

Minutes of Meeting of the VisitScotland Board Held on 24 January 2019

Present:	John Thurso (Chairman) Anne Anderson Caroline Roxburgh Carolyn Jameson Rebecca Brooks Calum Ross Stephen Hagan Cathy Craig
In attendance:	Malcolm Roughead (Chief Executive) Paul Bush (Director of Events) Vicki Miller (Director of Marketing, Digital & Global Brand) Ken Neilson (Director of Corporate Services) Riddell Graham (Director of Industry and Destination Development) Erica Reid (Board Observer) Alan Grant Linda McAllister Susan Dickie Jacqui Souter Magda Rom
Apologies:	Anne Anderson
Minutes:	Pat Aitken

INTRODUCTIONS

1. The Chairman welcomed Board members to the meeting and apologies were noted on behalf of Anne Anderson.
2. Chairman advised that, going forward, presentations made to Board meetings would focus on how organisation is implementing the Strategic Framework.

MINUTES OF THE BOARD MEETING HELD ON 8 NOVEMBER 2018

3. The Minutes of the Board meeting held on 8 November were recorded as a true record of the meeting and approved.

CONFLICTS OF INTEREST

4. No conflicts of interest were noted.

MATTERS ARISING

5. **Thistle Industry Panel presentation** - it was advised that a presentation will be made to Board post-National Thistle Awards event. **Action – to be taken forward as agenda item post event.**
6. **Staff Engagement Survey** – will be an agenda item for Board meeting (15 March) and Awayday (25 April). **Action – to be discussed at Board Awayday.**
7. **Audit & Risk Committee** - the Board agreed to hear ARC update under Financial Matters.

THE 2019 SOLHEIM CUP

8. A Grant presented to Board members the vision and overview of the 2019 Solheim Cup. Three key pillars – Equality/Experience/Innovation.
9. Event is a significant project for the organisation and the meeting discussed:
 - recorded attendance figures to date
 - ways to raise profile with internal and external partners and stakeholders
 - strategic direction of golf investment post-2021
10. The meeting noted the following:
 - activity for "non-golf" attendees being looked at to further promote as a family orientated event
 - Perth & Kinross Council are "dressing" towns in the area
 - launching Golf Ambassadors in golf clubs
 - presentation to be made in the next week or so to Perth & Kinross Tourism Partnership
 - current sponsors were outlined (AG to forward to Minutes Secretary a full list of sponsors).**Action - Alan Grant**
11. Chair asked for information on target markets and aspirations. It was felt the importance of golf investment be highlighted to Scottish Government. Golf is a marketing stream that supports international markets and has a high return - overall challenge is to deliver a coherent strategy.
12. Board members gave guidance and feedback following the presentation and further discussion to take place between R Brooks and A Grant post meeting. **Action – RB/AG**
13. The Board agreed that Strategic Direction for golf investment going forward should be agenda item at Board Strategy Awayday. **Action - to be discussed at Board Awayday.**

BUSINESS ENGAGEMENT STRATEGY

14. Outlined a review made of industry engagement throughout the portfolio.
15. Highlighted 4 key areas:
 - quality
 - business growth
 - digital skills
 - joint working
16. SCRM to be used to open up more engagement with businesses and to aid IRM/QTAs when they meet with operators to ensure right advice is being given at right time during the “business journey” and to provide consistency across the markets.
17. Going forward we will look at how we message to businesses and how we take “brand” forward. A business segmentation model will be created as well as a distribution model for attractions that do not charge visitors for entry.
18. Liaison and exchange of information with Highlands and Islands Enterprise and Scottish Enterprise discussed.
19. Board expressed approval towards the fresh approach being used in this area.
20. Organisation is also looking at QA scheme – how to move forward/what visitors, businesses and intermediaries are looking for.
21. Board agreed pan-organisation working and business case to be created.

INSIGHTS ON THE CUSTOMER JOURNEY

22. Susan Dickie gave a synopsis of the department and the range of Insights and data available to the organisation and to external partners.
23. Jacqui Souter presented overview of research recently carried out on consumer behaviour in the early phases of the visitor journey, which showed the importance of raising awareness at “concept forming” stage.
24. This area to be included as part of discussion at Board Awayday. **Action – for discussion at Board Awayday.**
25. Board members requested copy of research. **Action – J Souter to provide to PA.**

26. The Board were then given a presentation by Magda Rozmyslowska on the consumer data resources of the Insight department, including CCRM and Digital Analytics – which outlined how data collected and analysed is passed to Marketing teams but highlighted the challenge of wider circulation due to data protection.
27. Purpose of presentation is to stimulate discussion on this subject at Board Awayday. **Action – for discussion at Board Awayday.**
28. Opinion that it would be helpful if organisation had a “Customer Champion”. Reference made to the national statistics from TNS (GBTS) and ONS (IPS) which fail to inform organisation nor industry.
29. Insights must make sure that we are distilling information and sharing insight but also building skills of businesses to take information and data and understand what relevance it is to them.

FINANCIAL PLANNING

30. Director of Corporate Services advised Board of Scottish Government funding announcement for next 3 financial years.
31. Board advised of projects which will move from strategic to business and proposed new activity.
32. If Board in agreement we will move to build PiDs and bring back to the Board for review.
33. The above was approved by Board. **Action – PiDs to be brought back to future meeting**
34. Organisation looking to develop longer term financial plan. Business Case to be developed for Board to look at potential scenarios and activity going forward. **Action – K Neilson**

PENSIONS POSITION STATEMENT

35. Board advised of financial position of Local Government Pension Scheme which is a key element of VisitScotland’s pension provision.
36. VS currently participates in 10 LGPS funds and the organisation believes that it is an opportune time to assess feasibility for consolidation of schemes.
37. XPS Pensions have been commissioned to carry out this assessment and results expected in February. A decision can then be taken if organisation will proceed.
38. Board were then updated regarding BTB Scheme. Members were referred to Board paper and advised that Pensions Group will bring this item back to June Board meeting with a proposal for agreement. **Action – Pensions Group**

FINANICAL MATTERS

39. **Budget Reforecast** – the Board were advised on position re salaries. Budget savings to be made and Board asked to agree proposed way forward to cut funding gap. The Board were in agreement.
40. **Key Performance Measures** – Board’s attention was directed to new figures and various activity sitting at Amber.
41. **Risk** – 3 new risks have been identified – Suppliers/Cyber/Data.
42. Discussion took place on online retailing but Board advised that we cannot commercialise website.
43. **ARC Report** – Caroline Roxburgh spoke to this item and asked for Board to approve report as read.

Outlined vacancies on Audit & Risk Committee following departure of Gordon Dewar. Board noted that Anne Anderson has agreed to sit on Committee and it was noted that Calum Ross would step down at end of term.

ARC had received a presentation from Manuela Calchini on iCentres and content that issues are being addressed.

GDPR – work in progress and sitting as a high risk but will be reviewed annually and reported to Board.

2019/20 Internal Audit – the Board were informed that these are well progressed and will include “flash” audits on Solheim Cup project from the end of March.

Meeting advised that Executive Team have developed a Document Risk Management Strategy and Policies and these will be brought to Board at a future meeting. **Action – K Neilson**

Board advised that Whitespace have been acquired by Dentsu Aegis London Ltd, the parent company of Carat Scotland. Placing two key suppliers under the control of the same group.

VS Executive Team looking at Risk Framework.

Board advised of digital projects ongoing in organisation – all well managed but have overall risk. Portfolio Office has been created to look at these and a presentation was made by A Bruce and J Brownell to ARC. A mechanism for Portfolio Office to report to Board will be included in CE report. **Action – Portfolio Office**

Chair thanked C Roxburgh and the Board noted report.

44. Board advised of VisitScotland's response to a third party data management issue. The matter was not a reportable one and legal advice confirmed that VisitScotland's response was appropriate.
45. VisitScotland have used the event to update the Data Breach Incident Management Guidelines which will also include an action to involve the Chair in any reportable incident. **Action:**
K Neilson

PAPERS FOR NOTING/DISCUSSION

CHIEF EXECUTIVE'S REPORT

46. The Chief Executive spoke to the report and the Board's attention was drawn to the following:
- (a) **South of Scotland Economic Partnership** – proposal to submit application for tourism growth fund. Opportunity to input into agencies development of tourism and support of the tourism agenda.
 - (b) **Beyond 2020 Tourism Strategy** – Imagineering workshops held in London and 2 sessions organised around the STA Conference. Also to be discussed during roadshows.
 - (c) **Aviation** – session with partners next week to discuss (i) Hub Strategy (ii) Point to Point Strategy (iii) interconnectivity within the UK. Transport Scotland very supportive.
 - (d) Board updated on discussions with Cabinet Secretary – letter of Strategic Guidance to be provided prior to Bora

CHAIRMAN'S REPORT

47. Board noted Chairman's appointment for a 2nd term of office along with recently reappointed Board members.
48. Applications have closed for new Board members – interviews in March. 78 applications for 2 positions. Interval Panel meeting to be held shortly with 12-15 applicants to be shortlisted.
49. Outlined recent productive meeting with Cabinet Secretary, Fiona Hyslop.
50. Attended/spoke at St Andrews Society event in New York and received a standing ovation. Good messaging and feedback that countries can be historic but also progressive.

ORACLE/ERP

51. System live and working well.

INFORMATION PAPERS

52. The following papers noted:

- **Insights Update** – meeting noted comments on Scotland’s statistics for Domestic Market. To be discussed as potential item for Strategy Awayday. **Action – inclusion in Strategy Awayday agenda**
- Communications Report - noted
- Schedule of Forthcoming Activity - noted

ANY OTHER BUSINESS

53. Reference made to forthcoming VB Board meeting/roundtable in Edinburgh. Meeting advised that roundtable discussion will focus on Sector Deal and there might be an opportunity to highlight potential Scottish “zone themes”.
54. S Hagan referred to recent event he attended on behalf of VisitScotland in connection with the recent Lord Holmes review. Gave a brief overview and drew the Boards attention to the full review which can be found online.