Scottish Tourism Emergency Response Group
COVID-19 National Action Plan - 5 July 2021

Rebuilding Scotland's tourism industry together

Scottish tourism is facing up to its biggest challenge ever with Coronavirus impacting the entire industry. It is expected that the recovery will take some time and many businesses will require significant support to restart their operations.

The recovery of this crucial £11 billion industry requires a multi-agency approach, working with the tourism industry to help those affected today, tomorrow and in the future.

The Scottish Tourism Emergency Response Group (STERG) is working hard to help tourism businesses to recover from this unprecedented situation, working collaboratively to make the best use of budgets and their own employee's time. They have one goal – to help the tourism industry return to being the economic and social powerhouse it once was.

The group, which consists of the Scottish Tourism Alliance (STA); VisitScotland (VS); COSLA; the three Enterprise Agencies - Scottish Enterprise (SE), South of Scotland Enterprise (SoSE), Highlands and Islands Enterprise (HIE); Skills Development Scotland (SDS)

and the Scottish Government (SG), has developed one single, joined-up, national action plan to not just combat the current issues but also look at how the industry could effectively restart and recover as restrictions imposed to suppress the virus are eased. This has been a real team effort, giving the agencies an opportunity to refocus plans and redirect budget, as well as working alongside the tourism industry to work through daily issues.

The STERG National Action Plan is aligned to the priorities outlined in Scotland Outlook 2030, the national tourism strategy and remains a living document which is updated on an ongoing basis and will continue to evolve in line with scientific evidence and government advice. Responsible tourism will be core to this - working with local communities and destination organisations is crucial as we look to rebuild a successful tourism industry which allows locals and visitors to coexist and ensure the Scottish welcome is at the heart of the visitor experience.

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1	NATIONAL RESPONSE			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
1.1	Provide a national, coordinated response to the impact of COVID-19 on the Scottish Tourism industry, including plans for recovery.	Support businesses by providing information and reassurance; safeguarding employment; and helping them access financial assistance to maintain cash flow and secure a viable future. A joined-up, phased Action Plan is developed to combat the current issues but also looks at how the industry could effectively recover and build resilience for the future. The Plan ensures collaboration between public agencies, industry and SGov, successfully providing transparency and avoiding the duplication of actions or resource.	VS / Enterprise Agencies / SDS / COSLA / STA / SGov	Scottish Tourism Emergency Response Group (STERG) re-convened in March 2020. STERG Action Plan regularly updated and published on VS.org. Last updated 5th July 2021. https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/national-action-plan To note: Phase 1 Priority Recovery Proposals are tracked in the STERG Action Plan (see section 2.3).
1.2	Represent industry views directly to Scottish Government and UK Government.	Frequent engagement and communication with key stakeholders: Industry, UK Government, Scottish Government; Cabinet Secretary; Ministers and Officials, cross-party MSPs and MPs.	All Partners	Weekly STERG meetings continue. Notes & Actions form the meetings published on VS.org. https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates Fortnightly STERG update sessions are being held with sector organisations. Meeting notes are published on VS.org. https://www.visitscotland.org/supporting-your-business/advice/coronavirus/sterg/updates#sector Regular STA Council meetings and Forums continue to take place. Scottish Government officials and Ministers are invited to attend on a regular basis.

1.3	Public agency budgets subject to ongoing review to maximise budget allocations to COVID-19 support.	Additional targeted interventions are created to reflect the latest industry insights.	VS / Enterprise Agencies / SDS	Public agency budgets were reprioritised to immediately respond to the COVID-19 pandemic. Budget commitments continue to be reviewed on an ongoing basis to support the Restart and Recovery of the sector.
1.4	Scenario Planning work undertaken to ensure that a flexible range of recovery plans can be developed.	To have in place a sound evidence base to inform recovery in the immediate term.	VS with STERG partners	STERG COVID-19 Scenario Plans complete. COVID-19 Scenario Planning Toolkit for industry developed with input from sector group leaders to ensure that the toolkit is accessible and in a usable format for the wider industry audience. Toolkit published on 25. November on visitscotland.org and promoted via VS industry e.comms and social channels and via partner organisations thereafter. To date there has been 3,937 page views of the STERG Scenario Planning Toolkit on vs.org, and the toolkit itself has had 771 downloads since its publication in November. The toolkit is designed for use on an individual basis but also as a group – group sessions to identify sector specific responses to the scenarios have been undertaken with ASSC, ASVA, BH&HPA, Wild Scotland and SGH&BBA. The learnings from these have since informed presentations on a one to many basis to wider sector audiences. Around 500 businesses have participated in these live sessions. Local Authorities are actively encouraging businesses to use the toolkit.

2	NATIONAL RECOVERY			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
2.1	A Recovery Task Force will be established to advise the Scottish Government on Tourism Recovery plans. The Task Force will be chaired by Cabinet Secretary for Rural Economy and Tourism, Fergus Ewing and Minister for Business, Fair Work and Skills, Jamie Hepburn.	Through an appointed group of more than 30 businesses, with experience from across the industry and agency representatives, the task force will provide strategic advice on recovering from the impacts of COVID-19. The taskforce will publish a report with their recommendations for recovery by the end of September-20. Notes: STRT is not responsible for delivery of the agreed recovery plans – these will be actioned through the Scottish Tourism Emergency Response Group (STERG) and its member organisations.	Scottish Government	The Scottish Tourism Recovery Task Force (STRT) was in place from 25th June to 23rd September 2020. The STRT recommendations were endorsed by Mr Ewing and Mr Hepburn and published on 23rd October. https://scottishtourismalliance.co.uk/tourism-recovery/ The STRT recommendations were discussed at the Scottish Cabinet on the 1st December and a formal response was issued by the Scottish Government on 21st December. https://www.gov.scot/publications/scottish-tourism-taskforce-recommendations-scottish-government-response/ Scottish Government initially tasked STERG to deliver a five year Scottish Tourism Recovery Plan based on the Task Force Recommendations. STERG have prioritised a two Year Recovery Plan which is more in line with industry requirements and reflects the current uncertainty and rapidly changing environment. STERG will consult with the Task Force before the plan is submitted to Scottish Government in the coming weeks.
2.2	Industry, public agencies and Scottish Government to collaboratively develop a 5 Year Scottish Tourism Recovery Plan based on the Task Force Recommendations.	A 5 Yr recovery plan for Scottish Tourism outlining the short, medium and long term needs of the sector and identifying the investment model required to support it.	STERG partners and industry representatives	STERG is coordinating a 3 phase recovery planning process. This will take an inclusive and collaborative approach between industry, the public agencies and the Scottish Government to ensure that tourism recovery across Scotland is shaped together. The phased approach has evolved to reflect the changing landscape. • **Phase 1 – Priority Recovery Proposals** STERG, in collaboration with the Task Force, submitted to SGov Ministers on 11-Mar-21 a set of 10 priority recovery proposals, based on the initial Task Force recommendations. 24-Mar-21 £25m secured from Scottish Government FY 2021/22 budget to support 10 Recovery Proposals.

				• **Phase 2 - Two Year Recovery Plan** Recovery Plan prioritises Short term (up to 2 yrs) recovery measures. Stakeholder engagement is complete and the STERG working group are shaping the plan with consultants Toposophy. Recovery plan to be submitted to SGov following consultation with Task Force during July / August. • **Phase 3 - Secure The Release Of Funds To Support Two Year Tourism Recovery Plan** Deliver PIDs for all two year plan proposals, (Outline Business Case / Full Business Case developed as required). Source alternative funding options.
2.3	Plan, develop and implement Phase 1 Priority Recovery Proposals.	Recovery is stimulated through the implementation of 10 Priority Recovery proposals.	STERG Partners	The 10 recovery proposals are all at various stages of development. A brief status update can be found below. **Status Update @ 5th July.**
2.3.1	International Demand Building.	• Scotland is top of mind with high spending international visitors. • Scotland is the first choice destination when international travel resumes. • Scotland's connectivity with key markets is restored. • Inbound DMCs can deliver an enhanced programme of sales & marketing activity for responsible tourism experiences.	VisitScotland & Partners	• Media planning & creative development underway aligned to market strategy/priorities • Inbound operator product development & marketing fund being scoped

2.3.2	Destination & Sector Marketing Fund	• Scotland is front of mind for domestic consumers all year round.
		• Sectors and Destinations, in partnership with communities, can rebuild their local visitor economies.
		• World class visitor experiences are developed
			VisitScotland & Partners	• The Fund is open to destination and sector groups across Scotland and will operate with 3 tiers, allowing for different levels of award. All tiers opened for applications on 1st June but will operate with staggered closing dates to allow for Tier 1 & 2 applications to be awarded as soon as possible.
				  − Tier 1 – City Region Award - £50k - £100k (open 1st June – 29th June)
				  − Tier 2 – Pan Scotland Sector Groups & Regional Destination Organisations -£40k - £80k (open 1st June – 13th July)
				  − Tier 3 – Local Destination Organisations, Marketing Groups 7 non Pan-Scotland Sector Groups - £10k - £20k (open 1st June – 23rd July)

				• All city/city regions applications received. Panel meets to review w/c 5 July. Starting to receive applications for tier 2 & 3.
2.3.3	Holiday Voucher Scheme – Social Tourism	• Industry recovery is supported and a tourism industry which is more responsible, socially sustainable and inclusive is created.	VisitScotland & Partners	• Two charities selected – Share Care Scotland & The Family Holiday Association to give good geographic spread • Fund criteria & processes being agreed with each charity & SG Social Policy team • Launch & recruitment of tourism businesses from end July
2.3.4	Day Out Incentive Scheme.	• Regional investment is boosted, stimulating spend in attractions, tours, activities and food and drink. • Low demand is addressed by stimulating spend on quieter days and encouraging more off-season and non-peak activity uptake • Businesses remain viable and build new visitor audiences • Consumer confidence is boosted	VisitScotland & Partners	• Delivery options being reviewed • Industry consultation undertaken to inform timing & optimal mechanic. September is preferred time • Consideration being given to the opportunity to collaborate with the UK Govt scheme
2.3.5	Strategic Infrastructure Plans.	• Strategic Infrastructure Plans are supported in 6 of the priority areas identified by the Managing for Visitors Infrastructure & Investment Subgroup over the next 2 -3 years.	VisitScotland & Partners	• 10 applications for the pilot Strategic Tourism Infrastructure Development Fund have been supported with a value of £307,000. Development plans will be produced by councils in Orkney, Comhairle nan Eilean Siar, Dumfries and Galloway, Perth and Kinross, East Lothian, City of Edinburgh and the Highlands; as well as the Cairngorms National Park Authority and two from Loch Lomond and the Trossachs National Park focusing on East Loch Lomond and the West Loch Lomond/ Cobbler corridor. • The Development plans are due for completion by 31st December.

| 2.3.6 | Tourism & Hospitality Talent Development Programme 2021/2022 (Phase 2)

Proposed timescale for delivery of the programme is September 2021 to April 2022. | • The response to the pandemic and the recovery of the sector is supported by an industry led skills development programme. | Skills Development Scotland & Partners | • Additional funding has been allocated by the Scottish Government National Transition Training Fund to support training activity within the sector.
• A sub-group of the Tourism Skills Group is working on developing a programme of content for the programme. Proposed content includes:
 − Building on the successful On-Line Tourism and Hospitality Talent Development Programme (Management, Leadership and Supervisory training) delivered from January to May 2021.
 − Developing an industry wide induction programme and training portal.
 − Developing an industry alumni programme
 − An annual series of masterclasses
 − A campaign to promote the sector as a career of choice.
 − A programme of industry specific digital training.
 − Language and cultural awareness training.
 − A chef training programme
 − Mental health and wellbeing support.

• SDS working with Scottish Government to agree procurement process for the programme. |
| 2.3.7 | Leadership Development to Boost Product Innovation | • A programme of leadership skills development for Scotland's tourism industry is delivered which recognises the importance of leadership in helping the sector recover from Covid-19.
• Working with the industry leaders, including previous programme alumni, an Innovation Recovery Fund to support recovery is delivered. | Enterprise Agencies & Partners | • The leadership programme will run until March 2022 and comprise of a mix of opportunities for leaders throughout Scotland including short (3-day introduction) and longer (4-5 month) courses focussed on Destination Leadership Skills. Short courses will be available from August onwards. Longer courses from September.
• Leaders are invited to apply from community tourism; city tourism; rural tourism and sub-sectors.
• Details of all programmes will be available shortly on www.findbusinesssupport.gov.scot
• All delivery will be online and free to Scottish learners – increasing reach and flexibility
• The tender process is underway to appoint delivery partners for all elements of training programmes |

				• Communications to all eligible tourism alumni were issued 5 July inviting expressions of interest in the Tourism Leadership & Recovery Fund which will make one round of awards for projects to be delivered by Spring 2022. • Tourism Leadership & Recovery Fund awards will be made to projects which can make a clear case of the development and delivery of projects, products or services which support post-Covid19 recovery in line with Scotland Outlook 2030 aims and include at least one tourism leadership alumni in the project team. • Awards will be from £10k-£100k. Funding of up to 100% is possible depending on eligible costs
2.3.8	A Net Zero Pathway for Scotland's Tourism Industry.	• A plan which delivers a Net Zero Pathway for Scottish tourism which will 1. Build evidence and partnerships 2. Prioritise investment on low carbon recovery and renewal 3. Drive innovation for environmental, economic and social benefits	Enterprise Agencies & Partners	• The programme will respond to industry and government aims for a green recovery. • A programme of industry engagement and awareness, enterprise support and research (including the first carbon baseline for Scottish tourism) has now been agreed with Scottish Government • Phase I will include targeted investment into destinations and communities; targeted support -including grants - and advice to businesses in partnership with experts in supporting businesses to reduce carbon; piloting of approaches to help destinations and businesses create and manage their net zero plans. • A limited number of pilots will deliver examples of net zero tourism investments in key visitor infrastructure and assets. • Delivery of Phase I will begin in early summer.

2.3.9	Scottish Tourism Observatory.	• A resource for Scotland's tourism industry which will make necessary, relevant and valuable data, analysis and insight easily accessible, and will exploit data developments and innovations to expand our knowledge further.	VisitScotland & Partners	• Project is in its discovery phase which includes user research and a review of technical solutions. • Recruitment of Project Manager is complete • User research underway
2.3.10	Investment Models to Support Scottish Tourism Recovery.	• Options for viable new investment models which will support both recovery and Scotland Outlook 2030 ambitions.	Scottish Enterprise & Partners	• Initial research, scoping and consultation has taken place to confirm the current and expected future investment related challenges for the sector in building future recovery. • This will be supplemented through additional independent, commissioned due diligence which will provide the basis for the identification and development of possible future investment options in support of recovery.

3	**REBUILDING OUR DIVERSE BUSINESSES**			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
3.1	All relevant delivery partners to facilitate rapid and effective access to Covid-19 financial support packages.	Fair and timely delivery of financial support packages.	Enterprise Agencies, BG, VS, LAs	The majority of funds being administered by Local Authorities, the Enterprise Agencies and VisitScotland are now complete. Details of financial support packages can be found at https://findbusinesssupport.gov.scot/ Remaining live support funds for the Tourism sector are outlined below.
3.1.1	£120m Local Authority Discretionary grants.	A £120 million fund being distributed by local authorities to help with the short-term financial challenges being experienced by businesses. For businesses who have not been eligible for previous business support grants.	Local Authorities	A significant number of Local Authorities have now closed this fund. Information about the fund and if it is still open for applications can be found on individual LA websites. A summary of the assistance provided through this fund, to date, is currently being collated. https://findbusinesssupport.gov.scot/service/funding/local-authority-discretionary-fund
3.1.2	Deliver Scottish Government funding package, announced in December 2020, to help businesses in the tourism, hospitality and events sector to survive the impacts of the coronavirus (COVID-19) pandemic	Grant support delivered by VisitScotland with input from the tourism industry and sector groups to ensure that the right support goes to the right people.	VisitScotland	VisitScotland have delivered 14 funds as part of phase 1 recovery on behalf of Scottish Government. https://www.visitscotland.org/supporting-your-business/funding https://www.visitscotland.org/events/funding Phase 2 Coach fund now closed. Phase 2 Marine & Outdoor being scoped. **Closed Funds** The Destination Sector Fund awards are published here: Operational & Market Readiness Fund - COVID-19	VisitScotland.org with all other funds being published in the coming weeks.

				Closed Funds The Destination Sector Fund awards are published here: Operational & Market Readiness Fund - COVID-19 | VisitScotland.org with all other funds being published in the coming weeks.
3.2	Provide tailored business advice to help industry adapt to new Covid regulations, market conditions, visitor mix and expectations.	Businesses understand the implications of COVID and are responding by adapting and innovating to survive and thrive in this new environment.	VS / Local Authorities	Advice and business development content revised and updated ongoing on visitscotland.org. Tailored webinars delivered for DMO/regional and sectoral groups. Ongoing engagement with businesses through Covid continues to inform the content which includes - digital skills, managing seasonality, responsible tourism development, changes in distribution channels, targeting and new product development for new and returning segments. Local Authorities supporting businesses directly through Economic Development, Environmental Health, Licencing and Planning Teams
3.3	Provide digital Marketing support to sector groups and DMOs.	Sector groups and DMOs are able to maximise their online presence.	VS / Business Gateway	VisitScotland will provide a digital review for any industry group on request. Regional Directors co-ordinating requirements with the marketing teams. Reviews can include a website audit to include UX & SEO to make performance recommendations; Social Media performance review and strategy/action plan development. Over the last year a number of these have been undertaken for WildScotland; Sail Scotland; Go Rural; ASSC & a number of DMOs. Note: The Destination and Sectors Marketing Recovery Fund is open to applications from 1st June.
3.4	Improve Digital capability and capacity. Further £1.5m committed to Business Gateway Digital Boost programme in this financial year (2021-22).	Businesses are able to take advantage of technology to help improve their productivity, increase their resilience and create new market opportunities.	Business Gateway / VS	A second wave of the new VisitScotland and Digital Boost partnership programme of digital support for Scottish tourism businesses launched June through August 2021, comprising 8 webinar training sessions mirroring wave one content and including a new session tailored for the visitor experience sector and to be timed to launch in support of the VS 'Days Out' scheme targeted to launch in September. The first webinar of the series will be the popular VS 'Digital Fundamentals for Tourism Businesses'.

				Representatives of over 1,000 businesses participated in the first wave of the VS: Digital Boost programme up to April 2021. **DigitalBoost Development Fund** COSLA's Business Gateway National Unit are in discussion with SG on delivering the 100 days commitment to re-open the DigitalBoost Development Fund with a commitment of £25m.
3.5	Provide insights and resources to support businesses to innovate and rebuild tourism based on a more responsible future. • Signpost existing business support for Innovation / NPD. • Continue to support existing programmes. • Identify gaps in provision and create a new, market ready programmes if required. • Celebrate and share case studies and best practice which demonstrates how business, workforce or product innovation has helped tourism recovery.	Businesses are inspired to rethink business models and create responsible tourism products which will enable businesses to take advantage of emerging opportunities as consumer behaviours changes as a result of the Coronavirus pandemic. N.B. similarities to the Destination Leadership Programme or the Tourism NI Cluster Project which could build on the benefits of lockdown. Responsible Tourism is embedded in our planning for future activity. Scotland is positioned as a responsible tourism destination for the 21st Century.	All		Insights and good news case studies from the tourism sector available from Interface. VS working ongoing to identify and share a strong portfolio of responsible tourism businesses as best practice examples. Travel intermediaries encouraged to support Scotland's profile as a responsible tourism destination through provision of responsible tourism itineraries on VS' travel trade website and inclusion of dedicated seminar on Responsible Tourism during the Scotland Reconnect 2021 travel trade event.

4	PROTECTING & SUPPORTING OUR PASSIONATE PEOPLE			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
4.1	Signposting workforce to wellbeing support, redundancy support and careers information, advice and guidance. Work with partners, local authorities and stakeholders to ensure employees are supported by industry employers to access support package including employee retention, self-employment, universal credit, and redundancy and well-being support.	Ensuring employees are given the best possible support from the various funding sources and information and guidance support open to them Redundancy support service for individuals focusing on financial support, wellbeing support and careers and employability provision. Expanded Careers information Advice and Guidance service launched by SDS along with and expanded PACE redundancy service for individuals. TV Adverts commenced to promote these services. On-line free learning portal established by SDS on the MWOW website to support furloughed workers and others to up-skill.	SDS Lead	SDS Careers Information Advice and Guidance services are aimed at adults and young people whose education, job or future choices have been affected by COVID and directs them to the My WORLD of Work Helpline or free helpline for support. https://www.myworldofwork.co.uk/ The SDS On-line Free learning Portal helps individuals who have been furloughed or made redundant to find free on-line courses from a wide range of training providers. Find free online courses	My World of Work. HIT Scotland launched the HIT@Home app which gives those furloughed or made redundant an opportunity to continue to be engaged with the industry. The App has a number of sections including Learning at Home, Wellness, Inspiration and Work at home as well as a support section. Springboard Digital Hospitality Academy launched offering tailored support to help people find a job now and in the future. Springboard Future Chef Digital Academy developed and provided free to all schools in Scotland. Link below: Home - The Springboard Charity & Springboard UK Individual Training Accounts (ITAs) delivered by SDS. These provide individuals with up to £200 towards the cost of a training course. Applicants need to be unemployed or earning less than £22K per year. SDS Individual Training Accounts (ITA)	My World of Work
4.2	Provide support to tourism and hospitality sector workers who have found themselves displaced as a result of the COVID-19.	Free-to-use jobs portal providing access to alternative employment opportunities in other sectors of the economy targeted at tourism and hospitality employees who have been made redundant / who are looking for work.	STA /SDS	The HospitalityUnite website, initially set up to help hospitality workers find alternative employment during lockdown, has now switched focus to support the Government's Kickstart initiative for young people. It will provide a free online service to make it easy for both hospitality businesses and those 16-24 year-olds

wanting to start a career in the restaurant, pub, hotel, bar and wider leisure sector to take advantage of the new Government funded scheme.
https://harri.com/kickstart-hospitality-unite/

Up-scaled PACE services promoted to employers through a range of channels using the PACE toolkit.https://www.skillsdevelopmentscotland.co.uk/what-we-do/employability-skills/partnership-action-for-continuing-employment-pace/ In April 2020 – June 2021, PACE assisted 6033 hospitality sector workers made redundant and worked with 181 hospitality employers.

People 1st International are operating a redeployment service to link redundant people from industry into health, social care and logistics. A new bespoke website has been launched
https://redeployment.people1st.co.uk/

Springboard have launched the Careerscope Website to support individuals who have lost their jobs find alternative employment and support people into work within the sector.
https://careerscope.uk.net/

Local Authorities continuing to provide a range of services to local businesses and individuals to help safeguard jobs and enable people to gain continuous employment. Services are customised to individual needs and those facing redundancy and/or newly unemployed who require additional support who can access a range of support services and will be appointed a named advisor to help navigate through the range of practical assistance available. Employers can also access a wide range of assistance examples include help with recruitment, job matching, employment incentives etc

For further information regarding Employment Recruitment incentives and other types of support available for employers please contact your local partnership lead Partnerships Lead Contact Details | Employability in Scotland

| 4.3 | Support the implementation of actions following from the report by the Enterprise and Skills Strategic Board sub-group on measures to mitigate the Labour Market impacts by COVID-19. This sub-group has worked closely with the Advisory Group on Economic Recovery and has put forward a range of ideas for how best to accelerate the recovery. A key part will be to ensure the enterprise and skills system works together with business in delivering a truly integrated package of support considering the challenges the Scottish economy faces. | Recommendations from the report include:
• expansion of apprentice provision, including more off-the-job training,
• maximising the flexibility of colleges and universities with a focus on critical skills required in growth areas of the economy,
• development of PACE redundancy support with more front-line advisers and tailored support for businesses of all sizes,
• short placement schemes to give work experience to under-25s who have been out of work for six months
assistance to upskill or reskill staff and more integrated support for businesses | SDS, SE, HIE, SG | Report published on 3rd July. https://www.gov.scot/publications/report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/

SG response to the Enterprise and Skills Strategic Board sub-group on measures to mitigate the labour market impacts was published on 5th August. https://www.gov.scot/publications/addressing-labour-market-emergency-scottish-governments-response-report-enterprise-skills-strategic-board-sub-group-measures-mitigate-labour-market-impacts-covid-19/

SDS working with Scottish government to develop programmes of support based on the recommendations of the Enterprise and Skills Strategic Board report and the recommendations of the Advisory Group on Economic Recovery.

The Young Person's Guarantee provides the opportunity of a job, placement, training or volunteering for every 16 – 24 year old in Scotland. For employers it provides an opportunity to get support to build the future workforce. https://www.myworldofwork.co.uk/youngpersonsguarantee

The Flexible Workforce Development Fund has been extended in the following areas:
• The fund is now available to both Apprenticeship Levy paying companies and SMEs
• £5mill fund will be available to support SMEs through a college or Open University
• A new option is available for levy paying businesses who require specialist training to use private training providers (application through SDS).
Information on how to apply available at https://www.ourskillsforce.co.uk/develop-your-workforce/flexible-workforce-development-fund/ |

| | | | | SDS developed an Apprentice Transition Plan programme to enable displaced apprentices to complete their training. Includes a focus on hospitality apprentices. [Apprenticeships | Apprentice Transition Plan](#)

SDS Adopt an Apprentice programme expanded to increase incentive for employers to take in an apprentice who has been made redundant. Employers will now receive an incentive of £5,000. Info available at https://www.apprenticeships.scot/for-employers/adopt-an-apprentice/

The Kickstart Scheme provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. Employers of all sizes can apply for funding which covers:
• 100% of the National Minimum Wage (or the National Living Wage depending on the age of the participant) for 25 hours per week for a total of 6 months
• associated employer National Insurance contributions
• employer minimum automatic enrolment contributions
Employers can spread the start date of the job placements up until the end of December 2021.
[Kickstart Scheme - GOV.UK (www.gov.uk)](https://www.gov.uk) |
| **4.4** | Implement a Leadership & Management programme supported by industry that is designed to retain and develop top talent. | Protect the tourism & hospitality workforce so that we can recover from the significant impact that the Covid-19 pandemic has had across the Tourism sector. Training will be closely aligned to the aims and objectives outlined within Outlook Scotland-2030. | SDS, STA, HIT Scotland | The Tourism and Hospitality Talent Development Programme has been delivered for 2000 staff working within the sector. This on-line training programme supported by Scottish Government and delivered by HIT Scotland delivers a 10 week modular course covering supervisory, management and leadership skills up to the end of April 2021. For more information visit the following link: https://hitscotland.co.uk/talent-development-programme

Work currently being undertaken by the Tourism Skills Group working with Skills Development Scotland and Scottish Government to develop a Skills programme of support for the sector in 2021/22 which will include a Phase 2 of the Tourism and hospitality Talent Development Programme |

| 4.5 | Identify short term actions to address the immediate recruitment crisis being experienced across the sector. | Develop mitigating actions to support recruitment within the sector to fill gaps in the workforce. These could include:
• Campaign to promote opportunities within the sector delivered through a public/private partnership
• Increased promotion to the sector of the Young Person's Guarantee and Kickstart Scheme to employers
• Signposting businesses to and promoting the use of existing business support platforms including Springboard's CareerScope platforms, the SDS OurSkillsforce website and FindBusinessSupport.com | Scottish Govt | • #Hospitality Scotland campaign ran from 7th June – 18th June promoting vacancies within the sector to Jobcentre plus customers and raising awareness of opportunities within the sector amongst work coaches and careers advisers.
• In partnership with Scottish Government, the Scottish Tourism Alliance has launched a brand new campaign to address the current staffing crisis within Scotland's tourism industry.

The aim of the campaign is twofold:
- To support business in recruiting talent for the diverse range of positions which are currently available.
- To inspire young people to play an important role in the recovery of Scotland's valuable tourism and hospitality industry, by choosing a job within the sector.

The initiative, funded by the Scottish Government and supported by a range of organisations and charities, highlights the exciting and varied opportunities which hospitality offers. This new campaign will show young people just how exciting and varied these opportunities are, to help businesses like yours secure the staff you need, now that the sector has reopened.

The campaign also showcases the unique benefits of working within Scotland's tourism and hospitality sector, namely that careers in tourism give young people unrivalled scope to meet people, travel and that no two days are ever the same.

The campaign will run from July 5 to August 15 and is supported by the Scottish Tourism Alliance, Skills Development Scotland, Springboard, HIT Scotland, VisitScotland, Scottish Enterprise, Highlands and Islands Enterprise and South of Scotland Enterprise. |

				- The Young Person's Guarantee offers the opportunity of a job, placement, training or volunteering for every 16-24 year old in Scotland. The Young Person's Guarantee | My World of Work - The Kickstart scheme provides funding for employers to create jobs for 16 – 24 year olds on Universal Credit Kickstart Scheme - GOV.UK (www.gov.uk) 'Springboard to 2022' is a UK wide programme with the aim of getting 10,000 young people into work and training and ready for work by 2022 Springboard to 2022 - The Springboard Charity & Springboard UK. Springboard also host the CareerScope website which has careers info, info on training, support and a job search section Home - CareerScope - Hospitality | Leisure | Tourism Springboard are also working with a PR agency (Formula Media) to work on geo-campaigns. - Foundation Apprenticeships in Hospitality are now available for pupils in schools across Scotland to help raise awareness amongst young people of opportunities in the sector and support them into work within the sector. Info on Foundation Apprenticeships available here: Apprenticeships | Foundation Apprenticeships

5	RESTORING OUR THRIVING PLACES			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
5.1	Community & destination consultation & inclusion	Enhanced awareness of community concerns around reopening and recovery to ensure plans take account of potential local pressure points.	VS	Community & destination engagement is taking place via community groups and community leaders, LA's, DMO's and other local associations with processes in place for tracking/recording community sentiment and local input to marketing activity. This will continue throughout the spring and summer also supporting the work of the National Visitor Management steering group. Round four of the Rural Tourism Infrastructure is now open for Expressions of Interest. Rural Development Fund - Funding	VisitScotland.org Projects from all previous rounds continue to reach completion.
5.2	Visitor Management Strategy & Action Plan.	To develop a Scotland-wide strategic and coordinated approach to Visitor Management fit for the 2030 vision. National partnership established to address visitor management challenges & opportunities, focusing initially on spring 2021 and including the longer term action needed to ensure sustainable visitor provision, management and behaviour.	VS & Partners	Strategy https://www.visitscotland.org/about-us/what-we-do/working-in-partnership/visitor-management-plan Action plan https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/about-us/what-we-do/visitor-management-strategy-action-log.pdf
5.3	On arrival support to visitors by reopened iCentres to give out information and safety advice as appropriate	Giving visitors and communities a sense of security while maximising local benefit. Timing aligned to Government advice & visitor demand	VS	All 26 iCentres are currently operational, working in line with SG guidance and protocols. The iCentres support the responsible tourism campaign and will also support SG's Road Safety Campaign over the summer months. Opening information continues to be gathered from businesses and is shared throughout the Network and also with industry and stakeholders. Our non F2F work continues through our phone and email enquiries service and also our Messenger platform which has seen approx. 13,000 enquiries since 01 April 2021.

| 5.4 | Work closely with city partners and industry to help deliver a local response to COVID-19 including support for tourism businesses to re-open safely. | Implementation of local business response plans and associated activities to maximise business re-opening. | SE, VS and City Partners | Work continues across a number of Scottish Cities to address the recovery from COVID-19.

Edinburgh
Delivery of the Edinburgh Resilience, Reboot and Recovery (RRR) Plan continues, with Phase 2 of the Forever Edinburgh marketing campaign going live on 22 April and a programme of business support briefings and workshops scheduled for May – September. There are doubts over further, longer term activity due to SE staff resource being cut as of end September. Some uplift in business as restrictions ease, but significant concerns around the volume and value of visitors over the summer months given the ongoing constraints on international travel, major events, festivals & business tourism

Glasgow
The City Tourism Recovery Plan is in place. The Glasgow Tourism Events Group feeds key challenges and issues across all sectors of tourism and hospitality, including retail and transport, into a City Centre Taskforce led by GCC and Glasgow Tourism Partnership (chaired by Peter Lederer) which feeds into STERG. Experience Glasgow Ltd, supported by SE, continues to work with over 100 businesses and recently received Scotland Food and Drink funding as a regional food group for the City. #LoveGlasgow restart campaign was launched on 26 April. Businesses in Glasgow welcomed support by STA and UK Hospitality to have a conversation with the FM following being kept in Level 3 at 17th May resulting in significant cost and waste implications.

Dundee
Dundee continues to review its Tourism Recovery Plan and associated action plan. Input is also ongoing to the STA/STERG City Recovery Planning and the City Centre Taskforce.

VS continues to collaborate with each city in relation to recovery marketing activity B2C and B2B; business tourism; event development and aligned industry support. |

5.5	In collaboration with Scotland's 4 largest cities, raise awareness of the impact of COVID-19 on the cities with Scottish Government Ministers and Officials. Identify the need for a city specific recovery response in the five year recovery plan.	• A narrative which articulates why cities are different, the scale of the challenge they are facing and why therefore a specific survival and recovery response is needed. • A set of recovery proposals, specific to the recovery of the tourism sector within our Cities, submitted for consideration in the five year recovery planning process.	STA, SE, HIE, VS	Working group established in Feb-21 with representatives of Scotland's 4 largest cities, Aberdeen, Dundee, Edinburgh and Glasgow. Collaborative paper submitted to Scottish Government Ministers on 12th March reinforcing the impact of COVID-19 on Scotland's large cities. (This paper accompanied the submission of the STERG paper which outlined the 10 priority recovery proposals.) Working group submitted city specific recovery proposals into the Phase 2 recovery planning process at the beginning of May. Group will continue to meet every six weeks.
5.6	HIE to invest £3m over the next three years in tourism destination management organisations (DMOs) as part of their support for the sector's recovery	To ensure strategically important DMOs are sufficiently resourced to play a vital role in the recovery of tourism across the Highlands and Islands.	HIE	All funding approvals are now in place with 10 strategic DMOs across the Highlands and Islands being supported. The funding is providing additional resource to increase capacity in the DMOs to collaborate and deliver local and regional action plans.
5.7	SOSE will invest up to £1.6m in years 1-3 to cover both core funding and strategic marketing support in the South of Scotland Destination Alliance and a further £1m in years 4-5 (subject to review) to fully implement their business plan.	Implementation of full business plan including: • Reset and recovery strategy • Leadership and capacity building • Industry engagement • Business readiness • Marketing Campaigns "Scotland Starts Here"	SoSE	The fund is being administered by SOSE's project monitoring team and future years funding will be determined on an annual basis with regard to a review of SSDA's performance and circumstances. Year one has been delivered and we are in the process of agreeing activity into year 2.
5.8	Local Authority Economic Recovery Plans to support business recovery at a local level.	Highlights work required to assist recovery at the local level – including work on infrastructure, support for businesses and marketing recovery initiatives.	Local Authorities	All local authorities have developed Economic Recovery plans for their areas which they are working to. In relation to Tourism these will be aligned to the STERG Action Plan.

6	REIMAGINING OUR MEMORABLE EXPERIENCES			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
6.1	Provide support and resource to Scotland's Events & Festivals.	Scotland's Event's & Festivals are able to re-start as and when it is safe to do so, providing visitors once again with unique and memorable experiences of Scotland.	VS-Events	An update on actions being undertaken are outlined below.
6.1.1	Establish Events Industry Advisory Group to provide ongoing representation of the events sector.	Provide clear communication leadership and communication across the events industry	VS-Events	**The Event Industry Advisory Group (EIAG)** The group has met 19 times since June 2020, with further meetings scheduled for July and August. The group includes 24 senior industry representatives from sport, culture and business events. Input from members and engagement with Scottish Government officials has been excellent, including: development of industry guidance, changes to the Strategic Framework Levels and additional financial support for the sector.
6.1.2	Review of existing events funding programmes in line with emerging priorities, focussing on smaller domestic and regional events which will likely restart first.	Provide tailored and scale-able events support, consistently through to the end of 2021	VS - Events	EventScotland developed an interim recovery events funding programme, Scotland's Events Recovery Fund which was launched in October 2020.

To date the fund has been incredibly busy, £2.25m has been awarded to nearly 200 events.

The fund is not currently open for new applications and the team are currently continuing to plan for re-opening the fund and extending into 2022. |
| **6.1.3** | Contact all funded and supported events to provide advice and guidance on implications of COVID-19, including continuation of funding for all contracted and planned events. | Reassurance to events sector, and continuity of contracted financial support. | VS - Events | Ongoing discussions with all supported events as well as wider communications to the sector with advice and support. |

6.1.4	Themed Year opportunities reviewed and reshaped to support recovery and maximise engagement potential	Ensure the strong partnership work and investment is not lost and plays its part in recovery. Facilitation of effective platform for collaboration across events and tourism sectors.	VS/ES/ SG	YCW2020 has been rolled into 2021 and events are being planned in the new context to be delivered within current and evolving restrictions across the remainder of the year. The strategic plan for Scotland's Year of Stories has been signed off by Scottish Government and the Open Events Fund was opened on 18 June. The deadline for applications is 12 August.
6.2	Scottish Enterprise Travel Tech for Scotland initiative encourages and supports Scottish tech companies to innovate and diversify, developing new products, services and processes of benefit to tourism companies and connects tourism businesses with Scotland's tech expertise in order to address business challenges	Increased tourism sector resilience, competitiveness and performance through the adoption of TravelTech. The development of one of Europe's strongest Travel Tech clusters which enables the Scottish sustainable tourism industry to recover post Covid and achieve the ambitions of Outlook 2030. Increased Travel Tech growth – jobs and investment and increased digital and data driven innovation within Scotland's tourism industry	SE Lead with Travel Tech for Scotland & ALL partners	TravelTech for Scotland continue to work to build a strong community of tourism-appropriate technology. Recent activity has included: • Delivery of a number of online events • Increasing company presence on the Traveltech Directory • Governance agreed and Members invited to Strategic Board • Online Course Outline approved and content developed with CodeClan • Launch of Tech Nation Report 2021 - referencing Traveltech for Scotland – featured in the Future Sectors section of the 2021 TechNation report, an internationally influential publication charting the successes of UK tech. • Jointly founded the World Travel Tech Forum alongside representatives from Israel, Catalonia, Brazil, South Africa, Paris and Lisbon to gather international insights which will be passed on to SMEs • Working with Scottish Traveltech companies Stampede and Pour supported the launch of the "Prep Starts Now" campaign to help tourism and hospitality businesses to utilise technology so that they can re-open with confidence More information on recent TTfS activity can be found on the project blog: https://medium.com/traveltech-for-scotland/latest Further information on support available can be found at TravelTech for Scotland

7	INDUSTRY INTELLIGENCE			
	Action	Anticipated Outcome	Action Owner	Status
7.1	Data gathering from industry and trade bodies to capture real time impacts and identify support required.	Provides a timely understanding of the challenges and concerns being faced by industry which enables a rapid and coordinated response to be delivered. Builds an evidence base to inform the Scottish Government and UK Government on the wider impact on industry.	STA	STA issue log updated regularly and circulated to STERG on a weekly basis. Regular STA Council meetings and Forums have taken place with Scottish Government officials and the Cabinet Secretary since the end of March 2020 to March 2021. Scottish Government officials and Ministers will continue to attend meeting moving forward.
7.2	Skills impact assessment by sector and occupations.	Identification of at-risk sectors and regions to generate a simple forecast, and a picture of emerging sectoral job opportunities.	SDS	Keep Scotland Working Labour Market Insights document produced by SDS. Presentation delivered to partners and industry stakeholders. Labour Market Insights published on-line monthly https://www.skillsdevelopmentscotland.co.uk/what-we-do/skills-planning/covid-19-labour-market-insights/ Labour Market Insights published on the SDS website. June 2021 Report now available.
7.3	STERG COVID-19 industry impact survey.	Coordinated and joined up intelligence to inform strategic planning.	VS	Findings from the last STERG, COVID-19 Industry impact survey, were published on 18th December. https://www.visitscotland.org/news/2020/sterg-survey-results The research aimed to track the ongoing impact of COVID-19 on the Scottish tourism industry and provide STERG with insightful information about current and future industry support needs. An industry webinar was held on the 27th January to share the findings. https://www.visitscotland.org/news/2021/sterg-webinar-survey-results

8	COMMUNICATIONS			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
8.1	STERG partners to provide industry with appropriate signposting, information and intelligence on emerging issues and priorities based on data and ongoing assessment of need.	Informing the tourism industry with up to date information and signposting to the resources available.	All	VS weekly enewsletter and website support. https://www.visitscotland.org/supporting-your-business/advice/coronavirus Regular STA COVID-19 Updates providing reliable information to industry. https://scottishtourismalliance.co.uk/coronavirus/ Local Authority weekly & monthly comm's to business sector through business facing services, economic development, environmental health, licencing etc. Business Gateway communications to businesses is ongoing. Website continues to signpost Coronavirus support. https://www.bgateway.com/coronavirus-business-support-across-scotland

9	DATA, RESEARCH & GLOBAL TRAVEL MARKET INTELLIGENCE			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
9.1	Collating market intelligence from the marketplace. Gathered from global intermediaries, OTAs, market specialists, media specialists, social listening data and other NTOs/international tourism bodies.	Awareness of the wider context; what's happening in tourism globally. Sharing of best practice examples.	VS	Intel updates published on vs.org, with supporting e-update issued fortnightly. • Covid-19 recovery marketing activity • Latest COVID-19 insights https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update • Impact of COVID-19 on UK and Ireland tourism • Impact of COVID-19 on international tourism • Owned channels monthly insights New Tourisms Future paper published
9.2	Establish UK market sentiment & propensity holiday tracker.	Will track sentiment & propensity over time to provide audience targeting information.	VS	Weekly tracking data for period to 19 Feb. A third phase commenced in March, consisting of 13 additional fortnightly waves extending the tracker through to August 2021 https://www.visitscotland.org/research-insights/coronavirus-insights/uk-market#update COVID-19 Consumer Sentiment Tracker	VisitBritain
9.3	Establish International sentiment & propensity holiday tracker.	As above.	VS	New International Market tracker procured to start in November 2020, will provide sentiment and propensity for 13 key markets. First findings have been published, next wave will be undertaken in March. International sentiment tracking results – 1st wave https://www.visitbritain.org/inbound-covid-19-sentiment-tracker?utm_source=vbve_enews_03_02_2021&utm_medium=email&utm_campaign=vbve_03_02_2021 https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/international_covid-19_sentiment_research_-_wave_1_2021.pdf

9.4	Collaboration with OTAs and similar to spot points of traction on destination search and booking activity – to identify return phase.	Provide guidance for timing and nature of activity.	VS	Regular insights being received from TA, BC, Expedia, Google Shared via visitscotland.org and industry webinars. Content partnerships in place with a number of OTA's/Travel websites plus media buys included as part of recovery efforts Ongoing Current data is showing very short lead times to booking. January insights show that search intent has increased domestically in the last couple of weeks for the summer 2021.
9.5	Ongoing economic analysis to understand the impact of the COVID-19 crisis across the geography of Scotland and across the sub sectors of the tourism industry.	Identify types of support required and the prioritisation of support, resources and funding to support recovery.	Local Authorities	25 out of the 32 local authorities will receive their 2020 STEAM reports imminently – this is the only economic report which drills down to the local level. Key indicators reported on include Economic Impact, Direct Expenditure, Visitor Numbers and Days and Total Employment and will be used to feed into LA and Regional recovery plans. Discussion ongoing around production of an overall Scottish report.
9.6	Develop a CGE modelling framework project to isolate the economic effects of COVID-19 that are ultimately solely attributable to its impact on tourism (including through policy responses). This project will help STERG and policy makers at national and sub-national level in Scotland to fully understand the implications and magnitude of the various STERG scenarios for Scottish tourism. This will ensure the current quantitative knowledge gap is filled and appropriate policy responses are effective in supporting economic recovery.	Develop quantitative scenarios for the recovery of the tourism industry in Scotland, helping to inform discussions about the future of this critical sector in the aftermath of the Covid-19 pandemic.	VS / Fraser of Allander	In Progress as of March 2021. The work is funded by the ESRC under grant reference ES/W001195/1 The sectoral economic impacts of COVID-19 on the tourism economy: a regional analysis focussed on Scotland | Fraser of Allander Institute https://fraserofallander.org/new-project-examines-the-effect-of-covid-19-on-the-tourism-industry-in-scotland/

10	MARKETING RECOVERY			
	Action	**Anticipated Outcome**	**Action Owner**	**Status**
10.1	Strategic response – develop an overarching phased recovery strategy taking into account market data, visitor insight, legal & regulatory factors including travel	Maintain brand profile - keep Scotland top of mind in all key markets Readiness to execute response driven activity where market conditions support a travel/book now message	VS	Recovery marketing strategy developed to include market, channel, creative and partnership considerations with an investment model aligned to scale of opportunity across B2c and B2B activities. Responsible Tourism Campaign running in Scotland March – end June. STV selected to work on summer programming to shine a spot light on visitor management and behaviour change to raise awareness of how to enjoy the outdoors responsibly Summer domestic campaign launched on 30 June promoting 5 different themes across a range of media, targeting families & couples across a wide age range. Themes include, family holidays, short stays, city breaks, days out and holidays to escape, reconnect and re-charge. International campaigns delivered in Europe & North America during March to keep Scotland top of mind. Planning is now underway in relation to additional SG funds with aim to be in multiple markets from end August–end March 2021. General – businesses being asked to update vs.com entries for re-start to reflect open status; membership of Good to Go & Safe Travels

10.2	Develop a digital marketplace platform to connect tourism businesses with travel intermediaries from the UK and around the globe. Provide industry with trade-ready programmes and connect with relevant buyers	Drive 2021 international bookings and develop new Scotland product in market 2022 onward.	VS	Replacing VisitScotland's annual travel trade event, VisitScotland Expo, a Covid-time digital replacement Scotland Reconnect took place in November 2020 and again with Scotland Reconnect 2021 27-29. April. Targets set for buyers were exceeded, with some 374 buyers from across 26 markets - USA, Canada, France, Germany, Netherlands, Australia and as far as Brazil registered to take part. 299 Scottish suppliers participated from across Scotland's accommodation, attractions, food & drink suppliers, activities and regional DMOs sectors. In the face of ongoing restrictions on international travel, the event was designed to give the industry a positive focus on planning for sales beyond lockdown and for 2022 contracting. Planning is underway for 2022 B2B Events
10.3	Business Event Recovery Fund (BERF) aka Business Events Policy Driven Model Bid Fund request of £2m p/a for next 5 years	To secure international business events for 2022 onwards aligned to Scotland's National Performance Framework, Programme for Government & UN Sustainable Development Goals A formal initiative to drive Scotland's recovery using business event as policy platforms	VS – Business Events	Likely early presentation on the Policy Driven Model to new Minister /Cab Sec
10.4	Business Events Marketing Campaign – Journey To Change	First out to global market with a new proposition for Business Events as transformational catalysts for economic and social progress, not only economic impact into the Visitor Economy. Focusing on Scotland's key sectors and themes of climate, renewables, wellbeing, data & digital the campaign showcases how Scotland is leading the way to inspire future conferences & business events to be held in Scotland.	VS – Business Events	Campaign launched on March 22nd 2021 to an online global audience of 400. Continues to build momentum within Scotland and in our international markets. Key messages have focused on business events as spotlights on Scottish social and economic innovations that contribute to solving world issues and therefore portray Scotland as a good global citizen. • 4,000 views of the Journey to Change hero film (https://www.youtube.com/watch?v=e0lqg2DQjNI) • 9,000 impressions & 300 engagements on twitter (organic, no paid promotion) For key messages, highlights and the video check out Journey to change | Business Events Scotland (visitscotland.com)

| 10.5 | Business Events Recovery Markets and Platforms for Industry – groundwork and planning to enable VS and strategic Business events partner venues and hotels to exhibit at The Meetings Show (London, September), IMEX America (Las Vegas, November), IBTM World (Barcelona, November), IMEX Frankfurt (May 2022) | A strong, visible and unequivocal Scotland presence at the first trade shows and f2f gatherings of the global MICE community of buyers and clients since 2019, starting with London in September.

Capture and conversion of future pipeline business for 2022 onwards from short-haul UK and Euro markets (TMS & IBTM) for immediate recovery, and North American business (IMEX America) for 2023 onwards, per the usual lead time. Maintenance and reintroduction of long-standing relationships in person.

Roll-out of Journey to Change campaign to a IRL audience at these shows. | VS- Business Events | Negotiations are underway with trade show owners to secure bespoke, flexible contracts for all cancellation scenarios (3 months, 1 month, 1 week) or restrictions for Scottish exhibitors in the same timeframes. This will protect the investment of VS and partners who sign-up, of which there are already 12 for IMEX America.

Formal recruitment to commence in early June. |