stakeholders

DATA SOURCE : Depths

- Stakeholders referred positively to the 'visitlanarkshire' website, seeing it as an important and valued output from the project.
- There were also repeated references to the fact that there are 2 separate websites – www.visitlanarkshire.com and www.lanarkshire.com – and that this is not the best use of resources. Some felt that there would be an opportunity in the future to bring these together.

It was also noted that Visitlanarkshire.com was designed to white label or pull accommodation and visitor attraction information from the VisitScotland.com web site. Unfortunately, the link between the two sites was severed during November 2006 when VisitScotland.com changed server platform to Austrian based Tiscover. Every effort was made by all partners involved – the tourism project staff, BD

Network, VisitScotland.com and VisitScotland - to have the links restored as quickly as possible. However links were not fully restored until June 2007. This issue is likely to have had a detrimental impact on both the visitor experience of the website, and the effectiveness of marketing campaigns driving traffic to the website during that 8 month period, as the full Lanarkshire product was not available online.

Beneficiary Businesses

DATA SOURCE : Depths

- The majority of tourism businesses were generally satisfied with the website, stating that it was 'informative', 'useful', 'up to date' and 'professional looking'.

However, some respondents had very little or no knowledge of the website and felt unable to comment on its overall effectiveness or impact on their business.

- Some respondents stated that the website had become a useful information source, by directing their visitors to it they felt and hoped that they were improving their stay by giving them a good idea of what else was available in the area.
- However, one respondent felt strongly that the content of the website was not market orientated. It was felt that the website lacked a flagship attraction that could be used to draw people to the website and therefore into the region.
- There were some concerns that the website is trying to cover too much and provide too much information that may be to the detriment of what was considered most important (i.e. the most prominent regional attractions).
- It was felt that the website could be better utilised in Tourist Information Centres (TICs), although there is an issue with limited computer access, it was commented that visitors to the TICs would benefit from being able to access the website in this way and plan their trip in the region with the benefit of expert advice to hand.

Beneficiary Businesses

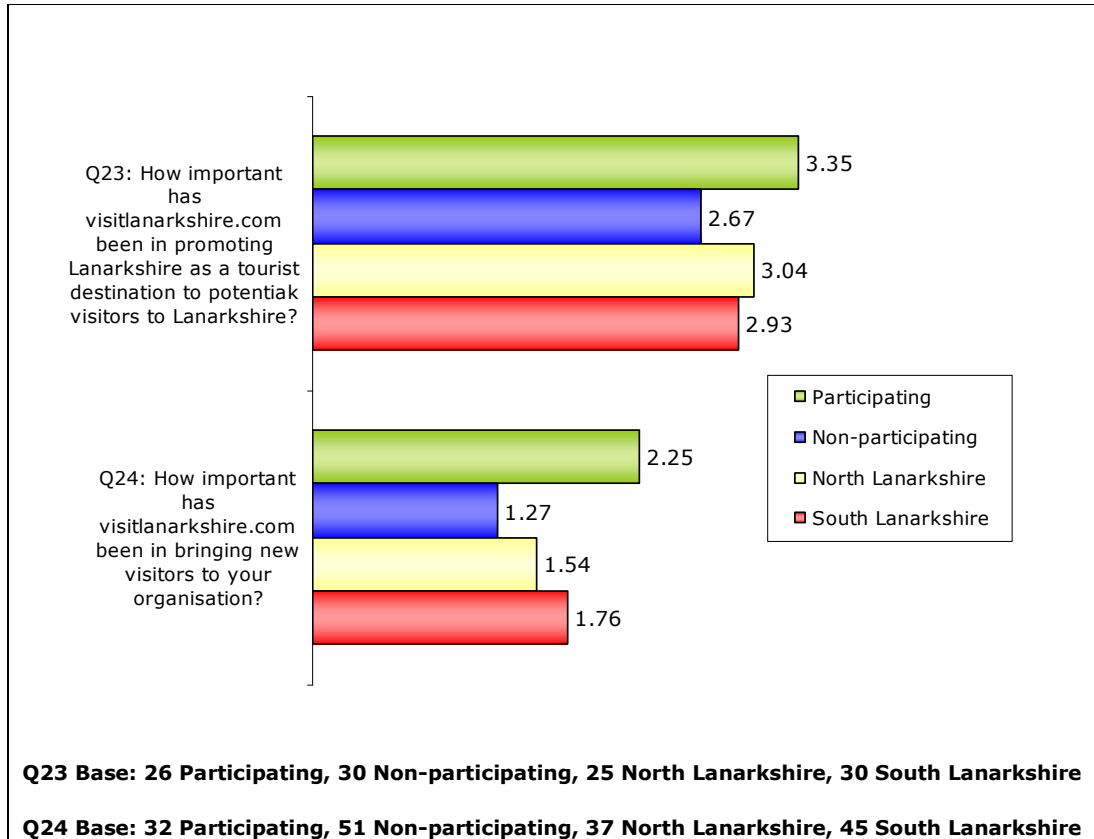
DATA SOURCE : Survey

- 1 in 3 of the tourism businesses interviewed felt that the website 'www.visitlanarkshire.com' had been important in promoting Lanarkshire as a tourist destination to potential visitors:

- 33% (41) stated that it had been either quite important (16% - 20) or very important (17% - 21)
- 56% (71) responded 'don't know'
- Rating the **importance of the website** in promoting Lanarkshire as a tourist destination, where 1 is not at all important and 4 very important, tourism businesses gave it an overall mean score of 2.98.
- However, tourism businesses are less likely to link the importance of 'www.visitlanarkshire.com' to bringing new visitors to *their* organisation, around 1 in 7 felt attributed some importance :
 - 15% (18) stated that it had been either quite important (9% - 11) or very important (6% - 7)
 - 33% (42) responded 'don't know'
- Rating the **importance of the website in bringing visitors to their organisation**, where 1 is not at all important and 4 very important, tourism businesses gave it an overall mean score of 1.65.
- Participating businesses are again more positive about the impact of the website both in terms of attracting visitors to Lanarkshire and bringing new visitors to their organisation.
- Whilst businesses could speak generically about the website, most could not comment on specific aspects or pages of the site due to lack of familiarity.

The chart below shows mean scores for the importance of the website (excluding 'don't know' responses) across the different types of tourism businesses interviewed. A mean score is applied on the basis that 1 = not at all important and 4 = very important.

Figure 6: Impact of www.visitlanarkshire.com



Consumer

DATA SOURCE : On line Survey

- Findings from research undertaken with users of the www.visitlanarkshire.com suggests that, for the majority, it is a well designed and easy to use site:
 - 27 respondents (from 29 answering the question) rated the design and layout positively
 - 25 respondents (from 28 answering the question) found the site easy to use.
- Whilst still performing well, the content of the website is viewed less favourably than the design and layout of the website.
 - 23 respondents (from 29) rated the content positively, whilst 6 respondents rated it negatively.
- Overall, 25 respondents (from 28) rated the website positively.
- Data indicates that there is perceived value in there being a dedicated tourism website for Lanarkshire :
 - 22 of respondents (from 25) rated the existence of www.visitlanarkshire.com as important, compared to 3 respondents rating it an unimportant.

- The data suggests that www.visitlanarkshire.com is being used most by those living inside Lanarkshire, or within close proximity to the region :
 - 16 respondents (from 28 answering the question) live in Lanarkshire; 12 live outside of region.
 - 5 respondents (from 11 answering the question) live in Glasgow; 3 live in Edinburgh and Lothian, and 2 live in Dunbartonshire. 1 respondent is based in the South East of England.
- Reflecting the close proximity of respondents to Lanarkshire, the vast majority of those who visited the area did so as a day trip from home :
 - 9 (of 10 answering the question) of those living outside of Lanarkshire, who went on to visit the region, described their trip to Lanarkshire as a day trip from home.
- Walking (5 respondents) and visiting a town (6 respondents) were the main activities enjoyed by respondents living outside of Lanarkshire .

MEASURE 12	EVALUATION COMMENT
	<ul style="list-style-type: none"> ■ The website has been established and is perceived by many Stakeholders as an important output of the LSTMP ■ Hit rates indicate a solid flow of visitors but scope for development of activity to drive traffic levels up ■ Users of the website view the site positively ■ Tourism businesses have mixed views on the importance of the website and need to be fully persuaded of its potential value to their businesses ■ Some would like to see this and the Lanarkshire website combined, saving resources, providing more focus

Measure 13 Tourism Newsletter

The LSTM Project will continue to produce and distribute the highly successful Tourism Newsletter to the private sector, key partners, and other interested parties promoting matters of interest, relevant developments and key messages.

Overview

DATA SOURCE : Desk

- The Lanarkshire Strategic Tourism Marketing Partnership *Newsletter* is produced **quarterly** by the LSMTMP delivery team. It was first published in May 2005.
- The newsletter is sent to tourism business operators in Lanarkshire (approximately 500 recipients, including public sector partners).
- The newsletter is a key channel used to inform tourism businesses based in Lanarkshire of the developments to the local tourism sector.

MEASURE 13	EVALUATION COMMENT
	<ul style="list-style-type: none">▪ The LSMTMP has continued the production and distribution of the Tourism Newsletter, as planned

Measure 14 Photographic Database

In partnership with the Lanarkshire Branding and Communications Project the LSTMP will develop a photographic database of images to promote Lanarkshire both internally and externally.

Overview

DATA SOURCE : Desk

- A photographic database, containing tourism images of Lanarkshire, was created and shared with LBCP.
- Evidence provided indicates that the planning was done in partnership with the LBCP delivery team. The cost of commissioning the taking of photographs was spilt equally across the two project teams, with both contributing £4,000 to the budget. These photographs were then incorporated into the extensive photogallery developed by LCBP.
- It was agreed between the two project teams that any images that the LSTMP require to be in the public domain, should be hosted on www.lanarkshire.com.

Stakeholders

DATA SOURCE : depths

- The consultation with stakeholders indicates that the tourism photographic databank has been well received.
- The standard of the pictures has been commended. It was also noted that the photographs work to substantiate the marketing messages being generated through the LBCP, adding weight and credibility to the project.

MEASURE 14

EVALUATION COMMENT

- **The tourism photographic database was produced and shared with the LBCP and has been well received by stakeholders**

Measure 15 Events

Set up a series of regular meetings within the sector to identify, review and promote existing local events / festivals

Overview

DATA SOURCE : Desk

A range of activities has taken place to support and promote events in Lanarkshire:

- An Events Guide [Eg '05] was produced and 15000 copies distributed targeting the family day trip visitor, in May 2005.
- A series of Events banners promoting visitLanarkshire.com has been produced, displayed at all key events across Lanarkshire.
- A booklet was produced to support Lanarkshire's Doors Open Day in 2006 and 2007, part of the Scotland-wide European Heritage Days taking place throughout Scotland.
- Events held in Lanarkshire have been promoted through activities such as the production of an **Events Guide** (May 2005) and the **Tons of Fun for Everyone** Events leaflets (August 2007).
- A Perspex display unit with replaceable insert for Events Listings has been produced and distributed to accommodation and attraction providers across Lanarkshire.
- The www.visitlanarkshire.com website has an events section, with a calendar facility and extensive listings of events which are taking place in Lanarkshire, including the option for people to add their own event to the site.

Beneficiary Businesses

DATA SOURCE : Depths

- Respondents referred to some prominent events that had helped to successfully promote and attract people to the region, these included:
 - the Medieval Festival at Lanark
 - World Rowing Championships (although some argued that this was poorly advertised)
 - Various other sporting events including football at Ibrox

- Various business conferences both in and out of the region.

MEASURE 15	EVALUATION COMMENT
	<ul style="list-style-type: none">▪ The LSTMP has promoted and supported a range of events▪ Materials to support events – banners, leaflets, guides, booklets – have been produced and distributed▪ The website offers useful information on events happening in the area

Measure 16 Monitoring

Monitor campaigns to evaluate both the economic contribution of different markets and the success of the creative marketing approach

Overview

DATA SOURCE : Desk

- Activities of the LSTMP are generally monitored through the Steering Group, which recognised early on the difficulties in campaign monitoring.
- The LSTMP are in the process of developing formalised activity monitoring systems, following advice from VisitScotland on the need for conversion studies.
- However, evidence indicates that, for some strands of activity, the monitoring and evaluation processes are still in their infancy. A core reason for this is that the LSTMP delivery team is relying on beneficiaries (accommodation providers and attractions) providing this information on a regular basis.
- At the time of writing this report, the consultation team had evidence to support the evaluation of :
 - VisitScotland Autumn Gold Mailer
 - Doors Open Day
 - Great Days Out
 - Stena Campaign
 - Media activities

VisitScotland Autumn Gold Mailer

- An evaluation of the VisitScotland Autumn Gold Mailer was undertaken by VisitScotland. A quantitative survey was undertaken with a sample of recipients to assess the impact of the campaign

Doors Open Day

- Visit numbers across all venues participating in the Doors Open Day have been monitored since its launch in 2005. As indicated by the figures below, the number of visits made has increased year-on-year:

Table 8: Doors Open Day – Visit Numbers

YEAR	Visit Numbers
2005	1800
2006	3885
2007	4963

The project also contributed to 2 major pieces of research in 2005:

- The Tourism Accommodation Audit, and
- The Visitor Attraction Audit

These 2 documents provided the foundation for developing a baseline and local database of the sector along with identifying development issues facing providers.

The baseline databases continue to be updated and maintained by the project.

Stakeholder

DATA SOURCE : Depths

- There were references from one or two Stakeholders that there was a lack of monitoring of activities, and that there were no real measures of success or evaluation on an on-going basis.

Consumer

DATA SOURCE : Online Survey

- Whilst the response rate was very low, the survey of www.visitlanarkshire.com users provides data which is indicative of the success of activity undertaken to strengthen Lanarkshire's leisure and tourism offer.
 - 8 respondents (of 11 answering the question) perceived the information updates received by subscribing to www.visitlanarkshire.com as useful.
 - As outlined in Measure 12, the majority of users rate the website positively overall.
 - The website is generally viewed as being on a par, or better than other tourism information sources overall, including :

- www.visitbritain.com – 5 (of 6) rating the Lanarkshire site as about the same or better
 - www.visitscotland.com – 10 (of 11) rating the Lanarkshire site as about the same or better
 - The tourist information centres – 4 (of 5) rating the Lanarkshire site as about the same or better
- The website is viewed as useful and influential when planning what to do in Lanarkshire :
- Of those respondents who were based outside of Lanarkshire and visited :
 - 8 (of 10) found the site to be useful when planning what to do when visiting Lanarkshire. The same number thought the site influential when planning what to do
 - Of those respondents already living in Lanarkshire :
 - 7 (of 10) felt the site was useful when planning their visit to a particular attraction in Lanarkshire; 7 (of 10) felt that the site had an influence on their decision to visit a particular attraction or place in Lanarkshire
- As outlined in Section 10, www.visitlanarkshire.com has had a positive impact on users' perceptions of Lanarkshire as a leisure destination

MEASURE 16	EVALUATION COMMENT
	<ul style="list-style-type: none"> ▪ Monitoring of campaigns has been limited to date ▪ More formal monitoring systems are being developed

5 The Evaluation

Section 3 Economic Impact Assessment

Introduction

No formal economic impact assessment is being presented as part of the overall evaluation of this project. This is because it has not been possible to satisfactorily determine the economic impact of this project with appropriate levels of certainty and comparability. We believe there are a number of legitimate reasons for this, outlined below.

It is therefore our professional judgement that its inclusion would be substantively misleading and unhelpful to the policy and decision-making process.

It is however crucial to note that we do not consider this to indicate a fault or a failing of the project. Elsewhere in the project, we have collated strong and varied evaluation data that provides positive evidence of the impact of the project.

Issues

The specification for this project called for a formal economic impact assessment for the project to be undertaken in line with the requirements of Scottish Enterprise following the Treasury's *Green Book* evaluation methodology.

It was recognised at the questionnaire design stage that there could be a number of challenges in producing a reliable estimate and such issues were considered between the project team and the commissioning client. Great consideration was therefore put into the design of the questionnaire: - the specifics and the sequencing of the questions in order to gauge gross impact, the counter-scenario, and to attribute net increases of turnover, jobs, skills and higher level skills to the project. Consideration was also made of the fact that the survey was being undertaken by telephone and survey staff were appropriately briefed.

We therefore consider that a fair and comprehensive attempt was made to gauge the direct economic impact of the project in line with SE methodology and it was a reasonable proposition to do so in that manner, according to the brief.

Data returned

After the survey was undertaken, and the data analysed, it became evident that many of the beneficiaries had found it extremely difficult to attribute numeric impacts in relation to jobs, turnover, skills level etc. as evidenced by the incompleteness of the returned data.

We have considered these difficulties, evidenced by the responses to the survey, at great length, and suggest there are a number of significant and inter-related reasons for them:

- Due to an unwillingness and inability to provide the key data in relation to turnover and employment which was necessary in order to estimate direct business benefits, there was in effect a low response rate in this particular area
- Many of the benefits were extremely low as a proportion of the company turnover (below 5%). (Given a more general acknowledgement that telephone questionnaires are weak at eliciting accurate responses about small interventions which appear insignificant to the companies, this further undermined our confidence in the strengths of the data).
- The long-term nature of the project - the marketing of Lanarkshire as visitor destination will take a long time to realise its full impact
- This long-term nature has shown that there are significant time-lags for any evidence of attributable economic impacts. (This was in fact a strong message that emerged in the stakeholder interviews - see pages 22-23).
- The nature of the project also meant that impact was indirect - no direct 'subsidy' was provided directly to companies and companies did in effect find it difficult to attribute benefit in terms of turnover growth to the project. This low level also increased the range of the confidence interval of the estimates.
- The project was also, for some beneficiaries, just one element within a broad mix of interventions that impacted on them. It was separating out, *and* attributing the impact of the Tourism Marketing project itself in numeric employment/turnover/skills levels that proved to be difficult for beneficiaries
- Acknowledgement that there are some limitations in extracting data via telephone interviews

Weaknesses of returned data

Overall some of our earlier concerns about the merits of the potential for meaningful economic impact assessment were in fact corroborated by the returned data. It also reflected the fact that the evaluation did raise issues about the appropriateness of some of the original European targets.

These levels and details of return undermined our confidence in the robustness of the data and suggested a level of unreliability which made a declaration of impact undesirable.

This would make any attempt to extrapolate figures to the wider population of beneficiaries inaccurate and, at best, a misleading interpretation of the impact of the programme.

For these reasons, we do not believe the original plan to revisit beneficiaries to identify any further reported impacts during the months of February/March 08 will have any merit.

We acknowledge that with the benefit of hindsight, in order to make some assessment of economic impact, there may be some merit in identifying changes at the macro-economic level for Lanarkshire, particularly visitors and expenditure data (e.g. Scottish Tourism Economic Activity Monitor, STEAM). This could involve benchmarking Lanarkshire at a national and regional level and making informed assessments (estimates) of the impact of the Strategic Tourism Marketing Project.

This approach might in theory be less robust in linking attribution directly from the beneficiaries, but for the reasons outlined above it may prove to be a workable, practical solution to making some form of 'intelligent' assessment of economic impact.

Value of the evaluation

In summary however, difficulties outlined in identifying this element of *numeric* economic impacts by this methodology should *not be* taken as a failure of the performance of the project. In effect, we sought extremely robust, best practice methodologies in order to confidently identify attribution, which for the reasons highlighted, in hindsight proved to be challenging for such projects.

Great care must therefore be taken to acknowledge the whole of the evaluation process and *all* of the evidence documented throughout this report. It is recognised that a whole range of qualitative and quantitative information has been gathered across the range of indicators for this evaluation which have identified a broad range of positive outcomes along with learning points.

It should also be noted that conversion studies of the specific marketing campaigns could also be undertaken in the future.

5 The Evaluation

Section 4 Additional Impacts

LSTMP

This Interim Evaluation has considered a wide range of activity and particularly looked at performance of the LSTMP against a set of measures, made up of [a] ERDF targets and [b] the strategies and plans defined for the project at its outset.

There is also a requirement to consider any 'additional benefits' which the LSTMP may have delivered through its activities, which are defined here as benefits over and above the targets which the project set out to achieve.

There are 3 particular areas which have become apparent during the evaluation process :

- **Establishing important building blocks for tourism in Lanarkshire**

It has been noted at points of this evaluation that the tourism sector was less well developed than the ERDF targets recognised and that there was work to do in establishing networks, and working with businesses to put some of the fundamentals in place before progress could truly be made.

The work of the LSTMP - in bringing people together, establishing networks particularly evident in the work of the 2 sector Groups, Accommodations and Attractions Associations, creating the website, and so on - has begun the process of establishing the 'building blocks' for the future, and it is clear that the sector value this and want the work to carry on and grow.

- **Engaging with the tourism sector and giving them confidence that tourism is being given more attention and resource than previously**

We heard from beneficiary tourism businesses that the sector in Lanarkshire had previously felt under-resourced and lacking in attention. Whilst they do not claim that the LSTMP has solved all of their problems, it is clear that it has demonstrated a commitment to them which they do not want to lose.

- **Raising aspirations of the Sector**

There is evidence too from the sector that, having come this far, there is a desire to achieve more. There is a call not only for more of the same investment, but for greater resource to achieve more fundamental step changes in the sector. In particular there is a call for much greater investment in tourism in the future, with higher levels of resource particularly in the tourism product of Lanarkshire.

5 The Evaluation

Section 5 Management Processes and Performance

The work within the evaluation has shown that monitoring performance of the LSTMP as it progressed has not been consistent.

The Steering Group is responsible for overall project management of the LSTMP. It meets at least quarterly. Members are:

- SLC
- NLC
- SEL/Business Gateway
- VisitScotland (previously The Tourist Board)

There was a requirement of the project to monitor performance of its campaigns and initiatives [see Measure 16] in order to establish return on investment and to inform future planning. Of the various campaigns which have been undertaken, evidence suggests 4 were evaluated – VisitScotland Autumn Gold Mailer, Doors Open Day, Great Days Out, and Stena Campaign

One barrier to such evaluation experienced by the Team is the dependence on participant businesses to provide them with data. The LSTMP recognise the need to instigate fuller evaluations and are in the process of putting measures in place to make this more achievable in the future.

The other important aspect of monitoring required is the project's own performance against the targets which it has been set. In the context of targets being set which may have been over-ambitious or even inappropriate, this evaluation found that of the 8 ERDF target areas set for the LSTMP, results could be reported only for 3 :

- Marketing Campaigns / Initiatives supported
- Number of businesses assisted
- Number of sectoral networks supported

whilst no reporting was evident for :

- Increases in sales from exports
- Increases in sales in existing and new businesses
- Jobs created

- Achievement of quality awards

We understand that compliance advice has been taken, and that some changes may yet be made to targets.

At a more qualitative level, much of the work of the LSTMP relates to achieving industry engagement and changes in attitudes towards Lanarkshire as a visitor destination. Results regarding changes in attitudes can only ultimately be evaluated through research amongst visitors themselves, tracking changes in their perceptions of Lanarkshire as new messages about the area are conveyed, which is something that perhaps could be considered if the work of the Project is to continue.

We would recommend that the project puts in place clear processes for monitoring those targets which have been identified as currently lacking measurement.

5 The Evaluation

Section 6 Options for the Future

Stakeholder

DATA SOURCE : Depths

- Stakeholders acknowledge the importance to economic growth in Lanarkshire of tourism and reference the priority it is given within the Economic Strategy. There appears therefore to be a consensus that Lanarkshire needs to continue to support the development of the Tourism Sector.
- Generally, there is the view that much good work has been done and fundamentals established, which should be maintained and developed beyond the conclusion of the funded Tourism Project. In particular some key strengths of the tourism activity were mentioned :
 - Partnerships with Private Sector
 - Website
 - Engagement with tourism businesses has been established and should be continued
 - The expectations within the sector have been raised and some benefits felt, and that this should be continued.
- Most Stakeholder respondents agree that a pan-Lanarkshire approach is best and that the future structures should find a way to overcome tensions which have been apparent with other initiatives during the delivery of this project. There is confidence that a pan-Lanarkshire approach is achievable, with examples given of how the Councils work well together at a strategic level in many other projects [eg the Local Economic Forum; development of Changing Gear 2010].
- Several interviewees point to the fact that to most external audiences, the issue of 'north' or 'south' Lanarkshire is less important and that a strategy which positions Lanarkshire, or indeed key strengths within Lanarkshire, as part of a wider offering could have more relevance to some audiences.

- Many agree that by decoupling this tourism activity from one Council and creating a model whereby the initiative sits within a 'neutral' 3rd party, some of the inter-Lanarkshire tensions may be overcome.
- There are differing opinions on how the work should be carried forward. Many suggest that the 2 projects [Tourism and Branding & Communications] should combine, given the close alignment in their goals and the need for consistent, uncomplicated messages to be delivered to key audiences.
- Several respondents also refer to the role of VisitScotland in the future and suggest that there is scope for a greater role for that organisation in the delivery of tourism activity within the region.
- Others value the fact that the work of this project, and of the Area Tourism Partnership generally, have enabled the area to achieve an identity which was in danger of being lost/subsumed within the GGCVTB model. In this regard, there would be fear of losing that integrity for Lanarkshire in wider, regional activity.

Lanarkshire Strategic Tourism Marketing Project Options Considered

5.6.1 Is there a future ?

In considering future options for the work of the LSTM projects, the first question to be addressed is the need, or not, to continue the work of the Strategic Tourism Project in Lanarkshire.

The research conducted within this evaluation suggests that there is still much work to be done to fully exploit the tourism potential of Lanarkshire. The successes seen in developing the network need to be augmented and more work done to enhance the tourism offer and to market it to the target audience.

Engagement with tourism businesses has already delivered some successes and has served to raise expectations that support will be there going forward, building confidence and aspirations in the sector.

The conclusion is that there is a strong argument for continuing the work which has been begun by the project. If agreement is reached that work should be continued, the issues of structure, scope, governance and, most importantly, funding of the delivery of the work will all need to be addressed.

Key elements for future work reference the strengths to date of the project, ie:

- Maintaining and developing partnerships with the Private Sector,
- The ongoing development of a tourism website
- Continued and enhanced engagement with tourism businesses

It is clear that the hard economic targets that currently exist surrounding job creation and increases in sales may be over ambitious and potentially inappropriate for a project that has a marketing remit.

5.6.2 Should it be pan-Lanarkshire?

Clearly, the tourism project had a pan-Lanarkshire brief, although a decision was made, driven by the perceived significance of the project to South Lanarkshire and funding considerations, that the project should be 'hosted' / led by South Lanarkshire Council on behalf of the partnership.

It has been a finding of this evaluation process that there are a number of issues surrounding achieving a pan-Lanarkshire approach from a single council base, issues which have been experienced in both this Tourism project and the Branding & Communications project :

- the buy-in across each council of both projects has been inconsistent
- partnership working between the two projects in the two councils has been difficult, with issues arising between the teams
- the perception that the 'offer' in each area is inequitable – eg that the tourism portfolio in South Lanarkshire is much stronger than that in North Lanarkshire – causing tension to emerge in some quarters

Equally, however, it is clear from the evaluation, that the argument for a pan-Lanarkshire approach to tourism is strong, not least from an external audience perspective, and that often distinctions made between the North and South have limited relevance to the potential visitor to the area.

The conclusion therefore is that any future solution should seek to overcome the tensions and barriers to pan-Lanarkshire working and achieve a truly pan-Lanarkshire approach which can take a strategic position of strength for tourism in the wider area / region / country offering.

However, this will require buy-in and support across all stakeholders for the Tourism Marketing work, which has not been completely forthcoming so far.

5.6.3 Options for Future Structure

If there is a decision to continue the work of the Strategic Tourism Marketing Project, then there are a number of different approaches, which are considered here and is to be the subject for discussion between the key Stakeholders involved.

Basically, 3 alternative approaches have been identified. Further alternatives lie in a hybrid of elements of these approaches.

Option A Maintain separation between the two projects

This scenario represents a continuation of the current model, in which the two projects - LSTMP and LBCP - co-exist, each with a pan-Lanarkshire brief.

Pros

- Avoids any disruption of the status quo, enables continuity
- Allows the projects to continue the work that has been started

Cons

- Perpetuates the issues which exist for the projects
- The issues around partnership working across councils remain
- The difficulties of establishing effective working relationships across teams
- The issue of 'guardianship' of the brand
- The difficulty of ensuring the consistency of approach across different teams
- The continued duplication of effort and inefficiency of cost

There would be scope within this scenario for alternative approaches to the resourcing of the tourism/visitor strand.

Alternative 1

This could be a 'project management' role, out-sourcing the delivery of the tourism plan to VisitScotland.

The benefits of this approach :

- Uses the tourism expertise of VisitScotland to implement and deliver the tourist plan
- Creates opportunity for increased collaboration with wider tourism offer, beyond Lanarkshire
- Retains ultimate control and management of the project within the Lanarkshire team

Disadvantages :

- Unknown cost of purchasing this level of service from VisitScotland
- Risk of Lanarkshire offer / identity being lost in wider tourism portfolio

Alternative 2

Alternatively, and still within this model, the Tourism Team could be fully resourced, project managing and delivering the tourism plan for Lanarkshire.

Benefits :

- Ultimate control for the programme and its delivery is kept 'in-house'

Disadvantages :

- Requires investment

Option B Dismantle the projects and absorb activity back into the Councils

There is the option to wind the projects up as the funding comes to an end and absorb the work, or at least those elements of it which are most valued, into the councils, with each council taking responsibility for its own geographic area.

Pros

- Each council takes responsibility for its own area and the tensions between the projects / areas are removed
- Possibility of separate area specific funding [eg Planning Gain Settlement for Wind Farm in South Lanarkshire] could be pursued.

Cons

- Expectations and aspirations of Stakeholders and tourism businesses would not be fulfilled
- Much of the progress which has been made would be lost / wasted
- Costly duplication of effort / resource for 'Lanarkshire'
- Focus and guardianship of the Lanarkshire brand would be lost
- The smaller areas – North and South Lanarkshire - would be competing for visitors rather than collaborating together.

Option C Combining the Tourism and Branding & Communications briefs

A number of stakeholders made the point that the two projects have commonalities and opportunities for synergy, that have not been fully exploited so far and that there are possibilities of cost and resource efficiencies which could be derived from combining effort.

There are instances of duplication of effort and cost when the work of both projects is considered. The creation and maintenance of 2 websites – one for each project – was mentioned by several stakeholders as an example.

There is therefore an argument, articulated by many of our stakeholder interviewees, that the two projects should combine their efforts in the future and take the form of two (or three?) strands of activity working under an overarching 'destination marketing' brief for Lanarkshire, addressing visitor and business audiences.

Pros of a combined approach:

- Efficiencies of cost and effort
- A coherent, consistent, simplified message across audiences: one strategy; one brand
- The opportunity to bring different strengths from each project team to the table
- Both Projects' work can be built upon without losing momentum

Cons of a combined approach:

- The issues around partnership working across councils and existing project teams
- The risk of stalling activity to deal with the politics

- May be some difficulty achieving support for this and buy-in from some Stakeholders who continue to feel more committed to one or other of the projects

Developing the concept of a 'combined' approach further, we can envisage a model in which the 'Lanarkshire brand' is overarching and that the streams of activity – which could be in a number of different areas – work with, and within the context of, the Lanarkshire brand.

New Lanarkshire Limited

With a brief to address internal Lanarkshire audiences with a Civic Pride agenda, the role of New Lanarkshire Limited is clearly closely aligned to the work of both the Branding & Communications project and the Strategic Tourism Marketing Project, and therefore should be considered in the context of this proposed model for the future. There would appear to be 2 alternative scenarios :

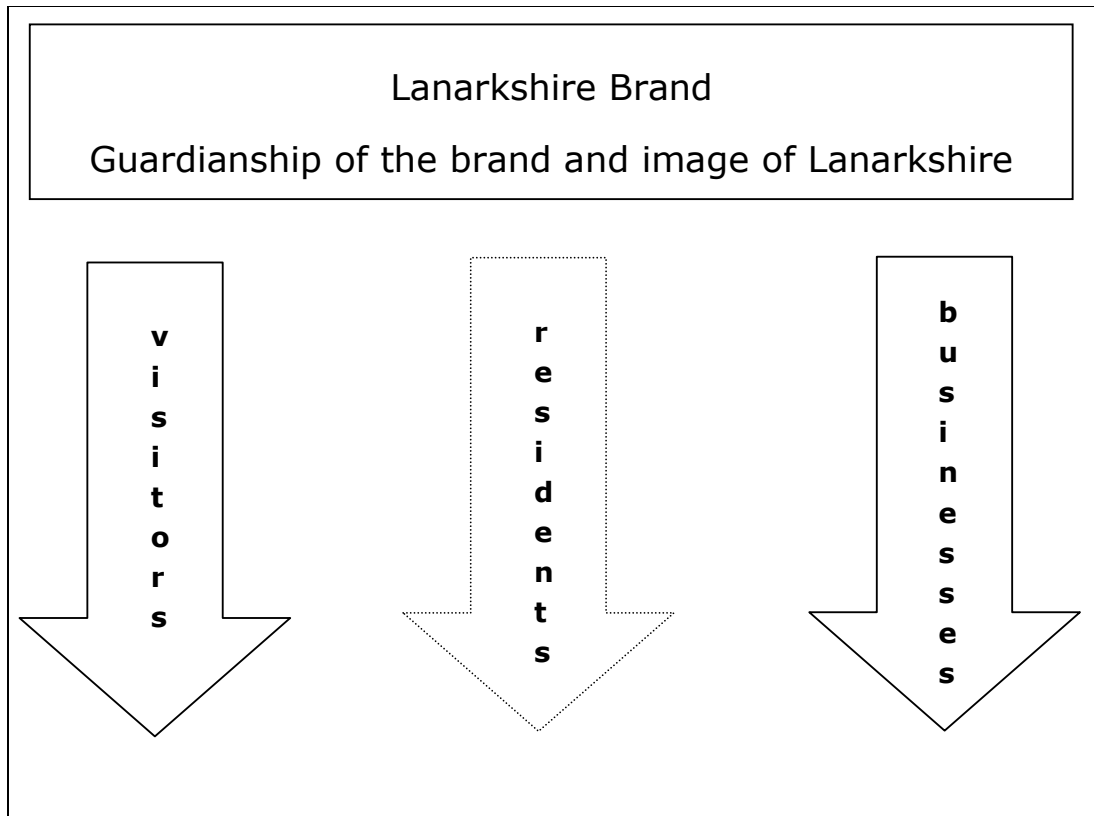
- That New Lanarkshire Limited could operate a 3rd 'strand' of activity under the Destination Marketing umbrella, working alongside, but separately from, the 'Visitor' and Business strands, continuing to address the needs of the internal audience, but following the overall strategy – and therefore adopting the overall brand.
- That New Lanarkshire Limited sits outside this model and continues to operate independently, targeting the internal Lanarkshire audience as it does now

The preferred route would appear to be the first of these two, as it delivers a more consistent approach and could hope to remove some of the tensions which currently exist between the Branding & Communications project and the work of New Lanarkshire Limited.

It is also noted that post-March 2008 the limitations on the LSTMP which have so far prevented the project from targeting internal audiences no longer apply and therefore there is an argument for aligning and integrating the projects.

However, the role of New Lanarkshire Limited would be the subject for separate discussions and will depend on the acceptability and feasibility of these options .

Figure 7: Possible Model for the Combined Approach



The shape of 'tourism and visitor delivery' within this structure

- The nature of the resource which addresses visitor markets within this structure needs to be considered. There is an argument for a team/individual performing a 'project management' role working with VisitScotland to deliver the tourism plan. The benefits of this approach :
 - It uses the tourism expertise of VisitScotland to implement and deliver the plan
 - Creates opportunity for increased collaboration with wider tourism offer, beyond Lanarkshire
 - Retains ultimate control and management of the project within the Lanarkshire team
- Disadvantages :
 - Cost of purchasing this level of service from VisitScotland
 - Risk of Lanarkshire offer / identity becoming lost in wider tourism portfolio

Alternatively, and still within this model, the Visitor Strand could be fully resourced, project managing and delivering the tourism and wider visitor brief for Lanarkshire.

Issues to address with this Model

Its constitution

- To what extent is the model given 'integrity' and an 'identity'. Is it a Limited Company, a partnership 'initiative' or is it simply a "principle" embraced across the partners?
- Its governance – who sits above it? One Stakeholder referred to the arrangement at New Lanarkshire Limited - which has a board with representation from the North and South Lanarkshire Councils, Scottish Enterprise, Strathclyde Police, NHS, Business Gateway, the community and the private sector as a possible model.

Resourcing

- To what extent is each 'strand' resourced? Is there a branding team, a visitor team, and so on. Alternatively is there just one team, with individuals addressing different audiences?
- One stakeholder suggested the possibility of seconding people into such an entity from the councils.

Where would such a combined initiative sit?

- Experience of this project indicates that it is important that, in order to achieve a truly pan-Lanarkshire positioning for the work, the Project Team should not be located in either of the 2 councils, but rather at a 3rd Party location, which is not particularly aligned to either the North or the South of Lanarkshire.

Civic Leadership

- For this, and indeed other models, there is the need to secure support and buy-in from Elected Members across Lanarkshire and for them to champion the arrangements with their constituents.

5.6.4 Funding Beyond March 2008

Of course one of the fundamental issues regarding the future of the projects is how they might be financed beyond the end of the current funding arrangements in March 2008.

Current funding partners North Lanarkshire Council, South Lanarkshire Council and Scottish Enterprise Lanarkshire all contributed to the Stakeholder consultation.

Scottish Enterprise Lanarkshire

The recent statement in the Scottish Parliament [26th September 2007] regarding restructuring of the Enterprise Network into 6 regions, is likely to change the priorities and remit of Scottish Enterprise Lanarkshire. Although it is too early to have certainty about how the restructure will impact, it is believed at SEL that it is 'unlikely' that they would be in a position to continue with funding.

North Lanarkshire Council

North Lanarkshire Council emphasised the importance of both projects to Lanarkshire and believe that they should continue into the future, building on the 'really significant progress' and 'momentum' which has been achieved so far.

There was also reference to the work of New Lanarkshire Limited and the possibility of harnessing that project with these two, to achieve 'one single approach', which it is believed could have 'more impact' and represents a 'better use of resources' than keeping the projects separate.

On this basis one option would be that the current funding commitments of both councils to the Branding & Communications and Tourism projects and to New Lanarkshire Limited could be considered as a whole and used to fund a new structure which aligns the work of all three. There may be scope to augment the resource by making some existing positions within the Council more targeted on the aims of the single project, as well as continued support for a dedicated team working within the project itself.

South Lanarkshire Council

South Lanarkshire Council has considered the option of combining the LSTMP, the LBCP and NLL on the basis that linking tourism with inward investment activity and civic pride campaigns could - in theory - be a powerful tool as part of a concerted place marketing effort for Lanarkshire as a whole.

However, notwithstanding the benefits of adopting a "joined-up", pan-Lanarkshire approach the Council is very mindful of the considerable funding and operational challenges such a course of action would pose in the short to medium term particularly given the withdrawal of ERDF support and the recently announced SEL funding position. In scale terms, South Lanarkshire does not have a sufficient pipeline supply of marketable, inward investment development sites to justify a further contribution of circa £100K to meet the projected LCBP funding gap.

Equally, as far as major regeneration projects are concerned, South Lanarkshire unlike North Lanarkshire has only one significant initiative ie the Clyde Gateway , a URC-led consortium which will have its own dedicated marketing/promotional budget; the details of which will be difficult to align with the "Lanarkshire" brand given its multi-area focus.

In terms of transforming outmoded area perceptions, the Council is also very mindful of the huge continual investment that Glasgow – as a single city destination – has made over the past decade or so. To do something on an equivalent or even pro-rata scale throughout Lanarkshire would entail a "step change" in the funding contributions from all the partners over a sustained period precisely at a time of considerable doubt over future budgets. Rather than withdrawing from either the LSTMP or the LBCP, however, alternative models of place marketing need to be considered based on the key legacies of both projects but linked to the emerging perceptual strengths of the Lanarkshire area.

Research elsewhere has confirmed that tourism investment is very often at the forefront of establishing an external perception.

Other funding possibilities

There have been some references within Stakeholder interviews to other potential funding streams :

- Leader programme - funding which could be available for Rural Tourism
- Planning Gain Settlement which would be matched by Leader programme [ref Windfarm application in South Lanarkshire]

6 The Evaluation Conclusions

Section 6

Conclusions

Wood Holmes have reviewed performance against a set of measures, derived from the various aims, objectives, targets and outputs which were given within the original bid documents, using all the evidence from the range of primary and secondary sources which have been researched.

In this final section we arrive at conclusions about the performance of the LSTM Project, the progress it has made against its targets and more broadly in the sector, and review the options available for the future.

6.1 Performance against the broad aims of the project

The Lanarkshire Strategic Tourism Project was created in the context of the Lanarkshire Tourism Action Plan, to provide a resource which could focus on '*developing effective local partnerships for tourism in Lanarkshire*' [Key Objective 2] and '*Proactively market the Lanarkshire Tourism product*' [Key Objective 3].

It is evident from the Evaluation that progress has been made by the Project in establishing local partnerships, and that it is this engagement with the tourism sector in Lanarkshire, notably the Associations for Attractions and Accommodation, which is often held up – by Stakeholders and beneficiary businesses – as an important achievement of the Project.

When it comes to '*proactively marketing the Lanarkshire tourism product*' work has indeed been done – some 42 campaigns / initiatives have been supported – although not to the extent that had originally been planned. Generally, tourism businesses believe the area has been reasonably well marketed, but raise issues with the tourism 'product', often pointing to the need for further investment, and to the way the area is 'positioned'. There are several suggestions that the area would benefit from the promotion of a 'flagship location', such as New Lanark, and that this shift in positioning could strengthen Lanarkshire's performance in the wider Scottish visitor market.

More fundamentally perhaps, it has become clear that the tourism sector in Lanarkshire was less well developed than was recognised in the targets set for the LSTM Project. Stakeholders and beneficiary businesses have emphasised that in fact much work needed to be done to establish the infrastructure, gain the confidence and buy-in of the sector, establish networks, support tourism businesses and improve the tourism product. They recognise that this is a long term task and could not have been achieved within the 3 years of this Project, and most believe the LSTM Project has made a good start and has established foundations which can be built upon.

We conclude therefore that the LSTM Project has addressed both of these Objectives from the Tourism Action Plan, but that in both cases there remains much work to do.

6.2 Performance against ERDF targets

When considering the performance of the LSTM Project against its specific ERDF targets the main issue to report is that mechanisms are in place to measure only 3 out of the 8 target areas, with no apparent monitoring in place for :

- Increases in sales from exports [*target £10.8m*]
- Increases in sales in existing and new businesses [*targets £10.8m and 1.33m resp*]
- Jobs created [*target 170*]
- Achievement of quality awards [*target 226*]

There was an early focus on achieving industry engagement for the project, with consideration turning to monitoring at a later stage.

We understand that there have been efforts to review some of the targets [eg increases in sales derived from exports], but at the time of this Interim Evaluation no agreement had been reached to make these amends, so they must still stand.

Research conducted for the Evaluation, both qualitative and quantitative, indicates that it is unlikely that the project has reached its original targets for growth in sales and job creation. However many of these targets are under review with questions over their appropriateness and measurability.

Performance against the 'Achievement of Quality Awards' target is less clear. The policy is that the LSTM Project sign-posts businesses towards awarding bodies. In the survey, 53% of the sample had an industry accreditation [some 127 businesses] but it is not possible to directly correlate this with LSTMP actions.

Considering now the 3 measures for which there is monitoring data available :

- Marketing Campaigns / Initiatives supported [*target 55; achieved 42*]
- Number of businesses assisted [*target 1252; achieved 101*]
- Number of sectoral networks supported [*target 8; achieved 9*]

Except for the work done with sectoral networks, there are therefore significant shortfalls against these ERDF targets, although it is appreciated that there is still 5 months of the Project to run, in which time it could be expected that these numbers might increase.

The Project can however celebrate the achievements of the sectoral networks. Stakeholders often point to these as a key achievement of the Project and the research amongst tourism businesses themselves indicates the value attached to them by those who participate. Nevertheless, it is apparent that there is scope to extend engagement with the sector and so deliver further benefits to a wider base of participating businesses.

We would conclude too that lack of monitoring has been a weakness of the Project and an issue which could be addressed in the last few months of the Project to enable a final, fuller evaluation to be made. We understand that this is, in fact, the case.

6.3 Strategies and Activities

The Lanarkshire Tourism and Marketing Strategy laid out the strategies and plans for the project, positioning it within the wider Lanarkshire context and explaining how it planned to achieve its objectives.

On the whole, Stakeholders and Beneficiaries are satisfied with the strategies which have been adopted, although there were some suggestions for strengthening Lanarkshire's positioning, through marketing 'flagship' locations such as New Lanark, for example.

6.3.1. Achieving a Joined-up Approach

The issue of achieving a joined-up approach with the Branding and Communication Project has been a recurring theme through the Evaluation.

A review of campaigns, materials and activities shows that the Lanarkshire brand and its key themes have been used by the Tourism Project, particularly in relation to the "FUN" element in the marketing strategy so to this extent a 'joined-up approach' has largely been presented to the target audiences.

Amongst the tourism businesses however, there is evidence that the brand has not been widely adopted. It should be noted that whilst it was not an explicit part of the role of the LSTMP to increase adoption by tourism companies, it was thought that indirectly tourism companies might be adopting the brand. Whilst there seems little

debate around the need for a new Lanarkshire brand, there were criticisms of the look and feel of the new logo and its appropriateness for the tourism sector.

Many Stakeholders pointed to the fact that there had been perceived tensions between the Projects and that in practice a fully joined up approach had in fact not been achieved. There appears to be no single reason for the issues which developed between the teams, but rather a combination of circumstances and pre-existing challenges at a strategic level for each project including: unfortunate timings [the delayed start to the Branding project, after the Tourism project had started], the hosting of the projects in each of the two councils [promoting competitiveness and greater buy-in for each project from its host council] and differences in personality and style.

Although to a large extent the ultimate target beneficiaries [in both Projects] may be oblivious to these issues, we would conclude that closer and more harmonious working between the teams could have benefited both Projects, and may have led to efficiencies and better use of resources.

6.3.2. Campaigns and Media Activity

The Project undertook a range of campaigns and media activity, focussing on target day visitor and short stay leisure markets.

The research shows that the LSTMP is credited with being '*instrumental*' and '*pivotal*' in bringing about change in tourism marketing activity in Lanarkshire and that tourism businesses generally believe that the image of Lanarkshire as a visitor destination is changing for the better.

6.3.3. VisitScotland

The strategy stated that the area should be promoted through the VisitScotland network and the evidence shows that work has indeed been done with VisitScotland, particularly in the earlier stages of the Project. However, following monitoring of the initial VisitScotland led campaigns the steering group decided that a more targeted focus should be taken for campaigns, with VisitScotland acting in an advisory capacity from the Steering Group.

There is however a bigger question surrounding the relationship with VisitScotland, which will need to be addressed going forward. There is a view amongst some, that as the tourism experts, VisitScotland are best placed to deliver tourism marketing campaigns and initiatives and should be doing so, rather than acting in an advisory capacity only. Whilst it is a strategic decision for the future whether or not such an arrangement is put in place with VisitScotland, questions have been

raised in this Project about the way in which the strategy is being delivered in Lanarkshire in terms of exploiting expertise which exists.

6.3.4. The Website

The establishment of the visitlanarkshire.com website is cited by many Stakeholders as a key achievement of the project and a resource for the tourism sector which should be continued in the future. The research with businesses shows that it is valued by many, but that there is work to be done in extending its reach and strengthening its usefulness.

Traffic analysis indicates a solid flow of visitors, but scope for development activity to drive traffic levels up.

There is also an issue around the fact that there are two websites – visitlanarkshire.com and Lanarkshire.com – and that there is scope for bringing the two together, which would deliver clarity, focus and efficiencies.

6.4 Monitoring and Measurement

It has become clear during this Evaluation that although the Steering Group had an active role in overseeing activity, there is a lack of formal Monitoring and Measurement in place on an on-going basis to enable the team and the wider Stakeholders to review progress and to inform strategy formulation. This has made it difficult, on some occasions impossible, to report on performance against some bid targets. However, we understand that this is being addressed, and processes being developed.

6.5 Overall

It is our view that although a purely quantitative review of performance against hard targets may not always be favourable, there have been notable achievements within the Lanarkshire Strategic Tourism Marketing Project and we have found much evidence of valuable work having been done and foundations created for the future.

The Evaluation research, particularly amongst Stakeholders, indicates that the original targets for the Project were ambitious in the context of an under-developed sector, with long-standing issues hampering significant tourism growth. Nevertheless it is apparent that there is a strategic commitment to developing the

tourism sector and a call from the businesses within it for continued and increased support, as well as for investment in the tourism product itself.

Over and above this, the Project has faced a number of issues which have impacted on the team's ability to drive the work forward, notably :

- **Timing**

The fact that this Project was underway before the Branding & Communications Project heightened the difficulty of working together with that Project in a 'joined-up' way

- **Staff**

Changes in management in the first 18 months of the Project affected the Project team, impacting on its focus and its 'positioning' with key stakeholders. There were also changes in key Visit Scotland personnel.

- **Location and buy-in**

The question of the project being hosted on behalf of the partnership in South Lanarkshire, while the LBC Project was hosted in North Lanarkshire, would appear to have contributed to creating a competitive atmosphere between the projects. It is evident from our research too that support for the tourism project is stronger and more positive in South Lanarkshire, whilst the reverse is true in North Lanarkshire. We therefore conclude that the location of the project in South Lanarkshire impacted negatively on the ability of the project to achieve consistent pan-Lanarkshire buy-in and that a more 'neutral' location may have been beneficial.

- **Co-existence with other initiatives**

The LSTM Project was created alongside the LBCP and in many respects was closely related to it and expected to work with it, presenting a joined-up approach with the LBCP and adopting and promoting the Lanarkshire Brand in the Tourism Market. Equally, New Lanarkshire Limited was a long standing player in Lanarkshire with a Civic Pride Agenda, targeting internal audiences in Lanarkshire.

Whilst it is appreciated, by us and by Stakeholders commenting on the Projects under evaluation, that it was necessary for funding and practical reasons, to maintain separation between the 2 new projects and for these to avoid overlapping with the work of the pre-existing New Lanarkshire Limited project, it is evident that this caused problems for the teams delivering the projects. While there are examples of the various teams working together successfully, on the whole the divisions between the projects are more memorable internally than are the areas of co-operation.

6.6 The Future

The work that has been done and progress made by the LSTMP has raised expectations amongst a sector which appears to have felt previously under-resourced and even neglected.

It is our conclusion therefore that the work of the LSTM Project should be taken forward, the question for discussion being the way in which it should be taken forward. A range of Options has been outlined for discussion amongst the key Stakeholders involved, which distil into 3 basic alternatives :

- Continuing the tourism work, maintaining separation between this and the work of the Branding & Communications Project
- Dismantling the Project, absorbing its activity back into the two Councils
- Combining the work of this Project with the work of the Branding & Communications Project and seeking a 'single approach'

The chosen way forward will of course depend on a whole range of factors, but perhaps most significantly :

- Availability of funding
- Willingness of fund holders to support alternative approaches

These Options are considered in more detail in Section 6 in this Report and are to be the subject of further discussion with main Stakeholders for this and the Lanarkshire Branding and Communications Project at a future date.

7 Update March 2008

7.1 Review of Measures

In March 2008 a final review of progress against targets for the Lanarkshire Strategic Tourism Marketing Project was undertaken, the results of which are reported here.

A total of 16 Evaluation Measures had been identified for the original evaluation process, all drawn from the ERDF bid documents and supporting documentation.

In this update, each of these Measures is revisited and any quantifiable changes which have taken place since the completion of the interim evaluation are reported.

Note : At the time of completing this Final Update, work on the LSTMP continues, with final ERDF submissions still to be made.

Measure 1 Marketing campaigns/initiatives supported

Target	55
Interim achieved	42
Final achieved	73

At the interim report stage, 42 marketing campaigns / initiatives were identified, details of which are given in the main report.

A further 31 campaigns / initiatives have been supported since, which brings the total against this measure to 73 achieved. The most recent initiatives supported are summarised below. See Appendix for full list.

Additional Marketing Campaigns/Initiatives Supported September 07 – March 08
Attendance at The Main Event 2008
Activities linked to the production of a conference pack
Production of the 2008 Lanarkshire Essential Guide
Promotional articles in regional and national press

This measure has been achieved, with the target well exceeded.

Measure 2 a and b Number of existing businesses assisted / new businesses assisted / created

As detailed in the Interim Report, the LSTMP is requesting that this target be changed from 'businesses assisted' to 'business assists'. This reflects the fact that the initial targets for numbers of businesses were deemed to be overly ambitious and unrealistic, given that it is estimated that there are only 270 relevant businesses in Lanarkshire in total. South Lanarkshire Council has agreed the proposed change and a paper is due to be submitted requesting the change to SEP.

On the assumption that this change will be granted, the following achievements are reported :

	Assists to existing businesses	Assists to new businesses
Target	1000	252
Interim achieved	na	na
Final achieved	878	267

The evaluation concludes that, against the measure of *business assists*, the 'new business' target has been met and exceeded. Whilst progress has been made against the 'existing business' target, there is a shortfall here.

Measure 3 Increase in sales derived from exports

At the outset of the project, an ERDF target was defined that work by the LSTMP would increase sales derived from exports by £10.8 million.

However, as stated at the Interim Evaluation stage, LSTMP is in the process of removing this Measure from its ERDF targets, as it is seen to be outwith the direct control of the LSTMP in terms of delivery. As a result, no mechanism has been put in place to measure the extent to which LSTMP activity has led to an increase in sales derived from Exports.

A paper, requesting that this measure is removed, is due to be submitted to SEP.

The evaluation concludes that it is inappropriate to assess performance against this Measure, given the context outlined above.

Measure 4a and b Increase in sales in existing and new businesses

Targets associated with increasing sales in existing and new businesses - £10.8 million and £1.33 million respectively - are viewed to be outwith the direct control of the LSTMP, difficult to measure and attribute. As a result, no mechanisms have been put in place to measure the extent to which LSTMP activity has led to increased sales.

A paper, requesting that this ERDF target is removed, is due to be submitted to SEP.

As with Measure 3, the evaluation concludes that it is inappropriate to assess performance against this Measure, given the context outlined above.

Measure 5 Total number of gross new jobs created

Originally, the LSTMP project was targeted with creating 170 new jobs [gross]. However, because the LSTMP have no direct control in terms of delivering this target, steps are being made to remove it from the ERDF Measures.

The evaluation concludes that it is inappropriate to assess performance against this Measure, given the context outlined above.

Measure 6 Number of organisations achieving recognised quality awards

As reported at the interim stage, the LSTMP have a policy that all accommodation organisations which participate in LSTMP marketing campaigns must be participants in quality assurance schemes. On this basis, the LSTMP delivery staff sign-post organisations without a quality assurance to VisitScotland. However, no mechanism was developed to monitor the number of organisations sign-posted, or the number that went on to achieve a quality accreditation.

This continues to be the case. However, a request that this Measure be removed is being submitted to SEP, again because it is seen to extend beyond the direct control of the work of the LSTMP.

Target	226
Interim achieved	1
Final achieved	Not measured

The evaluation concludes that it is inappropriate to assess performance against this Measure, given the context outlined above.

Measure 7 Number of businesses / sectoral networks supported

Target	8
Interim achieved	9
Final achieved	9

At the interim evaluation stage, 9 business / sectoral networks were supported, exceeding the overall target. Between September 2007 and March 2008, no further networks have been supported.

In line with the interim conclusion, this measure has been achieved, with the target exceeded.

Measure 8 Joined-up approach with LBCP

The interim evaluation provided evidence that the strategies of the LSTMP have been aligned with those of the LBCP. Specifically, the LSTMP has adopted the Lanarkshire brand logo and key LBCP themes in marketing campaigns.

Issues between the two teams [LSTMP and LBCP] were reported on in the Interim Report, which impacted upon the extent to which a fully joined-up approach was possible. However, these issues were internal and not reflected in the opinions of external audiences.

This Measure is considered to have been achieved.

Measure 9 Campaigns : Delivery of product based marketing campaigns, as well as individual campaigns to promote Lanarkshire's tourism message, events and activities

The Interim Evaluation found that a range of campaigns – product based and individual – have been developed to promote and position Lanarkshire as a tourism and leisure destination. The work was viewed positively by key stakeholder groups and was perceived to be effective.

Marketing activity has continued since then, with the LSTMP:

- working with Golly Slater on PR activity
- producing a Christmas Events Guide
- producing a 2008 edition of the 'Essential Guide to Lanarkshire'
- developing a Lanarkshire Conference Pack and attending relevant conferences
- developing an Easter promotional campaign [tv, radio and press] driving traffic to website offers

This Measure is considered to have been achieved.

Measure 10 Promotion of the area through VisitScotland network

The Interim Evaluation found that the LSTMP has worked with VisitScotland over the course of the project, but that the association could have been stronger. VisitScotland's importance to the sector is clear and there is a view that VisitScotland's role in Lanarkshire's future tourism strategy should be greater.

The conclusion is that promotion of Lanarkshire through the VisitScotland network did take place, but that there could have been more had the association been stronger.

Measure 11 Media activity to encourage increased press coverage in regional, national and tourism specific press

The Interim Evaluation found that a range of media activity had been undertaken, with activity focusing on hosting familiarisation visits and placing competitions and promotions in regional and national press. A PR agency had also been appointed to assist with media activity.

Media activity has continued since then, primarily concentrating on the Easter/Spring marketing campaign. Work in this area has been driven by PR agency Golley Slater, which will be producing a full report mid-April on the effectiveness of work undertaken on behalf of the LSTMP.

This Measure has been achieved.

Measure 12 Develop website

www.visitlanarkshire.com, the website dedicated to promoting the tourism offer in Lanarkshire, went live in September 2006. Whilst no specific performance measures were set for website activity, as reported at the Interim Evaluation stage, the website has attracted a relatively high number of visitors. [20,354 unique visitors between September 2006 and October 2007]. Moreover, the Evaluation has found that the website is viewed positively by stakeholders and users.

Further development of the website continues with plans in place to:

- revamp the www.visitlanarkshire.com home page
- introduce a news feature facility
- add a new registration facility
- increase number of inbound links to the site

This Measure is considered achieved.

Measure 13 Develop and Produce a Tourism Newsletter

The Interim Evaluation found that the Lanarkshire Tourism Marketing Partnership *Newsletter* is produced **quarterly** by the LSMTMP delivery team. It was first published in May 2005.

As per the interim stage finding, this Measure has been met.

Measure 14 Develop a Photographic Database

As reported at the Interim Report stage, a photographic database of Lanarkshire images has been created and shared with the LBCP.

This Measure has been achieved.

Measure 15 Events : promote existing local events / festivals

The Interim Evaluation found that the LSTMP has promoted and supported a range of events in Lanarkshire.

Work to promote local events has continued, with key activities being :

- the production of a Christmas Event Guide
- Attendance at 'The Main Event' [SECC, Feb 2008]
- the production of a conference pack
- Planned attendance of VisitScotland Expo [16th/17th April 2008]

This Measure has been achieved.

Measure 16 Monitoring campaigns to evaluate both the economic contribution of different markets and the success of the creative marketing approach

At the interim stage, it was found that the monitoring of campaigns and activity had been limited and that there was a need for more formal mechanisms to measure campaigns, including conversion research, for example.

Campaigns are now being monitored by Golley Slater, as part of their PR contract with LSTMP and they are due to report during April 2008. This information has therefore not been available for this evaluation.

Whilst improvements are being made towards this Measure, it has not been fully achieved.

7.2 Tourism Market Context – a wider view

It was thought that a wider review of tourism performance in Lanarkshire and in Scotland as a whole may provide a useful context in which to consider the performance of the tourism sector in Lanarkshire.

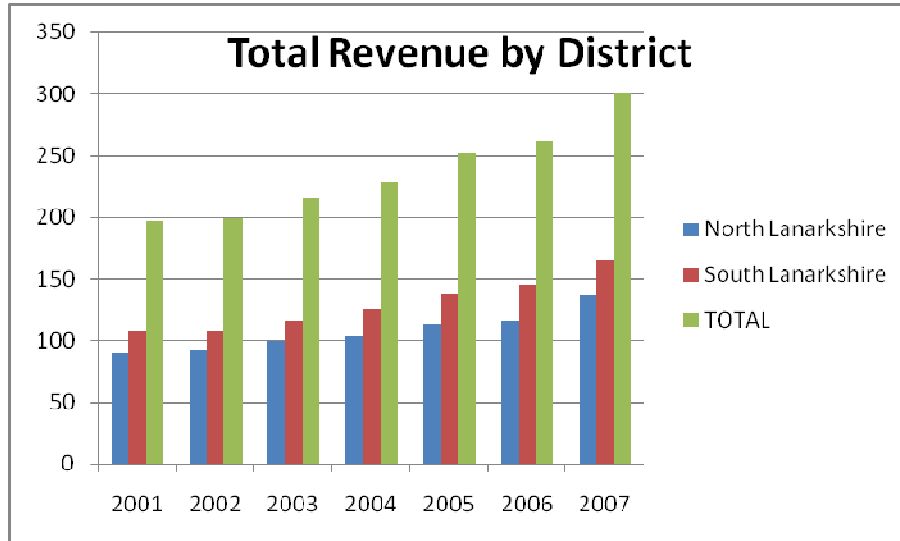
A review of published tourism statistics has therefore been undertaken as part of this final reporting stage, using STEAM data for North Lanarkshire, South Lanarkshire and for Scotland.

This summary considers volume and value statistics for the tourism sector for the years 2001 to 2007. [NB draft STEAM data for 2007 has been used].

7.2.1 Revenue by District

The data for total revenue generated by tourism across the area shows strong growth for Lanarkshire since 2001 [+53%]. South Lanarkshire generates more tourism expenditure, but both North and South have achieved growth over this time frame.

Figure 8: Total Revenue by District



Source : STEAM [includes draft data for 2007]

In the years from 2005, since the launch of the LSTMP, tourism revenue has continued to grow in Lanarkshire [by almost 20%].

7.2.2 Tourist Numbers

The wider Scottish market reports a strong performance with international visitors but, in common with other nations in the UK, a more challenging domestic visitor sector. There are many factors affecting performance in this sector, including economic factors [strong pound; increased destination choice; reducing disposable income] and one-off events such as, in 2006, the World Cup which resulted in fewer UK visitors taking trips within the UK.

Lanarkshire's Tourist Numbers grew in 2005, fell back in 2006, perhaps due to some of the factors described above, but recovered again in 2007 [based on draft STEAM data].

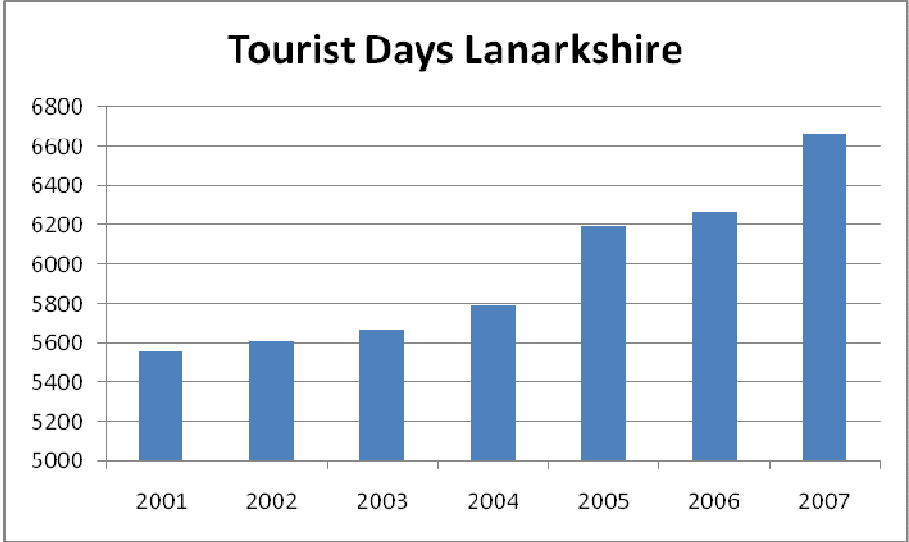
Figure 9: Tourist Numbers Lanarkshire



Source : STEAM [includes draft data for 2007]

Number of tourist days in Lanarkshire has continued to grow, reflecting the revenue picture.

Figure 10: Tourist Days Lanarkshire



Source : STEAM [includes draft data for 2007]

The statistics indicate therefore that the value of tourism in Lanarkshire has grown since 2001, including in the period since the launch of the LSTMP, when values in Scotland as a whole were slightly down. Volume of tourists dipped in 2006, but tourist days continued to grow.

These figures are included here simply to indicate the performance of the sector in Lanarkshire. It is not possible to directly attribute any changes in performance to the work of the LSTMP or any other single initiative but they do indicate a sector which would appear to be performing reasonably at a pure volume and value level. Feedback from Stakeholders and Beneficiaries [within the Main Interim Report] indicated that achievements had been made.

7.3 Final Comments

A number of themes emerged from the evaluation, which are well documented in the main body of the Evaluation Report and which are not being revisited at this Final Stage. However, there are 2 issues which are worthy of particular note at this Stage : the issue of appropriate **target setting** and **measurement**.

Target Setting

It is apparent that a number of the more quantifiable ERDF targets initially assigned to the LSTMP - particularly in terms of job and revenue creation - have been inappropriate, given the scope, scale and nature of work to be done by the Project. Of the 7 original ERDF targets listed for the LSTMP, requests are underway that 4 should be removed and a further 1 revised ['businesses assisted' revised to 'business assists'].

Setting realistic targets at the project outset is essential, as is the need to ensure that the targets are within the power of the Project to deliver. One of the issues here has been the difficulty in attributing changes directly to activity of the Project, a factor that should be considered when targets are agreed.

Measurement

Putting mechanisms in place to measure those impacts and outcomes which can be measured needs to be instigated early in a project. Creating systems and processes to capture data at the project set-up could ease the burden on teams to produce evidence of progress and impacts as the project runs its course.

Equally where marketing campaigns are undertaken, conversion research would be helpful to show the success and value of work undertaken and to inform on-going strategy development.

The Evaluation found that there had been notable achievements within the LSTMP and much evidence of valuable work having been done. The LSTMP has proactively marketed the tourism and leisure offer in Lanarkshire, working in a sector which was less well-developed than the original framework for the Project recognised. Whilst achievement against its goals has been variable, it is important to

acknowledge the many issues surrounding the nature of the goals and targets themselves.

Important to note too, that by its nature, much of the work of the Tourism Project has been to establish the foundations for the sector, with a view to the work being continued beyond the life of the project. The sector appreciates what has been done by the LSTMP, and there is the hope amongst tourism businesses that there will be a continued commitment to tourism in the future.