

Moray Tourism Development

Action Plan 2009 – 2012

Updated August 2010

Moray Tourism Development - Action Plan

Our vision for tourism in Moray is to become:

“Internationally renowned as a quality tourist destination, building on our global reputation as the home of malt whisky and promoting our rich heritage and natural environment.”

Summary

Key Areas	Objectives	Key Dependencies	Leader	Supporters
Organisation	To implement a practical, fully engaged and responsive organisation	Entity selection, professional advisers, articles of association, initial members, director appointments, registered office and funding	MTD	Tourism Advisory Group; HIE; Moray Council; VisitScotland
Product	To develop an appealing and successful Moray Tourism product	A cohesive, timely and practical Moray Tourism product	MTD; HIE; Moray Council	SDI
People and Partnerships	To enhance the skills and competence of those responsible for delivering To develop successful communication channels and partnerships that add value to our tourism services and offerings	Identification of key skill needs/ knowledge gaps and most appropriate mechanisms to address these Communication and engagement with all stakeholders with identification, maintenance and development of critical partnerships	MTD	HIE; Moray Council; VisitScotland; Moray College; Business Gateway; Moray Chamber of Commerce;
Marketing	To identify and respond to market trends and then to develop and promote the Moray Tourism Product	Confirmation of Moray Tourism brand and development of consistent, clear and appealing promotional support	MTD; VisitScotland	

Organisation Objective: To implement a practical, fully engaged and responsive organisation

Activities	Responsible	By When	Resource Implications	Other Comments
Establish Moray Tourism Development Organisation <ul style="list-style-type: none"> ▪ Research options ▪ Agree appropriate organisation and appropriate structure ▪ Establish 	MTD; Executive; HIE	July09 Aug.09 Sept.09	Funding support from HIE and The Moray Council until May 2011	Priority activity 08/09 ✓ Established: Moray Tourism Development Ltd., incorporated December 2010. Company launch event February 10
Produce /agree Action Plan Deliver Action Plan; Monitor and Review	MTD; Executive	July/Aug.09 Ongoing; review annually		Priority activity 08/09 ✓ Produced and approved by Moray Tourism Advisory Group August 2009 ✓ Reviewed and updated 08/10
Produce /agree Business Plan	MTD; Executive	Oct/Dec10		MTD Priority activity 2010 ✓ Draft prepared – awaiting Financial projections
Produce/agree Funding Strategy <ul style="list-style-type: none"> ▪ Apply for Visit Scotland Growth Fund ▪ Introduce Sponsorship/Membership package 	MTD; Executive	Oct/Dec10 May 10 May 10		MTD Priority activity 2010 ✓ Successful Growth Fund application June10 ✓ Membership Package introduced

Prioritisation of MTD's Activities for 2010/11 1. Development of membership/Income generating activity 2. Brand development 3. Website Development 4. Product Development: Environment 5. Product Development: Food & Drink	MTD; Executive		MTD Priority activities 2010/11 ✓ Approved by MTD Board May10
Develop public, private and community partnerships	MTD; Executive	Ongoing	Priority activity 08/09 ✓ Established and developing
Economic Impact Measurement ▪ Establish baseline measurement ▪ Commission Economic Impact evaluation ▪ Gather tourism industry data to monitor occupancy levels; visitor numbers etc ▪ Introduce a Business Barometer Survey ▪ Report findings regularly	MTD; HIE; Moray Council; Executive	Sept.09 From Sept.09 Quarterly surveys	Priority activity 08/09 ✓ STEAM Report 08 ✓ STEAM Report 09 ✓ Comprehensive, database developed ✓ Business Barometer established and developing
Produce Communications Plan to include PR Plan and industry engagement	MTD; Executive;	Aug./Sept.09	✓ Industry engagement underway; developed good relationship with local press; regular press coverage

Organisation Summary: Establish Moray Tourism Development; Action Plan; Business Plan; Funding Strategy Communications Plan

Product Objective: To develop an appealing and successful Moray Tourism product

Activities	Responsible	By When	Resource Implications	Other Comments
<p>Develop the quality and standard of the overall Tourism Product by:</p> <ul style="list-style-type: none"> ▪ Monitoring/communication of trends ▪ Development/coordination of customer feedback ▪ Support for appropriate quality product investment ▪ Development/increased take up of Quality Assurance schemes, ultimately leading to a destination QA standard membership requirement ▪ Provision of range of training options to meet the needs of the tourism industry/sharing knowledge and examples of best practise 	<p>MTD; Executive Visit Scotland;(VS) Moray Council; Moray College; Moray Chamber of Commerce ;</p>	<p>Ongoing</p> <ul style="list-style-type: none"> ▪ Every six months ▪ 2011 ▪ Ongoing ▪ Review situation 2011 ▪ Ongoing – establish skills/training/ employer working group 2011 		<p>Priority activity</p> <ul style="list-style-type: none"> ✓ Six monthly trend reports ✓ Production of series of Fact Sheets ✓ Regular programme of events for the Tourism Industry ✓ Development of working partnership between, Moray College; Highland Employer Coalition; Springboard and Job Centre Plus
<p>Encourage Planning Policy to prioritise/support appropriate tourism development</p>	<p>MTD; Executive; Moray Council; HIE</p>	<p>Ongoing</p>		<p>Priority activity 2010</p>
<p>Proactively support inward investment /development of innovative, quality tourism related facilities in particular 4/5 Star Accommodation/Spa facilities</p>	<p>MTD; Executive; Moray Council; HIE; Scottish</p>	<p>Ongoing</p>		<p>Priority activity</p> <ul style="list-style-type: none"> ✓ Development of package of information to support potential

	Development International (SDI)			<ul style="list-style-type: none"> ✓ investors ✓ Support provided to 5 potential investors ✓ Developing Partnership approach with SDI
Development of infrastructure; transport links	MTD; Executive; Moray Council; HIE	Ongoing		
Visitor Information provision <ul style="list-style-type: none"> ▪ Support/help coordinate Visitor Information Centres ▪ Pilot Visitor Information Points project in Keith, with the view to rolling out in other appropriate locations in Moray ▪ Ensure a good supply of printed material promoting the area's facilities and events (area guide; town guides, events guides, maps, trails etc.) ▪ Develop Destination website with supporting Web2.0 activity 	MTD; Executive; Moray Council; HIE; VS; Visitor Information Centres; Community Tourism Groups	<ul style="list-style-type: none"> ▪ Ongoing ▪ August 09 (KTAG initiative) ▪ Refer to Marketing Plan 	<ul style="list-style-type: none"> ▪ Project costs by September 09 ▪ Implementation as soon as funding can be sourced ▪ Website holding page and social media 	<p>Cost to be confirmed and funding sourced</p> <ul style="list-style-type: none"> ✓ KTAG launched VIP's June 2010 ✓ Priority activity 08/09 ✓ Special project report required ✓ MTD Priority activity 2010/11 ✓ Consultants report commissioned by HIE ✓ Website holding page and social media campaign in development

		campaign - September10	July10 ; funded by VS Growth Fund
Development of three product themes: 1. Food & Drink 2. Environment 3. Heritage	MTD; Executive; Moray Council; HIE;	2010/2011	MTD Priority activities 2010
1. Food & Drink: • Develop quality food offering, focusing on locally sourced produce • Develop a mutually supportive working partnership between the whisky and tourism industry • Develop whisky tour capabilities and packages linking whisky, golf, heritage, culture and fine food	MTD; Executive; Moray Council; HIE; SOSWF; Malt Whisky Trail; Whisky industry	2010/2011	MTD Priority activity 2010 ✓ Consultants report commissioned by HIE June 2010
2. Environment: ▪ Facilitate partnership working ▪ Coast: Develop the Moray Coast product offering featuring wildlife tourism, marina and water based activity recreation, golf, food and art.	MTD; Executive; SNH; Forestry Commission; Spey Bay Wildlife Centre; WDCS; Cairngorms National Park Authority (CNPA): The Glenlivet Estate; Findhorn Foundation	2010/2011	MTD Priority activity 2010 ✓ Industry event held, including industry feedback session
3. Heritage	Moray Council;	Ongoing	✓ LEADER Funding secured by Moray

<ul style="list-style-type: none"> • Ancestral Tourism: Develop product offering/packages • Develop heritage connections relating to Food & Drink and the Environment 	Moray Connections MTD; Executive;		Council/Moray Connections to commission scoping study for the development of Moray Family History Service
Events: Develop an Events Strategy aimed at providing a year round programme of events and the coordination and promotion of Moray's events	MTD; Executive; The Northern Scot	Jan.10	<ul style="list-style-type: none"> ✓ Events Calendar developed through www.moray-tourism.info ✓ Tourism supplement/ Events Calendar published in the Northern Scot June10. Copy and event details provided by MTE ✓ Regular programme of sponsored industry events developed and underway
Space and Dark Skies Tourism: Develop product offering/packages	MTD; Executive;	Keep under review	

Product Summary: Quality standards; Planning Policy; inward investment support; infrastructure/transport links; visitor information; Three tourism development themes – Food & Drink; Environment and Heritage; Events Strategy; Space and dark skies tourism

People and Partnerships:

People Objective: To enhance the skills and competence of those responsible for delivering Moray Tourism services

Activities	Responsible	By When	Resource Implications	Other Comments
People				
<p>Skills training: Support the development of appropriate skills training in ;</p> <ul style="list-style-type: none"> • leadership; management; • hospitality • customer care/service <p>Staff provision: Establish links between training providers; employment agencies and the tourism industry to ensure provision of quality, well trained staff</p>	<p>MTD; Executive; Moray College; Highland Employer Coalition; Springboard; Job Centre Plus; VS; Moray Chamber of Commerce; Business Gateway</p>	<p>Ongoing ESF funding deadline Aug.09</p>		<p>Priority activity</p> <ul style="list-style-type: none"> ✓ Moray College awarded ESF funding ✓ Development of working partnership between, Moray College; Highland Employer Coalition; Springboard and Job Centre Plus ✓ Two industry engagement events planned for November 2010 and February 2011
<p>Increase knowledge base by the dissemination of information on:</p> <ul style="list-style-type: none"> ▪ product/market development trends ▪ customer feedback ▪ new product development ▪ MTD activities 	<p>MTD; Executive</p>	<p>From June09</p>		<ul style="list-style-type: none"> ✓ Regular trend monitoring reports ✓ Production of series of Fact Sheets ✓ Regular programme of events for the

			<p>✓ Tourism Industry Establishment and development of www.moray-tourism.info</p>
<p>Develop comprehensive database of Moray's tourism and related industries and open up effective communication channels e.g. through: www.moray-tourism.info; regular newsletters etc.</p>	<p>MTDG Executive</p>	<p>From June09</p>	<p>Priority activity 2009</p> <p>✓ Establishment and ongoing development of comprehensive database</p> <p>✓ Industry newsletters and e mail updates</p>

People and Partnerships:

Partnerships Objective: To develop successful communication channels and partnerships that add value to our tourism services and offerings

Partnerships			
Create a dynamic public/private sector partnership	MTD Executive	From June09	✓ Ongoing and developing
Engage and work with the Scottish Whisky Association and its members	MTDG Executive	From June09	✓ Ongoing
Develop a strong working relationship with the business community and in particular the whisky, food and retail industries	MTDG Executive	From June09	✓ Ongoing
Develop good links and work in close partnership with Moray's international brands	MTDG Executive	From June09	✓ Ongoing
Coordinate and support the activities of community tourism groups	MTDG Executive	From June09	✓ Ongoing

People and Partnerships Summary: Skills training; staff provision; dissemination of information/increased knowledge; database development ; effective communication channels; public/private sector partnerships

Marketing Objective: To identify and respond to market trends and then to develop and promote the Moray Tourism Product

Activities	Responsible	By When	Resource Implications	Other Comments
Branding <ul style="list-style-type: none"> ▪ Confirm brand identity, positioning statement and brand values and key messages ▪ Launch brand ▪ Manage the brand and its reputation 	MTD; Executive	Sept.09 Sept.10 Ongoing	Design and print	Priority activity 2009 ✓ Involve Visit Scotland ✓ Consensus agreed with Tourism Advisory Group - September 2009 MTD Priority activity 2010
Produce a Marketing Plan ✓ Deliver Marketing Plan; Monitor and Review	MTD Executive	Oct. 09 Ongoing	To be identified in the Plan	Priority activity 2009 ✓ Produced and approved October 2009
Provision of an information service using all forms of media, including www.moray-tourism.info	MTD Executive	July 09 and ongoing		Priority activity 2009 ✓ Ongoing
Develop a comprehensive customer feedback and visitor research programme to inform future development	Executive; VS DOVE project	To be identified in Marketing Plan	To be identified in the Marketing Plan	Priority activity 2009 Insufficient funding to deliver Priority activity 2011
Work in partnership with Visit Scotland to ensure the successful promotion of Moray as a destination				✓ Ongoing

Marketing Summary: Brand development; Marketing Plan; information provision; customer feedback; working with Visit Scotland