

Tourism Scotland 2020 Strategy Group Meeting

NOTE OF MEETING

Tuesday 25 February 2014

Bruntsfield Hotel, Edinburgh

Present:

- Rebecca Brooks, Abbey Tours (Scotland)
- Ann Camus, Fife Council / SLAED
- Gordon Dewar, Edinburgh Airport
- Paul Easto, Wilderness Scotland
- Riddell Graham, VisitScotland
- Marina Huggett, Tourism Excellence Consultancy
- Russell Imrie, Queensferry Hotels
- Linda McPherson, Scottish Enterprise
- Judy Rae, Glasgow Science Centre
- Alan Rankin, Cairngorms Business Partnership (AR)
- Calum Ross, British Hospitality Association
- James Stuart, RYA Scotland
- Chris Taylor, Highlands & Islands Enterprise
- Richard Walsh, Tourism Unit, Scottish Government
- Ian Whitaker, CairnGorm Mountain

Apologies

- David Allfrey, The Royal Edinburgh Military Tattoo
- Stephen Duncan, Historic Scotland
- Stephen Leckie, Crieff Hydro Ltd
- James Withers, Scotland Food and Drink

In attendance

- Marc Crothall, Scottish Tourism Alliance (MC)
- Caroline Warburton, Scottish Tourism Alliance (CW)

1. Strategy Group: Update on Remit

Paper 1 relating to the function and composition of the group was presented which sought to clarify the role and structure of the group.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Approve revised name of the group: TS2020 Strategy Group	Y		
Approve group's relationship to Tourism Leadership Group	Y	Remove 'Tourism Leadership Group' from diagram. Move Tourism Industry box to top of diagram	CW CW
Agree that each member of the Strategy Group is assigned to an Asset	N	Group felt that Skills Audit of current group should be undertaken before this was decided	STA/CW
Agree individuals to represent each Asset	N	See above	

2. TS2020 Update

2.1: Measuring Progress: Key Performance Indicators

Paper 2 relating to monitoring the strategy was presented. The paper related to agreeing Headline KPIs, Growth Market KPIs and Asset Block KPIs.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Confirm that headline measures are appropriate in reflecting TS2020 Vision	Y		
Agree headline measures (< 6)	Y	Five KPIs agreed – see table 1 below.	
Approve inclusion of Growth Markets KPIs.	Y	All KPIs approved – see table 2 below.	
Agree that the approach of assigning KPIs to each Asset Block.	N	Need to review what each asset group is trying to achieve and then reflect this back to the KPIs.	CW
Decide whether measures proposed are appropriate for each Asset Block and collectively as a set of 24 KPIs.	N	See above.	
Agree to establish TS2020 Monitoring and Evaluation Working Group which reports to Strategy Group, with the remit of: <ol style="list-style-type: none"> Ensuring KPIs are finalised and data available Establishing baseline (2011) and appropriate targets (2020) for each KPI. Supporting CW in the development of the Monitoring and Evaluation process. 	Y	Agreed however formation will be delayed until further progress on Asset KPIs has been made.	CW

Table1: Agreed Headline KPIs

No.	Measure	Baseline Figure (2011)	Target	Comment
1.	Visitor Spend	£4.5bn	£5.5-£6.5bn	Using VisitScotland figures for overnight visitor spend
2.	Advocacy Score	+25	TBC	VisitScotland Insights Survey.. Comparable internationally.
3.	Visitor Average Spend	£358.56	TBC	Published VisitScotland GBUK and IPS (2011)
4.	Number of Tourism Jobs	185,100 jobs	TBC	Published Scottish Government - ABS (2011)
5.	Tourism Turnover	£6.2bn	TBC	Published Scottish Government - ABS (2011)

Table 2: Agreed Growth Market KPIs

No.	Measure	Baseline Figure (2011)	Target	Comment
1.	Home Turf Market Visitor Spend	£3,127m	£3,586m-£4238m	VisitScotland to calculate from GBUK & IPS (2011)
2.	Near Neighbours Market Visitor Spend	£731m	£875m-£1,035m	VisitScotland to calculate from GBUK & IPS (2011)
3.	Distant Cousins Market Visitor Spend	£414m	£505m-£598m	VisitScotland to calculate from GBUK & IPS (2011)
4.	Emerging Markets Market Visitor Spend	£33m	£70m-£83m	VisitScotland to calculate from GBUK & IPS (2011)

2.2: Project Selection & Delivery

A flow diagram was circulated to illustrate a possible mechanism for selecting projects. There was general approval of the decision making approach, although it was recognised that not every project linked to TS2020 should be brought under this process.

There was discussion about what constitutes a project, and which ones should be brought to the Strategy Group, as well as what criteria will be used to assess projects. These should relate to TS2020 KPIs. A decision will also be required as to how often projects are assessed. It was suggested that it should be a maximum of twice a year, although this was not formally agreed.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Approve general approach to project selection.	Y	Process agreed in principle, however further work required on criteria, together with a working example.	CW

2.3: TS2020 Strategy Update

Paper 4 was a digest of key TS2020 activities was circulated and comments on the content and format invited. All agreed that the format was very helpful and should continue to be developed.

Other comments included:

- The traffic light system which identified progress was considered helpful and those 'red' projects would be discussed at meetings.
- Additional information relating to who is delivering the projects, how it will be measured (relating to KPIs) and timescales needs to be added.
- Some activities were identified as missing from the spreadsheet. CW to ask for contributions prior to the next meeting.

Moving forwards, the group will need to consider whether the collective output of the activities is achieving the TS2020 vision. If not, where are the gaps?

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Confirm that format of TS2020 Activity Update is appropriate	Y	Content to be updated for next meeting. Format to be developed to include KPIs and partners where appropriate	CW/ALL CW

2.4: STA Sustainable Tourism Statement

STA's Sustainable Tourism Statement (Paper 5) was presented to the group for approval. The key objectives from the paper will be integrated into the TS2020 measurement system.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Approve STA Sustainable Tourism Statement	Y		

3. AOB

3.1: STW Signature Conference (& Leadership Report)

The Scottish Tourism Week Signature Conference Programme was discussed. A printed update on the activities of the TS2020 working groups will be available at the conference. Current numbers for Day 1 were 260 and Day 2 220. The group was asked to help promote the event.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Assist in promoting conference and identify key stakeholders not represented	Y	Current delegate list to be circulated All to identify gaps and chase contacts	MC ALL

3.2: Future Agenda Items

A structure for future Strategy Group meetings was proposed (Paper 7). The standing agenda item of Measuring Progress (update on KPIs) should be on the agenda as frequently as the data is available (not just once a year as proposed).

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Approve future meeting format	Y	Note (not Minute) of meeting to be circulated, highlighting decisions and actions.	CW

3.3: Strategy Group Meetings

Dates of 2014 and 2015 meetings were proposed (Paper 8) and approved.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
Confirm future meeting dates	Y		

3.4: Tourism Intelligence Scotland Update

MC provided a brief update on developments with Tourism Intelligence Scotland (TIS). Following a review of the project, the steering group composed of STA, VS, SE and HIE have agreed that, as the trusted source of information for tourism businesses, TIS will be the main information point on relevant tourism market intelligence and product development.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
No decisions asked			

3.5: State Aid

AR provided a brief update on recent State Aid workshops held by Scottish Government.

Decisions Asked of Group	Approved?	Comments / Actions	Who?
State Aid on Agenda at next meeting	Y		CW/AR

Date of Next Meeting

6th May 2014, Stirling, 10.30am – 1.30pm