



Serving Scotland: A manifesto for growth

CREATING PLACES WHERE PEOPLE WANT TO
LIVE, WORK AND INVEST



UKHospitality Scotland is the largest association representing the interests of hotels, pubs, bars, nightclubs, restaurants, coffee shops, quick service restaurants, foodservice businesses and a broad section of indoor leisure venues.

Whether independently owned or part of a multinational group, UKHospitality Scotland provides a voice for one of Scotland's most important sectors.

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Foreword

Hospitality is a powerhouse that contributes £15 billion in economic activity and £5 billion in tax receipts to the Scottish economy every year.

It is an inclusive employer of 290,000 people, providing jobs for everyone and everywhere; from first jobs to routes into leadership and skilled careers across our dynamic sector. It builds – and rebuilds – communities, acting as an economic and focal point for regeneration.

It is one of our largest services exporters and just as importantly underpins our appeal to global investors, who see a vibrant hospitality and culture economy as a major source of competitive advantage when choosing where to base their head offices.

Arguably hospitality is the foundation of Scotland's success in all other sectors of the economy.

It sits as the foundation of wider public policy goals; from growth creation, to helping social mobility, to addressing issues from health to personal safety. Hospitality creates places where people want to live, work and invest.

That impact matters more now than ever. As we move towards the Scottish Election, political parties and candidates are considering how to create growth, widen opportunity, and move beyond the current economic and societal challenges.

UKHospitality Scotland's manifesto sets out how hospitality can play a leading role in national renewal.

Our businesses can serve as a catalyst for growth in every community, not only in our major economic hubs. Given the right conditions, the sector could accelerate growth early in the term of the next Scottish government.

With the right investment and regulatory regime, we can turbo-charge the contribution of hospitality and set the industry free to do even more.

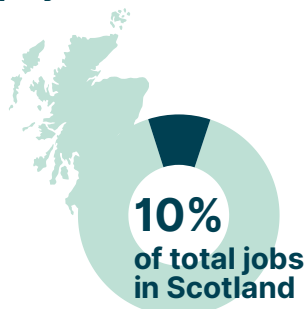
Leon Thompson
Executive Director
UKHospitality Scotland

Scotland hospitality industry statistics

EMPLOYMENT



290,000
people employed



HOSPITALITY IS AT THE HEART OF THE ECONOMY



WITH THE RIGHT CONDITIONS BY 2031 WE CAN:

create an additional
46k
jobs



grow by
6%
over the next
five years



add
£2.4bn
to the economy, spread
across every region



OUR MANIFESTO FOR THE SCOTTISH ELECTION 2026

UKHospitality has worked with members to create six clear recommendations for the next Scottish government, to support hospitality and the people who work in the sector:

1

Reform business rates, reducing bills to protect our high streets and community infrastructure

2

Invest in skills so more people can train for careers in hospitality

3

Support green investment in the sector as businesses continue to move towards net zero

4

Reform planning rules, so that hospitality can make a full contribution to regeneration

5

Develop better regulation that supports hospitality, by co-designing legislation with our businesses.

6

Appoint a champion for hospitality and tourism within government.

On page 27 these recommendations are set out in detail. Adopting them will, we believe, enable our businesses to contribute more to the communities they serve.

ONE

Creating places where people want to live

Hospitality creates meaningful, vibrant communities where people want to live. Whether you're in a neighbourhood where the local community is the social focal point, you have a favourite cafe or restaurant, or you are in a major city surrounded by world class accommodation, restaurants, bars and leisure venues, hospitality nurtures and celebrates successful places.

1.1 REGENERATION

People want to live in vibrant places with cultural and social interests and an active public realm.

Successful urban regeneration schemes consistently have hospitality at their heart. Increasingly, local authorities are including hospitality and cultural provision in their development plans, recognising that without hospitality community regeneration will be hard to achieve.

Hospitality creates social and leisure interest which act as a draw for people and businesses to relocate to an area. As consumer behaviour changes, it is likely that successful centres of community like high streets will rely increasingly on hospitality and experience-led businesses in place of traditional retail.

There are both mature and new examples of this effect across the country. The redevelopment of Dundee's waterfront demonstrates the lasting success of hospitality-led regeneration, with the city winning high profile accolades as a destination, as the best place to live or one

of the hottest cities to visit. Hospitality, in the form of new hotels, bars and restaurants has been central to this ongoing urban regeneration and renewal.

The importance of hospitality and the ability to create good jobs is recognised by the council, delivering hospitality training academies, with a focus on adults in living in some of Dundee's most deprived communities.

Today, communities and development partners in places including Greenock, Aberdeen and Leith are using investment in hospitality infrastructure and their promotion and as a way of driving both incoming leisure spend and their attractiveness as a place to live and work.

Equally, the nature of employment in the sector means that it can provide accessible jobs with training opportunities within communities, seeking to support people not in education, training or employment which is important to communities where job creation is a barrier to regeneration.



Case study - Rutherford Park

In August 2025 Scottish Borders Council approved the planning application for a near-£12 million luxury holiday lodge park on a former golf course.

The 79-lodge development at Rutherford Park, between West Linton and Carlops, was backed by UKHospitality Scotland, The Scottish Tourism Alliance, South of Scotland Destination Alliance, Scottish Borders Chamber of Commerce, the local college and local transport operator Houston's Coaches.

All organisations and businesses identified the benefits of bringing increased visitor spend to the area and the resulting creation of local jobs, during construction and once open and operational.

In addition to the holiday lodges, the project will incorporate a hub building comprising a reception, leisure facilities, food and drink and retail. There will also be a nine hole golf course alongside alterations and refurbishment of the existing clubhouse, with landscaping, including tree planting.

Local hospitality businesses and attractions are also set to benefit from the development and the renewed interest in the area that Rutherford Park will bring.

The local community will also benefit from new safe routes for cycling and walking.

1.2 SOCIAL COHESION

People want to live in cohesive places with a focal point and venues for social activity. Hospitality has an important role as a steward of these spaces, whether through a pub as a village hub, or venues in towns or cities which provide a space for a people to gather.

In some communities, the local pub, hotel, café or restaurant may be the sole remaining piece of community infrastructure. This increases their social importance and broadens the way that communities use them. Many businesses have found creative ways to use their space to bring the community together, for example hosting events during the daytime for older people or making themselves available in the evening as centres for community groups.

The impact of losing these venues can be profound. The Office of National Statistics estimates that 276,000 people in Scotland are chronically lonely, with young people particularly affected.

Closure of hospitality venues can leave people without spaces where they can socialise and make connections.

Research from the Local Trust suggests that a lack of places to meet such as community centres, cafés, pubs or village halls “makes a significant difference to social and economic outcomes for deprived communities. Deprived areas which lack these assets have higher rates of unemployment, ill health and child poverty than other deprived areas”.

A YouGov poll commissioned in 2021 found that 66% of adults believe the closure of cafés, bars and restaurants during the pandemic caused a decline in mental health.

By contrast, an Oxford University study found that eating with people increases happiness and satisfaction with life, combats anxiety and depression, and strengthens relationships.



Case study - Marmalade Trust and Star Pubs

Heineken-owned Star Pubs, headquartered in Edinburgh, delivered a £50,000 boost to leading loneliness charity Marmalade Trust through a series of 10 sponsored walks. The massive walkathon also raised understanding of loneliness.

Over 70 colleagues from Heineken UK and Star Pubs – which has 230 pubs across Scotland – undertook two fundraising hikes around Edinburgh. Pubs along the route showed their support by providing hospitality, including a quiz and a silent disco, to

demonstrate the role that good locals play in building social connections.

Money raised from the walks will fund loneliness awareness training in pubs around Scotland as well as wider campaigns to increase recognition of loneliness and signpost people to support.

By working with Marmalade Trust, Heineken has added to the part the company plays in building a more connected society.

1.3 SAFETY

Research over many years has found that vibrant, clean and areas with investment lead to lower rates of crime and anti-social behaviour. Developing well used local areas can lead to a sense of place and community, foster collective action from residents and businesses, lay foundations for creating busy localities and reduce low-level violence and crime.

Hospitality businesses, and hospitality-led investment in areas, are crucial in creating places where people can live and work safely across the whole day. With morning and afternoon venues providing spaces to attract and retain customers in local areas, and evening venues maintaining this sense of vibrancy into the night.

A sense of safety in a place is more complex than simply an avoidance of crime, as different groups within society will rightly have their own needs and expectations as to what constitutes a safe public space.

That's why hospitality businesses work with a range of stakeholders to deliver this, both inside and outside venues.

Hospitality businesses themselves are highly regulated, licensed venues, with legal obligations specifically focused on preventing crime, disorder and public nuisance. These businesses provide a ribbon of light through town centres; populated, safe paths along which people can travel.

The sector has long recognised that to successfully deliver on running safe venues, it must go beyond legal obligations and engage with wider partners. Within venues, this includes recent work on tackling spiking and support for initiatives such as Best Bar None, Ask for Angela and National Pubwatch, enabling businesses to share information and tackle common issues with police, licensing authorities and others.

This responsibility does not stop at the doors, with schemes such as Street Pastors and Purple Flag ensuring those travelling to and from hospitality are safe and supported.



Case study - Purple Flag

In September 2025 Aberdeen retained its Purple Flag status - a prestigious award for excellence in the evening and night-time economy, for an unprecedented 12th year in a row.

The Purple Flag international accreditation programme aims to reward destinations that create safe and thriving locations after dark, between the hours of 5pm to 5am, for all users. Aberdeen remains the only city in Scotland to hold Purple Flag status.

Key successes in Aberdeen's submission included the pioneering Street Pastors, among the first in the UK, with over 80 volunteers supporting night-time safety and partnership working.

In addition, continued funding for taxi marshalls, co-location of partner agencies in Marischal College, and the creative reuse of vacant buildings, such as the Thistle Tavern gaming hub, showcase the city's collaborative and innovative approach.

A secure evening and night-time economy is vital for sustaining footfall, supporting local jobs and driving investment. This award reinforces Aberdeen's position as a leading evening destination for residents and visitors, whilst attracting further investment in to the city centre's vibrant hospitality scene.

TWO

Creating places where people want to work

Hospitality brings jobs for everyone, everywhere, regardless of their circumstances or what they are seeking from work.

That makes hospitality a unique employer. It creates social mobility, providing rapid routes into leadership and skilled careers across the country and society, including for people who may experience barriers to other careers. It also provides an important source of flexible and varied work for those juggling education, caring or other responsibilities. There is also a third role, as an employer for an even wider group offering experience of work and foundational skills that will shape their work in other sectors. This is the context in which jobs in hospitality must be seen.

2.1 JOBS FOR EVERYONE, EVERYWHERE

Good work means jobs for everyone – including those traditionally excluded because of their personal history, circumstances or challenges. Hospitality can give dignity and a good income to people who may be excluded from other forms of work.

Hospitality is an inclusive employer of 290,000 people across the country and society. When including the indirect and induced impact on the wider economy, employment related to the hospitality industry increases to over half a million – around one in five of all Scots.

There is significant variety across these jobs with opportunities for people with different skills and preferences, including chefs, customer service, operations and

corporate roles including marketing, property development, IT, and revenue management.

These are jobs which bring income, social connections, and opportunities for development – including for people who found a traditional education setting challenging.

Nearly a quarter of the sector's workforce are under the age of 25, and nearly half under 35 years old. For some, that job will be the start of a long career in the sector, for others an excellent opportunity to develop skills and experience for careers elsewhere.

We are a sector that creates its own talent pipeline. For example, through

Hospitality Connect, an initiative delivering hotel work experience opportunities to high school students, UKHospitality Scotland is supporting hotel associations and their members in the delivery of immersive and imaginative programmes in Edinburgh and Glasgow, with the initiative set to launch in Inverness.

The sector has also taken the lead in offering routes into employment for people who other sectors have traditionally failed to engage.

Hospitality has long offered work for prison leavers, with workers often gaining experience within prison kitchens and through programmes supported by hospitality businesses, such as Crerar Hotels and Greene King / Belhaven, while serving sentences.

This experience supports people into employment as they move on with their lives. 86% of employers of ex-offenders rate them as good at their job.

Older workers often find hospitality a valuable route back into work, allowing for flexibility, supplementing income, and creating social connections. People living with seen and unseen disabilities also find that the variety of hospitality makes it possible to find a role that matches their talents.

The sector is focused on continuing to improve the experience of workers, regardless of their role, background or circumstances. Underpinning all of this work is the belief that the unique nature of hospitality as a flexible, accessible employer should be protected as a core social good.





Case study - Only a Pavement Away

Only a Pavement Away is the national charity, that supports people facing homelessness, and prison leavers, to rebuild their lives by providing employment opportunities, financial support and tailored learning and development.

Funded by hospitality businesses, the charity acts as a vital bridge between employers in the hospitality sector and referral partners, including homelessness charities and the Scottish Prison Service, to place people in long-term, stable employment.

Since launching in Scotland in May 2024, Only a Pavement Away has created long-

term meaningful partnerships with 32 referral partners, 27 employer partners and 14 custodial partners. These partnerships have enabled the charity to place 31 people into employment, support 38 candidates through learning and development programmes, and conduct 32 prison visits across Scotland.

Only a Pavement Away also provides grants to support people in other aspects of their lives, helping them to sustain the employment they have found.

The charity's vision is to place 50 people into employment by the end of 2025.



2.2 FLEXIBILITY

For some, good work means flexibility. While for many people, regular hours and predictable income are very important. Some people need jobs which allow them to work around their commitments as a carer, parent, student or their personal circumstances.

Hospitality is almost uniquely placed to deliver this flexibility, helping people enjoy jobs that fit with other priorities in their lives.

Case study - McDonald's

Across Scotland, nearly 13,500 people are employed in McDonald's restaurants. They are the face of the brand for tens of thousands of customers every day and central to the success of the business, which delivers over £457 million to the Scottish economy each year.

A job at McDonald's is often the first step in someone's career, with just over half the workforce under the age of 21. McDonald's is passionate about attracting the best talent making significant investment each year on training and development that is available to all.

With a multi-generational workforce, flexible working is key. McDonald's employees say that it is a key reason why they work under the Golden Arches.

A core part of that offer is giving every employee that works in a McDonald's the choice of contract: a Guaranteed Minimum Hours contract between four and 40 hours or a flexible contract allowing an individual to work a variety of hours each week that works for them and the restaurant.

McDonald's knows that what works for one person won't be the same for someone else. For example, a parent returning to work from looking after small children might want very fixed hours around the school day. However, others in the same situation might want highly flexible hours because they work around their partner's shifts and can choose when and where to work.



RACHEL

2.3 SOCIAL MOBILITY

Good work can be about social mobility – jobs that give careers and training to people who do not come from professional backgrounds.

Many sectors in today's economy present significant practical barriers to people without higher education qualifications who are starting and building careers. While many employers have taken steps to improve equality in hiring and development practices, there remain sectors where the entry requirements, internal cultures and training programs mean that there are varying levels of access.

In this context, hospitality plays a vital role driving social mobility by hiring and developing people from across society.

More than 60% of workers in hospitality come from households where the main earner was not in a technical, professional or managerial position. This is a far higher proportion than a directly comparable sector like arts and culture.

Hospitality offers training and development, with clear pathways into technically skilled roles and then into leadership positions.

This universal accessibility, coupled with clear pathways into swift career development, makes hospitality a uniquely important employer.





Case study - Springboard

The Springboard Charity changes lives by unlocking potential and opening doors to brighter futures, empowering people from all backgrounds to find rewarding careers in the hospitality industry. For 35 years, the charity has supported young and unemployed people to build their skills and confidence and become ready for work.

Before joining a Springboard programme, Laura Cunningham was on long-term sick leave and struggling with her mental health. Eventually, Laura's determination to change led her to completing a support programme and connecting with Invest in Renfrewshire, through which she was introduced to Springboard.

The Diageo Learning for Life programme, delivered by Springboard, reignited Laura's motivation. She

enjoyed the course, especially the opportunity to learn about bartending, and felt empowered by the supportive environment.

"It felt like a little family, we all rooted for each other. The coursework was clear, and I genuinely looked forward to learning."

Laura completed her work placement at the Holiday Inn bar, where her confidence soared.

"By the end, I was pouring two pints at once while chatting with guests about whisky!"

Laura's hard work paid off when she was offered a job interview and then a part-time position at reception, with opportunities to help behind the bar.

"The mock interviews really helped. I felt prepared and confident. I never thought I could handle an interview, but I did."

THREE

Creating places where businesses want to invest

Hospitality can be the foundation of Scotland's economic strategy in the coming years. As well as being a fast growing domestic and export sector, through tourism and the visitor economy, it underpins the wider economy by creating places which attract investment. Without a vibrant hospitality and aligned culture sector, no economic strategy can succeed.

Economic strategy has to be approached in a holistic way, recognising the importance of foundational and ancillary services to other sectors. Wider outputs like placemaking, the breadth of employment and community wealth building, are fundamental to the wider competitiveness of the economy.

3.1 GROWTH ENGINE

Hospitality is a powerful economic growth engine. It generates £15 billion in revenues each year.

In the years between the financial crisis and pandemic, food and drink, and wider hospitality, become the second and third fastest growing sectors in the economy.

All of this economic activity means that the sector pays a significant amount of tax. Annually, total tax receipts amount to £5 billion paid by Scottish hospitality businesses. This is larger than spending on transport, or on police and public safety, or on housing.

Beyond the headline figures, the distribution of growth is equally important. It is geographically dispersed with the average Scottish Parliamentary

constituency having an average of 4,879 hospitality jobs and a minimum of 807 hospitality jobs. Hospitality can deliver Scotland-wide growth.

Hospitality also underpins wider economic success as a provider of ancillary services like foodservice in workplaces, colleges and in music and sporting venues.



Case study - BaxterStorey

As a business with an annual turnover of more than £43 million, BaxterStorey serves high-quality, nutritious food across sectors ranging from education to business and industry.

Every day, 1,000 team members bring their craft, skill and passion to creating experiences that delight customers, while keeping sustainability at the heart of what they do.

BaxterStorey operates in over 90 locations across Scotland and has a registered office in Livingston. The Scottish arm has witnessed unprecedented levels of growth as they've continued to pick up clients all over the country. Investment and the delivery of high quality products and service are key to this.

A key part of its strategy in Scotland is to support local producers and use

seasonal, local ingredients, including milk from Scottish dairies. On average, the business spends £12 million with 86 suppliers across Scotland each year.

BaxterStorey takes pride in nurturing the next generation of hospitality talent. For example, through partnerships with education providers, there are opportunities for college students to gain hands-on experience in kitchens, cafés, and front-of-house roles, building confidence and employability while supporting busy services.

Sustainability also sits at the heart of the BaxterStorey ethos. Many of the locations are progressing towards Food for Life accreditations, while sustainable nutrition training, equips team members with the knowledge to make responsible choices part of everyday hospitality.

3.2 POWERING THE VISITOR ECONOMY

The visitor economy, powered by hospitality, makes an underestimated contribution to global trade and to domestic consumer spending. Tourism is one of the largest service exporters for Scotland generating £10 billion each year. Around 70% of the revenues generated relate directly to hospitality in accommodation, food, drink and attractions.

Scottish accommodation businesses provided 31 million nights to the 4.4 million overseas visitors, making up the £4 billion of inbound (export) spend in 2024, up 11% on the previous

year. This is in addition to the spend of the 70% of domestic tourists. These revenues are highly dispersed across the country, often in areas with limited participation in alternative sectors.

More than three-quarters of tourism spend was outside of Edinburgh and the Lothians. This is a significant and well dispersed export sector.





Case study - The 2025 International Island Games, Orkney

Major events are a considerable draw for visitors.

For example, the largest event ever hosted in Orkney took place in July 2025, as part of four years of international sport in Scotland, which are expected to attract tens of thousands of visitors and provide a significant economic boost.

Orkney welcomed more than 1,600 athletes from 24 island groups for the 20th International Island Games. Orkney is the smallest island group to ever host the Games and competitors attended from as far afield as the

Falklands, the Cayman Islands, Saaremaa in Estonia and Åland in Finland.

It was the first of a series of high-profile sporting events being hosted in Scotland in the next few years, which include the 2026 Commonwealth Games, the 2027 Grand Départ of the Tour de France, the 2027 Open Championship and the 2028 UEFA European football championships.

As well as delivering immediate economic value, media coverage can help drive future visits as well as attract future international events. Whatever the event, hospitality businesses sit at the heart of delivering a great experience, creating jobs and visitor spend in local communities.

3.3 INWARD INVESTMENT

Hospitality is a significant target for inbound investment into Scotland. Just as importantly, hospitality businesses are key to quality of life, which is crucial to wider international investment competitiveness.

Our sector helps shape positive global perceptions of Scotland, reinforcing our wider trade and investment strength. Research has consistently found that the attractiveness of a place as a tourist destination and a

place to do business are strongly linked, and in many parts of the country, the strength of the cultural offer relies in part on tourist spend.

That cultural strength in turn means the attractiveness of Scotland as a place for inbound investment is improved as investors will place a significant weighting on the quality of life, diversity and culture when choosing where to open offices, site industry or expand their operation.





Case study - Edinburgh International Conference Centre

Since opening 30 years ago, the Edinburgh International Conference Centre (EICC) has welcomed more than two million delegates, hosted around 5,000 events, and generated close to £1 billion in economic benefit for Edinburgh and Scotland.

Business events at the EICC bring together people from across the public, private and academic sectors to share ideas, build partnerships and invest in Scotland's future. Delegates come to the city to do business, and in doing so they support the tourism infrastructure that underpins Scotland's wider economy, from hotels and restaurants to cultural venues and local suppliers.

Recent VisitBritain research shows that delegates attending events in Scotland spend almost twice the UK average, with an average of £906 per trip. Overseas attendees spend significantly more and stay longer. Edinburgh also leads the UK for delegate intent to return, with 87% planning to visit again and 80% looking to grow business relationships as a result of their experience.

Together with partner venues in Glasgow and Aberdeen, the EICC continues to help Scotland punch above its weight globally, positioning the country as a progressive and high-value destination for business, research and innovation.



FOUR

Investing in growth – our policy recommendations for the next Scottish government

There is no doubt that hospitality is serving Scotland very well. With the right policy environment, the sector can grow 6% a year, and, with that growth, create even more places where people want to live, work and invest. These policy recommendations are targeted and are presented to unlock the full potential of the sector.

We know that the next Scottish government will want to make an early impact, as well as achieving long-term and lasting change. That is why we have made policy recommendations that can deliver quick, as well as long-lasting results.

**Reform business rates, to protect our high streets and
community infrastructure**

THE PROBLEM

Business rates are calculated on the basis of rateable value, a number representing the cost of renting the business premises and turnover. Businesses that must trade in-person, and in-community, and are therefore property-intensive, have picked up an increasing and unsustainable share of the burden. This has led to hospitality paying 10% of the rates bill, despite representing 3% of contributing turnover. It is a tax on high streets, city centres and rural hubs at a time when there is concern about the loss of these assets.

THE SOLUTION

Introduce a permanently reduced business rates poundage for hospitality and leisure at a rate of 30 pence in the pound – funded by rebalancing the burden to reflect the rise of the online economy.



**Invest in skills so that more people can train for careers
in hospitality**

THE PROBLEM

Hospitality is a crucial provider of early-stage careers and of training in a workplace setting. That makes apprenticeships extremely important to the sector, which currently has around 1,300 apprentices. However, with reduced funding in the further education sector and cuts to government funded training programmes, it is making entry to hospitality more difficult.

THE SOLUTION

Work with businesses to ensure Apprenticeship Levy funds are allocated to support hospitality. This includes reinstating funding for the Flexible Workforce Development Fund.

UKHospitality worked with Springboard and Department for Work and Pensions delivering an essential foundational skills training module for new starters in England and Wales. The success of that pilot and the resulting sector-based work academies shows how effective an employer-led, modular approach can be. The next Scottish government should work with us to implement a similar scheme in Scotland.

With significantly reduced access to overseas labour, it is vital the next Scottish government supports the development of Scotland's talent.

Support green investment in the sector

THE PROBLEM

As a major user of energy and food, the sector must be part of the wider net zero journey. Currently, investment costs for addressing carbon output are prohibitive, which slows the pace of change.

THE SOLUTION

Support businesses as they transition to net zero by incentivising investment in green energy and decarbonisation. In particular our businesses would welcome support to make heat in buildings more efficient and efforts to reduce food waste.

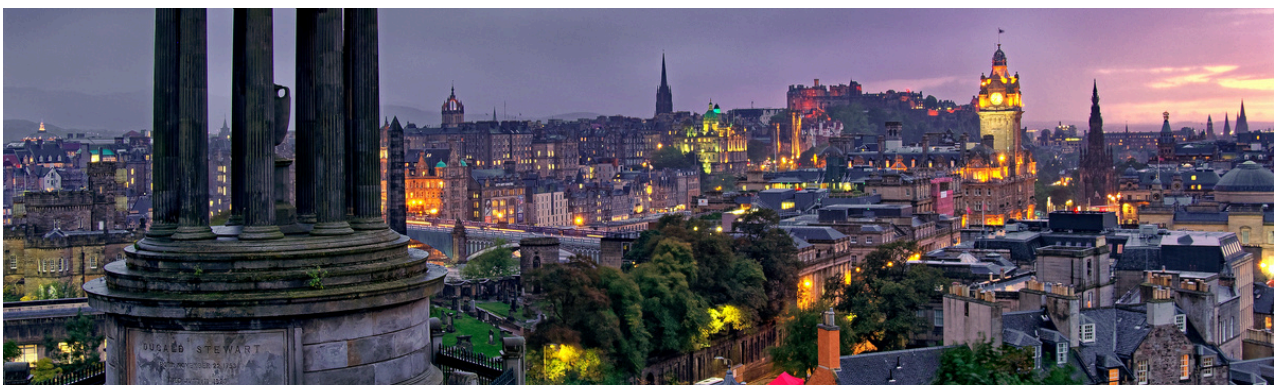
Reform planning rules, so that hospitality can make a full contribution to regeneration

THE PROBLEM

Planning policy and practice often makes it difficult to establish new, or expand existing, businesses. Businesses often find that applications for change of use, or for building extensions to kitchens or adding bedrooms to accommodation take longer than they should. Resistance to hospitality businesses can be as serious a barrier to development as resistance to new housing.

THE SOLUTION

Reform the planning system to put hospitality-led regeneration at the heart of high streets and communities, with a faster, streamlined approach to planning applications for hospitality businesses.





Develop better regulation that supports hospitality by co-designing legislation with our businesses

THE PROBLEM

Over the last years, our businesses have been subject to a raft of legislation, that either resulted in increased costs, or threatened them. Complex visitor levy legislation, the Scotland-only Deposit Return Scheme, restrictions on the promotion of high fat, salt and sugar foods and a wide-ranging consultation on restricting alcohol advertising and promotion were part of this mix.

THE SOLUTION

The Scottish government should engage with UKHospitality Scotland and our member businesses at the earliest point on policy that will impact on hospitality. In doing so, we can help design regulations that deliver the government agenda, whilst ensuring consumers continue to have trust in our businesses.

Appoint a champion for hospitality and tourism within government

THE PROBLEM

For such important sectors, the contribution of hospitality and tourism is often overlooked or simply taken for granted by government and politicians in Scotland. This has resulted in a lack of understanding of the breadth and delivery of our businesses, as well as a lack of support, on business rates for example, at crucial points.

THE SOLUTION

Establish a ministerial post at the heart of government, with responsibility to work with and secure support for hospitality and tourism.



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