

John Bonomy Esq
Interim Clerk
North Lanarkshire Council
PO Box 14
Civic Centre
Motherwell ML1 1TW



Scottish
TOURIST BOARD

16 May 1995

Dear Mr Bonomy

You will have received recently a letter from Scottish Office inviting you to submit nominations for the new Area Tourist Board. In the letter I understand that reference is made to the composition considered by the Area Steering Groups.

The Area Steering Groups were set up earlier this year/late last year, to enable progress to start on the re-organisation of ATBs. In Glasgow & Clyde Valley representatives of the district authorities involved in the current ATBs, the trade sector and the LECs gave very careful consideration to the composition of the Group and the following factors were considered to be important for both the Steering Group and subsequently the Board of the new ATB:-

- the size of the group should be sufficiently contained to allow high quality discussions, effective decision making and strategic planning.
- there should be an appropriate balance between LA representation and trade.
- there should be geographical representation.

In addition you will be aware of course that the legislation specifies that LA representation cannot exceed that of the trade.

The Steering Group recognises the great value of providing continuity between the existing and new local authorities, and in this respect whilst recognising that it is of course for the new unitary authorities and existing ATBs to make the nominations, has recommended that it would be desirable for representatives on the Steering Group, as far as possible, to carry on to the new Board.

For you information the Steering Group considered that 15 is an appropriate number to achieve the necessary balances of representation outlined above yet to be of a suitable contained size to achieve effective discussion and decision making. The composition of the Steering Group is as follows:-

6 LA - 3 from City of Glasgow DC
1 from Clydesdale DC
1 from Motherwell DC
1 from Renfrew DC
6 trade
2 LEC
1 STB

For your further information the current local authority representatives on the Steering Group are:

Cllr P Lally, Provost T Dingwall, Mr T Monaghan for City of Glasgow
Cllr R McMillan, Clydesdale DC
Cllr H McGuigan, Motherwell DC
Renfrew DC - currently vacant

and the trade representatives are:

Mr A Bannatyne, Mr M Closier, Mr T Hunt, Mr D Dowds - Greater Glasgow Tourist Board
Mr R Equi, Ms P Ritchie - Clyde Valley Tourist Board

I would say that, to date, the Area Steering Group has proved to work very well, and hope that you would take the above composition into account when putting forward you formal nominations for the new ATB.

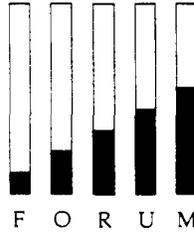
Yours sincerely



PP

T J Oliphant
Director
Visitor Services Division

TJO/ar



Strathclyde Regional Council
Economic Strategy Section
Strathclyde House 1
20 India Street, Glasgow

Our ref: ES/LEF/053

17 May 1995

Mr Andrew Cowie
Chief Executive
North Lanarkshire Council
c/o The Interim Clerk
Motherwell District Council
PO Box 14, Civic Centre
Motherwell ML1 1TW

Dear Mr Cowie

GLASGOW AND CLYDE AREA TOURIST BOARD SCHEME ORDER 1995

The Lanarkshire Economic Forum (LEF) whose membership includes the five existing District Councils and the Regional Council is a local authority consortium whose primary objective is to act as a forum on economic issues at a Lanarkshire level.

At its most recent meeting, the elected member representatives unanimously agreed to maintain the Lanarkshire authorities' resistance to the Scottish Office proposals to establish a new Area Tourist Board which combines that of Greater Glasgow with the Clyde Valley, and that the Forum's response to the draft Order formally indicate its strong objection to the measures outlined. The local authorities believe that the merger will not serve the best interests the Clyde Valley and of Lanarkshire as a whole, and that the Order should be withdrawn and replaced with two separate Orders which allowed for the creation of new Boards to cover Greater Glasgow and the Clyde Valley.

It was felt that the Lanarkshire position would be given additional weight if the North and South Lanarkshire Shadow Authorities could also provide a response which supported this view.

It should be noted that the existing Lanarkshire District Councils have all previously agreed to resist the merger, and that the appointed Leader of the North Lanarkshire Council, Councillor Harry McGuigan, currently represents Motherwell District Council on the LEF.

It has been suggested that a joint North and South Lanarkshire Council response may in fact have an even greater impact and could attract a degree of publicity. I would be grateful if you could seek Councillor McGuigan's view on this as soon as possible, as comments on the draft Order are required before the end of May 1995.

In the meantime I enclose a copy of the LEF response to the draft Order for your information.

Many thanks for your assistance and I look forward to hearing from you in due course.

Yours sincerely

A handwritten signature in cursive script that reads "Simon Carey". The signature is written in black ink and is positioned to the right of the typed name.

Simon Carey
Secretary

LANARKSHIRE ECONOMIC FORUM

RESTRUCTURING OF AREA TOURIST BOARDS - THE CASE TO RETAIN THE CLYDE VALLEY TOURIST BOARD

INTRODUCTION

- 1 On 24 March 1995, the Scottish Office published the draft order for the proposed Glasgow and the Clyde Area Tourist Board Scheme. The draft order is for the setting up of an Area Tourist Board covering the equivalent of the Greater Glasgow Tourist Board and Clyde Valley Tourist Board areas at present. Comments are sought by 31 May, after which the order will be made by statutory instrument subject to negative procedure in Parliament.
- 2 The timing of the consultation period is to allow for comments from both the new Councils which were elected on 6 April and the existing Councils while at the same time adhering to a particularly tight timetable for the setting up of the new Area Tourist Boards and the preparation of their first year operations.
- 3 All of the local authorities in Lanarkshire, which coincides with the area of the Clyde Valley Tourist Board, the Lanarkshire Development Agency and the Clyde Valley Tourist Board itself have opposed the merger with the Greater Glasgow Tourist Board. The Lanarkshire Economic Forum which represents the District Councils of Clydesdale, East Kilbride, Hamilton, Monklands and Motherwell, together with Strathclyde Regional Council, have resolved to continue to lobby against this proposal. Board members and officers of the Clyde Valley Tourist Board find themselves in a particularly sensitive situation while seeking to make constructive progress on the steering group established earlier in the year for the proposed new, amalgamated Board. The membership of the CVTB is widely opposed to the proposals.
- 4 The purpose of this paper is to review the case for retaining a separate Clyde Valley Tourist Board.

BACKGROUND

- 5 In June 1993, the Secretary of State for Scotland announced the results of the review of tourism support arrangements in Scotland. This resolved the roles of the national agencies in tourism and identified the need for a national strategic plan for tourism. It also proposed the rationalisation of the number of Area Tourist Boards. In 1993, the Clyde Valley Tourist Board had not long completed its enlargement from the original 3 Districts of Clydesdale, Hamilton and Motherwell to include both East Kilbride and Monklands Districts, thereby representing the whole of Lanarkshire and coinciding with the area of the local enterprise company, the Lanarkshire Development Agency. This resulted in a Lanarkshire Tourism Strategy being prepared and was the most recent development in the formation of a strong partnership of all public sector agencies and the private sector in the promotion of economic development and tourism in Lanarkshire.
- 6 In their response to the 1993 Tourism Review, most Lanarkshire agencies supported the principles but emphasised the need to retain the Clyde Valley Tourist Board. Notwithstanding, the Government put forward its proposals for the new network of Area Tourist Boards in March 1994 through the medium of a Parliamentary answer indicating a plan for the creation of 14 new Area Tourist Boards to replace the present 34 (including /...

(including 3 local authorities responsible for tourism at their own hand), one of which would be for "Glasgow and the Clyde Valley".

- 7 The only opportunity for response to this announcement arose in the context of the debates in Parliament on the Local Government Etc (Scotland) Bill in the course of 1994. In the Tourism clauses, the Bill proposed that the Secretary of State have the powers to establish Area Tourist Boards by order. During the Commons Committee Stage, amendments were debated including the replacement of the Secretary of State's power with one for local authorities to establish Area Tourist Boards. At the Lords Committee Stage, amendments were considered which would have included a schedule within the Bill, specifying the ATB areas. In the event, the Act was eventually passed on the basis of the original proposal that the Secretary of State should make orders (clause 172). In the context of these debates, the Government side rejected any suggestion of change to the structure announced in March 1994. At that time, the principal areas of concern related to the proposed Highland ATB, Loch Lomond, Stirling & Trossachs, Argyll, Bute ATB and the Glasgow & Clyde Valley ATB.

THE PROPOSED GLASGOW AND CLYDE AREA TOURIST BOARD

- 8 The proposed Area Tourist Board will represent 36% of the population of Scotland. It will include the areas of 7 of the 29 new Councils and 4 of the 12 Scottish Enterprise local enterprise companies. It will represent an area as diverse as Glasgow City and Leadhills.

TRACK RECORD OF THE CLYDE VALLEY TOURIST BOARD

- 9 Organised tourism promotion has taken place in Lanarkshire only since 1979. In 1982, the Clyde Valley Tourist Board superseded the Clyde Valley Tourist Association, supported by Clydesdale, Hamilton and Motherwell District Councils and later extended to include East Kilbride and Monklands. In 1979, the tourism sector within Lanarkshire was a relatively minor part of the economy. Since then, and in particular in the last 10 years, the industry has grown enormously. In 1993, the value of tourism to the economy of Lanarkshire was valued at over £40M annually and employed over 2,000 full time job equivalents. The number of accommodation providers (hotels, guest houses, B&Bs etc) in Lanarkshire grew between 1981 and 1993 by an average of 7.5% per year.
- 10 The area's tourism infrastructure has grown enormously since 1979 with highly successful attractions opening at Summerlee Heritage Trust in Coatbridge, Country Parks at Chatelherault near Hamilton, Calder Glen in East Kilbride and Drumpellier in Coatbridge; Museums/Heritage Centres at Biggar, Airdrie, Carmichael, Shotts, Douglas, Crawfordjohn and Lanark; Scotland's only permanent Puppet Theatre at Biggar; major indoor leisure facilities in Coatbridge, Motherwell and (shortly) Hamilton; 2 Narrow Gauge Railways at Crossford and Leadhills; a Bird of Prey Centre at Crossford and a Trout & Deer Farm near Lanark. New Lanark is a nominated World Heritage Site and has become Scotland's leading rural tourist attraction having won all of the major conservation and tourism awards and the town of Biggar has recently won a Tourism Oscar as Scotland's top small town.

- 11 /...

- 11 The CVTB has an enviable network of 7 Tourist Information Centres which dealt with just over 34,000 visitors in 1986, growing to 165,000 in 1994. There was an elevenfold increase in income at these TICs during this time.
- 12 These achievements have been made right through a time of recession and when tourism at a national level has stood still. The prognosis for the future remains good with an increasing number of business development proposals related to the tourism sector coming forward. Tourism remains an important element of the public sector agencies' strategies.

EFFECTS OF MERGING WITH GLASGOW

- 13 During the Commons Committee Stage, the Minister, Lord James Douglas-Hamilton, stated on the one hand "The Tourism Industry will be given a competitive edge by a network that is sensitive to local needs and which delivers the effective marketing called for in the Tourism Review" and on the other hand "We carefully considered the Glasgow and Clyde Valley case, but we accepted the view of the STB that an urban and rural linkage made sense." Despite the objective of "effective marketing", the rationalisation of such a diverse area as Glasgow and the Clyde Valley cannot be sensitive to local needs. The urban and rural linkage only makes sense where there is clear complementarity and compatibility.
- 14 The nature of the product and its marketing in Glasgow has been completely different from that developed by the Clyde Valley Tourist Board.
 - a) Glasgow's principal markets for conferences/business traffic/city breaks; The Clyde Valley markets are independent visitors on a touring holiday.
 - b) Glasgow is dominated by large city centre hotels owned by multi-national groups; the hotels in the Clyde Valley are largely independent medium-sized hotels.
 - c) Glasgow's marketing style has performed well for the city but it is already proven to be inappropriate to the hinterland. This has been illustrated through the withdrawal of Clydebank and Bearsden & Milngavie from GGTB at an early stage and the more recent withdrawal of Strathkelvin and Monklands District Councils.
 - d) The trade and public sector bodies in Lanarkshire are particularly concerned that a merger would be dominated by the interests of Glasgow City.
 - e) A Board based in Glasgow would be remote and CVTB member/operators have already indicated that they would not wish to join such a Board.

AIMS OF RESTRUCTURING

- 15 The Government has never clearly stated its aims for the restructuring of the Area Tourist Boards. The reasons undoubtedly stem from the Tourism /...

Tourism Review and, in particular, from a report submitted to the Secretary of State by the Scottish Tourist Board which has not been made public. From indications given during the Commons Committee debate, it must be assumed that "greater efficiency" and "more effective marketing" are 2 of the main reasons.

- 16 With a relatively small budget in Scottish terms, the Clyde Valley Tourist Board has achieved better results than any other ATB in Scotland in recent years. If there is any increase in efficiency in a merger with Glasgow, it will certainly be at the expense of effectiveness.
- 17 Rationalising the number of Area Tourist Boards is a simplistic answer to the need for more effective marketing. Concern about the remoteness of a larger organisation has already led to the establishment of an Upper Clyde Valley Tourism Group. There is potential for similar arrangements in other parts of Lanarkshire. One of the concerns in such major sites as New Lanark is that Glasgow and the Clyde Valley may neither be suitable nor a large enough marketing entity for certain purposes. The Clyde Valley Tourist Board has previously participated in "South of Scotland" promotions with other ATBs in that area. It now appears that operators themselves may continue with such a promotion. This suggests that effective marketing requires to be seen on various levels and that it is not always necessary to dismantle the existing structure when collaboration at a higher level or at a lower level would be necessary as market forces dictate.

RECENT DEVELOPMENTS

- 18 The Glasgow and Clyde Area Steering Group has so far met on very few occasions, unlike other new ATB Steering Groups. The conduct of the meetings has demonstrated clearly that the Government has created a shotgun marriage and the earlier fears that Glasgow would seek to dominate the organisation have already been confirmed. Certain decisions have been reached only after divisions, particularly that concerning the proposed name "Glasgow and the Clyde Area" which was adopted against the wishes of the Clyde Valley representatives and presents immediate difficulties:-
- a) "Clyde Valley" is an established identity, even if it is to be within a wider organisation, and appears on extensive signposting and promotional literature, particularly that relating to the Clyde Valley national tourist route. The proposed new name will add considerable confusion and threatens to undo over 10 years of the most successful local tourism development work in Scotland.
 - b) The term "Clyde Area" is much more general than "Clyde Valley" which connotes a physical valley. The Clyde area is known in other contexts to include the Clyde estuary and coast which will add considerable confusion to tourist perception of these areas of Ayrshire and Argyll and their respective new Tourist Boards.
- 19 Appendix 1 to this report contains the results of a survey of all 273 existing Clyde Valley Tourist Board trade members with regard to their preferences for restructuring. 90% of those returning forms were in favour of retaining the CVTB intact. The original forms for this survey will be presented to the Government at a suitable opportunity.
- 20 /...

- 20 Of the 3 original areas of concern (Highlands, Argyll and Loch Lomond etc and Clyde Valley) objections now appear to be sustained only in respect of the situation affecting the Clyde Valley Tourist Board. As with the structure of the new Councils under the 1994 Act, the Government's final decisions may rest on the strength of community of interest. There remains a solid community view (in this case the tourism trade community) within the Clyde Valley that the proposed structure is against their interest, to the point of withdrawing support for the new organisation. It remains to be seen whether the new Councils of North and South Lanarkshire will also wish to protest in this way as their financial support to the new Boards is discretionary.

CONCLUSIONS

- 21 It is the strong desire of the Clyde Valley Tourist Board, the local authorities in Lanarkshire, the Lanarkshire Development Agency and the tourist trade operators in Lanarkshire that the Clyde Valley Tourist Board should be retained and should not be amalgamated with Greater Glasgow Tourist Board.
- 22 The Clyde Valley Tourist Board has a redoubtable track record and its partnership with other Lanarkshire agencies and the local trade is a strength which should not be discarded.
- 23 The size of the proposed Glasgow and Clyde Area Tourist Board is not only out of all proportion in terms of population to the general size of new ATBs in Scotland but, as a result, will involve collaboration with a much larger number of local authorities, local enterprise companies and other public sector and trade organisations than in any other part of Scotland, creating potential for over-complexity and difficulties.
- 24 The location of Lanarkshire and its ATB, the CVTB, is such that affinities can be argued with both rural Southern Scotland and urban Clydeside. This has long been a problem with the identity and prescription of policy for Lanarkshire and it is clear that it is best served when allowed to develop its own identity and destiny.
- 25 Collaborative marketing within the stronger framework now provided by the Strategic Plan for Scottish Tourism and the national agencies should permit opportunities for an effective response to the Government's aim for more effective tourism marketing thereby avoiding the need for destruction of an established, successful and well-supported ATB.
- 26 The work of the Steering Group for the proposed Glasgow and Clyde Area Tourist Board has already demonstrated that there is little in common between the 2 areas and the signs are that tourism operators themselves within the Clyde Valley will vote with their feet.
- 27 The inclusion of "Clyde Area" within the name of the proposed new Tourist Board is confusing with regard to tourist perception of the West of Scotland generally and undermines the well-established name of the Clyde Valley as an identifiable feature within Lanarkshire.
- 28 The Steering Group for the new ATB has already encountered problems in this enforced merger. It was the last to be set up. There have been votes on key issues during which Glasgow has used its voting strength against Clyde Valley.
- 29 /...

- 29 The proposed merger has already resulted in fragmentation of tourism marketing through the establishment of an Upper Clyde Valley Tourism Group in direct response. One business involved belongs to a local Conservative Candidate.

RECOMMENDATIONS TO THE GOVERNMENT

- A. The Clyde Valley Tourist Board should be retained, based upon the new Council areas of North Lanarkshire and South Lanarkshire and two separate Orders made for Greater Glasgow and for the Clyde Valley as shown in Appendix 2.
- B. The name 'Clyde Valley' should be retained in whatever option is determined.
- C. The Statutory Instrument should incorporate a power for the Secretary of State to approve of alternative names at any time.
- D. An early decision should be made to permit proper planning for 1996-97 operations.

WGU/RMM
26 April 1995

(RESTRATB)

**SURVEY of CLYDE VALLEY TOURIST BOARD MEMBERS
CONDUCTED by LANARKSHIRE ECONOMIC FORUM - May 1995**

A questionnaire with accompanying letter was sent out to the 273 Clyde Valley Tourist Board members outlining the proposals for the restructuring of the Clyde Valley Tourist Board and asking the members to indicate their preferred option.

The questionnaire outlined 3 options for members to select:-

- Option 1: Support the Government's proposals for combining the Greater Glasgow and Clyde Valley Tourist Board areas.
- Option 2: Wish to see the Clyde Valley Tourist Board area retained.
- Option 3: Support an alternative arrangement (specify)

To date, 118 members have responded to the survey and the results are as follows:-

Option 1:	Members supporting merger proposals	=	8	7%
Option 2:	Members supporting retention of CVTB	=	106	90%
Option 3:	Members supporting alternative arrangements	=	4	3%

WGU/RMM
17 May 1995

LANARKSHIRE ECONOMIC FORUM

Proposed Amendment to Draft Statutory Instrument

The Glasgow and the Clyde Area Tourist Board Scheme Order 1995

Proposal - that the above draft order be replaced with 2 orders as undernoted: -

1 THE CLYDE VALLEY TOURIST BOARD SCHEME ORDER 1995

The Secretary of State, in exercise of the powers conferred on him by section 172 (1), (3) and (4) of the Local Government (Scotland) Act 1994 and of all other powers enabling him in that behalf and after consultation with the Scottish Tourist Board, the City of Glasgow District Council, the Clydesdale District Council, the Cumbernauld & Kilsyth District Council, the East Kilbride District Council, the Hamilton District Council, the Monklands District Council, the Motherwell District Council, the Strathkelvin District Council, the City of Glasgow Council, the East Dunbartonshire Council, the North Lanarkshire Council, and the South Lanarkshire Council in accordance with section 172 (10) of that Act hereby makes the following order:

Title and Commencement

- 1) This order may be cited as the Clyde Valley Tourist Board Scheme Order 1995 and shall come into force on . . .
- 2) The Scheme set out in the schedule to this Order shall, subject to section 172 (11) of the Local Government (Scotland) Act 1994, have effect for the purposes of section 172 (1) of that Act.

Schedule - Article 2

THE CLYDE VALLEY TOURIST BOARD SCHEME

Title of Scheme

- 1) This Scheme may be cited as the Clyde Valley Tourist Board Scheme 1995.

The Board

- 2) - (i) There shall be established for the areas described in column 2 of part 1 of the schedule 1 to the Local Government Etc (Scotland) Act 1994 as comprising the Local Government areas of North Lanarkshire and South Lanarkshire a body to be known as the Clyde Valley Tourist Board (in this scheme referred to as "The Board").

2 /...

2 **THE GREATER GLASGOW TOURIST BOARD SCHEME ORDER 1995**

The Secretary of State, in exercise of the powers conferred on him by section 172 (1), (3) and (4) of the Local Government (Scotland) Act 1994 and of all other powers enabling him in that behalf and after consultation with the Scottish Tourist Board, the Bearsden & Milngavie District Council, the City of Glasgow District Council, the Eastwood District Council, the Inverclyde District Council, the Renfrew District Council, the Strathkelvin District Council, the City of Glasgow Council, the East Dunbartonshire Council, the East Renfrewshire Council, the Inverclyde Council and the Renfrewshire Council in accordance with section 172 (10) of that Act hereby makes the following order:

Title and Commencement

- 1) This order may be cited as the Greater Glasgow Tourist Board Scheme Order 1995 and shall come into force on . . .
- 2) The Scheme set out in the schedule to this order shall, subject to section 172 (11) of the Local Government (Scotland) Act 1994, have effect for the purposes of section 172 (1) of that Act.

Schedule - Article 2

THE GREATER GLASGOW TOURIST BOARD SCHEME

Title of Scheme

- 1) This Scheme may be cited as the Greater Glasgow Tourist Board Scheme 1995.

The Board

- 2) - (i) There shall be established for the areas described in column 2 of part 1 of schedule 1 to the Local Government Etc (Scotland) Act 1994 as comprising the Local Government areas of City of Glasgow, East Dunbartonshire, East Renfrewshire, Inverclyde and Renfrewshire a body to be known as the Greater Glasgow Area Tourist Board (in this scheme referred to as "The Board").

Paragraphs 2 (2) onwards in the schedule to each order to be as in the original draft order.