

**Minutes STA Board Meeting
Wednesday 20 January 2016
*Old Town Jail, St John St, Stirling***

Present:

Stephen Leckie (SL), Rebecca Brooks (RB), Alison McRae (AM), Gordon Dewar (GD), James Withers (JW), David Lonsdale (DL)

Apologies

Martin Bennett (MB), Marina Huggett (MH), Calum Ross (CR), Henk Berits (HB)

In attendance

Marc Crothall (MC), Elaine Townsend – minute taker

1. Welcome / Apologies

Apologies were noted.

Matters Arising

A survey has been sent out from VisitScotland to collate views on the 'Themed Years'. Following a discussion it was decided the board would complete the survey as individuals, and also submit comments to Marc for him to produce a response paper on behalf of the STA for submission separately to Malcolm Roughead.

Action: MC to forward survey onto the board. Actioned post meeting.

Action: MC to produce a response paper.

2. STA Financials & Membership

Papers circulated prior to meeting.

2.1: YTD is on track vs budget. – Board acknowledged

2.2: The 6 + 3 year end forecast vs budget paper produced shows a conservative forecast. MC advised that although not reflected in the forecast the Business Development Manager has been given a target of £10K in new membership revenue by 31 March 2016, and a further £10K for quarter ending 30 June 2016 which would drop to the bottom line

2.3: Microsoft has recently joined as a Platinum Patron and Iomart will follow with a contribution of cash and IT support. Conversations with others, including John Lewis, Prudential, Stevenson's Insurance Brokers, Laings & Slaters are ongoing. MC also thanked AM for the intro to Stewart Regan CEO SFA and asked for more of the same from others.

Action ongoing: Board to forward any potential membership or Patron / sponsorship leads to MC

Membership fees have been revised and the new fees will be effective from 1 April 2016 for renew. A letter will be going out to all members advising of the change this week (2 months prior notification). The letter focuses on the benefits of being a member and what membership of the STA can do for you plus our priorities for focus in the forthcoming year. Going forward renewals will be sent out approx. 6 weeks in advance of renewal date.

MC highlighted that we won't achieve the budgeted membership income target however the total income target is still achievable and costs are being managed to deliver budgeted bottom line.

There was a discussion around is the STA on the right track – linking back to the 4 strands of the Strategic Review. The following points were noted:

- The organisation needs to be financially sustainable, whilst providing value for membership.
- The more diversified source of income the better - be more reliant on private sector funding and less on the public sector.
- Membership base of a core of tourism businesses along with a good mix from different sectors.
- GD proposed that going forward financial sustainability should be measured against outputs with a red/amber/green reporting system.
- The STA board should look to conduct a 'health check' to be measured against the 4 strands.

It was decided to accept the financial reports as recorded and going forward focus the agenda around the 4 strands plus any other issues. MC to produce a paper for recommendations. **Action: MC.**

Action DL to send MC contact name @PA Advocacy

See additional notes under point 5.

The STW website and booking platform was launched on Friday 15 March. Excellent feedback received for the overall website look and comprehensive programme of events. MC to provide a crib sheet to record key points from each of the local events: questions/answers; outcomes; themes. MC advised our Policy Agenda paper remains the primary ref doc for highlighting to all and in respect of TS2020 a summary doc will also be produced and this will be a good point of reference.

Action: MC & CW

We need to ensure the speakers are linked into the 4 strands. MC advised that this will happen and he is meeting with Stephen Jardine conference host to talk through how he can link each.

Action: MC

Actions asks of the board:

- To promote STW2016 and cascade through their networks.
- To forward contact details of any potential sponsors link to sponsor opportunities [here](#).
- If not already done so please advise availability for roadshow events to Elaine
- Re- confirm to Elaine which elements of the Signature programme will they be attending?

Sessions are:

Thursday 17th STA conf. day 1 starts lunch from 12.45 – 17.30

Thursday 17th STA Dinner with a Difference & Parl. Recep. 18.00-21.00

Friday 18th Business Breakfast – Focus on China – 07.45-09.15

Friday 18th STA Conf. Day 2 – 09.15-17.00

STW Accommodation requirements for Thursday 17th, should it be required, to also be advised to Elaine by 31.01.16

Action: ET to summarise ALL above in a FOLLOW up email to the board & their PA's

SL proposed that Board exposure should be maximised at all times e.g. by being at the front door of the STA public events to welcome delegates. **Action: All.**

A STW financial paper was circulated prior to the meeting. If the projected income is not achieved costs will be managed back. MC highlighted Portavadie Marina has provided 2 prizes, which are being used as an incentive for people to book early by a specific date.

Ask & Action: Board to promote STW STA awareness via their own industry networks and coms channels

3. Matters Arising

UK Tourism Industry Council

Meeting held on Wednesday 13 January 2016 – a very good meeting and well attended. MC felt attending the meeting represented very good value. Minute of the meeting hasn't yet been circulated; MC will send onto the board when available. **Action: MC to circulate Minute.**

Grayling Workshop

The workshop was well attended and well received. The Grayling Report that has been circulated is an excellent tool. Ross Laird is available to answer questions at any time.

GD stated that positions on APD are at risk of becoming negative and current proposals are not in line with our Smith Commission / Policy Agenda Following a discussion it was decided the STA should write to the politicians to reinforce its position on APD and remind them of the detail that was included in the Smith Commission, and that we will continue to voice and promote our position on APD during their campaigns. **Action: MC to draft a letter.**

4. STA Priorities & Performance vs our 4 strategic strands

See also notes under point 2.3.

Future board agendas will be built around the governance of the 4 strands:

1. A Sustainable Business
2. Influencing & Managing Stakeholder Expectations
3. Influencing Strategy Delivery (Note the Board role is to respond to asks of Strategy Group not to determine or have power of sanction on TS2020 priorities)
4. The Tourism Information Gateway

Other issues will be included as an addition.

5. AOCB

RB commented the Tourism proposition in Aberdeen, given the current situation, should be closely watched – longer term sustainability is in question; at some point the STA may be asked to support. JW commented Ian Wood has committed to £25million investment into Aberdeen £1m to be to Food & Drink sector unsure if similar for Tourism. MC advised their tourism group was now very aligned to TS2020. Their Destination conference during STW will be addressing this issue. It was decided to wait and see how it all evolves.

DL highlighted the FSB National Conference will be held in Glasgow during STW2016. There may be an opportunity for leverage between the 2 organisations?

The next event is the evening Patron & Business leader network reception on 24th February at the Crowne Plaza Hotel, Glasgow, which will provide an opportunity to share what will be the STW headline message. There will be a board update prior to the reception.

Future 2016 Board Meetings, STA Event Dates & Times

Feb 24th - Board Meeting: Crowne Plaza Hotel, Glasgow – 16.30-18.00 (Final STW brief / YE update ONLY)

Feb 24th – Patrons & Business Leaders Evening Reception: Crowne Plaza Hotel – 18.00-20.30

CANCELLED - March 16th – STW Board Dinner with Guests: RBS, St Andrews Square, Edinburgh

April 27th – Board Meeting: Microsoft Offices, Waverley Gate, Edinburgh – 09.30-12.00

June 21st – Board Meeting with Dinner: Aviemore – 16.00-22.00

June 22nd – STA Midsummer Conference, Aviemore – 10.00-16.00

Sept 21st - Board Meeting: Microsoft Offices, Waverley Gate, Edinburgh – 09.30-12.00

Oct 5th – STA AGM & Autumn Conference: Glasgow Royal Concert Hall – 10.00-16.00

Nov 30th – Board Meeting: Location TBC – 15.00-17.30

Nov 30th – Patrons & Business Leaders Dinner: Location TBC – 18.45-22.00