

Minutes of Meeting of the VisitScotland Board held on 29 April 2021 by video conference

Present: John Thurso (Chairman)
Anne Anderson
Caroline Roxburgh
Stephen Hagan
Rebecca Brooks
Keith Nicholson
Steven Walker
Cathy Craig

In attendance: Malcolm Roughead (Chief Executive)
Vicki Miller (Director of Marketing, Digital and Brand)
Riddell Graham (Director of Industry and Destination Development) (until 11am)
Ken Neilson (Director of Corporate Services)
Paul Bush (Director of Events)

Michelle Lavery (Head of Finance) – for agenda item 4
Gwen Raez (Senior Market Manager – Long Haul) – for agenda item 5
Judy Mariens (Senior Market Manager – Short Haul) – for agenda item 5

Minutes: Gayle Biggart

INTRODUCTIONS

1. The Chairman welcomed Board members to the meeting and thanked them for joining the meeting by video conference. It was noted that the Director of Industry and Destination Development would leave the meeting at 11am to chair the STERG meeting and therefore the agenda would be taken in a slightly different order to accommodate.
2. The Chairman advised that there would be two presentations during the meeting and that the Head of Finance would attend to present the Annual Budget and the Senior Market Managers would attend to present the Recovery/Reopening Marketing Plans.

MINUTES OF THE BOARD MEETING HELD 18 MARCH 2021

3. The minutes of the Board meeting held on 18 March 2021 were approved as a true and accurate record of the meeting.

CONFLICTS OF INTEREST

4. No new conflicts of interest were advised but the Chairman reminded the Board of his interest in Clan Sinclair which is mentioned in the Events papers.

MATTERS ARISING

5. It was noted that the matters arising would be covered during the course of today's meeting.

INDUSTRY AND DESTINATION DEVELOPMENT

6. The Director of Industry and Destination Development noted the investment section of the report, advising that there were ongoing planning applications and tourist related developments throughout the country. An update on STERG was provided, noting that there were still some outstanding issues that the industry needed clarity on but that it was proving difficult to get that clarity. It was advised that all of the COVID related funds which were announced earlier in the year were nearing completion. It was further noted that good progress had been made with phase 1 of the COVID recovery plan, with the Destination and Sector Marketing Fund due to launch in mid-May. It was advised that the consultancy work for phase 2 was likely to be complete by the end of May.
7. It was advised that in terms of community engagement, there had been a positive reaction, with the visitor management activity making a difference. It was commented that Round 4 of the Rural Tourism Infrastructure Fund was open and that some of the funding would be used as part of the COVID recovery plan to fund 6-10 projects with links to visitor management.
8. It was noted that all VisitScotland iCentres had reopened this week, with the Aviemore iCentre having been refurbished and a new EPoS system due to be in place shortly for all iCentres. It was advised that almost 9,000 businesses in Scotland had signed up to the Good to Go Scheme and attendance on recent business webinars was high.
9. It was further noted that 285 exhibitors and 360 buyers had signed up for Scotland Reconnect, with 6,000 1-1 appointments made. It was advised that the platform had performed well, and positive feedback had been provided which was testament to the hard work of the team.

RESPONSIBLE TOURISM UPDATE

10. An update on progress made in relation to Responsible Tourism since the last Board meeting was provided. It was noted that work was ongoing to 'green' the industry product

but with so many different schemes available for industry to sign up to, work needed to be done to pull the options into a coherent offering for industry. It was advised that one of the projects to receive funding as part of the Tourism Recovery Plan announced in March related to a NetZero Pathway and that the project would be led by Scottish Enterprise.

11. It was noted that an internal group had been set up in advance of COP26 to identify initiatives leading up to, during and after the event. It was further noted that work was progressing on the UNESCO trail, working to ensure that all business associated with the trail were able to promote their responsible tourism credentials with responsible travel and transport being a key part of the narrative.
12. In addition, it was advised that a draft responsible tourism strategy was being developed and would be presented at the Board meeting in June. It was commented that the Corporate Services Team have been involved to ensure VisitScotland as an organisation was leading the industry in moving towards net zero. The Chairman commented that it was intended that the draft strategy would be presented in June to allow the Board to discuss and consider further at the Strategy Away Day in July.

ACTION: Management to draft Responsible Tourism Strategy to be presented at the June Board meeting.

13. Board members commented that they were looking forward to discussing this topic further in July. The Board raised some comments and asked Management to consider them when preparing the draft strategy for June and the Away Day in July:
 - With all the available digital information, is there a risk that the responsible messages will not land as well?
 - Would like to look at future modelling of climate change on the tourist industry - rising sea levels, impact on coastal communities, impact on industry, impact on wildlife changes, change in weather patterns and season changes. While we are seeing valuable immediate responses, we should also be considering horizon scanning for the longer term and undertaking predictive modelling on how industry will have to change as a result of climate changes. It was noted that conversations were already underway with academia.
 - Consider VisitScotland's influence and relationship with destination groups in the Highlands & Islands. Work closely with the groups and communities to be proactive in terms of marketing given the pandemic has accelerated the move away from mass tourism / large coaches travelling round islands. It was noted that VisitScotland would be working closely with all destination organisations who apply to the Destination and Sector Marketing Fund to ensure support is targeted to help them. It was emphasised that engagement with the communities is key and the challenge would be influencing the industry to work collaboratively. It was noted that this would be raised at an STA meeting.
 - Collate data to show consumer/community sentiment.
 - Encourage those who visit the Islands to get involved with beach cleans for example to help the local communities – this will require engagement from the communities.

ACTION: Management to consider the points raised by the Board when preparing the draft Responsible Tourism Strategy.

14. The Chairman noted that there were two strands to Responsible Tourism, one being the climate change issue and the second being the work with communities so that they become willing hosts rather than having it imposed on them. It was noted that this would be the most difficult challenge and would form part of the discussion for the session at the July meeting.

ANNUAL BUDGET

15. The Head of Finance joined the meeting to present the 2021/22 Budget and Medium – Long Term Planning Process. The Director of Corporate Services reminded the Board that the aim was to create a long term financial and workforce plan and build around scenarios for recovery, with an annual budget, medium term financial and workforce plan (1-3 years) and a long term financial and workforce plan (up to 10 years – Industry Strategy 2030).
16. It was noted that phase 1 of the 2021/22 Annual Budget included the fixed costs budget, interim budget, and salary budget. It was advised that the £41.41m grant in aid represented a small increase to what was received in the previous financial year. It was noted that this figure did not include ringfenced income which was still to be confirmed by the Scottish Government and commercial income, which would be added in at the next review point. It was advised that the payroll figure was £23.31m and the fixed cost budget represented the cost of running the organisation e.g. licences and property costs etc. It was commented that this resulted in discretionary spend of £6m and that scenarios would be built around this to allocate that spend.
17. An overview of the fixed costs and interim budget were presented. It was noted that £1.88m had been allocated to the interim budget until the ringfenced amounts were confirmed. In relation to salary, it was advised that the total award from the Scottish Government's pay policy award and increases in the incremental scale had resulted in a £760k cost for the organisation in 2021/22. It was noted that a salary savings target of £300k had been included in the payroll budget for this year.
18. It was advised that the next steps were to build on the current budget to include ringfenced figures for 2021/22 (once confirmed by the Scottish Government), and to consider scenarios to allocate the discretionary spend in line with the overall recovery plan, taking into account the direction given at the upcoming Board strategy day. It was noted that work in relation to the strategic framework review was already underway and consideration had been given to short/medium- and long-term scenarios. It was noted that the next phase of the budget review would be presented to the Board in July.

ACTION: next phase of budget planning, including the annual budget for approval to be brought to the July Board.

19. It was advised that a further update on progress would be brought to the September Board, with a draft of the long-term plan being presented to the October Board and any changes being finalised for the December Board meeting.
20. The Board sought clarification and it was noted that monies allocated for recovery would be over and above the £6m discretionary amount as it would fall under ringfenced funding. It was emphasised that the interim budget had been presented at today's meeting, with the full budget for approval coming to the July Board. The Board commented that it needed to have full sight of the funds which are being managed and administered by VisitScotland and a sense of the scale of the activities the organisation is undertaking when the budget is presented for approval. The Board requested that when scenarios were brought to the Board, that an explanation in relation to priorities and the decision-making process accompany the scenarios so the Board understands the decision-making process.

ACTION: Management to ensure that when spend scenarios are brought to the Board that an explanation in relation to priorities and the decision-making process are provided alongside the scenarios.

21. It was advised that consideration would be given to building carbon into the budget process (into Activity Business Cases and Procurements) as the organisation moved towards being carbon zero by 2030. It was noted that building skillsets in this area would allow that knowledge to be shared with industry so they could also capture this for themselves.
22. It was noted that while the £6m discretionary spend pot was not a large sum, the Board should be engaged with how this money is spent and how more monies could be leveraged.

The Board approved the Budget proposal and the process to review and allocate discretionary spend.

PRESENTATION: MARKETING

23. The Senior Market Manager – Long Haul and Senior Market Manager – Short Haul were welcomed to the meeting. The Director of Marketing, Digital and Brand advised that the presentation would cover the organisation's strategic approach to marketing and recovery, provide detail on market prioritisation and outline the budget. It was advised that VisitScotland's objectives and strategy were to:
 - Help Scottish tourism recover as quickly as possible in a responsible way;
 - Maintain/grow our share of the domestic market;
 - Increase awareness and consideration of Scotland internationally; and
 - Position Scotland as a responsible, welcoming and safe, year-round destination.

It was advised that the Marketing team would focus its budget around the second bullet point, aligning to the 2030 Strategy and VisitScotland's own vision, focusing on value rather than volume.

24. The building blocks for sustainable recovery were set out, including brand building, building consumer confidence and a new visitor management strategy. The importance of having a presence in key markets all year round was highlighted and it was advised that this would likely be achieved through digital channels which would be more cost effective. It was commented that the visitor management piece would require a joined-up marketing and communications strategy to build consumer confidence, but that work was already underway in this area. It was noted that there was work to be done to build consumer confidence to book city stays and to convert interest in Scotland into bookings. It was further noted that VisitScotland was working with destination organisations to represent them in the way they wanted to be represented, sharing the stories from their areas, and highlighting the areas identified by the organisations.
25. It was advised that VisitScotland was responding to the emerging trends such as the shifting consumer traveller focus from consumption to purposefulness by working to understand what products were resonating with consumers, creating a wealth of content, and working with industry around key themes. In terms of building the brand, it was noted that the 'Only in Scotland' creative played into emotional drivers for travel and that this would set us apart from other destinations. It was advised that the aim was for Scotland to be ever present international markets within the customer journey, by taking a tailored approach and finding partners to help to achieve our objectives. It was advised that hero content would be the inspirational 'hook', hub content would broaden perceptions of what a Scotland holiday offered and help content would assist the visitor in making the holiday a reality.
26. It was noted that the Marketing and Insights teams were working closely to understand where the opportunities are. It was advised that the US represents a large proportion of Scotland's market share of the outbound market with high spend, but that spend from German visitors was lower and driven by seasonality. It was noted that work would be done in this area to establish how we can impact this and grow Scotland's share. It was noted that work was underway with the content team to bring key motivation differentiators to life and monitor key indicators across the markets. It was advised that the dream now, travel now or book now messages had been established to allow the team to be agile and respond as vaccine roll outs continued and potential travel dates were indicated. It was advised that this was also feeding into the planning process for future years. It was advised that sentiment sampling had been ongoing for almost a year which had enabled the organisation to understand more on attitudes to re-opening, audience relationships with Scotland and propensity to travel. It was noted that further data would be available in May.
27. It was indicated that core, growth, and development markets would be prioritised in the coming period. It was noted that the majority of the core marketing budget would be allocated to the UK market given the importance of the UK market to drive recovery this year, with the 'Only in Scotland' and Responsible Tourism content being key to this. An overview of recent consumer activity in Scotland, the UK and international markets was provided, together with the learnings from 2020/21 activity. In terms of next steps, it was commented that promoting local stays and trips would remain a priority, as well as lots of

follow up activity after the Scotland Reconnect Travel Trade Event which closed today. It was advised there would be a new phase of domestic campaign activity for the summer and through to autumn/winter and planning for international activity would be undertaken. It was noted that an update on the COVID recovery initiatives put forward by STERG would be provided at the next Board meeting.

ACTION: update on STERG recovery programmes to be provided to the June Board meeting.

28. The Board commented on the great presentation and raised some points for consideration for the marketing team. It was suggested that promotion of areas such as the Borders should be targeted as access into Newcastle would be more pronounced. It was also commented that consideration should be given to working with wholesalers. The Director of Marketing advised that VisitScotland was working with Transport Scotland in relation to aviation routes and seasonal and regional spread had been a focus of the team, working with communities to understand the hidden gems that communities would like VisitScotland to help promote. It was advised that the opportunities around wholesalers had been recognised but was yet to be scoped in detail.
29. The Board advised that the community and consumer sentiment data would be invaluable going forward and asked how the data was influencing our work and the role destination management organisations were playing. It was commented that through VisitScotland's funding work, the organisation now better understood destination management organisations. It was noted that VisitScotland had provided support including web audits and social media audits and had been seeking input from destination management organisations in relation to our activities so they could be confident we are listening and engaging.
30. There was a question around how the responsible tourism messaging had been viewed as our audiences are used to seeing inspirational messages. It was noted that while the responsible tourism message was very important and VisitScotland should be delivering it, it was noted that it was unlikely to receive the same engagement as the inspirational content and therefore creative and fun ways to present the content should be considered.
31. The Chairman thanked the Senior Market Managers for the excellent presentation, noting it was reassuring to see the work and thought which had gone into it. It was noted that good progress had been made in difficult times.

CHIEF EXECUTIVE REPORT

32. The Chairman provided an update of his recent activity, including diaspora events and recording an opening piece for the Scotland Reconnect Event. It was noted that the Chairman would deliver the closing statement for the event live this evening. The Chairman also provided an update from the VisitBritain Board meeting held in March.

33. The Chief Executive highlighted some of the challenges which the industry still faced, including lack of consistency around communications. It was noted the Chief Executive had attended a community meeting when the Ullapool to Stornoway ferry service was pulled from service. It was advised that the introduction of lateral flow testing to travel to the islands had introduced a degree of nervousness which had been dissipating. It was questioned whether this would lead to compulsory vaccination passports and testing, and it was commented that this had been rejected when raised in relation to airports last year but had now resurfaced. It was further noted that clarity around social distancing measures was required including for attractions where different rules applied to seating and hospitality areas within the same building. It was noted that there was no evidence that hospitality was the cause of spreading infection.
34. It was noted that the good news was that the tourism sector was now reopening, although there were still issues with cities, with people unlikely to travel if visitor attractions and restaurants were not open. It was noted that there was also lots of work ongoing in relation to aviation to try to enable the supply chain to restart as this would take a significant amount of time.
35. It was noted that interviews for the new Director of Industry and Destination Development had taken place with a representative from the Scottish Government on the panel. It was advised that it was likely than an offer would be made next week. It was advised that 19 applications had been received for the new Head of Corporate Communications role so far, with a shortlist for this role due to be collated when the application deadline closed. It was noted that the organisation was working with BEMIS to encourage more people from ethnic minorities to apply for roles at VisitScotland.
36. The Chief Executive talked through the points arising from the Insights paper. It was noted that optimism was growing, with September appearing to be a tipping point and the month being aimed at for 'near normality'. It was advised that the majority of visitors to Scotland over the summer months would come from south of the border. It was noted that some of the narrative around the election did not inspire confidence in coming to Scotland. It was highlighted that the West Coast and the Highlands were the preferred destinations, with self-catering and camping accommodation services in rural areas being popular.
37. The Communications paper was taken as read but it was noted that there had been one or two instances of increased traffic in certain areas and not enough bins or regular rubbish collection to avoid littering. It was noted that visitors were bagging their rubbish but leaving it next to full bins which had resulted in animals opening the rubbish bags.
38. It was advised that there had been a good uptake in relation to the Business Events Team's Policy Driven Model and progress was being made in relation to Festival 2022, with some cultural points which the Director of Events was managing. It was advised that STERG activity was ramping up, with deadlines against each of the projects which were approved, with a total spend of £25m. It was highlighted that World Water Day had allowed

VisitScotland to present Scotland's credentials around water-based industries, particularly in the outdoor sector.

39. The Board questioned the pay levels in the post-COVID environment, and it was explained that although it looked high, there was a narrative which provided the explanation. There was a discussion around how VisitScotland could influence the challenges caused by differing communications regarding the easing of restrictions as it was advised this was causing frustrations. It was noted that anomalies were captured and fed into the Scottish Government through STERG but that VisitScotland did not have sight of communications before they are issued by the Scottish Government. It was noted that there remained a cautious approach to the lifting of the social distancing measures based on advice from clinicians. The Board commented that it was good to see engagement with the motorhome industry and videos which had been produced. It was considered that the messaging on visitscotland.com was clear from a visitor perspective and it was noted that any role VisitScotland could play in signposting through its other social channels would be helpful.

EVENTS

40. The Director of Events presented the Events Report to the Board. It was noted that the significant recent change was the announcement of the events restart date of 17th May. It was advised that three important documents had been produced in advance of this date to provide a framework and guidance for local authorities and event organisers. It was noted that there would still be challenges with the different levels and physical distancing measures being in place. It was noted that there was a low level of confidence amongst communities in urban areas to accept events back into their communities. It was advised that further data would be available at the end of May. A tentative outline of some of the events that were expected to take place in the coming months was outlined. A brief update on the Events recovery programme was also provided. It was advised that the Mountain Bike World Cup due to take place in Fort William in 2021 had been cancelled because many athletes would not be travelling from countries in the green travel corridor.
41. In relation to 2023 Cycling World Championships Limited, it was advised that Haysmacintyre, who provided advice to London 2012 and Yorkshire 2019, had now been engaged on the VAT point. It was advised that the Road Para event could no longer take place in Falkirk but that other councils were interested. It was highlighted that the appetite of local authorities to support the event in 2023 was high. The Board questioned the status of the budget. It was advised that a clearer picture would be provided at the next Board meeting as the VAT status and commercialisation elements were important to the budget and were yet to be finalised. It was advised that agreements with funding partners had now been signed and the Services Agreement between VisitScotland and 2023 Cycling World Championships Limited had also been agreed.

ACTION: an update on the budget for 2023 Cycling World Championships Limited to be provided to the June Board meeting.

42. The Board questioned whether consideration had been given to the continuance of online virtual events post-pandemic. It was advised that it was thought that sports events and award ceremonies were likely to revert to in-person events but that cultural events may offer a dual approach. It was noted that certain festivals had reached new and international audiences by presenting an online offering and that this had been well received. It was further noted that some thought had to be given by industry to the customer journey and experience and how that product could be monetised to make it a viable future option. It was noted that venues would need to take account of this in their future planning.

MARKETING, DIGITAL AND BRAND SCOTLAND REPORT

43. The Director of Marketing Digital and Brand advised that she had taken part in a Visitor Management Preparedness session with other bodies on 26th April, where they had looked at two different scenarios, testing communications and how the bodies worked together. It was noted that from the 26th of April, Scotland would start to welcome visitors from south of the border. It was advised that advanced communications in relation to planning were in place with all VisitScotland channels to industry and consumers up to date. It was further noted that businesses could be searched for on visitscotland.com, with 'open' and 'good to go' added to the filter options. In addition, it was advised that the FAQs and COVID banners on visitscotland.com had been updated, with the team reinforcing the messaging on all channels.

FUNDS PROGRAMME UPDATE

44. The Director of Corporate Services advised that £54.8m had now been distributed to businesses as part of the grant funding programme. It was noted that this was a £3m increase from when the paper was written, as awards for the Day Tour Fund were now being paid.
45. It was advised that award letters for the International Inbound Fund would start to be sent tomorrow with the remainder to follow once approval from Scottish Government had been provided. It was advised that the processing for the Inbound Fund had been slower than expected owing to the poor information provided in many of the applications. It was noted that as a result of this, the processing of applicable was considerably slower. It was advised that the Funds Programme Steering Group had agreed to reduce the timeline for the instalments for grant payments to be made for the Inbound Fund to assist with businesses' cash flows.
46. It was advised that a lessons learned programme would be undertaken internally and that VisitScotland had also engaged with the Scottish Government's lessons learned programme relating to the business support grants. It was noted that the feedback from Scottish Government on VisitScotland's processes had been positive and another session had been arranged.

47. It was noted that the close out meeting for the Internal Audit on the Appeals Process for the funding programme had been positive, but the report had not yet been provided by the Internal Auditors. It was advised that an internal audit on the assessment process would now take place which would represent the end of the audit activity.

CORPORATE SERVICES – OPERATIONS UPDATE

48. The Director of Corporate Services took the Board through the Operations Update paper and highlighted four points. An update on progress relating to the Edinburgh office property was provided. It was advised that it was intended to take carbon levels into account as part of the planning and buying processes for the organisation going forward and that an app called Pawprint would shortly be introduced for employees to help them become more sustainable at home. It was advised that risk assessments for the various workspaces would be conducted before they were reopened. The scale of the procurement activity for 2023 Cycling World Championships Limited was highlighted to the Board. It was noted that the procurement tracker was going to be key to the delivery of the various services.

ACTION: Management to report back to the Board on frequency of data backup.

FINANCIAL AND GOVERNANCE MATTERS

PROCUREMENT

49. It was advised that the Audit and Risk Committee had recommended the Application to Tender – Media Planning, Buying and Associated Services (UK Domestic Market) for approval by the Board. It was noted that the paper provided all the relevant details and that standard processes had been used. It was noted that the contract would support the marketing work mentioned earlier in meeting.

The Board approved the Application to Tender for Media Planning, Buying and Associated services (UK Domestic Market) for a contract period of 31 months and to a maximum value of £15,000,000 (excl. VAT).

FINANCE AND RISK

50. The Finance and Risk paper was taken as read. It was noted that the Scottish Government had now provided clarity on issues raised at year end and it was advised that VisitScotland's core grant in aid had been reduced by £1m. This was because the Scottish Government had asked VisitScotland to set aside budget for the Agri-Tourism Business Support Fund which had not been announced. It was noted that the Scottish Government had agreed that VisitScotland could accrue monies for all of the other funds up to 31 March 2021.

PROPERTY

51. The Stirling Local Office relocation business case was presented to the Board. It was noted that the current office space in the Old Town Jail had been inherited from the former area Tourist Board and the lease was due to expire on 30th September 2021. The options for relocation were presented in the paper and it was noted that an option had been identified which best suited VisitScotland's needs for its Stirling office requirements. It was advised that this space was near the bus and train stations and had recently been redeveloped. It was noted that discussions had taken place with STA who had intimated their desire to continue to be based from VisitScotland's Stirling office, albeit on a hot desk basis. It was commented that it was expected that the Stirling office would become a busier office post pandemic.

The Board approved the 10-year lease, with five-year break option, at Wallace House on the basis set out in the business case.

52. The business case for relocation of the Dundee iCentre was presented to the Board. It was advised that the recommended option was to move the iCentre to a co-location within the V&A Museum as an interim measure. The benefits of relocating to the V&A Museum in Dundee were discussed and it was noted that there would also be challenges as the iCentre was not to become part of the V&A's information provision.

The Board approved the interim relocation of the Dundee iCentre to the V&A Museum in Dundee for a 24-month occupancy period.

AUDIT FINDINGS

53. It was advised that in the appendix to the 2019/20 Audit Scotland Annual Audit Report, AuditScotland had highlighted several recommendations on future developments that the organisation should look to make and also suggested that the organisation keep its position on openness and transparency under review. It was noted that a progress update on each of these recommendations had been set out in the accompanying paper. It was advised that this topic would be brought back to the Board prior to the closure of the external audit for further consideration. It was noted that the minutes from 2023 Cycling World Championships Limited's Board meetings would likely need to be online. The paper was noted.

ACTION: Update on Audit Findings to be brought back to the Board prior to the closure of the external audit.

PENSIONS

54. It was noted that the organisation had now completed the "foundation" stages of the various pension offerings. It was noted that the consolidation project for all local government schemes had now been successfully completed with all VisitScotland members

being transferred to the Lothian Pension Scheme. It was further noted that terms had now been agreed for the conclusion of the statutory valuation for the British Tourist Board Pension Fund. It was advised that confirmation had now been received from the Scottish Government in relation to 2023 Cycling World Championships Limited's pension offering and that the Scottish Government were agreeable to the improved contribution structure for VisitScotland's NEST scheme.

55. It was advised that Management were now looking to challenge what kinds of schemes the organisation wanted to have in place going forward and would look at the split in the investment portfolio of the BTB scheme. The Board noted the update.

BUSINESS CONTINUITY UPDATE

56. The Business Continuity paper was taken as read.

HEALTH AND SAFETY POLICY

57. It was noted that the Health & Safety Policy had been amended to reflect current practices and to bring the wording up to date. It was noted that 2023 Cycling World Championships Limited was now mentioned in the policy. It was advised that while the policy would manage operational health and safety matters for 2023 Cycling World Championships Limited, 2023 Cycling World Championships Limited would employ someone specifically to deal and manage health and safety matters for the event itself.

AOB

58. The Chairman advised that Board succession planning was on hold until after the May election but that hopefully more would be known by June. The Chairman further noted that the intention was to use July's Board meeting as the Board's overdue Strategy Away Day, having not been able to conduct this session in 2020 due to the pandemic. It was advised that it was hoped the session could take place in person in order to facilitate good discussions. It was advised that venues were being considered outside Edinburgh and towards Perth/Stirling.
59. The Chairman advised that the Strategy Day would cover topics, including Responsible Tourism; the Strategic Framework; and the People strategy and asked Board members to share any thoughts in advance.

ACTION: Board members to share thoughts/ideas for the Strategy Away Day with the Chairman in advance.

ACTION: Management to prepare information packs/papers in advance of the Strategy Away Day to give Board members time to read and digest. It was noted that positioning around

Responsible Tourism would be presented at the June meeting which would then inform the conversation at the July meeting.

CLOSE

60. Thereafter, the meeting was brought to a close.