

TOURISM LEADERSHIP GROUP

TERMS OF REFERENCE

1. PURPOSE

The Tourism Leadership Group (TLG) was formed in 2012 to bring together key figures from the private and public sectors to drive industry wide collaboration and alignment. It is principally charged with developing and delivering an industry-led strategy for the tourism industry in Scotland - Tourism Scotland 2020.

2. REMIT

The TLG will focus upon:

- **Leadership:** providing strong leadership, fresh thinking and clear direction on strategic issues directing influencing the delivery of the national tourism strategy.
- **Advisory:** providing an effective conduit on issues of strategic economic importance, facilitating two way communication and engagement with businesses across the sector, and articulating the most significant opportunities, and challenging and prioritising actions;
- **Coordination** of the delivery of TS2020 and the four mid-term priorities in particular engaging high numbers of industry in support and delivery of those priorities;
- **Monitoring** and reporting on progress through the development of clear, collaborative action plans with KPIs, lines of accountability and associated work streams.

Where other strategic groups are established, such as the Scottish Government's short-life Tourism Working Group, the TLG and its members will ensure alignment between the groups to maximise efficiency and minimise duplication.

3. STRUCTURE

The TLG will comprise up to a maximum of 25 members with high level industry involvement and have the following characteristics:

- Represents the industry in Scotland
- Has access to international expertise through individual experience, professional activities, Scottish industrialists or Global Scots
- Has close links to influential trade, regulatory and skills bodies
- Manages industry, stakeholder and partner expectations
- Promotes its role widely across the industry to increase awareness
- Has sufficient resources to deliver and coordinate key actions
- Meets frequently with implementation / topic groups meeting frequently
- Encourages equitable membership by gender, race, disability and age
- Can articulate present and future industry demands
- Chaired or co-chaired by an industry leader
- Has a good spread of representation across the business base and spatially across Scotland

The TLG will ensure that there is appropriate public sector representation on the board and involved in the workings of the group. The current membership of the existing TLG is attached as Appendix C.

3.1 Sub Groups

The TLG may appoint Sub Groups to drive delivery in priority areas and to undertake specific tasks on behalf the TLG. These groups will be responsible for considering, advising on and/or implementing specific opportunities, proposition and activities. Each Sub Group will report directly to the TLG. The composition of, appointments to and the remit of each Sub Group will be determined and documented by the TLG.

3.2 Secretariat

STA Ltd will provide both secretarial and administrative support to the TLG. Secretariat to individual Sub Groups will be determined and agreed on a case by case basis having regard to the nature and purpose of that Sub Group and availability of resource, and may be provided by STA Ltd.

4. EXPECTATIONS OF MEMBERS

Industry members are appointed as individuals and not as representatives of companies or organisations. However, members should hold a senior level position within a Scottish based organisation involved in the tourism industry. There will be no provision for alternate members or for deputies to attend meetings when private sector members are unable to attend.

Members are expected to:

- regularly attend TLG meetings (min 3 per annum)
- act as ambassadors for their sector
- on occasion, represent the TLG at key meetings or events.

5. APPOINTMENTS AND TERM OF OFFICE

5.1 Chair

When the chair of the TLG becomes vacant it will be advertised – through existing networks, newsletters and/or partners' websites. An Appointments Sub Committee will be formed with representatives on the TLG from industry and the main public sector partners. Applicants will be sifted by the Sub Committee against the Tourism Leadership Group Chair Person Specification (Appendix A) and where appropriate potential candidates will then be interviewed and appointed by the Sub Committee or agreed alternate.

5.2 Industry Members

When vacancies arise on the TLG, the first source of new members is the 'Register of Potential Members' (see below). If no suitable candidates are available from the Register of Potential Members then the vacancy should be advertised (perhaps through existing networks, newsletters and/or partners' websites) and highlighted to:

- relevant business organisations
- member contacts
- under-represented groups to encourage wider participation

There is a Job Specification (Appendix B) against which an initial sift of all candidates will be carried out. Candidates will then be reviewed by an Appointments Sub Committee which should comprise the TLG Chair (or depute) and the lead public sector partner on the group. The TLG Chair will make the appointment.

5.3 Register of Potential Members

When vacancies arise on the TLG the first source of new members is the 'Register of Potential Members' which should be refreshed on an ongoing basis through referrals from existing TLG members, industry contacts and other sources.

Where appropriate, candidates on the 'Register of Potential Members' should be offered a meeting with the Chair/public sector lead(s) to discuss the role of the TLG and the likely timescales before a suitable vacancy will arise. Meeting these candidates will also present an opportunity to gauge the suitability of the individuals in terms of personal attributes and consider whether they could make valuable contributions either to the development of major projects or as potential contributor to a Sub Group (without building expectations).

5.4 Tenure of Members and Chair

TLG members will be appointed for terms of between 2 and 4 years (in accordance with the process above) to provide a regular turnover and renewal. Members may be re-appointed by Chair for further terms to serve a maximum of 8 years. Chairs will generally be appointed for 4 years, but can serve an additional term with the approval of the TLG.

5.5 Appointment

It is best practice that all members of the TLG are issued with a letter outlining their expected contribution and tenure.

6. BOARD DIVERSITY

The TLG recognises the importance of diversity and will encourage representation from all sectors of society. Therefore, when recruiting for TLGs we will ensure any promotional work to attract members, either through advertising or utilising our networks, takes cognisance of the need to attract more ethnic minorities, women, younger and disabled people in particular. Mindful that appointment based on a person's characteristic is unlawful.

7. CONFLICTS

Whilst the TLG has no decision-making or approval powers and, as such, its members would not be expected to incur any conflict of interest, members are guided by [The 7 Principles of Public Life](#). Under the terms of this it is Members' personal responsibility to ensure they comply with the provisions of the Code of Conduct and it is therefore for individual members to raise any potential conflict. Normal practice would be to review any conflict of interest declared (in the context of the non-decision making powers of the TLG) and should it be felt that there was a risk of a potential conflict, the TLG member(s) would not take part in the discussion on the relevant subject.

APPENDIX A: CHAIR CRITERIA

The Chair of the TLG will be appointed in a personal capacity and not as a company or organisational representative. Ideal qualities that are exhibited by the chair include the following:

	Essential	Desirable
Skills		
<ul style="list-style-type: none"> Ability to think in strategic and analytical terms 	✓	
<ul style="list-style-type: none"> Ability to communicate effectively with a range of audiences in both writing and in speech 	✓	
<ul style="list-style-type: none"> Ability to challenge constructively within a Board environment 	✓	
<ul style="list-style-type: none"> Ability to build and manage relationships with stakeholders to deliver effective partnership working 	✓	
<ul style="list-style-type: none"> Ability to work effectively as part of a team 	✓	
<ul style="list-style-type: none"> Ability to provide effective leadership within the sector 	✓	
Knowledge		
<ul style="list-style-type: none"> An understanding of the key drivers for growth within the sector and how to accelerate these (e.g. innovation, internationalisation, marketing) 	✓	
<ul style="list-style-type: none"> Current working knowledge of the sector 	✓	
<ul style="list-style-type: none"> Knowledge and understanding of Scotland's economy and competitive position both nationally and internationally 	✓	
<ul style="list-style-type: none"> Strong knowledge and understanding of governance in public sector bodies 		✓
<ul style="list-style-type: none"> Strong knowledge and understanding of financial management with particular reference to audit and performance measurement 		✓
<ul style="list-style-type: none"> Knowledge and understanding of continuous improvement programmes 		✓
<ul style="list-style-type: none"> Knowledge and understanding of assessment and management of risks 		✓

APPENDIX B: MEMBERSHIP CRITERIA

List of skills required to maintain a balanced group

<i>Generic skills that all members have:</i>	Essential	Desirable
Skills		
<ul style="list-style-type: none"> • Strong leadership skills and the ability to take an analytical and strategic view 	✓	
<ul style="list-style-type: none"> • Knowledge and understanding of Scotland's economy and competitive position nationally or internationally 	✓	
<ul style="list-style-type: none"> • Ability to work as part of a team and constructively challenge within a Board environment 	✓	
<ul style="list-style-type: none"> • Effective interpersonal skills 	✓	
<ul style="list-style-type: none"> • Willingness and ability to develop relationships with key partners and other boards 	✓	
<ul style="list-style-type: none"> • Integrity and discretion 	✓	
<ul style="list-style-type: none"> • Current experience of the industry and understanding of business demand (positions should be filled to enable a balance of all relevant sub sectors; balance between understanding large and small company issues; and ensuring a geographic balance which reflects the sector). 	✓	

APPENDIX C: TOURISM LEADERSHIP GROUP

Date: Dec 2016

	Name	Organisation	Role
1	Stephen Leckie	Scottish Tourism Alliance	<i>Chair</i>
2	Paul Easto	Wilderness Scotland	Nature & Activities
3	Stephen Duncan	Historic Environment Scotland	Heritage
4	David Allfrey	The Royal Edinburgh Military Tattoo	Events & Festivals
5	Judy Rae	Glasgow Science Centre	Business Tourism
6	Robert Allan	Apex Hotels	Skills
7	Gordon Dewar	Edinburgh Airport	
8	Marina Huggett	Tourism Excellency Consultancy	
9	Calum Ross	British Hospitality Association	
10	Russell Imrie	Queensferry Hotels	
11	Susan Deighan	Glasgow Life	
12	James Stuart	Entrepreneurial Scotland	
13	Marc Crothall	Scottish Tourism Alliance	Scottish Tourism Alliance
14	Stephen Balfour	South Lanarkshire Council	Local Authority (SLAED)
15	Charlie Smith	VisitScotland	VisitScotland
16	Danny Cusick	Scottish Enterprise	Scottish Enterprise
17	Fiona Cook	Scottish Government	Scottish Government
18	Chris Taylor	Highlands & Islands Enterprise	Highlands & Islands Enterprise
-	<i>Caroline Warburton</i>	<i>Scottish Tourism Alliance</i>	<i>Secretariat</i>