

FOOD TOURISM SCOTLAND

Creating a global food tourism destination
and unlocking a £1 billion growth opportunity



OUR SHARED VISION

It's 2030 and Scotland is a globally recognised food tourism destination where high quality, memorable food and drink experiences are delivered by proud and passionate local ambassadors.

This is our shared vision. Scotland is going to become a global food tourism destination and collaboration and commitment will make it happen.

It's an immense pleasure to introduce Scotland's very first Food Tourism Action Plan, marking a significant milestone in the future of our food and drink and tourism sectors.

Whilst Scotland Food & Drink and Scottish Tourism Alliance have always been partners, we have come even closer together to form a clear, strong and ambitious plan to capitalise on the opportunities that food tourism brings, with Scottish Government and its agencies working with us, side by side.

Representing two of the country's most successful and ambitious industries, we are excited about the opportunities that lie ahead. With record visitors coming to Scotland, allied with a world-class, and growing, food and drink industry, we have a powerful foundation for unlocking Scotland's food tourism potential. This is a potential born from the very clear global demand for quality food and drink with provenance, alongside real and memorable experiences that capture the essence of the destination. Visitors, from near and far, want to get under the skin of a place and there is no better way to do that than through its food and drink.

So, what does that mean? In short, it means that with so many visitors to Scotland and with an outstanding larder of products and experiences to match, by joining forces, capitalising on our respective strengths and bringing this ground-breaking plan to life, we can become a global food tourism



James Withers
Chief Executive
Scotland Food & Drink



Marc Crothall
Chief Executive
Scottish Tourism Alliance

destination to be reckoned with. Our ambition is regional in spirit but national in scope. We want to celebrate regional diversity across the country but stitch it together into a national offering.

Success means sustainable jobs and communities and generating economic growth, in fact, it means £1 billion in additional annual revenue by 2030. Visitors currently spend almost £1 billion every year on food and drink when they holiday in Scotland. Our ambition is to double that value by 2030. This action plan sets out how.

We must inspire businesses to diversify and expand to meet the needs of all our visitors. We need to develop a growing skilled and passionate workforce. We need a much greater penetration of our top-quality food and drink in hospitality and tourism businesses and innovation in the supply chain to enable easier access to local produce. We need to foster confidence and pride amongst our own population and shout from the rooftops about our food, drink and tourism assets.

But we can't do this on our own. It requires many different players, across the public and private sector, to come together to work in close partnership, to be forward-thinking and determined, to believe in our nation's food tourism potential and act on it.

Above all, as you read this plan, whether as a farmer or producer, wholesaler, hotelier, restaurateur or chef, bar or café proprietor, shop or deli owner, street food trader or tour operator, we want you to feel inspired, motivated and confident that you have a role to play in its success. It won't happen without you.

So, let's be bold, let's make it happen and let's make Scotland a global food tourism destination that we can all be proud of.



FOREWORD

[BY FERGUS EWING MSP & FIONA HYSLOP MSP]

We are delighted to endorse Scotland's very first Food Tourism Action Plan and look forward to continuing to work in partnership with the food and drink and tourism sectors to unlock their huge economic potential.

Scotland is already renowned as a vibrant tourism destination and our reputation as a Land of Food and Drink continues to rise. Bringing these two outstanding sectors even closer together gives us a golden opportunity to build on our achievements and deliver even more benefit for our producers, food manufacturers, businesses and our economy, particularly our rural economy.

When the First Minister launched the new national food and drink strategy, **Ambition 2030**, it contained a clear aspiration for Scotland to become a truly global food tourism destination – this action plan contains a range of ambitious actions to meet that aspiration and make Scotland a global leader in food tourism and further our aspirations to become a Good Food Nation in all that we produce, buy, cook, serve and eat each day.

Of course, many great things are already happening: restaurant menus bursting with local produce; street food festivals, event and markets; agritourism and farmstays; brewery and distillery visits; food tours and trails. Now we have a clear plan to build on this success so that every visitor, whether from near or far, can experience the very best that we have to offer.

Scotland is blessed with a bounty of natural resources that people across the world want to see, experience and enjoy. Now is the time for all of us to redouble our efforts – our hotels and restaurants, our visitor attractions, our agritourism businesses, our retailers big and small – and be confident to invest in food tourism and to put local food and drink at the heart of their offering.

We have all the ingredients to become a global food tourism destination and the Scottish Government stands ready to support the industry fulfil its ambition.



Fergus Ewing
Cabinet Secretary
for Rural Economy



Fiona Hyslop
Cabinet Secretary for Culture,
Tourism and External Affairs

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FOOD TOURISM



The enjoyment of food and drink-based experiences where a person learns about, appreciates, or consumes food and drink that reflects the history, heritage and culture of a place.

This includes the active pursuit of unique and memorable eating and drinking experiences encompassing everything from trying local food at a restaurant or café to visiting a whisky distillery or going on a beer trail.

It also includes attending a food festival, street food or agricultural event to taking a cookery class to visiting a farm or orchard, as well as agritourism activities that connect what is being produced in an area to what is being prepared, served and enjoyed by locals.

INTRODUCTION & OVERVIEW

Scotland is a Land of Food and Drink with tremendous potential to develop into a globally recognised food tourism destination.

Ambition 2030, Scotland's national strategy to double the economic impact of our farming, fishing, food and drink industries, has set out an ambitious growth trajectory.

Tourism Scotland 2020 has articulated the ambitions of our tourism industry to grow and succeed in the coming years.

Food tourism is, in a nutshell, where these two star sectors meet and become one. **Food Tourism Scotland** is our first national action plan for becoming an international leader in this growing, worldwide field, representing a unique alliance between our two industries.

The essence of this plan is centred around the following areas for attention, referred to as **Pillars**:

- **Pillar 1:** Sustainable local food supply chain
- **Pillar 2:** Quality products and experiences for all
- **Pillar 3:** Rich storytelling
- **Pillar 4:** Skilled and vibrant workforce
- **Pillar 5:** Innovative collaboration

We have identified 17 actions to realise our ambitions and unlock our potential, and we'll outline our thinking behind them.

Food tourism development is a fundamentally collaborative process. With leadership from Scotland Food & Drink and the Scottish Tourism Alliance, a Strategy Board representing key partner organisations, including Scottish Government and VisitScotland, was formed to guide the research and development of this national action plan.

For the successful creation of a food tourism plan, the community needs to be involved in the process from start to finish. Stakeholders from across Scotland engaged throughout the strategy development process with input from over 850 interested parties via surveys and questionnaires, interviews, meetings, workshops and other sessions.

The result is an evidence-based food tourism action plan that reflects the insights gained from that research process. **Food Tourism Scotland** is for – and co-created by – the industry.



SUMMARY OF ACTIONS

PILLAR	ACTION
Pillar 1	1 Determine how the local food supply chain will meet increased demand and work to ensure any gaps are identified and filled as part of this process
	2 Develop a business-to-business (B2B) local food and drink product code
	3 Work with farms, estates and crofts to develop food tourism as a sustainable contributor to the agricultural sector, including the development and continuation of the monitor farm scheme
	4 Develop a further programme of Showcasing Scotland regional events, bringing local buyers and suppliers together
Pillar 2	5 Evolve Taste our Best into a world-leading business-to-consumer (B2C) food tourism Quality Assurance Scheme
	6 Develop a brand and logo that identifies local food and drink for consumers in retail and foodservice settings
Pillar 3	7 Build a diverse collection of interesting and compelling food and drink stories that will both enhance and inspire tourism products
	8 Develop a national food tourism website that is both industry and consumer facing
Pillar 4	9 Create a food tourism apprenticeship programme
	10 Develop a food tourism customer service excellence programme
	11 Establish a national Food Tourism Workforce Development Board that includes representation from the public, private and non-profit sectors
	12 Implement a people-focused public relations campaign that promotes the food tourism professions
Pillar 5	13 Host an annual forum for the food tourism industry to learn from new research and experts, celebrate success and foster collaboration
	14 Create a Scottish food tourism ambassador programme
	15 Develop innovative multi-regional and cross-industry food tourism experiences
Cross-pillar	16 Develop and launch a national food tourism marketing framework
	17 Grow food tourism market intelligence through new and supplementary research



GUIDING PRINCIPLES

To ensure the successful implementation of the national action plan, three key principles have been identified to guide food tourism development in Scotland. These principles are the foundation upon which the action plan sits and they exemplify the spirit with which it was developed.

Celebrate diversity: showcase the many expressions of our natural larder and allow the people behind our food and drink to shine through our products and experiences.

Grow with integrity: develop a relationship of trust with locals and visitors alike and share as much information as possible; it's part of the story behind our food and drink.

Be responsible: secure the long-term viability of food tourism by prioritising economic, environmental, cultural and social sustainability.



TASTE OF PLACE

Memorable eating and drinking experiences that bring to life the story behind the food of a specific geographic area, i.e. its **foodways**. In addition to food and drink items that are grown and produced in an area, the natural, material and intangible elements that contribute to the experience of food in that area are all part of its **taste of place**.

FOODWAYS

The history, heritage and culture behind what is grown, harvested, prepared and consumed in a particular area. In other words, foodways address the who, what, where, when, why and how food and drink becomes part of the fabric of a community and sheds light on the physical, social, cultural, economic and spiritual factors that inform their experience of food and drink.



WHY FOOD TOURISM MATTERS

Visitors spend around £995 million on eating and drinking when they're on holiday in Scotland with UK tourists accounting for £656 million and overseas tourists accounting for £339 million. (VisitScotland Insight Department, Opening up Scotland's larder to our visitors: Exploring the role of food & drink in the visitor experience, October 2017)

In 2017, there were 166 million tourism trips (overnight stays and days out) in Scotland and visitors contributed £11.2 billion to our economy.

(Source IPS,GBVS,GBDVS 2017)

Scotland is in a great position to harness the potential and growth that food tourism brings. And we certainly aren't starting from scratch. Millions of visitors to Scotland are already participating in food tourism activities from eating local produce in cafés and restaurants to visiting whisky and gin distilleries or staying on a farm. By linking Scottish food and drink to our many other diverse tourism assets, we can raise our reputation as a destination of high-quality, memorable food tourism experiences.

Some visitors intentionally seek out food tourism experiences whilst others stumble upon them accidentally. However, for everyone, food and drink is an integral part of the visitor experience.

Food tourism experiences involve learning about, appreciating or consuming food and drink that reflects the history, heritage and culture of a place. This includes agritourism activities that connect visitors to what is being grown and produced in specific areas. It also includes nature-based tourism activities like hunting, foraging and fishing.

For food tourism to thrive, collaboration between the food and drink and tourism sectors is essential. Our larder is intimately linked with our cultural heritage and natural landscape. By connecting these assets to our local food and drink, we can offer visitors a holistic experience and contribute to the long-term sustainability and viability of our agricultural and local food systems.

Our fields, forests, rivers, lochs and seas produce an abundance of local ingredients. Showcasing quality Scottish products celebrates what we have to offer and helps to strengthen and grow our food and drink sector. Importantly, if we can prepare and serve Scottish ingredients with pride and passion and connect them with our history, heritage and culture we can create a narrative that defines our regions and our country.

To do this, we will need to align our actions with the objectives of **Tourism Scotland 2020**, any refreshed strategy that may emerge and **Ambition 2030**. These pivotal strategies recognise that food and drink add value to the overall visitor experience and lay the path towards further supporting the farming, fishing, food and drink industries.

This action plan provides us with a huge opportunity to shine the spotlight on our high quality and diverse products and to strengthen Scotland's reputation as a place of outstanding food tourism experiences. This plan is also in line with **Scotland's Economic Strategy**, which sets out a roadmap for a competitive and fairer Scotland through four priorities: sustainable investment, innovation, inclusive growth and an international outlook.

The journey towards becoming a global food and drink destination has begun. A considerable number of businesses, along with industry groups, local authorities and destination organisations, are already engaged in initiatives to bring food and drink to the forefront of tourism.

We must continue to work collaboratively to ensure that our food tourism experiences focus on the provenance and quality of our products. These efforts will allow us to exceed the expectations of visitors and locals alike and firmly establish Scotland as a Land of Food and Drink.



NATIONAL ACTION PLAN

PILLAR 1: SUSTAINABLE LOCAL FOOD SUPPLY CHAIN

What does success look like?

In 2030, local food and drink will underpin Scotland’s tourism offering. Food tourism will support a resilient local food system that contributes positive economic, environmental, social and cultural impacts throughout the supply chain. Distribution systems will be well developed with local products being tracked and traced from production to consumption. Agritourism will have flourished. Scotland’s local food supply chain will be meeting a rapid increase in demand.

Action 1: Determine how the local food supply chain will meet increased demand and work to ensure any gaps are identified and filled as part of this process

Sustainable food tourism development is reliant upon a consistent supply of high quality local food and drink. Our local supply chain must be able to meet an increased demand for it.

We will take stock of what is currently being grown, caught and produced across Scotland, identifying gaps in provision. We will establish a baseline of current levels of Scottish sourcing from businesses across the food tourism industry and measure the benefits that accrue from it.

Importantly, with information collected on the supply and demand for local food and drink, we will be able to begin ground-breaking research into the economic impact of food tourism and, more specifically, into the economic benefit to local businesses and the multiplier effect of growing food tourism as a sustainable contributor to local economies. Targeted support to

fill gaps in provision will be delivered at a regional level to ensure a more complete visitor experience across Scotland, thereby placing the country at the forefront of food tourism research and development.

Action 2: Develop a business-to-business (B2B) local food and drink product code

Today’s visitors want to know the provenance of their food and drink; in other words where it came from, who produced it and how. It’s integral to the overall visitor experience.

This means there is a tremendous potential for food tourism businesses to add value to their food and drink offerings by talking about provenance. However, to do that, we need reliable information to back this up, readily available to purchasers and providers of food and drink.

Therefore, we will work with food and drink distributors, regionally and nationally, along with purchasers and providers, to develop a standardised product code, or identifier, for local food and drink.

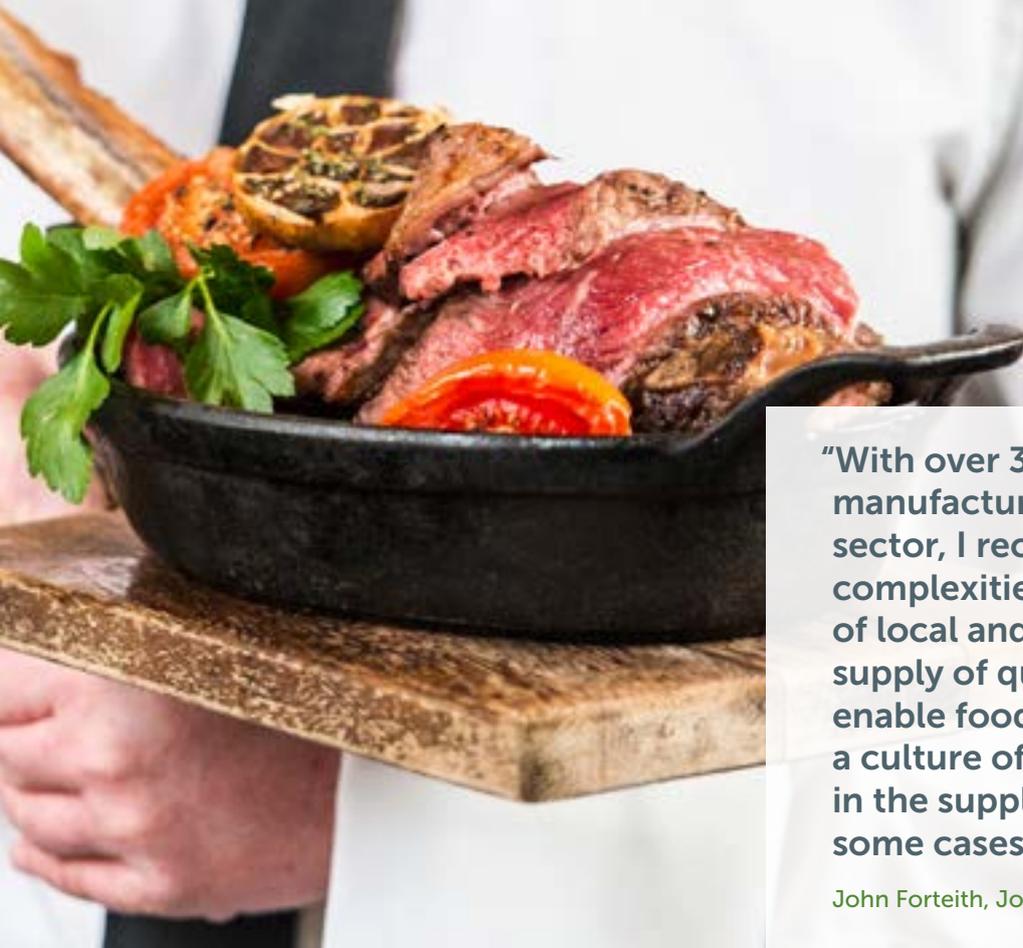
In its simplest form, food and drink distributors could develop a unique product code for all local products in their individual inventories and incorporate this into their current barcode systems. Alternatively, distributors could work collaboratively and agree on a standardised and shared product code used by all to identify local food and drink in their inventories. In either case, local food and drink would be more accessible and transparent to food tourism businesses and the industry spend more easily tracked.



LOCAL FOOD
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Local food is generally used to describe the connection between food producers and consumers within a given geographic area. For this report, anything that is grown, raised or harvested in Scotland or made from ingredients that are grown, raised or harvested in Scotland is considered to be local food or drink.





“With over 30 years in the foodservice manufacturing and distribution sector, I recognise the challenges and complexities of both supply and sourcing of local and Scottish produce. Reliable supply of quality fare is an imperative to enable food tourism to thrive. Stimulating a culture of openness and collaboration in the supply chain will benefit all, and in some cases add to the provenance story.”

John Forteith, John Forteith Consulting

Action 3: Work with farms, estates and crofts to develop food tourism as a sustainable contributor to the agricultural sector

Agritourism includes agriculturally-based experiences that connect the public to what is grown and harvested in a particular area as well as the people behind this production. The agritourism industry in Scotland is already a significant contributor to the economy, with an estimated direct turnover of £63.1 million and £108 million in output (Scottish Enterprise, Strategy for Agritourism in Scotland, 2016), and to food culture. With 75% of our land designated as agricultural, there is tremendous potential to grow its impact.

Great agritourism experiences not only educate consumers about where their food comes from, but also provide a ‘taste of place’ – visitors can learn about the place by tasting what has been grown or produced there. Therefore farms, estates and crofts are high potential contributors to the food tourism industry and the diversification of on-farm revenue streams is also a key way to build resilience into the agricultural sector while bridging the gap between people and food.

We will work with farms, estates and crofts to develop sustainable food tourism products including farm stays, farm tours, pick-your-own, on-farm retail, agricultural fairs and farmers’ markets, to name but a few. It also means working to take the learnings from Go Rural and other organisations who are leading the way, as well as committing to the development and continuation of Scotland’s agritourism Monitor Farm Scheme.

Action 4: Develop a further programme of Showcasing Scotland regional events, bringing local buyers and suppliers together

To continue to facilitate collaboration and knowledge-transfer within food tourism industry, we recommend the support, development and delivery of the Showcasing Scotland regional events programme on an annual basis.

These important business-to-business networking events aim to grow local and regional sales by connecting local buyers with local suppliers.

What we will do and by when:

- By 2020, the development of agritourism monitor farms will have been explored
- By 2025, more than 75% of food and drink distributors in Scotland will have adopted a Scottish product identifier
- By 2025, the amount of Scottish produce being sourced across food tourism businesses will have doubled
- By 2030, at least 75% of independent and family-run food tourism businesses will have reported a measurable increase in business confidence and increased profitability
- By 2030, 20 Showcasing Scotland regional events, or similar, will have been held

AGRITOURISM

Agriculturally-based experiences that connect the public to not only what is grown and harvested in a particular area but also to the people behind this production. Agritourism attracts visitors who appreciate and want to learn about the connection between their food and agriculture.



PILLAR 2: QUALITY PRODUCTS AND EXPERIENCES FOR ALL

What does success look like?

In 2030, Scotland has a diverse and critical mass of food tourism products and experiences with Scottish ingredients at their foundation. These experiences will reflect Scotland's heritage, culture and landscapes. Local food and drink will be easily identifiable in all retail and foodservice settings. The expectations of visitors are met and exceeded at every step of the customer journey, establishing Scotland as an international benchmark for quality.

Action 5: Evolve Taste our Best into a world-leading business-to-consumer (B2C) food tourism Quality Assurance Scheme

VisitScotland's food and drink Quality Assurance Scheme, Taste our Best, both recognises and celebrates businesses providing locally-sourced, quality produce including restaurants, cafés, bars and takeaways. To date, more than 1,000 businesses have received this accreditation.

We believe that with further commitment and investment, Taste our Best has the potential to develop into a world-leading food tourism assurance scheme. However, there are several things that should happen to ensure this and, firstly, we will benchmark it against other schemes.

From here, we can make decisions around how best to evolve the programme into a highly visible, highly recognised and rigorously monitored system that can be used to both attract and assure visitors, while building integrity into the local food system.

Action 6: Develop a brand and logo that identifies local food and drink for consumers in retail and foodservice settings

When it comes to food and drink we are bombarded with countless brands, logos and calls-to-action that play to our world views, beliefs, values, social status and innermost sensitivities. As such, the introduction of any new food and drink brand or logo into the foodservice and retail markets is a delicate matter. However, we see potential benefit from the introduction of a standardised brand and logo that helps to differentiate local food and drink products from others. This will be aligned with the overarching national campaign, Scotland Is Now.

We will come together to research, develop and implement a brand and logo that clearly identifies local food and drink in retail and foodservice settings. This endeavour will likely involve analysing the definitions of 'Scottish' currently in use and building consensus on criteria that will be used to qualify local products, dovetailing with Taste our Best. We don't underestimate the complexities to do this and research, evaluation, costings and consensus building would be required before a final decision could be made around implementation or non-implementation.

What we will do and by when:

- By 2020, a review of the brand and logo identifier will have been completed
- By 2020, a review of Taste our Best will have been completed
- By 2025, the top 100 visitor attractions in Scotland will be Taste our Best accredited
- By 2025, all major events will be accredited as showcasing local food and drink
- By 2025, the number of businesses with Taste our Best accreditation will have doubled
- By 2030, visitor satisfaction with availability of local food and drink will be over 95%
- By 2030, we will have continued to exceed the visitor's increased expectations of Scotland's food and drink offer, closing the perception gap



PILLAR 3: RICH STORYTELLING

What does success look like?

In 2030, our rich food and drink stories attract visitors from near and far. Visitors see Scotland as a nation of diverse tastes of places that are brought to life through rich stories that celebrate regional differences. A variety of communication channels, including the nation's menus, are used to market and promote food stories, fully embracing digital technology to promote Scotland as a food tourism destination.

Action 7: Build a diverse collection of interesting and compelling food and drink stories that will both enhance and inspire tourism products

When food tourism experiences are tied to the history, heritage and culture of the food and drink, the experience itself is richer.

Visitors are curious about the people who grow and prepare Scotland's food and drink and the traditions and stories behind local dishes and regional specialties. As such, storytelling and storytellers make food tourism experiences more engaging and meaningful.

An important first step will be to build a collection of interesting, compelling and sometimes unexpected stories that reveal how Scotland's food tourism offerings are unique. It can also help to inform new product development while connecting food tourism to the nation's other tourism assets, such as 'Heritage & Culture' as outlined in *Tourism Scotland 2020*.

“Scotland’s natural larder combined with its enviable reputation for whisky, makes it ideally placed to becoming the next must-explore food tourism destination. The continuing wave of interest in quality food and drink and memorable experiences intertwined with the captivating story it portrays of a place makes it an incredibly exciting time for Scotland to showcase some of our most valuable assets to the world. And what a tale we have to tell!”

Brenda Anderson, Founder of Tasting Scotland
Gourmet Journeys and Events / World Food Travel
Association Ambassador for Scotland





Action 8: Develop a national food tourism website that is both industry and consumer facing

To grow food tourism as a primary attractor for visitors to Scotland, we will develop a consumer-facing web platform that provides one entry point and easy access to information on Scotland's food tourism offerings. To use resources wisely, we should work on the basis of using existing, successful websites such as visitscotland.com and visitscotland.org.

With an innate understanding of Scotland's food culture and a lifetime of lived food and drink experiences, Scotland's people are the nation's most valuable storytelling asset. We will integrate a mechanism for user-generated content (UGC) that can be leveraged for storytelling across Scotland.

We will also develop shared tools and resources, including a toolkit for food tourism operators and destination organisations which can live in an industry-facing portal on the website. Its design and development will be informed by the current and anticipated needs of the food tourism industry.

What we will do and by when:

- By 2020, food tourism marketing will be embedded into VisitScotland's tourism marketing strategy
- By 2020, we will have developed a national food tourism website
- By 2020, we will have developed a food tourism toolkit for operators and destination organisations
- By 2020, we will have produced a storytelling toolkit and circulated it to all food business in Scotland to help them increase margin and turnover
- By 2030, local and visitor awareness of Scottish food and drink culture will have increased, driving both profit and turnover across the sector



PILLAR 4: SKILLED AND VIBRANT WORKFORCE

What does success look like?

In 2030, Scotland will be an international leader in customer service excellence. The food tourism industry will be well-staffed with a workforce development pipeline filling high-demand food tourism jobs. Food tourism professions are viewed as long-term career options for workers of all ages and people in those roles are passionate and inspired to grow within the industry.

Action 9: Create a food tourism apprenticeship programme

The food tourism industry is diverse and it includes a wide range of businesses: from accommodation to breweries, farms to festivals, restaurants to retailers and many others. There is already good work being led by Skills Development Scotland through the Tourism Skills Investment Plan to attract new entrants to the sector. As part of increasing the profile of food tourism as a career, it is important to expose students to the range of options available to them and, as such, we will now develop a food tourism apprenticeship programme.

Over several terms, this work-study programme could allow students to rotate between different business types. For example, a summer helping to run a farmers' market could be followed by a placement in a restaurant and then a term working at a gin distillery. Graduates would leave the programme inspired to work in food tourism, with a

better understanding of industry needs and aware of food tourism's many touchpoints.

Action 10: Develop a food tourism customer service excellence programme

Service excellence is a key part of the formula for successful food tourism experiences. By making visitors feel not just welcome and respected but special, the food tourism industry can set a positive precedent locally and abroad. As such, we will develop a food tourism accreditation programme that delivers relevant, engaging, customer service excellence training to current and future professionals. This could be a new, standalone programme or, more likely, form a new element to existing, recognised and widely adopted training programmes.

The programme could include best practice visits and/or learning journeys to food tourism businesses that are successful at putting customer service first. The food tourism industry (including owners, operators and frontline staff) would need to invest time and resources into completing the training as part of developing high quality food tourism experiences in Scotland.

Graduates of this programme will be empowered to deliver meaningful food tourism experiences through superior customer service, sharing compelling stories behind Scotland's food and drink.



“A skilled and vibrant workforce is pivotal to the success of the Scotland’s first food tourism action plan, which marks an important milestone within Tourism Scotland 2020, bringing together two of Scotland’s most economically important sectors to support businesses in delivering a quality food and drink experience for all, a vital part of our tourism offering. As a joint partner, the Scottish Tourism Alliance will be encouraging all tourism businesses to develop the passion and skills of our future workforce to ensure the ambitions of the action plan are fully realised.”

Marc Crothall, Chief Executive, Scottish Tourism Alliance

We will form a Food Tourism Workforce Development Board for Scotland involving academic institutions, government, industry associations and non-profit groups. The Board’s work would involve anticipating future needs of the industry, helping to inform curriculum and skills development, commissioning research into future trends, troubleshooting challenges and identifying opportunities. Collaboration – and potential amalgamation – with other initiatives, such as Developing the Young Workforce and the Tourism Skills Group will avoid duplication.

Action 12: Implement a people-focused public relations campaign that promotes the food tourism professions

To complement other programmes aimed at raising the profile of the food and drink and tourism industries we will develop a campaign to promote the food tourism industry and opportunities within it.

This will be people-focused, highlight innovations and successes in the food tourism community and tell the stories of industry champions. Crucially, it will be a collaborative effort that uses a shared voice from various agencies including Scotland Food & Drink, Scottish Tourism Alliance, Skills Development Scotland and Scottish Government.

What we will do and by when:

- By 2020, a baseline figure of food tourism jobs will have been established and a measurement in place to track its growth
- By 2020, a guide to food tourism careers will have been published
- By 2025, 100 people per year will be completing Scotland’s new food tourism apprenticeship programme
- By 2025, a customer service excellence programme will be in place
- By 2030, careers in food tourism will have been embedded in all career advice programmes

Action 11: Establish a national Food Tourism Workforce Development Board that includes representation from the public, private and non-profit sectors

A strong workforce development pipeline is one where prospective employees are aware of career options in the industry well in advance of the need for them, so that they have the time to develop the skills and experience required to be of service and grow within the industry. It is no surprise that developing such a pipeline requires collaboration and commitment between the public, private and non-profit sectors.



PILLAR 5: INNOVATIVE COLLABORATION

What does success look like?

In 2030, Scotland will be a nation of food tourism ambassadors and internationally recognised as a leader in collaborative and innovative product development. Scotland will have a strong food tourism network, with regions working together. We will be an active member of the international food tourism community.

Action 13: Host an annual forum for the food tourism industry to learn from new research

To facilitate collaboration across Scotland's food tourism industry we will host an annual industry-facing forum on food tourism.

This forum will provide a regular opportunity for the food tourism industry to connect, recognise successes, share best practice examples, new research and lessons learned, explore new collaborations and address industry challenges. It will be a platform to reflect on and analyse progress made in implementing Food Tourism Scotland.

Action 14: Create a food tourism ambassador programme

Food tourism ambassadors are respected community members who lead by example, mentor their peers and see the potential for food tourism to become a sustainable contributor to their local economy. They are invaluable sources of creativity and innovation and they often inspire entrepreneurial activities and change. Importantly, ambassadors can and should be featured in campaigns to help elevate the profile of professions within the food tourism industry. We will therefore establish a formal Scottish food tourism ambassador programme.

Action 15: Develop innovative multi-regional and cross-industry food tourism experiences

We must foster active and ongoing collaboration between sectors and across regions to strengthen the experiences currently on offer. This will help us to provide visitors with something truly unique to Scotland.

There are many ways a visitor can interact with Scotland before and during their stay, but it's first-hand experiences that will shape their decision-making around whether to return and recommend the destination

to others. Every visitor eats and drinks many times per day, whether they are a cruise passenger, outdoor adventurer, sports enthusiast, visiting friends and relatives, or enjoying Scotland as part of a long-haul adventure. Food and drink can add multisensory touchpoints to any tourism experience and there are many ways that food and drink businesses can add value to non-food tourism offerings. For example, a visit to a castle becomes more meaningful with a dram of whisky in hand and a hike through the Cairngorms more memorable when it includes a guided fungi hunt or foraged picnic. The task at hand is for every tourist attraction, operator and business to consider what their visitor experience would be like with the addition of food and drink.

Similarly, collaboration across regions and sectors will also be considered. For example, how can Scotland's premium textile and world-renowned whisky industries work in collaboration to develop something innovative, both within and across regions. To help with this, we will identify best practices in innovative food tourism products and offer guidance around it.

It's also vital that we encourage new businesses and foster a culture of entrepreneurship to bring interesting, highly-marketable and profitable food tourism experiences to the food tourism landscape.



What we will do and by when:

- By 2020, Scotland will be a member of the United Nations World Tourism Organisation (UNWTO) as an active participant
- By 2020, there will be an active network of 25 national ambassadors in place
- By 2025, 25 local authorities will be actively collaborating with joint food tourism plans
- By 2025, Scotland will have played host to a major international food tourism event
- By 2025, more than 30 new and innovative commercial collaborations will have been created
- By 2030, Scotland will have bid to host the UNWTO World Forum on Gastronomy Tourism



CROSS-PILLAR ACTIONS

To develop Scotland as a food tourism destination known for high quality, memorable food and drink experiences, the following cross-pillar actions have been identified. These have broad-reaching effects that extend beyond a single pillar and contribute to achieving the action plan.

Supplementary market intelligence research will offer valuable information around visitor demand, food tourism trends and best-practice examples, allowing Scottish food tourism businesses to make informed business decisions.

All food tourism development associated with the national action plan will be packaged in a co-ordinated way through a national food tourism marketing framework that everyone can contribute to and benefit from.

Action 16: Develop and launch a national food tourism marketing framework

To achieve the vision of becoming a globally recognised food tourism destination, it is important to launch an inclusive national marketing framework. By providing relevant and exciting information about local food and drink and tourism in this way, we can all become ambassadors for the ingredients and the people behind our regional and national larders. It is critical that our food tourism offering

is fully embedded in the efforts of VisitScotland and others to promote Scotland as a first-choice destination.

We also recommend that the framework focuses on regional and national approaches to marketing and education around local food. In doing so, regional marketing efforts can dovetail with other existing initiatives of producers, providers and consumers. It's also vital to note that, in addition to this national marketing framework, at a local level we encourage and motivate business to market their own businesses, share best practice and take full advantage of this increased focus on promoting Scotland's food tourism experiences and assets.

Action 17: Grow food tourism market intelligence through new and supplementary research

Throughout the implementation process, it will be key to supplement food tourism market intelligence with ongoing research into global food and drink trends and insights and best practice examples of food tourism, including agritourism and visitor perceptions and expectations of food and drink in Scotland. This will help us deliver our core actions defined in this action plan. For example, by learning more about global trends we can better understand our position within the international food tourism community.

Understanding visitor perceptions helps to guide and evaluate the success of the actions within each pillar. As such, we will integrate questions about food tourism into future visitor surveys and conduct studies that gauge and monitor the food tourism development process.

This research will be easily accessible by the food tourism industry, stored in a central location and incorporated into both consumer-facing websites and industry-facing portals.

What we will do and by when

- By 2020, a food tourism market research team will have been established
- By 2025, a national marketing framework will have been launched





WHAT HAPPENS NEXT?

Food Tourism Scotland sets out a plan for Scotland to become a globally recognised food tourism destination by 2030, an ambitious action plan that won't happen overnight. There's a lot to do and we can't do it alone. Like the success of our food and drink and tourism industries so far, the realisation of **Food Tourism Scotland** demands a collective and collaborative approach, uniting industry and government. It requires leadership to oversee and co-ordinate the plan, to keep it on track, to monitor and review, to be adaptable and flexible as the market and circumstances change.

We all have a part to play and, as your leadership bodies, Scotland Food & Drink and the Scottish Tourism Alliance, with the backing of Scottish Government and its agencies, have a duty to do all that we can to adequately resource and execute the plan to achieve our goal of becoming a global food tourism destination.

The range of delivery partners is broad and robust, including VisitScotland, Scottish Enterprise, Highlands & Islands Enterprise, Skills Development Scotland, Scotland's Rural College, Scottish Agricultural Organisation Society, Connect Local, Go Rural and our regional food groups and networks.

In short, there is a lot of work to be done, but this is an exciting time to invest in food tourism because Scotland is well positioned to become an international leader in the field. We have an abundance of quality local ingredients, a rich history of food and drink traditions and an array of complementary tourism assets along with the passion and creativity to package it all together.

Moving forward, an implementation planning phase will follow the release of this action plan. This will include developing a governance model that will allow us to pursue the actions

in a manner that is regional in spirit but national in scope and ambition. Evolving the current Strategy Board into a National Food Tourism Board is one option while forming food tourism development clusters at the regional level is another, but there are several others to consider. We will also be working to confirm roles, responsibilities and support required in conversation with organisations and partners. We commit to publishing a detailed delivery plan by the start of 2019.

However, in the end, it's up to all of us to become food tourism ambassadors. We must be bold in our pursuit of creative collaborations and innovative product development to showcase everything that makes us unique. As more people learn about, taste, experience and appreciate our high-quality food tourism offerings, we will attract visitors from near and far to Scotland, a Land of Food and Drink.

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