

PUBLIC SECTOR REFORM (SCOTLAND) ACT 2010

VISITSCOTLAND return for year ending 31st March 2023

The following statements are published in accordance with Section 31(1), 31(2), 31(3) and 31(4) of the Act.

ACTIVITY	NOTES	GBP'000
PUBLIC RELATIONS		238
SUPPORT GRANTS	Includes support for cultural and sports events and growth fund projects	4,262
PROMOTIONAL, CONFERENCE & EVENT ACTIVITIES		7,406
MEDIA ADVERTISING		4,802
DIRECT MARKETING	Includes iCentre costs	3,194
OTHER MARKETING COSTS	includes branding, design, publications, printing & distribution	406
RESEARCH & EVALUATION		575
STAFF COSTS	To deliver above activity	13,658
TOTAL PR MARKETING SPEND		34,541

OVERSEAS TRAVEL	Includes travel to as well as from the UK; and the cost of hotels, the cost of travel and subsistence during overseas visits and other related expenditure	55
HOSPITALITY AND ENTERTAINMENT	Includes any gifts, meals, parties, receptions, tickets for or invitations to public, sporting, cultural or other events or other similar benefits accorded by VisitScotland to its own members or employees or third parties for whatever reason	46
EXTERNAL CONSULTANCY	Includes management, IT, financial, construction or infrastructure related consultancy, audit fees and third-party technical support	470
RENUMERATIONS RECEIVED IN EXCESS OF £150k	Does not include receipt of pension, voluntary severance compromise agreements or redundancy payments	1 individual

See Appendix 1 for statements in accordance with 31(3) of the Act: Payments over £25,000.

The following statement is published in accordance with Section 32(1)(b).

Promotion of Sustainable Growth

The below are extracts from the VisitScotland Annual Sustainability Report (2022 – 2023), for the full and detailed report please visit <https://www.visitscotland.org/about-us/annual-corporate-reports/sustainability-report>.

Introduction

Tourism is a force for good. It creates jobs, sustains communities, enriches lives and contributes significantly to the economy.

However, with increasing concern around the impacts of climate change and changing consumer behaviours, it has become clear that the industry's future success is dependent on responsible and sustainable development.

In line with the Scottish Government's ambition and Scotland: Outlook 2030 Tourism Strategy, VisitScotland will play a lead role in the development of responsible tourism practices, making Scotland one of the most economically, environmentally, and socially sustainable destinations in the world.

This will be achieved by taking direct action on issues under its control and engaging, influencing, and supporting strategic partners, businesses, destination communities and visitors, to enable and encourage the adoption of responsible tourism practices (see VisitScotland's Sustainable Tourism Policy).

VisitScotland is a signatory of the Glasgow Declaration on Climate Action in Tourism and Tourism Declares a Climate Emergency. It is committed to reducing carbon emissions in its own operations, in line with its sustainability policy and the Scottish Government's climate change targets.

VisitScotland continues to develop as a climate conscious organisation, recognising where it needs to make improvements and learn lessons from others. Developments for this year include moves to increase Cloud-based IT systems, the adoption of a hybrid working model for staff, and Gold Green Tourism Awards achieved across all its estate.

Climate Change Reporting

In its previous annual report, VisitScotland achieved an 87% reduction in CO2 emissions from its base year of 2008/09. VisitScotland has taken the decision to add some Scope 3 emissions not previously reported on for Home Working, Commuting, Hotel Stays and Electricity Transmission and Distribution. When including figures for those additional emissions, VisitScotland's CO2 emissions reduction totals 72% from its base year.

Taking into account the additional Scope 3 emissions, its overall emissions have increased from the previous year, although decreases are shown in electricity usage, waste and water. The largest increase is through its business travel which is due to more normal working conditions after restricted travel the year prior and additional travel by the UCI 2023 World Cycling Championships Team. VisitScotland will report on Scope 1, 2 and 3 emissions changes year on year in this and future reports. In comparison to pre pandemic business as usual year, 19/20, like for like there is a reduction of 368 tCO2 or 43% showing that the organisation is still reducing carbon emissions in previous reportable areas.

VisitScotland annually reports on its compliance with its climate change duties through the Scottish Sustainable Network reporting tool. In 2021-22 reporting included commuting data and a date when it anticipates being net zero in areas of direct emissions. VisitScotland's ambition is to be net zero in direct emissions by 2030. VisitScotland is developing a tool to identify all Scope 3 emissions which will lead to a more detailed plan for future reductions which will be implemented in 2023/24.

Internal Sustainability Policy Objectives

For full details on each objective and VisitScotland's progress towards them please visit <https://www.visitscotland.org/about-us/annual-corporate-reports/sustainability-report>.

Objective	Headline progress
Minimise resource use and waste production	VisitScotland's resource use and waste related CO2 emissions are continuing to reduce from its baseline year. In 2022/23, it saw a 16% decrease on the previous year, however comparing to 2019/20 (its last full year of pre-pandemic results), it has a 41% reduction. This reporting year is the first full year reflecting its new hybrid working model.
Buildings Scope 1 (gas), Scope 2 (electricity)	Energy in VisitScotland buildings equates to 300 tCO2e, a 15% reduction on 2021/22 and a 36% reduction on 2019/20 the last full pre-pandemic year.
Waste and Water Scope 3 emissions	VisitScotland's total waste currently sits at 19% to landfill, 22% to combustion and 59% recycled, its aim is to have no more than 5% to landfill and 70% to recycled by the Scottish Government target of 2025.
General	VisitScotland's Green Champion network achieved Gold Green Tourism Awards at all its sites, following on from the GreenCheck Assessments, supporting its sustainability objectives across the estate.
Reduce the impact of transport	VisitScotland's business travel has increased during the reporting year, reflecting an expected increase following 2021-22 where restrictions meant little business travel, however based against 2019/20 its business travel is 45% reduced. VisitScotland has reduced its leased car numbers to 9 from 17 vehicles during the year, with all cars under 130g/km.
Improve the quality of tourism jobs	VisitScotland's offices have now operated under a full year of a hybrid working model. The benefits are a reduction in commuting, in time spent travelling and in energy of our buildings; it allows improved communication, greater collaboration and the ability to spread job roles across Scotland thereby creating more locally based jobs. In addition, it allows a better work-life balance for VisitScotland's staff.
Support climate change mitigation and adaptation	VisitScotland has reviewed mitigation needs across the estate as part of the buildings review with a focus on energy performance certificates and recommendations to reduce rating.
Future Sustainable Planning	VisitScotland recognises its role as a leader in the development of responsible tourism practices across the industry to make Scotland one of the most economically, environmentally, and socially sustainable destinations in the world.

This will be achieved through four key objectives under its Responsible Tourism Strategy: ·

- Supporting Scotland’s transition to a low carbon economy
- Ensuring tourism and events in Scotland are inclusive.
- Ensuring tourism and events contribute to thriving communities.
- Supporting the protection and considerate enjoyment of Scotland’s natural and cultural heritage

The following statement is published in accordance with Section 32(1)(b).

Statement of Efficiency, Effectiveness and Economy

The below are extracts from the VisitScotland Annual Procurement Report (2022 – 2023), for the full and detailed report please visit <https://www.visitscotland.org/about-us/our-policies/procurement>.

Efficiencies

Public Contracts Scotland (PCS) is used to publicly advertise all relevant tender opportunities with an aggregated value exceeding the current procurement thresholds. VisitScotland are long established on PCS, and The Championships were added as a standalone Contracting Authority. The volume of published Regulated Contract Notices is summarised as follows:

- Period: 1 April 2022 to 31 March 2023 VisitScotland published 19 (20 Previous Year) Contract Notices* through Public Contracts Scotland.
- Period: 1 April 2022 to 31 March 2023 the Championships published 16 (10 Previous Year) Contract Notices* through Public Contracts Scotland.

In accordance with the Public Contracts (Scotland) Act 2014, the VisitScotland Group has published and maintained a Contracts Register on <https://www.visitscotland.org/about-us/our-policies/procurement> on a quarterly basis. This also includes detail of the contracts awarded for The Championships

In addition, the VisitScotland Group has utilised Public Contracts Scotland to manage a programme of Quick Quotes. Quick Quote is used for lower value procurements with a value greater than £5,000, but less than a regulated procurement, or as a call-off contract from a pre-tendered framework contract. These can be summarised as follows:

- Period: 1 April 2022 to 31 March 2023 VisitScotland published 32 (46 Previous Year) Quick Quote Notices* through Public Contracts Scotland.
- Period: 1 April 2022 to 31 March 2023 the Championships published 11 (10 Previous Year) Quick Quote Notices* through Public Contracts Scotland.

In all relevant procurements, evaluation has been conducted against the criterion that will best deliver the operational objectives of the Corporate Plan of VisitScotland and the Organisational Strategy of The Championships. As required by the Procurement Reform (Scotland) Act 2014, contract award decisions were made on the basis of the Most Economically Advantageous Tender (MEAT).

*Please note that contracts listed in this section 2.1 relate to tender activity that took place during the period 1 April 2022 to 31 March 2023 and may have a contract start at a future date. Contracts listed in Annex A have a start date within the period 1 April 2022 to 31 March 2023 and the tender activity may have taken place at some point prior to the reporting period.

Collaboration

VisitScotland continues to provide contract and supplier management on collaborative tenders with input from the collaborative partners:

Contract Title	Contract Value	Collaborative Partners
Books and Maps for Retail	£2,310,000	Historic Environment Scotland and Scottish Parliamentary Corporate Body
PR Services in North America	£935,000	Scottish Government

In 2022/23, the team will lead on a relet of the Books & Maps contract and on a collaboration with the Scottish Government for PR Services in North America.

The organisation continues to support external collaborative procurement activity, providing resource, knowledge and subject matter expertise into key

collaborative User Intelligence Groups (UIGs). This provides technical expertise into the procurement project and ensures that the organisation's operational requirements are fully considered in specification and during contract development and management. In the period covered by this report, VisitScotland has contributed to the following collaborative UIGs:

- Media Planning, Buying & Associated Services (Scottish Government)
- Publishing, Print, Design and Associated Services (Scottish Government)
- Print and Associated Services (Scottish Government)

It has been noted that since the advent of the COVID-19 Pandemic, UIGs, especially Creative and Media, have reduced in frequency and VisitScotland have raised this with Scottish procurement in an effort to restore previous levels. The VisitScotland procurement team continues to work with our “procurement cluster group” to share knowledge and experiences, discuss best practice, seek collaborative procurement opportunities where possible, etc.

Savings

Annual procurement efficiencies are forecast in the range of £400k - £700k per annum for the VisitScotland Group. The following efficiencies have been achieved:

- Full Financial year 2022/23 - £416k (£443k PY)

APPENDIX 1: Payments made in excess of £25,000 during the financial year ending 31st March 2023.

The following statements are published in accordance with Section 31(3) of the Act.

PAYMENT DATE	SUPPLIER	VALUE GBP	SUPPLY TYPE
05/04/2022	Argyll & Bute Council	242,392	RTIF Grant
05/04/2022	Carat - GBP only	83,986	Media advertising
05/04/2022	Carat - GBP only	288,000	Media advertising
05/04/2022	Carat - GBP only	102,124	Media advertising
05/04/2022	Carat - GBP only	144,000	Media advertising
05/04/2022	Carat - GBP only	54,040	Media advertising
05/04/2022	Carat - GBP only	47,777	Media advertising
14/04/2022	Haymarket Media Group Ltd	48,000	Sponsorship
20/04/2022	Izon Projects Ltd	28,610	iCentre Refurbishment
22/04/2022	Izon Projects Ltd	34,727	iCentre Refurbishment
29/04/2022	Softcat Ltd	58,630	IT Services
05/04/2022	Culture & Sport Glasgow- ES Only	32,520	Event Grant
21/04/2022	Culture & Sport Glasgow- ES Only	250,000	Event Grant
04/04/2022	Carat (USD)	119,412	Global media advertising
18/04/2022	Carat (USD)	237,540	Global media advertising
05/04/2022	Shetland Islands Council	42,000	Destination and Sector Fund
05/04/2022	Shetland Islands Council	28,000	RTIF Grant
05/04/2022	WhiteSpace	44,988	Digital creative
26/04/2022	WhiteSpace	68,118	Digital creative
26/04/2022	WhiteSpace	45,408	Digital creative
20/04/2022	Green Business UK	37,800	Destination Net Zero
21/04/2022	Green Business UK	50,000	Sustainable Certification
05/04/2022	The Highland Council	148,600	RTIF Grant
05/04/2022	The Highland Council	82,088	RTIF Grant
05/04/2022	The Highland Council	184,000	RTIF Grant
05/04/2022	The Highland Council	257,400	RTIF Grant
05/04/2022	The Highland Council	107,100	RTIF Grant
05/04/2022	The Highland Council	128,000	RTIF Grant
08/04/2022	Royal Highland & Agr. Soc.	170,000	Event Grant
05/04/2022	City of Edinburgh Council	212,698	RTIF Grant
05/04/2022	City of Edinburgh Council	239,089	RTIF Grant
05/04/2022	Stirling Council - For use by ES	229,457	RTIF Grant
22/04/2022	VisitBritain - UK	29,902	BTBPS Services
22/04/2022	VisitBritain - UK	51,451	BTBPS Services
29/04/2022	VisitBritain - UK	41,696	BTBPS Services
29/04/2022	Lothian Pension Fund	133,442	Employers pension costs
14/04/2022	Family Holiday Association	338,000	STERG Fund
08/04/2022	Perth & Kinross Council - ES Gra	70,000	Destination and Sector Fund
14/04/2022	Fife Council	57,800	Rent
08/04/2022	Glasgow City Council- Rates	64,976	Rates
08/04/2022	Vohkus Ltd	54,726	IT Services

27/04/2022	Conway Data, Inc	38,500	Event Grant
29/04/2022	Buck	276,615	Employers pension costs
05/04/2022	Glasgow Life	90,000	Destination and Sector Fund
05/04/2022	Execspace Ltd	33,119	Venue Hire
05/04/2022	Dragon Trail Interactive (UK) Ltd	32,400	Global Marketing
26/04/2022	Storm ID Ltd	27,072	Event Support
05/04/2022	Festival 2022	705,000	Unboxed 2022
14/04/2022	The Energy Saving Trust Limited	325,000	Charge Point Fund
04/04/2022	Shanghai Ctrip Business Co. Ltd	75,000	Agency Fees
22/04/2022	ACS Systems UK Ltd	48,151	IT Services
20/04/2022	Phoenix Life Limited c/o JLL	48,000	Rent
17/05/2022	Redfern Travel Ltd/CTM (North)	25,846	Business Travel
05/05/2022	Culture & Sport Glasgow	250,000	CWC Staging Costs
12/05/2022	P G A European Tour	900,000	Sponsorship
06/05/2022	Haymarket Media Group Ltd	48,000	Sponsorship
10/05/2022	Carat (USD)	128,400	Global media advertising
10/05/2022	Carat (USD)	77,040	Global media advertising
27/05/2022	AWG Group Ltd	50,736	Rent
27/05/2022	AWG Group Ltd	50,736	Rent
27/05/2022	AWG Group Ltd	50,736	Rent
27/05/2022	AWG Group Ltd	50,736	Rent
27/05/2022	AWG Group Ltd	50,736	Rent
27/05/2022	AWG Group Ltd	50,736	Rent
06/05/2022	WhiteSpace now Dentsu Creative	57,144	Digital creative
06/05/2022	British Cycling Events	63,750	Event Grant
27/05/2022	The Rocket Group	85,498	Exhibition services
06/05/2022	The Highland Council	54,726	RTIF Grant
10/05/2022	Regent Exhibitions Ltd	139,968	Exhibition space
31/05/2022	Unique Events Ltd	25,000	Event Grant
31/05/2022	APS Group (Scotland) Ltd	37,487	Retail
20/05/2022	Bytes Software Services	31,754	Software
06/05/2022	Moray Council	25,200	RTIF Grant
03/05/2022	Northstar Travel Media Limited (GBP)	96,034	Exhibition services
10/05/2022	Just Me Rod, Inc	47,822	Social Media Content
10/05/2022	Fenix Media Ltd t/a Pulsar	43,200	Subscription Services
27/05/2022	SLC	28,000	RTIF Grant
17/05/2022	North Ayrshire Council Grant	28,000	RTIF Grant
06/05/2022	Enduro Sports Organisation Ltd	63,750	Event Grant
03/05/2022	Shetland Tall Ships Ltd	60,000	Event Grant
10/06/2022	Redfern Travel Ltd/CTM (North)	37,843	Business Travel
10/06/2022	P G A European Tour	900,000	Sponsorship
30/06/2022	R&A Championships Ltd	48,000	Research Costs
07/06/2022	R&A Championships Ltd	334,427	The Open
07/06/2022	Carat - GBP only	28,683	Media advertising
30/06/2022	Carat - GBP only	32,706	Media advertising
30/06/2022	Glasgow International Piping	42,500	Event Grant
24/06/2022	WhiteSpace now Dentsu Creative	50,712	Digital creative
17/06/2022	The Rocket Group	77,732	Exhibition services

07/06/2022	Lothian Pension Fund	138,243	Employers pension costs
30/06/2022	Edinburgh Festival Fringe SocLtd	50,000	Event Grant
08/06/2022	LinkedIn Ireland	37,545	Recruitment Costs
01/06/2022	Union Cycliste Internationale	1,440,000	CWC Rights Payment
07/06/2022	Buck	279,018	Employers pension costs
10/06/2022	Park Place Technologies Ltd	71,923	IT Services
07/06/2022	SMS Maintenance Services Ltd	28,711	Repair and Maintenance
24/06/2022	Qualtrics LLC	34,125	Insight Software
24/06/2022	Dandelion 2022 Ltd	1,500,000	Unboxed
29/06/2022	Something Something Productions Ltd T/A Studio Something	31,871	CWC Film Production
08/07/2022	Insight Direct (UK) Ltd	165,584	IT Licences
01/07/2022	P G A European Tour	150,000	Event Grant
01/07/2022	P G A European Tour	105,000	Event Grant
08/07/2022	Computacenter UK Ltd	78,715	IT Equipment
12/07/2022	Carat - GBP only	43,487	Media Advertising
15/07/2022	Carat - GBP only	99,984	Media Advertising
26/07/2022	Carat - GBP only	135,335	Media Advertising
07/07/2022	E-see International Ltd	30,855	License
05/07/2022	Softcat Ltd	224,396	License
19/07/2022	AWG Group Ltd	50,736	Rent
19/07/2022	AWG Group Ltd	50,736	Rent
19/07/2022	AWG Group Ltd	50,736	Rent
05/07/2022	Lothian Pension Fund	130,586	Employers Pension Costs
29/07/2022	Edinburgh Festival Fringe SocLtd	35,000	Event Grant
20/07/2022	Carat (CAD)	133,200	Global Media Advertising
12/07/2022	Buck	270,667	Employers Pension Costs
15/07/2022	Dandelion 2022 Ltd	600,000	Unboxed
26/07/2022	Phoenix Life Limited c/o JLL	48,000	Rent
05/07/2022	GEO Foundation	58,200	Sustainable Partnerships
12/08/2022	Redfern Travel Ltd/CTM (North)	34,286	Business Travel
30/08/2022	R&A Championships Ltd	212,500	Women's British Open
23/08/2022	Carat - GBP only	42,101	Media Advertising
02/08/2022	Carat - GBP only	25,057	Media Advertising
12/08/2022	Carat - GBP only	51,756	Media Advertising
12/08/2022	Carat - GBP only	25,315	Media Advertising
12/08/2022	Carat - GBP only	26,430	Media Advertising
31/08/2022	IMEX America Ltd	109,032	Exhibition Space
09/08/2022	Izon Projects Ltd	57,181	iCentre Refurbishment
23/08/2022	Izon Projects Ltd	182,819	iCentre Refurbishment
12/08/2022	Rare Management Ltd	29,437	Event Grant
12/08/2022	Softcat Ltd	155,311	License
12/08/2022	Softcat Ltd	59,622	License
03/08/2022	WhiteSpace now Dentsu Creative	36,000	CWC Digital creative
19/08/2022	Speakeasy Productions	36,636	Exhibition Stand Construction
19/08/2022	Speakeasy Productions	37,441	Exhibition Stand Construction
04/08/2022	Lothian Pension Fund	136,372	Employers Pension Costs
04/08/2022	Development Counsellors-GBP	35,238	Agency Fees

16/08/2022	Festivals Edinburgh Ltd	50,000	Event Grant
30/08/2022	IMG UK Ltd	120,000	Scottish Womens Open Partnerships
30/08/2022	IMG UK Ltd	918,000	Event Grant
04/08/2022	Buck	274,834	Employers Pension Costs
17/08/2022	Storm ID Ltd	54,000	CWC Website Design
30/08/2022	Dandelion 2022 Ltd	750,000	Unboxed
30/09/2022	Redfern Travel Ltd/CTM (North)	30,367	Business Travel
30/09/2022	Izon Projects Ltd	180,000	Icentre Relocation
22/09/2022	Edinburgh Int. Film Festival	35,000	Event Grant
02/09/2022	The Rocket Group	136,990	Exhibition Services
08/09/2022	Lothian Pension Fund	139,467	Employers Pension Costs
28/09/2022	BloomReach BV	190,035	License
16/09/2022	Museums Galleries Scotland	307,751	Year of Stories Community Fund
08/09/2022	Sweetspot Group Limited	85,000	Event Grant
08/09/2022	Buck	267,242	Employers Pension Costs
08/09/2022	West Lothian Council	57,834	RTIF Grant
16/09/2022	BMG Research Ltd	32,573	Research
16/09/2022	World Energy Council	100,000	Event Grant
08/09/2022	Caspio Inc	44,250	License
16/09/2022	K & N (Travel) Associates Ltd	52,940	Research
07/10/2022	Indigo Television Ltd	42,810	Sponsorship
19/10/2022	Culture & Sport Glasgow	90,000	CWC Staging Costs
05/10/2022	DWF LLP	42,600	CWC Legal Services
14/10/2022	Softcat Ltd	58,059	License
28/10/2022	AWG Group Ltd	50,736	Rent
25/10/2022	Scottish Orienteering 6 Day Event Company	40,000	Event Grant
14/10/2022	The Highland Council	31,357	RTIF Grant
07/10/2022	Lothian Pension Fund	135,782	Employers Pension Costs
28/10/2022	Lothian Pension Fund	136,212	Employers Pension Costs
07/10/2022	Buck	265,111	Employers Pension Costs
14/10/2022	BMG Research Ltd	32,573	Research
05/10/2022	Dandelion 2022 Ltd	360,000	Unboxed
18/10/2022	Phoenix Life Limited c/o JLL	48,000	Rent
18/10/2022	Barrier Networks Ltd	26,457	IT Services
25/11/2022	Redfern Travel Ltd/CTM (North)	64,012	Business Travel
08/11/2022	P G A European Tour	45,000	Event Grant
25/11/2022	Carat - GBP only	28,429	Media Advertising
25/11/2022	Carat - GBP only	28,263	Media Advertising
17/11/2022	Softcat Ltd	26,154	Licenses
09/11/2022	Carat (USD)	152,400	Global media advertising
30/11/2022	Progressive Partnership	45,000	Visitor Survey
30/11/2022	AWG Group Ltd	50,736	Rent
30/11/2022	AWG Group Ltd	50,736	Rent
22/11/2022	British Cycling Events	45,000	Event Grant
04/11/2022	The Highland Council	62,500	Sponsorship
30/11/2022	Renfrewshire Council	145,936	RTIF Grant
29/11/2022	Union Cycliste Internationale	1,440,000	CWC Rights Payment

01/11/2022	Buck	263,865	Employers Pension Costs
09/11/2022	Motion Technology Services Ltd	54,854	CWC Technology Solutions
15/12/2022	Scottish Natural Heritage	26,609	Rates
15/12/2022	British Cycling Events	25,000	Event Grant
20/12/2022	The Highland Council	194,574	RTIF Grant
20/12/2022	City of Edinburgh Council	166,309	RTIF Grant
06/12/2022	Lothian Pension Fund	203,270	Employers Pension Costs
06/12/2022	Modern Human Design Ltd	45,882	Research
07/12/2022	Falcon Social	53,522	Social Media Monitoring
20/12/2022	IMG UK Ltd	162,000	Womans Scottish Open
06/12/2022	Buck	374,757	Employers Pension Costs
20/12/2022	Comhairle nan Eilean Siar - Receipts	68,442	RTIF Grant
31/01/2023	Argyll & Bute Council	381,816	RTIF Grant
24/01/2023	R&A Championships Ltd	37,500	Event Grant
24/01/2023	SMG Europe Holdings Ltd t/a P&J Live	26,510	VS Connect
17/01/2023	Carat - GBP only	47,508	Media Advertising
31/01/2023	New Mind Internet Consultancy	189,240	Licenses
10/01/2023	Reed Exhibitions (USD)	36,825	Exhibition Space
06/01/2023	Stirling Council - For use by ES	184,800	RTIF Grant
06/01/2023	Lothian Pension Fund	145,553	Employers Pension Costs
19/01/2023	Freeman Decorating Co	52,045	Exhibition Space Stand Build
17/01/2023	Vohkus Ltd	65,968	IT Equipment
31/01/2023	Disabled Enabled Limited t/a AccessAble	29,677	Accessibility Development
06/01/2023	Buck	278,939	Employers Pension Costs
12/01/2023	Enduro Sports Organisation (CWC)	30,888	CWC Stage Gate Management Fee
06/01/2023	British Mountaineering Council	25,500	Event Grant
24/01/2023	Phoenix Life Limited c/o JLL	48,000	Rent
21/02/2023	Redfern Travel Ltd/CTM (North)	79,477	Business Travel
28/02/2023	Cameron Presentations Ltd-Giffn	41,952	CWC Exhibition Services
07/02/2023	Carat - GBP only	47,992	Media Advertising
07/02/2023	Carat - GBP only	92,729	Media Advertising
07/02/2023	Carat - GBP only	92,729	Media Advertising
07/02/2023	Peter MacLennan & Co Ltd	70,000	Dilapidations
07/02/2023	EDF Energy	25,621	Energy Costs
02/02/2023	Rare Management Ltd	165,450	CWC Venue Space
07/02/2023	AWG Group Ltd	50,736	Rent
14/02/2023	University of Strathclyde	25,017	Research
07/02/2023	Lothian Pension Fund	144,402	Employers Pension Costs
21/02/2023	Perth & Kinross Council - ES Gra	30,286	RTIF Grant
14/02/2023	Stackla Limited	25,800	License
07/02/2023	Buck	276,702	Employers Pension Costs
28/02/2023	BMG Research Ltd	32,051	Research
03/02/2023	Festival 2022	652,042	Unboxed 2022
21/02/2023	Unique Events Ltd (Edinburgh's Hogmanay)	105,000	Event Grant
09/02/2023	Enduro Sports Organisation (CWC)	76,087	CWC Stage Gate Management Fee
08/03/2023	Redfern Travel Ltd/CTM (North)	76,190	Business Travel

28/03/2023	Argyll & Bute Council	57,608	RTIF Grant
28/03/2023	Argyll & Bute Council	259,118	RTIF Grant
28/03/2023	Audit Scotland	32,617	Audit Fees
08/03/2023	SMG Europe Holdings Ltd t/a P&J Live	44,184	Venue Hire
28/03/2023	Dentsu UK Limited (Carat GBP)	179,999	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	41,384	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	27,188	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	39,657	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	59,990	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	35,901	Media Advertising
28/03/2023	Dentsu UK Limited (Carat GBP)	93,766	Media Advertising
28/03/2023	Glasgow Film Theatre	28,000	Event Grant
31/03/2023	Anderson Strathern Solicitors	351,750	Dilapidations
30/03/2023	Rare Management Ltd	62,500	CWC Course Design
30/03/2023	Rare Management Ltd	35,595	CWC Venue Hire
21/03/2023	Softcat Ltd	219,660	Licenses
28/03/2023	Softcat Ltd	70,793	Licenses
16/03/2023	Dentsu Uk Limited (Carat USD)	25,544	Global Media Advertising
16/03/2023	Dentsu Uk Limited (Carat USD)	37,316	Global Media Advertising
16/03/2023	Dentsu Uk Limited (Carat USD)	51,087	Global Media Advertising
16/03/2023	Dentsu Uk Limited (Carat USD)	76,217	Global Media Advertising
16/03/2023	Dentsu Uk Limited (Carat USD)	133,381	Global Media Advertising
16/03/2023	Dentsu Uk Limited (Carat USD)	147,670	Global Media Advertising
21/03/2023	Dentsu Uk Limited (Carat USD)	62,674	Global Media Advertising
29/03/2023	Dentsu Uk Limited (Carat USD)	43,560	Global Media Advertising
08/03/2023	Progressive Partnership	45,000	Visitor Survey
14/03/2023	AWG Group Ltd	50,736	Rent
28/03/2023	The Rocket Group	74,998	Exhibition Services
08/03/2023	The Highland Council	400,000	RTIF Grant
08/03/2023	The Highland Council	32,410	RTIF Grant
21/03/2023	The Highland Council	50,725	RTIF Grant
28/03/2023	The Highland Council	352,687	RTIF Grant
21/03/2023	Stirling Council - For use by ES	28,283	RTIF Grant
08/03/2023	Lothian Pension Fund	145,584	Employers Pension Costs
28/03/2023	Lothian Pension Fund	141,304	Employers Pension Costs
01/03/2023	MTBcut Productions Ltd (T/A Cut Media)	47,901	CWC Media Advertising
16/03/2023	PCMA	30,000	Sponsorship
28/03/2023	Sweetspot Group Limited	25,125	CWC Event Management
14/03/2023	Buck	279,005	Employers Pension Costs
14/03/2023	Azets Audit Services Ltd	29,700	Audit Fees
31/03/2023	Pennine Events	38,064	CWC Event Management
31/03/2023	Pennine Events	37,344	CWC Event Management
28/03/2023	Enduro Sports Organisation (CWC)	30,888	CWC Event Management
28/03/2023	Cello Signal Ltd t/a The Leith Agency	46,800	CWC Equipment Hire
28/03/2023	Shetland Tall Ships Ltd	51,700	Event Grant