

Note Of Meeting

Atlantic Quay, Glasgow – Wednesday 20th June, 11:00-11:45am

Cabinet Secretary for Culture, Tourism and External Affairs and Malcolm Roughead, Chief Executive, VisitScotland

Also Present: [redacted] (SG Tourism Team)

Key Points

1. Brexit

- SG concerned about no-deal contingency. Still no real clarity on outcomes. Cab Sec keen to launch EU nationals campaign as soon as we know the detail of settled status to ensure Scotland continues to be seen as welcoming. Comms would be crucial to the process in Scotland being seen as inclusive and friendly.
- **Action** - MR agreed to speak to BHA about member hotels using function rooms to offer staff and non-staff space for settlement scheme application process (Note: Cab Sec asked that we look for a better term than “application process” or “registration”. **Action** – [redacted] to speak to Migration colleagues).
- VS has been active in Brussels. MR presented to the European Parliament on Brexit and gave very positive messages about relationships with the EU and EU countries. VS will be there again in July. Cab Sec keen to reinforce European connections at present.
- Cab Sec recently had discussion with Chair of Slovenian Rural Development Working Group at OECD Rural Conference. Keen to look at practical ways of working together and Tourism seems a good option. **Action** – Tourism officials and VS to consider how we might work with Slovenia around Tourism
[redacted]

2. Tourism Levy

- MR will seek feedback from STA and Edinburgh Council on their recent Levy discussions and suggested we then consider official SG response and possibly workshops to discuss.
[redacted]
- CabSec noted that we are likely to continue to need to demonstrate level of SG investment in the sector as we have done recently in Highland and Edinburgh.

3. Strategic Guidance Letter

- Draft letter was comprehensive and did not deliver anything unexpected.
[redacted]
- **Action** - MR to provide copy of VS’s internal framework which assesses what VS’s general direction and strategic thinking is going forward and what world-class would look like for VS.

4. City Deal

- Cab Sec noted that we should continue efforts to ensure tourism is central to city deals and not peripheral.
[redacted]

5. RTIF

- Cab Sec met Highland Council very recently and was clear that RTIF was not there to replace Highland Council funding for public conveniences.
- MR advised that VS was looking at the intervention rates for the possible projects to reduce the level of funding from 70% to 40 or 50% and therefore allow more projects to be funded.

6. Far North Line

[redacted]

7. Gender Pay

- Board gender balance is ok but there is an issue with average staff pay due to the Director level posts being all male.
- Imminent improvement in gender pay gap with [redacted] moving to Scottish Enterprise to lead on digital strategy and transformation (but still heavily involved in Scotland is Now), with [redacted] stepping up to replace him.

8. Collaborative Economy

- Barcelona and Vienna solutions involved all businesses on AirBnB becoming regulated. Edinburgh has powers to resolve issues around this but lacks resources to implement these.

[redacted]

9. Misc

- China / Hainan - VS has agreed marketing plan with Hainan. **Action** - MR to provide a short briefing
- VICs - No Phase 2 closures over summer, more likely to begin in Autumn. Cab Sec will be kept up to date by VS/Sponsor Team.
- SoSEP – Discussion around branding – what defines South of Scotland? Need a marketing strategy all areas can get behind. From a tourism point of view this may be events, festivals and arts & crafts
- Budgeting – [redacted]. Need to ensure we have clear picture of needs for tourism [redacted] **Action** – [redacted] to consider with VS information required for Draft Budget process

Meeting ended 11:45am.

BRIEFING NOTE FOR FIONA HYSLOP, CABINET SECRETARY FOR CULTURE, TOURISM, AND EXTERNAL AFFAIRS

Meeting: Malcolm Roughead, VisitScotland

Date: 20 June 2018, AQ, Glasgow

What does this stem from	The latest in a regular series of meetings with Malcolm Roughead, Chief Executive, VisitScotland.
Key Message	The Scottish Government is committed to maximising tourism growth and making Scotland a world-class tourism destination.
Who	Malcolm Roughead, Chief Executive, VisitScotland.
What	An opportunity to explore issues of current mutual interest in relation to VisitScotland and Scotland's tourism agenda.
Why	The meeting will allow the Cabinet Secretary to discuss current priorities and issues.
Where	Atlantic Quay, Glasgow
When	20 June 2018 11:00-11:45
Dress code	No special requirements
Official(s) attending	[redacted], Tourism Sponsorship Manager [redacted]
Media Handling	None. Private meeting.
Annexes	Annex A: Agenda Annex B: Key discussion points Annex C: Brexit Annex D: Tourism Levy Annex E: Strategic Guidance letter draft (attached separately) Annex F: RTIF Annex G: VS Budget and savings plans Annex H: Gender Pay Annex I: SG Response to Expert Advisory Panel on Collab. Economy Annex J: South of Scotland Economic Partnership Annex K: VIC closure and investment Annex L: China Hainan flight

AGENDA

Substantive

- Brexit
- Tourism levy
- Strategic guidance letter (draft)
- Rural Tourism Infrastructure fund

Quick Update

- Budget & savings plans
- Gender pay gap
- SG Response to the Expert Advisory Panel on the Collaborative Economy
- South of Scotland Economic Partnership
- VIC's closure & investment
- China Hainan flight

KEY DISCUSSION POINTS

Substantive

Brexit

- Ms Hyslop may wish to ask Malcolm what discussions he is having with the sector, whether the sector is noticing trends emerging and whether there are issues emerging which we have not yet considered.
- As mentioned at the Tourism working group on Wednesday, that there were 24,000 non-UK EU nationals (almost 16% of non-UK EU nationals, and 13% of those employed in the sector) working in sustainable tourism in 2017, with a further 12,000 in food and drink.

Tourism Levy

[redacted]

Strategic Guidance Letter

- The draft letter sets out our expectations of VisitScotland for the year ahead.
- [redacted]

Rural Tourism Infrastructure Fund

[redacted]

Quick update

VS Budget and savings plans

[redacted]

Gender Pay Gap

- On 8th April officials reported to Ministers the gender pay gap statistics for the public bodies that the SG has pay policy responsibility for. The pay gaps provided in that advice were calculated as the mean of a combination of average pay data from 2016-17 and 2017-18.
- VS is one of 6 bodies identified as having a gender pay gap well above the average.
- The Gender pay gap Annex sets out VS's explanation of this, which is largely due to the female/male employee ratio and a significant number of men in more senior positions. The situation is improving but Ms Hyslop may wish to ask how VS is addressing it.

SG Response to the Expert Advisory Panel on the Collaborative Economy

- Work has been ongoing on drafting the SG Response to the Expert Advisory Panel on the Collaborative Economy. Malcolm sat on the Panel.

[redacted]

South of Scotland Economic Partnership

- Malcolm represents VisitScotland on the South of Scotland Economic Partnership.

[redacted]

Visitor Information Centres – Closure and Investment update

- Malcolm could advise on the schedule for Phase 2 closures and when decisions will be made on the remaining hub site options and what factors are influencing this.

China Hainan flight

- Malcolm can provide a quick update on the successful first flight

BREXIT

Tourism is one of six key growth sectors for Scotland's economy, and is the second biggest of these growth sectors.

- In 2016, spending by tourism generated around £11 billion of economic activity in the wider Scottish economy, while tourism-related industries employed 207,000 people.
- The impact of Brexit therefore has the potential to be very significant
- The Chancellor of the Exchequer announced at the UK Autumn Budget 2017 that he would allocate £3bn over 2018/19 and 2019/20 to preparations for EU exit. Allocations to UK departments for 2018/19 have now been made, which has resulted in £37.3 million being allocated to Scotland. This is a limited pot, and the cost of EU Exit preparation work could exceed the consequentials that have been allocated to us. Each SG Directorate has been invited to bid for a portion of these consequentials depending on their business needs with the requirements of delivery bodies also to be considered as part of the process.

[redacted]

TOURISM LEVY / BED TAX – GENERAL BACKGROUND

Tourism Levy/Bed tax – Top Lines

- The SG has no plans to introduce a levy on the tourism sector which is already subject to the second highest VAT rates in Europe by the UK Government.
- Scottish Ministers are not willing to consider requests to explore a possible tourism levy unless the tourism and hospitality industry are involved from the outset and their long-term interests are fully recognised.
- We continue to deliver a fair deal to councils across Scotland, with revenue and capital funding increasing in real terms over the next financial year.

High Level Tourism Working Group, 14th June

Following a discussion at the TWG, Ms Hyslop noted:

- we need to move beyond current polarised position and agree a common evidence base around this.

[redacted]

Background

COSLA

- On 23rd February, COSLA Leaders voted unanimously to lobby the Scottish Government to be given the power to raise a local tourist bed tax. Also calls from Scottish Cities Alliance on 22 March 2018. This is consistent with previous COSLA position of wider discretionary tax powers for local government.
- During the local government finance settlement negotiations, Mr Mackay noted to COSLA that SG would not consider a general discretionary local taxation power, a tourism tax or land value tax but would consider reform options.
- Patrick Harvie (Scottish Green Party) wrote to the First Minister on February 21st setting out proposals for local taxation reform, including powers to create a visitor levy, as a precondition to 2019/20 budget negotiations.
- On 31 May 2018 City of Edinburgh agreed a paper proposing a Tourism Levy.
- On 14 June Scottish Tourism Alliance met with members to refine position. Once paper cleared by STA Council they will submit to SG with request for meeting with Cab Sec CTEA

Local Discretionary Tax Power/Tourism tax

- The Scottish Government is committed to making local taxation more progressive whilst improving the financial accountability of local government and are open to further dialogue on options for local tax reform.
- The Scottish Government have no plans to introduce a general discretionary tax power/ tourist tax/land value tax/some other new tax but are open to further dialogue on options for reform.

Other rejections/examinations of tourism levy/bed tax

- There has been considerable MACCS traffic from UK Hospitality Association rejecting the calls and highlighting existing tax and regulatory burden on businesses.
- Federation of Small Businesses Scotland Manifesto for Local Government elections explicit - "Support the local visitor economy – rule out a tourist bed tax."
- London Finance Commission "Devolution: A Capital Idea" (January 2017) recommends "....consultation on the potential operation of a tourism levy..." (Part 4, Chapter 3). Rejected by UK Government.
- Commons All Party Parliamentary Group on the Visitor Economy Nov 17 "Report of the inquiry into coastal communities" REJECTS Bed Tax. (Page 8)
- In February 2018, whilst opting for a Vacant Land Tax, the Welsh Government decided not to prioritise the introduction of a tourist tax as one of four possible Wales-only taxes.
- Birmingham also stated it would use a Bed Tax as a means of paying for some of their costs of hosting the 2022 Commonwealth Games. This has generated possible interest from Bath in a Bed Tax. Liverpool City Council Culture, Tourism and Events Select Committee has also recommended that Liverpool City Region introduce a £1 Bed Tax, backed by the Regional Mayor.
- Highland Council has also stated that it is re-examining introducing a transient visitor levy

2018-19 Local Government Finance Settlement

- Despite the UK Government's cuts to the Scottish Budget, we have continued to treat local government very fairly.
- Councils will receive £10.7 billion in 2018-19 through the local government finance settlement.
- The 2018-19 settlement provides an increase (cash) in local government day to day spending for local revenue services of £174.9 million (1.8%).
- It also delivers an increase in capital spending of £89.9 million (11.4%).
- The revised settlement delivers a real terms increase in both revenue (0.3%) and capital funding (9.8%).
- Councils also have the flexibility to raise an additional £77 million by increasing council tax by up to 3%.
- Taken together, the total funding (revenue, capital and council tax) settlement delivers an increase in the overall resources to support local services of 3.3% [*cash and a real terms increase (1.8%)*].
- Local Authorities in England have faced real terms budget reductions of 28% over the period 2011-18. In comparison, Scottish Government funding to local authorities has reduced by 5%.

[redacted]

LETTER OF STRATEGIC GUIDANCE (attached separately)

RURAL TOURISM INFRASTRUCTURE FUND

A full submission was recently provided to the Cabinet Secretary on 26th March and Malcolm provided an update at the Tourism Working Group on Wednesday 14th June.

The following is a short update. The key facts are:

- £6m fund over the two years 18-19 and 19-20
- Awards between £50k and £300k
- Up to 70% of approved project activity
- Some match funding or resource provision is required eg land, project development or management costs
- Applications must be made through local authorities or national parks
- Expressions of interest by 27th April, final applications by 27th July and panel meeting in September.
- There has been 49 expressions of interest from 15 local authorities and 2 national parks
- 37 are being taken forward to next stage, with total funds requested at £6.3m. 12 unsuccessful applicants have been notified.

[redacted]

VS BUDGET AND SAVINGS PLANS

[redacted]

GENDER PAY

Issue

The Scottish Government's preferred measure for the gender pay gap uses the median hourly earnings (excluding overtime) of men and women. This is the official measure used by the ONS and in Scotland Performs. The overall median gender pay gap in Scotland in 2017 for all employees which was 16.1%. To note that the mean gender pay gap for all employees was 15.2%.

- There are 26 public bodies who reported a gender pay gap whose figures are below the figure of 16.1%.
- There are 3 public bodies who have reported a gender pay gap of around 16.1%.
- There are 4 public bodies who have reported a gender pay gap just above 16.1
- There are 6 public bodies significantly above the Scottish overall pay gap and 2 who have reported a gender pay gap of over 30%. Those are:
 - VisitScotland
 - Scottish Children's Reporter Association
 - Crown Office and Procurator Fiscal Service
 - Scottish Funding Council
 - Risk Management Authority
 - Criminal Case Review Committee

Public Body	Staff Headcount			Average Salaries (including CEO) (£)				PSED (2017)	
	All	Male	Female	All staff	Male	Female	Pay Gap*	Pay Gap Median	Pay Gap Mean
Visit Scotland	512	175	337	27,604	31,769	25,440	19.90%		25.90%

* The pay gap figures are the mean of a combination of pay data from 2016-17 and 2017-18

Advice from VisitScotland

VisitScotland is committed to the equality agenda and is one of the few NDBPs to employ a full-time Equality & Diversity Manager to promote and manage its internal and external equality strategy.

VisitScotland accepts that the pay gap at the time of writing the 2017 Mainstreaming Report stood at 25.9%.

However, by examining the pay gap by grade, covering roles of broadly equal value, there is a far more equitable picture. This is set out below:

On a grade by grade basis VisitScotland is performing reasonably well with only one grade in 11 where the gap is greater than 3% in favour of men, and in five of the grades the pay gap is positive towards women.

VisitScotland's issue is a structural one. The organisation has a 70/30 female/male split, with a large number of women working in iCentres. This distorts the overall gap for the organisation.

Gender pay difference by grade March 2018

Grade	Female	Male	Gap*
	Average FTE Pay	Average FTE Pay	
A	16,834	16,626	-1.25%
B	19,287	19,267	-0.10%
C	21,896	21,910	0.06%
D	25,866	26,414	2.08%
E	26,536	26,268	-1.02%
F	33,014	33,605	1.76%
G	34,528	36,477	5.34%
H	42,793	43,421	1.45%
I	47,436	48,662	2.52%
J	62,168	54,594	-13.87%
K	69,285	69,227	-0.08%
L		104,807	NA

*a minus figure indicates average male pay is that percentage lower in the grade.

In the 2017 Mainstreaming Report VisitScotland said it would monitor the situation and believes the re-structuring being undertaken towards the end of this year will help towards closing the overall pay gap.

Since the last published report VisitScotland has also brought in a new pay and grading structure, which has had a positive impact on the overall figure which now stands at 22.6%. Progress is being made.

Further actions to support VisitScotland's commitment to equality include that: VisitScotland achieved the 50/50 gender split on its Board in advance of recent initiatives; a new VisitScotland Leadership Group replaced the previous management team structure and through this a 50/50 gender split has been achieved.

VisitScotland
18 June 2018

COLLABORATIVE ECONOMY

Background

Work has been ongoing on drafting the **SG Response to the Expert Advisory Panel on the Collaborative Economy**.

Malcolm Roughead was a member of the panel.

Issue

The issue of Short Term Lets for Holiday Purposes has received considerable attention in media, PQs and MACCS.

Detail

Whilst the Report calls for City of Edinburgh Council to be given the ability to run an experimental regulatory regime, the City of Edinburgh Council has only recently brought together a Working Group on the Issue. Not going to get any outputs from CEC before 15 June.

SG, in contrast, has already been looking at the issue at Officials level and (as part of the SG Response) are likely to offer work between the Scottish Government Short Term Lets Delivery Group and the CEC. not formally reported

Groups such as the Cockburn Association and Edinburgh MSPs/MPs have been calling for an additional licensing scheme for Short Term Lets for Holiday Purposes. Given that City of Edinburgh remain unclear around their potential use of existing powers, e.g. Planning Permission (Change of Use), it's not clear whether this licensing would come on-line as part of normal change of use action or be something pervasive

[redacted]

SOUTH OF SCOTLAND ECONOMIC PARTNERSHIP

- VisitScotland CEO sits on the South of Scotland Board and the Director of Industry Development and Destinations sits on the Executive Group. A draft work plan, which includes a sizeable section on tourism, has been approved. VisitScotland will lead on all tourism related things within the plan and is attempting to stimulate more effective working relationships within the industry.
- VS's Regional Leadership Director, Paula Ward, is coordinating the detail that will make up the tourism marketing plan for 2018/19.
- Chair of SoSEP, Russel Griggs, and the Lead Individual in the Partnership Executive, Rob Dickson undertook a significant consultation/stakeholder engagement exercise involving 28 meetings in various locations throughout the south between mid-April and early June. To supplement this VisitScotland intended to hold a specific session on tourism with a selected group of key tourism operators.

[redacted]

SG Funding for South of Scotland

- In 2018-19 we will provide VisitScotland with additional £500k RDEL marketing money to develop a marketing strategy for the South of Scotland.
- We have asked Forest Enterprise Scotland to produce a business case to indicate how they will use the £500k South of Scotland CDEL funding for 2018-19. Early indications suggest that some of this money will go towards the Tweed Valley Master Plan. This is a project being overseen by FES and focuses on redeveloping the Tweed Valley, specifically at Glentress Peel where there are a number of mountain bike tracks located. This proposed c.£1.8m project will enable Forest Holidays to proceed with a £10 million investment in a 56 eco cabin development at Glentress.

Sustainable Tourism in the Scottish Borders & Dumfries and Galloway

Scottish Borders and D&G -	% of Total Scotland Sustainable Tourism industry	
Registered Enterprises (2016)	1,000	7%
GVA (2015)	£174m	4.6%
Employment (2016)	10,000	4.8%

Economic overview of the south of Scotland:

- **Businesses:** In 2017, there were around 1,000 businesses in the Sustainable Tourism Growth Sector in the combined region of the Scottish Borders and Dumfries & Galloway (no change from 2016). This accounted for around 7% of Sustainable Tourism businesses in Scotland as a whole.

- GVA: In 2015, GVA in the Sustainable Tourism Growth Sector was around £175 million in the combined region of the Scottish Borders and Dumfries & Galloway (a drop of £5m compared to 2014). This accounted for around 4.6% of Sustainable Tourism GVA in Scotland as a whole.
- Employment: In 2016, employment in the Sustainable Tourism Growth Sector was around 10,000 in the combined region of the Scottish Borders and Dumfries & Galloway (down from 11,000 in 2015). This accounted for around 4.8% of Sustainable Tourism employment in Scotland as a whole. The sector accounts for 9.6% of employment in the Scottish Borders and Dumfries & Galloway, compared to 8% in Scotland as a whole.
- Domestic visits: In 2016, domestic visitors made around 897,000 trips to the Scottish Borders and Dumfries & Galloway (Great Britain Travel Survey 2016).
- Overseas visits: In 2016, overseas visitors made around 72,000 trips to the Scottish Borders and Dumfries & Galloway, and spent a total of around £21 million in the region (ONS International Passenger Survey 2016).

VISITOR INFORMATION CENTRES – CLOSURE AND INVESTMENT PLANS

Information Strategy – headlines

Phase 1 of the information strategy saw the closure of the following 21 centres:

Aberfeldy	Arbroath	Ayr
Banff	Castlebay	Castle Douglas
Dunfermline	Dunoon	Fort Augustus
Fraserburgh	Huntly	Kelso
Lanark	Lochinver	Lochmaddy
Pirnhall	Stonehaven	Stromness
Strontian	Sumburgh	Tyndrum

Phase 2 of the Information Strategy will see the following 19 centres close by March 2019:

Blairgowrie	Braemar	Callander
Campbeltown	Drumnadrochit	Dunkeld
Durness	Edinburgh Airport	Falkirk
Glasgow Airport	Gretna	Hawick
Inveraray	Kirkcudbright	Peebles
Stranraer	Tarbert (Harris)	Tarbert (Loch Fyne)
Thurso		

VS is currently in discussions with the industry groups in the Outer Hebrides, Dumfries & Galloway, and the Scottish Borders to reach decisions on locations for the regional hubs. Ongoing discussions are underway internally regarding the sale of iCentre properties owned by VisitScotland. It is envisaged that the proceeds of any VIC sales will be reinvested into the local area.

Phase 1 Details

- All 21 phase 1 VICs are closed. Of these, 14 are fully exited from. The remaining 7 (Stonehaven, Dunoon, Castle Douglas, Strontian, Castlebay, Lochmaddy and Tyndrum) are all owned and will be sold/transferred/disposed of/leased.
- Of 46 staff affected by phase 1 closures,
 - 5 relocated to another VIC,
 - 28 took voluntary redundancy,
 - 11 left and
 - 2 sought alternative employment
- The removal of brown road signs directing tourists to now closed VICs has been a bit of a challenge with some local authorities being more responsive than others. VS is continuing to work with local authorities on this
- VS report that the overwhelming response from businesses has been positive in recognition of the changing way visitors access information and also the redirection of VS resources to front line marketing activity.

Phase 2 Details

- Of the 19 Phase 2 VIC's, 3 are owned by VS, 14 are leased and 2 are under service level agreements.

- Exact timing of Phase 2 closure has yet to be confirmed, but will be completed by the end of March 2019
- 50 staff are affected. VS anticipate:
 - 20 Vol Redundancy,
 - 18 relocations and
 - 12 seasonal staff who don't qualify for voluntary redundancy, but will be able to apply for a seasonal role elsewhere
- VS will restructure middle and senior management to reflect the closure programme and changing nature or management requirements. Senior management were restructured in the first quarter of the 2018-19 financial year, with front line and middle management to follow.
- Final decisions on provision of information in Outer Hebrides, Dumfries & Galloway and Borders have still to be made

If VS continue to receive c. £600-700k CDEL per annum for investment, it will take 4-5 years to complete the Hubs capital investment programme.

The tables includes 9 centres where a final decision on the exact location of the regional hub has still to be finalised.

Location	Year of Works	CDEL spend £k	Comments
Ballater	2018/19	80	
Edinburgh	2018/19	400	New Royal mile site identified
Kirkwall	2018/19	100	
Lerwick	2018/19	100	
Bowmore	2019/20	100	
Aviemore	2019/20	150	
Dundee	2019/20	250	Potential new site identified by LA
Aberfoyle	2019/20	200	
Fort William	2020/21	200	
Brodick	2020/21	150	
Craignure	2020/21	300	
Rothesay	2021/22	150	£400k external works only 18/19
Balloch	2021/22	175	
St Andrews	2021/22	175	
Stirling	2021/22	100	
Ullapool	2021/22	80	
*Oban	TBC	TBC	New location to be identified. Site too small.
*Dumfries	TBC	TBC	Possible new location to be identified. Some investment required if staying at current location for next 2 years
*Gretna	TBC	TBC	Decision to be made on hub location
*Jedburgh	TBC	TBC	
*Peebles	TBC	TBC	Decision to be made on hub location
*Stornoway	TBC	TBC	Decision to be made on hub location
*Pitlochry	TBC	TBC	New location required
*Tarbert	TBC	TBC	Decision to be made on hub location
*Kirkcudbright	TBC	TBC	Decision to be made on hub location

CHINA HAINAN FLIGHT

VisitScotland interaction with Hainan Airlines since the announcement of the route in March:

- VS has been in market since early May covering key accounts in Beijing and Shanghai to catalyse early uptake of the Hainan Airlines route by China's travel trade. The primary aim of these activities is to motivate the most fleet-of-foot into rapid product development, and also encourage development of winter products to secure the healthiest start to inbound business. There have been more than 30 key account calls.
- VS and Tourism Ireland co-hosted a focused travel-trade educational seminar plus networking evening. First Secretary of Scottish Affairs, Martin McDermott opened proceedings and attended the evening event. More than 60 representatives from Beijing travel trade attended.
- VS also hosted a focused networking event hosted in London at Scotland House on 5 June, bringing together some of London's largest Destination Management Companies with representatives from Hainan Airlines and select Scottish suppliers. Ctrip was also present at the event.
- Scottish Enterprise has been introduced to the Hainan Airline's lead on Freight to discuss Freight opportunities and capacity in the context of leveraging the direct route to improve import/export.
- In addition to travel trade development, VS is also about to launch an aligned marketing campaign across key Chinese social media platforms Toutiao and Mafengwo, as well as through VS WeChat and Weibo accounts.
- VisitScotland has two fam trips linked with the inaugural flight including the VIP tour (which the FM meeting was part of) and also a press fam trip, which includes Edinburgh, St Andrews, Dundee, Aberdeenshire, Speyside, Cairngorms, Perthshire, and Glasgow.