

PUBLIC SECTOR REFORM (SCOTLAND) ACT 2010

VISITSCOTLAND return for year ending 31st March 2021

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		279
SUPPORT GRANTS	<i>Includes support for cultural and sports events and growth fund projects</i>	5,191
PROMOTIONAL, CONFERENCE & EVENT ACTIVITIES		10,223
MEDIA ADVERTISING		5,092
DIRECT MARKETING	<i>Includes iCentre costs</i>	2,742
OTHER MARKETING COSTS	<i>includes branding, design, publications, printing & distribution</i>	304
RESEARCH & EVALUATION		154
STAFF COSTS	<i>To deliver above activity</i>	11,881
TOTAL PR MARKETING EXPENSES		35,866
OVERSEAS TRAVEL	<i>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</i>	2
HOSPITALITY AND ENTERTAINMENT	<i>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</i>	2
EXTERNAL CONSULTANCY	<i>Includes management, IT, financial, construction or infrastructure related consultancy, audit fees and third party technical support</i>	82
RENUMERATIONS RECEIVED IN EXCESS OF £150k	<i>Does not include receipt of pension, voluntary severance compromise agreements or redundancy payments</i>	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 (2020 – 2021), for the full and detailed report please visit <https://www.visitscotland.org/about-us/annual-corporate-reports/sustainability-report>.

Introduction

Tourism is not only a key driver for sustainable economic growth, but also has a special relationship with the Scottish environment and society, due to its unique dependency on quality environments, cultural distinctiveness, social interaction, security and wellbeing. Therefore, we at VisitScotland believe the success of Scotland's tourism industry rests not only on its economic competitiveness but also on protecting and enhancing the Scottish environment, society and culture, which are vital to the brand, the industry and sustaining Scotland's economic growth.

In line with the Scottish Government's ambition and newly updated Scotland: Outlook 2030 Tourism Strategy. VisitScotland aspires for Scotland to be a globally recognised leader in Responsible Tourism for a sustainable future. 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. VisitScotland will contribute to a more sustainable future for Scotland through taking direct action on issues under our control and engage, influence and support third parties such as strategic partners, businesses, destination communities and visitors, to enable and encourage adoption of responsible tourism practices.

VisitScotland's Sustainable Tourism Policy provides a clear rationale and plan for delivering our aspirations for sustainable tourism.

This year, 2020/21, has been exceptional and completely different from past years due to the global pandemic, therefore this annual sustainability report reflects and concentrates on the activities undertaken during this time to support our sustainability policy, as well as the Scottish Government's sustainability

ambitions for Scotland and relevant legislation. These activities show that while the world has slowed down a bit, our activities have not, and many will be long lasting.

In November 2020, with a year to go to COP26, VisitScotland became the first national tourism organisation in the world to sign up to the 'Tourism Declares a Climate Emergency' initiative, stepping up and demonstrating our commitment to responsible tourism and tackling climate change. Through our activity, we aim to play a leading role in the development of Scotland as a globally recognised low carbon responsible tourism destination. As part of joining the initiative we have also committed to publish a climate action plan within the first year.

Climate Change Reporting

The Climate Change (Scotland) Act 2009 requires all public bodies to exercise their functions in a way that best contributes to the Act's carbon emission reduction targets, delivery of climate change adaptation program and overall sustainable practices. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, which amends the Climate Change (Scotland) Act 2009, the Scottish Government has set ambitions to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040 against a 2008/09 baseline.

As of the 31 March 2021, VisitScotland has achieved an 88% reduction in CO2 emissions from our base year, which exceeds the current 2030 target. The average reduction per year is 11% (averaged from our base year of 2008/9 to 2019/20), showing that the reduction of 55% within the pandemic year is higher than we would normally expect to see.

VisitScotland annually reports on its compliance with its climate change duties through the Scottish Sustainable Network reporting tool.

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 Actions Taken
Promote the integration of sustainability in the tourism sector	Responsible Tourism Team created. Introduced Hybrid working model, reducing costs of travel and allowing roles to be spread throughout Scotland thereby contributing to local economies.
Minimise resource use and waste production	Our resource use and waste related CO2 emissions are continuing to reduce annually. In 2020/21 we saw a 55% reduction from the previous year, where in a “normal” year our average reduction is only 11%. We support the Scottish Government Targets of 70% recycling for all waste and a maximum 5% sent to Landfill by 2025 (baseline year 2012/13). In 2020/21 our recycling rate was 69%, and there was an 89% decrease in waste to landfill, by comparison in the two years prior to 2020/21 our average decrease in waste to landfill was 16.5%.
Reduce the impact of transport	We have made a 99% reduction in our travel related CO2 emissions from the baseline year.
Protect and enhance Scotland’s natural and cultural heritage	Through a wide range of channels, we are providing potential visitors and visitors in Scotland with a range of information on Scottish Wildlife and its natural landscapes, as well as promoting the Outdoor Access code.
Enhance quality of life for Scottish communities	VisitScotland continues the work of the Responsible Tourism Group (External Facing), to accelerate our work in this area, and ensure leadership and commitment to our responsible tourism ambitions. The group identifies opportunities and sustainable projects, encouraging all VisitScotland’s activity to be viewed through the lens of responsible destination development.
Make holidays in Scotland available for all	Priority this year during the height of the Pandemic was to raise awareness of the concerns of disabled people, senior travellers, and families with young children in participating in tourism once restrictions were lifted. Working alongside three charities, Tourism for All, Euan’s Guide and the Edinburgh & Lothians Carer’s Centre – VOCAL, these target groups were asked specific questions about making day visits and overnight stays once Coronavirus restrictions were lifted. Data and feedback from all three surveys were used to compile advice on what additional support and reassurance businesses could offer to potential customers to help them return and participate in tourism once again. This advice was shared via our corporate website. A webinar was

delivered to 80 members of Association of Visitor Attractions focused on what simple but effective measures could be put in place to welcome people back. Working with key partners such as PurpleTuesday, Euan’s Guide and industry groups we encouraged 151 additional businesses to produce an accessibility guide detailing their access facilities and hygiene safety measures.

Improve the quality of tourism jobs

The anticipated Introduction of hybrid working, and creation of a policy will give the ability to spread job roles across Scotland thereby contributing to local economies and creating more locally based jobs.

Support climate change mitigation and adaption in the tourism sector

- Demonstrating our commitment to responsible tourism and tackling climate change VisitScotland became the first national tourism organisation in the world to sign up to The Tourism Declares a Climate Emergency in November 2020. Through our activity, we aim to play a leading role in the development of Scotland as a globally recognised low carbon responsible tourism destination. As part of joining the initiative we have also committed to publish a climate action plan within the first year.
- We recognise that addressing the climate emergency is imperative in protecting our planet, and our country, for future generations. We want to set out our commitment to being part of the solution by:
 1. Take action to reduce carbon emissions as an organisation and encourage Scotland’s tourism industry to consider and address their carbon footprint.
 2. Work collaboratively with the Scottish tourism and events industry to educate and share best practice around effectively reducing carbon emissions.
 3. Play a leading role in the development of Scotland as a globally recognised responsible destination.
 4. Engage our communities to make sure they are at the heart of our responsible tourism future.

Tourism and events can be forces for good growth and positive change. They support economic development, protect our environment, sustain local communities and contribute to meaningful cultural exchange.

- We have reviewed mitigation needs across the estate as part of the buildings review with a focus on Energy performance certificates and recommendations to reduce rating.
- Condition surveys undertaken on all locations to identify opportunities for sustainable improvements.

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 (2020 – 2021), 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 have now been added as a standalone Contracting Authority. The volume of published Regulated Contract Notices is summarised as follows:

- Period: 1 April 2020 to 31 March 2021 VisitScotland published 12 Contract Notices* through Public Contracts Scotland.
- Period: 1 April 2020 to 31 March 2020 the Championships published 3 Contract Notices* through Public Contracts Scotland.

In accordance with the Public Contracts (Scotland) Act 2014, the organisation has published and maintained a Contracts Register In accordance with the Public Contracts (Scotland) Act 2014, the Group has published and maintained a Contracts Register on www.visitscotland.org on a quarterly basis. This currently includes detail of the contracts awarded for The Championships, however the quarterly report specific to The Championships will be published on their bespoke website once launched.

In addition, the Group has accessed Public Contracts Scotland to manage a programme of Quick Quotes. Quick Quote is used for lower value procurements with a value greater that £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 2020 to 31 March 2021 VisitScotland published 24 Quick Quote Notices* through Public Contracts Scotland.

- Period: 1 April 2020 to 31 March 2021 the Championships published 2 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 3.1 relate to tender activity that took place during the period 1 April 2020 to 31 March 2021 and may have a contract start at a future date. Contracts listed in Annex A have a start date within the period 1 April 2020 to 31 March 2021 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
Leaflet Merchandising, Storage & Distribution	£50,000	Historic Environment Scotland, National Trust

for Scotland,
Royal Botanic
Gardens
Edinburgh, and
Scottish
Parliamentary
Corporate Body.

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

The organisation continues to support external collaborative contract, providing resource 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.

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 2021/22 - £497k

APPENDIX 1: Payments made in excess of £25,000 during the financial year ending 31st March 2021.

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

PAYMENT DATE	SUPPLIER	VALUE GBP	SUPPLY TYPE
14/04/2020	East Lothian Council-ES Only	120,000	Event Grant
21/04/2020	XMA Ltd	36,302	IT equipment
07/04/2020	Redfern Travel Ltd/CTM (North)	33,404	Travel Costs
17/04/2020	LinkedIn Ireland	37,545	Staff Development
07/04/2020	Development Counsellors-GBP	26,266	DCI Professional Services
28/04/2020	Carat (EUR)	28,003	Global media advertising
28/04/2020	Carat (EUR)	55,627	Global media advertising
17/04/2020	Carat (EUR)	111,307	Global media advertising
17/04/2020	Carat (EUR)	48,000	Global media advertising
17/04/2020	Carat (EUR)	27,008	Global media advertising
17/04/2020	Carat (EUR)	28,003	Global media advertising
17/04/2020	Carat (EUR)	339,245	Global media advertising
28/04/2020	Carat (CAD)	102,639	Global media advertising
03/04/2020	Underbelly Ltd	30,000	Event Grant
07/04/2020	Association for Computing Machinery Inc	41,250	Event Grant
24/04/2020	Capita Hartshead	59,689	Employers pension costs
24/04/2020	Capita Hartshead	112,500	Employers pension costs
14/04/2020	The Highland Council	26,852	Rates
07/04/2020	BloomReach BV	91,850	Social media software
09/04/2020	Moffat Centre	25,851	Research
03/04/2020	Perth & Kinross Council	27,377	Rent Costs
03/04/2020	Lothian Pension Fund	76,601	Employers pension costs
09/04/2020	Softcat Ltd	51,750	Licensing
03/04/2020	Culture & Sport Glasgow- ES Only	78,150	Event Grant
03/04/2020	IMG UK Ltd	543,704	Solheim Cup
03/04/2020	IMG UK Ltd	1,959,870	Solheim Cup
28/04/2020	Carat (USD)	62,194	Global media advertising
03/04/2020	Computacenter UK Ltd	32,227	IT equipment
03/04/2020	Carat - GBP only	29,160	Media advertising
03/04/2020	Carat - GBP only	41,564	Media advertising
03/04/2020	Carat - GBP only	37,885	Media advertising
03/04/2020	Carat - GBP only	140,135	Media advertising
28/04/2020	Insight Direct (UK) Ltd	165,584	IT supplies
05/05/2020	SMG Europe Holdings Ltd t/a P&J Live	107,114	Rent

05/05/2020	SMG Europe Holdings Ltd t/a P&J Live	64,330	Rent
05/05/2020	SMG Europe Holdings Ltd t/a P&J Live	64,330	Rent
07/05/2020	Scottish Borders Council - Grant	42,314	RTIF Grant
07/05/2020	Health and Safety Executive	56,305	Rent
07/05/2020	Phoenix Life Ltd c/o Standard	48,000	Rent
05/05/2020	AWG Group Ltd	50,736	Rent
05/05/2020	AWG Group Ltd	50,736	Rent
05/05/2020	AWG Group Ltd	50,736	Rent
07/05/2020	Edinburgh Int. Film Festival	25,000	Event Grant
11/05/2020	The Highland Council	150,000	RTIF Grant
11/05/2020	The Highland Council	136,814	RTIF Grant
11/05/2020	Lothian Pension Fund	77,561	Employers pension costs
11/05/2020	Loch Lomond/Trossachs Nat. Park	151,000	RTIF Grant
22/05/2020	EDF Energy	29,334	Power supplies
27/05/2020	Softcat Ltd	135,056	Licensing
22/05/2020	Graham & Sibbald - Inverness	38,400	Professional Service
07/05/2020	New Mind Internet Consultancy	213,240	Destination management system
18/05/2020	Carat (USD)	258,000	Global media advertising
18/05/2020	Carat (USD)	445,500	Global media advertising
11/05/2020	Moray Council	40,250	RTIF Grant
22/05/2020	Sheffield Hallam University Enterprise Ltd	29,700	Survey Services
27/05/2020	Datatonic Ltd	30,750	IT Services
27/05/2020	Datatonic Ltd	30,750	IT Services
27/05/2020	Carat - GBP only	49,064	Media advertising
15/05/2020	Carat - GBP only	89,305	Media advertising
01/05/2020	Insight Direct (UK) Ltd	41,761	IT supplies
05/06/2020	Sopra Steria Ltd	35,226	IT Services
15/06/2020	Redfern Travel Ltd/CTM (North)	53,601	Travel Costs
15/06/2020	Phoenix Software Limited	108,481	Software supplies
15/06/2020	Phoenix Software Limited	154,771	Software supplies
26/06/2020	Argyll & Bute Council	100,000	VIC refurbishment
15/06/2020	ASVA	26,329	Covid Grant
02/06/2020	PSP Media Group Ltd	33,000	Event sponsorship
16/06/2020	Capita Hartshead	253,539	Employers pension costs
05/06/2020	The Highland Council	26,232	Rates
15/06/2020	Assoc of Scotland's Self Caterer	62,000	Covid Grant
30/06/2020	Stirling Council	26,550	Rent
05/06/2020	Lothian Pension Fund	84,089	Employers pension costs
15/06/2020	Rare Management Ltd	79,084	Event Grant
15/06/2020	IMG UK Ltd	615,467	Solheim Cup
05/06/2020	BMG Research Ltd	47,752	Research
05/06/2020	BMG Research Ltd	32,103	Research
15/06/2020	Free Media T/A Direct Distributi	27,000	Brochure/leaflet deliveries
02/06/2020	Edinburgh Inter. Festival Soc.	25,000	Event Grant
07/07/2020	Carat (EUR)	26,364	Global media advertising
24/07/2020	Shetland Islands Council	37,000	Pension costs

10/07/2020	AWG Group Ltd	50,736	Rent
10/07/2020	AWG Group Ltd	50,736	Rent
10/07/2020	AWG Group Ltd	50,736	Rent
10/07/2020	Stirling Council	26,550	Rent
31/07/2020	The Rocket Group	37,666	Exhibition services
28/07/2020	Kantar UK Ltd t/a Kantar TNS	29,252	Research
08/07/2020	Lothian Pension Fund	85,495	Employers pension costs
10/07/2020	IMG UK Ltd	170,312	Solheim Cup
08/07/2020	IMG UK Ltd	1,029,688	Solheim Cup
21/07/2020	Stirling Council - For use by ES	119,780	RTIF Grant
24/07/2020	Park Place Technologies Ltd	61,417	IT supplies
15/07/2020	Buck	247,481	Pension costs
31/07/2020	Carat - GBP only	48,448	Media advertising
07/08/2020	Lothian Pension Fund	80,141	Employers pension costs
28/08/2020	EDF Energy	27,714	Power supplies
28/08/2020	Softcat Ltd	42,396	I.T. Services
21/08/2020	WhiteSpace	103,656	Digital creative
25/08/2020	IMG UK Ltd	648,450	Solheim Cup
07/08/2020	IMG UK Ltd	95,400	Ladies Scottish Open
12/08/2020	Atlassian Pty Ltd	28,105	I.T. Services
04/08/2020	Axis Interiors Solutions Ltd	31,303	Refurbishment
07/08/2020	Buck	245,132	Pension
13/08/2020	Caspio Inc	30,000	I.T. Services
21/08/2020	Carat - GBP only	31,872	Media advertising
01/09/2020	City of Edinburgh Council	51,355	Rates
01/09/2020	City of Edinburgh Council	52,722	Rates
01/09/2020	City of Edinburgh Council	51,355	Rates
01/09/2020	City of Edinburgh Council	33,059	Rates
16/09/2020	Lothian Pension Fund	83,111	Employers pension costs
30/09/2020	Scottish Government	30,662	Oracle support costs
09/09/2020	IMG UK Ltd	526,391	Solheim Cup
18/09/2020	Izon Projects Ltd	79,800	Refurbishment
18/09/2020	Axis Interiors Solutions Ltd	56,262	Refurbishment
16/09/2020	Buck	247,772	Employers pension costs
30/09/2020	Carat - GBP only	58,081	Media advertising
30/09/2020	Carat - GBP only	41,218	Media advertising
30/09/2020	Carat - GBP only	54,046	Media advertising
30/09/2020	Carat - GBP only	61,308	Media advertising
25/09/2020	Carat - GBP only	111,130	Media advertising
08/09/2020	Carat - GBP only	55,509	Media advertising
29/10/2020	Banner Group Ltd	32,360	I.T. Supplies
06/10/2020	P G A European Tour	1,200,000	Sponsorship
27/10/2020	Carat - GBP only	90,589	Media advertising
27/10/2020	Carat - GBP only	29,890	Media advertising
20/10/2020	Scottish Natural Heritage	29,081	Rates
15/10/2020	AWG Group Ltd	50,736	Rent
15/10/2020	AWG Group Ltd	50,736	Rent
15/10/2020	AWG Group Ltd	50,736	Rent
16/10/2020	Lothian Pension Fund	80,388	Pension
01/10/2020	Phoenix Life Ltd c/o Standard	48,000	Rent

01/10/2020	Stirling Council	26,550	Rent
09/10/2020	Buck	231,453	Pension
17/11/2020	Stackla Limited	25,800	Social media software
17/11/2020	Fife Council	34,000	Rent
10/11/2020	Lothian Pension Fund	86,995	Employers pension costs
04/11/2020	WhiteSpace	33,624	Digital creative
04/11/2020	WhiteSpace	25,440	Digital creative
10/11/2020	IMG UK Ltd	72,050	Ladies Scottish Open
03/11/2020	IMG UK Ltd	155,236	Solheim Cup
13/11/2020	Festivals Edinburgh Ltd	27,000	Event Grant
03/11/2020	Buck	245,206	Employers pension costs
17/11/2020	Carat - GBP only	148,634	Media advertising
13/11/2020	Carat - GBP only	46,288	Media advertising
22/12/2020	Carat (EUR)	26,604	Global media advertising
16/12/2020	Carat (EUR)	39,359	Global media advertising
16/12/2020	Carat (EUR)	39,358	Global media advertising
16/12/2020	Underbelly Ltd	83,691	Event Grant
11/12/2020	Phoenix Life Ltd c/o Standard	48,000	Rent
22/12/2020	Reed Exhibitions-EUR	26,724	Exhibition costs
08/12/2020	The Highland Council	105,327	RTIF Grant
09/12/2020	BloomReach BV	190,035	Social media software
04/12/2020	Lothian Pension Fund	93,982	Employers pension costs
18/12/2020	Union Advertising Limited	80,000	Advertising production
04/12/2020	LGU Championships Ltd	119,000	Event Grant
04/12/2020	Carat - GBP only	127,019	Media advertising
04/12/2020	Carat - GBP only	31,851	Media advertising
04/12/2020	Carat - GBP only	106,865	Media advertising
04/12/2020	Carat - GBP only	41,313	Media advertising
04/12/2020	Carat - GBP only	82,022	Media advertising
04/12/2020	Carat - GBP only	71,248	Media advertising
04/12/2020	Buck	245,772	Employers pension costs
29/01/2021	21CC Group Ltd	34,815	Event Grant
15/01/2021	Argyll & Bute Council	120,000	RTIF Grant
15/01/2021	Shetland Islands Council	143,150	RTIF Grant
05/01/2021	Stirling Council	25,604	Rent
05/01/2021	Lothian Pension Fund	89,453	Employers pension costs
29/01/2021	Lothian Pension Fund	106,536	Employers pension costs
15/01/2021	Dumfries & Galloway Council	29,000	RTIF Grant
20/01/2021	PCMA	55,000	Sponsorship
15/01/2021	Softcat Ltd	39,000	Licensing
15/01/2021	WhiteSpace	30,834	Digital creative
08/01/2021	IMG UK Ltd	45,227	Solheim Cup
08/01/2021	Carat - GBP only	150,911	Media advertising
22/01/2021	Carat - GBP only	27,323	Media advertising
26/01/2021	Carat - GBP only	53,680	Media advertising

05/01/2021	Buck	243,573	Employers pension costs
29/01/2021	Buck	248,642	Employers pension costs
19/02/2021	East Lothian Council-ES Only	96,000	RTIF Grant
05/02/2021	UserZoom Limited	27,600	Web services
22/02/2021	Lochaber Chamber of Commerce	45,000	Covid Grant
22/02/2021	Argyll and the Isles Tourism	50,000	Covid Grant
19/02/2021	Perth & Kinross Council - ES Gra	151,432	RTIF Grant
22/02/2021	Aberdeen & Abdnshire Tourism Co T/A VisitAberdeenshire	37,350	Covid Grant
09/02/2021	Falcon Social	34,584	Social Media Marketing
19/02/2021	North Coast 500 Ltd	49,500	Covid Grant
22/02/2021	ASVA	50,000	Covid Grant
22/02/2021	Sail Scotland Ltd	50,000	Covid Grant
22/02/2021	Scottish Tourism Alliance	47,100	Covid Grant
26/02/2021	Scottish Tourism Alliance	50,000	Covid Grant
19/02/2021	Cairngorms Business P'ship Ltd	39,000	Covid Grant
12/02/2021	AWG Group Ltd	50,736	Rent
12/02/2021	AWG Group Ltd	50,736	Rent
12/02/2021	AWG Group Ltd	50,736	Rent
09/02/2021	The Highland Council	73,803	RTIF Grant
19/02/2021	The Highland Council	134,429	RTIF Grant
24/02/2021	Assoc of Scotland's Self Caterer	50,000	Covid Grant
24/02/2021	Visit Arran Ltd.	35,000	Covid Grant
23/02/2021	Unique Events Ltd	25,000	Covid Grant
26/02/2021	Loch Lomond/Trossachs Nat. Park	25,500	Covid Grant
22/02/2021	Edinburgh Tourism Action Group	49,700	Covid Grant
19/02/2021	Love Loch Lomond	48,500	Covid Grant
16/02/2021	Carat - GBP only	27,720	Media advertising
16/02/2021	Carat - GBP only	87,234	Media advertising
16/02/2021	Carat - GBP only	69,311	Media advertising
12/02/2021	Haymarket Media Group Ltd	36,000	Content Marketing
02/02/2021	Turing Festival Limited	35,000	Bid Fund
24/02/2021	Visit South West Scotland	50,000	Covid Grant
19/02/2021	Aberdeenshire Council - RTIF	100,963	RTIF Grant
22/02/2021	Perthshire Business Tourism Initiative	26,250	Covid Grant
22/02/2021	Scotland's Best B&B's	31,200	Covid Grant
19/02/2021	The Coig	48,600	Covid Grant
22/02/2021	Angus Tourism Co-operative	43,500	Covid Grant
24/02/2021	Scottish Independent Hostels	44,700	Covid Grant
26/02/2021	Specialized Organization Ltd	150,000	Covid Grant
26/02/2021	Red Sixty One Limited	150,000	Covid Grant
26/02/2021	Vision Events (UK) Ltd	150,000	Covid Grant
26/02/2021	Springboard Events Ltd	120,000	Covid Grant
26/02/2021	Speakeasy Productions Ltd	150,000	Covid Grant
26/02/2021	it is on ltd	150,000	Covid Grant
26/02/2021	Autauric Ltd	120,000	Covid Grant
26/02/2021	GB Festivals Ltd	150,000	Covid Grant
26/02/2021	Lux Events Ltd	100,000	Covid Grant
26/02/2021	Caledonian Concepts (Scotland) Ltd	60,000	Covid Grant
26/02/2021	Saltire Technology Events Ltd	143,000	Covid Grant
26/02/2021	Catalyst Event Production Services Ltd.	150,000	Covid Grant
26/02/2021	TV Events Limited	100,000	Covid Grant

26/02/2021	SWG3 Ltd	150,000	Covid Grant
26/02/2021	Black Light Ltd	150,000	Covid Grant
26/02/2021	Experience Scotland Limited	135,000	Covid Grant
26/02/2021	NL Productions Ltd	134,500	Covid Grant
26/02/2021	McRobb Display Ltd	116,000	Covid Grant
26/02/2021	Danny's Snacks Ltd	150,000	Covid Grant
31/03/2021	Cairngorms National Park Auth	90,714	RTIF Fund
31/03/2021	Dell Corporation	75,600	IT Equipment
31/03/2021	Dell Corporation	27,900	IT Equipment
19/03/2021	East Lothian Council-ES Only	69,500	RTIF Fund
18/03/2021	Carat (EUR)	27,026	Global media advertising
23/03/2021	Electric Theatre Workshop - ES	30,000	Event Grant
31/03/2021	Glasgow City Council	1,728,018	UCI Fees
03/03/2021	Wild Scotland	50,000	Growth fund grant
09/03/2021	Scottish Youth Hostels Assoc.	50,000	Covid Grant
05/03/2021	The Highland Council	120,000	Rates
23/03/2021	The Highland Council	126,857	Rates
24/03/2021	The Highland Council	150,000	Rates
31/03/2021	The Highland Council	56,355	Rates
31/03/2021	The Highland Council	36,879	Rates
31/03/2021	The Highland Council	170,000	Rates
31/03/2021	The Highland Council	36,879	Rates
31/03/2021	The Highland Council	80,964	Rates
12/03/2021	City of Edinburgh Council	45,880	Rates
31/03/2021	Dumfries & Galloway Cncil - ES	84,000	RTIF Fund
10/03/2021	Lothian Pension Fund	108,146	Employers pension costs
31/03/2021	Lothian Pension Fund	105,618	Employers pension costs
05/03/2021	Loch Lomond/Trossachs Nat. Park	74,000	RTIF Fund
05/03/2021	WhiteSpace	32,081	Digital creative
26/03/2021	WhiteSpace	26,571	Digital creative
26/03/2021	WhiteSpace	61,567	Digital creative
30/03/2021	WhiteSpace	35,880	Digital creative
31/03/2021	WhiteSpace	56,942	Digital creative
31/03/2021	Izon Projects Ltd	42,159	iCentre Refurbishment
31/03/2021	Izon Projects Ltd	230,869	iCentre Refurbishment
31/03/2021	ECR Solutions Ltd	165,988	IT Equipment
03/03/2021	Visit Dundee	50,000	Covid Grant
19/03/2021	Carat - GBP only	71,757	Media advertising
19/03/2021	Carat - GBP only	249,237	Media advertising
19/03/2021	Carat - GBP only	92,810	Media advertising
26/03/2021	Carat - GBP only	52,429	Media advertising
26/03/2021	Carat - GBP only	57,290	Media advertising
30/03/2021	Carat - GBP only	46,907	Media advertising
30/03/2021	Carat - GBP only	119,578	Media advertising
30/03/2021	Carat - GBP only	155,170	Media advertising
31/03/2021	Carat - GBP only	96,000	Media advertising
31/03/2021	Carat - GBP only	180,000	Media advertising
31/03/2021	Carat - GBP only	299,951	Media advertising
16/03/2021	Glasgow Film Theatre	30,500	Event Grant
02/03/2021	Central Scotland Green Network Trust	25,200	Covid Grant
26/03/2021	BMG Research Ltd	40,132	Insight Reporting

31/03/2021	Clackmannanshire Council	69,634	RTIF Fund
16/03/2021	Aberdeenshire Council - RTIF	65,250	RTIF Fund
31/03/2021	Aberdeenshire Council - RTIF	155,759	RTIF Fund
16/03/2021	Glasgow Life	50,000	Covid Grant
10/03/2021	Buck	247,690	Employers pension costs
31/03/2021	Buck	245,422	Employers pension costs
30/03/2021	Ross & Laidlaw & Sons Ltd	44,274	iCentre Refurbishment
31/03/2021	Its all Food Group	125,000	Covid Grant
31/03/2021	Links Hospitality	67,000	Covid Grant
01/03/2021	FE LIVE AUDIO LTD	70,000	Covid Grant
01/03/2021	ExecSpace Limited	122,000	Covid Grant
01/03/2021	Volpa Limited	70,000	Covid Grant
01/03/2021	Carnival Chaos Productions Ltd	93,000	Covid Grant
01/03/2021	Saltire Hospitality Ltd	100,000	Covid Grant
01/03/2021	Tapestry Audio Visual Ltd	150,000	Covid Grant
01/03/2021	Pleasance Theatre Trust Ltd	138,000	Covid Grant
01/03/2021	Regis Banqueting Ltd	80,000	Covid Grant
01/03/2021	LCC Live Events Services Ltd	100,000	Covid Grant
01/03/2021	Edinburgh International Conference Centre Ltd	150,000	Covid Grant
01/03/2021	Hello Scotland Ltd	150,000	Covid Grant
01/03/2021	Little's Chauffeur Drive Ltd	150,000	Covid Grant
01/03/2021	Best Intent Marquees Limited	75,000	Covid Grant
01/03/2021	Fly Events Ltd	78,000	Covid Grant
01/03/2021	Fusion Meetings & Events Limited	150,000	Covid Grant
01/03/2021	Scotia Event Services Ltd	150,000	Covid Grant
01/03/2021	Blue Parrot Ltd	120,000	Covid Grant
01/03/2021	Hickory (Scotland) Limited	64,000	Covid Grant
01/03/2021	Country Refreshments Ltd	101,000	Covid Grant
01/03/2021	Assembly Festival Ltd	150,000	Covid Grant
01/03/2021	Paramount Events LTD	40,000	Covid Grant
01/03/2021	The Warehouse Sound Services Ltd	150,000	Covid Grant
01/03/2021	Rock Steady Security Limited	60,000	Covid Grant
01/03/2021	Castle Concerts Ltd	56,000	Covid Grant
01/03/2021	Rocket Exhibitions and Events Ltd	150,000	Covid Grant
01/03/2021	Triple G Music	70,000	Covid Grant
01/03/2021	Edinburgh Festival Fringe Society	150,000	Covid Grant
03/03/2021	Purvis Marquee Hire Ltd	80,000	Covid Grant
03/03/2021	Blue Parrot Events Group Ltd	86,000	Covid Grant
03/03/2021	KDMedia Ltd	150,000	Covid Grant
03/03/2021	Arc Marquees LTD	150,000	Covid Grant
03/03/2021	SMG Europe Holdings Ltd	150,000	Covid Grant
03/03/2021	Rendon Catering Supplies Ltd	110,000	Covid Grant
03/03/2021	Paragon Power Services Limited	115,000	Covid Grant
03/03/2021	2B UK DMC LTD	25,000	Covid Grant
03/03/2021	Bespoke Catering & Events Ltd	50,000	Covid Grant
03/03/2021	Harry Fraser Catering Services Limited	62,000	Covid Grant
03/03/2021	Royal Highland & Agricultural Society of Scotland	150,000	Covid Grant
03/03/2021	K&N Travel Associates Ltd	25,000	Covid Grant
03/03/2021	Surgeons Lodge Ltd	150,000	Covid Grant
03/03/2021	UNIQUE EVENTS LTD	150,000	Covid Grant

03/03/2021	Conference Care Limited	150,000	Covid Grant
03/03/2021	Border Union Agricultural Society	50,000	Covid Grant
03/03/2021	Lov Sushi Ltd	57,000	Covid Grant
03/03/2021	Tower Productions Ltd	150,000	Covid Grant
03/03/2021	Edinburgh Science Ltd	31,000	Covid Grant
03/03/2021	MM Sound and Lighting Ltd	113,076	Covid Grant
03/03/2021	Event-A-Loo Ltd	38,800	Covid Grant
03/03/2021	Cameron Presentations	130,000	Covid Grant
03/03/2021	Splendid.co.uk Ltd	100,000	Covid Grant
03/03/2021	Red Sky at Night Events Ltd	44,000	Covid Grant
03/03/2021	Marcos Leisure Ltd	150,000	Covid Grant
03/03/2021	Country Flavours (Alford) Ltd	70,000	Covid Grant
03/03/2021	John Brown Caterhire Ltd	130,000	Covid Grant
09/03/2021	Stagehire Scotland Limited	123,000	Covid Grant
09/03/2021	Fotheringhams Ice Cream Ltd	30,000	Covid Grant
09/03/2021	88 Events Company Ltd	120,000	Covid Grant
09/03/2021	The Royal Scottish Pipe Band Association	27,000	Covid Grant
09/03/2021	Inspired by Events LTD	50,000	Covid Grant
09/03/2021	Supreme Fast Foods	150,000	Covid Grant
09/03/2021	National Campaigns Limited	150,000	Covid Grant
09/03/2021	Eastern Exhibition & Display Limited	150,000	Covid Grant
09/03/2021	20/20 Productions Europe Ltd	60,000	Covid Grant
09/03/2021	Henderson Gray Ltd	90,000	Covid Grant
09/03/2021	YOURgb EVENTS LTD	100,225	Covid Grant
09/03/2021	Underbelly Limited	150,000	Covid Grant
09/03/2021	The Media Company Publications Ltd (TMCP)	70,000	Covid Grant
09/03/2021	BlueSky Experiences	135,000	Covid Grant
09/03/2021	Edinburgh International Jazz and Blues Festival Ltd	60,000	Covid Grant
09/03/2021	ADS Events Ltd	116,400	Covid Grant
09/03/2021	Inhouse Stewards Ltd	73,180	Covid Grant
09/03/2021	Entier Ltd	150,000	Covid Grant
09/03/2021	Out of Hand Ltd	150,000	Covid Grant
19/03/2021	Hudsons Catering	150,000	Covid Grant
19/03/2021	Holyrood Communications Ltd	40,000	Covid Grant
19/03/2021	Vision Events Glasgow Ltd	150,000	Covid Grant
19/03/2021	Summerhall Management Ltd	150,000	Covid Grant
19/03/2021	West of Scotland Chauffeur Drive Ltd	150,000	Covid Grant
18/03/2021	Scotland's Secret Bunker	32,000	Covid Grant
18/03/2021	The Royal Yacht Britannia	80,000	Covid Grant
18/03/2021	Innoflate Livingston/Aberdeen/Cumbernauld	64,000	Covid Grant
18/03/2021	Infinity Trampoline Park	48,000	Covid Grant
18/03/2021	Abbotsford	64,000	Covid Grant
18/03/2021	The Steamship Sir Walter Scott Ltd	64,000	Covid Grant
18/03/2021	NB DISTILLERY	32,000	Covid Grant
18/03/2021	Kinrara Distillery	32,000	Covid Grant
18/03/2021	Peterhead Prison Museum	32,000	Covid Grant
18/03/2021	Jump'N'Joy	32,000	Covid Grant
18/03/2021	Cawdor Castle and Gardens	64,000	Covid Grant
18/03/2021	Ernespie Farm Centre	32,000	Covid Grant
18/03/2021	Firth Attractions LTD T/ADolphin Spirit Inverness	32,000	Covid Grant

18/03/2021	Dalscone Farm Fun	64,000	Covid Grant
18/03/2021	The Clydeside Distillery	64,000	Covid Grant
18/03/2021	Strathspey Railway Company Ltd	64,000	Covid Grant
18/03/2021	Xtreme Karting Edinburgh	48,000	Covid Grant
18/03/2021	Auchingarrich Wildlife Centre	48,000	Covid Grant
18/03/2021	Anstruther Pleasure Cruises	32,000	Covid Grant
22/03/2021	Thirlestane Castle	32,000	Covid Grant
22/03/2021	Pinz Bowling	48,000	Covid Grant
22/03/2021	Shetland Distillery Company Ltd	48,000	Covid Grant
22/03/2021	Little World of Play	32,000	Covid Grant
22/03/2021	North Lands Creative	32,000	Covid Grant
22/03/2021	The Scotch Whisky Experience	80,000	Covid Grant
22/03/2021	Scottish Fisheries Museum	48,000	Covid Grant
22/03/2021	Blair Castle	64,000	Covid Grant
22/03/2021	Aros Centre	48,000	Covid Grant
22/03/2021	Isle of Raasay Distillery	48,000	Covid Grant
22/03/2021	Xtreme trampoline park	48,000	Covid Grant
22/03/2021	An Lanntair	48,000	Covid Grant
22/03/2021	Edinburgh Dungeon	64,000	Covid Grant
22/03/2021	Highland Adventure Safaris Ltd	64,000	Covid Grant
18/03/2021	SEA LIFE Loch Lomond Aquarium	64,000	Covid Grant
18/03/2021	Beinn an Tuirc Distillery	32,000	Covid Grant
18/03/2021	Caledonian Railway Brechin	32,000	Covid Grant
18/03/2021	Almond Valley Heritage Centre	64,000	Covid Grant
18/03/2021	Fore Play Crazy Golf	48,000	Covid Grant
18/03/2021	G2 Outdoor/Zip Trek Park Aviemore	32,000	Covid Grant
18/03/2021	House for an Art Lover	64,000	Covid Grant
18/03/2021	Cairnie Fruit Farm and Mega Maze	48,000	Covid Grant
18/03/2021	CRUISE LOCH LOMOND	64,000	Covid Grant
18/03/2021	Cruise Loch Ness	64,000	Covid Grant
18/03/2021	Scottish Dolphin Centre	32,000	Covid Grant
18/03/2021	Conifox Adventure Park	32,000	Covid Grant
18/03/2021	Scottish Railways Preservation Society	48,000	Covid Grant
18/03/2021	Dunvegan Castle & Gardens	64,000	Covid Grant
18/03/2021	Bella Jane Boat Trips and AquaXplore	32,000	Covid Grant
18/03/2021	Loch Ness Centre & Exhibition	64,000	Covid Grant
18/03/2021	Dundee Contemporary Arts (DCA)	64,000	Covid Grant
18/03/2021	Ben Nevis Distillery (Fort William) Ltd	48,000	Covid Grant
18/03/2021	Skyeskyns Ltd	32,000	Covid Grant
18/03/2021	Floors Castle	64,000	Covid Grant
18/03/2021	Dunnet Bay Distillery	32,000	Covid Grant
18/03/2021	Aberdeen Science Centre	48,000	Covid Grant
18/03/2021	Sweeney's Cruise Co	64,000	Covid Grant
18/03/2021	Speyside Cooperage Visitor Centre	32,000	Covid Grant
18/03/2021	Auld Reekie Tours	32,000	Covid Grant
18/03/2021	Mackintosh at the Willow	64,000	Covid Grant
18/03/2021	Edinburgh Zoo	80,000	Covid Grant
18/03/2021	The Tall Ship Glenlee (Clyde Maritime Centre Ltd)	32,000	Covid Grant
18/03/2021	Annandale Distillery	32,000	Covid Grant
18/03/2021	The Highland Wildlife Park	64,000	Covid Grant
18/03/2021	City of Edinburgh Tours	32,000	Covid Grant
22/03/2021	Drumlanrig Castle & Gardens	32,000	Covid Grant
22/03/2021	Lindores Abbey Distillery	32,000	Covid Grant

22/03/2021	The Gordon Highlanders Museum	48,000	Covid Grant
22/03/2021	Sky High	48,000	Covid Grant
22/03/2021	Skaill House	32,000	Covid Grant
22/03/2021	The Real Mary Kings Close	80,000	Covid Grant
22/03/2021	Airthrill East Kilbride	64,000	Covid Grant
22/03/2021	Active Kids Adventure Park	32,000	Covid Grant
22/03/2021	VR Simulators	32,000	Covid Grant
22/03/2021	HMS Unicorn	32,000	Covid Grant
18/03/2021	Landmark Forest Adventure Park	80,000	Covid Grant
22/03/2021	The Cook School Scotland limited	48,000	Covid Grant
22/03/2021	Adventure Golf Island	48,000	Covid Grant
22/03/2021	Xtreme Karting Falkirk	48,000	Covid Grant
22/03/2021	Kingsbarns Distillery & Visitor Centre	48,000	Covid Grant
22/03/2021	Foxlake Dundee	32,000	Covid Grant
22/03/2021	Glamis Castle	40,000	Covid Grant
22/03/2021	Scottish Seabird Centre	64,000	Covid Grant
22/03/2021	Glenturret Distillery	48,000	Covid Grant
22/03/2021	Foxlake Adventures Community Interest Company	48,000	Covid Grant
22/03/2021	Heads of Ayr Farm Park (Scotland) Ltd	64,000	Covid Grant
22/03/2021	Codona's Amusement Park	80,000	Covid Grant
22/03/2021	The Scottish Crannog Centre	32,000	Covid Grant
22/03/2021	Valley View at Gouldings	30,000	Covid Grant
22/03/2021	The Cairngorm Reindeer Centre	48,000	Covid Grant
22/03/2021	Crieff Visitor Centre	48,000	Covid Grant
22/03/2021	Craigtoun Country Park	32,000	Covid Grant
22/03/2021	Cream o' Galloway	32,000	Covid Grant
22/03/2021	The Devil's Porridge Museum	32,000	Covid Grant
18/03/2021	Go to St Kilda (SeaSkye Marine LTD)	32,000	Covid Grant
22/03/2021	Inveraray Castle	64,000	Covid Grant
22/03/2021	The Cocoa Bean Company Ltd	48,000	Covid Grant
22/03/2021	Dynamic Earth	80,000	Covid Grant
22/03/2021	East Links Family Park	48,000	Covid Grant
22/03/2021	Clyde Valley Family Park	32,000	Covid Grant
18/03/2021	Camera Obscura & World of Illusions	80,000	Covid Grant
22/03/2021	Armadale Castle, Gardens & Museum of the Isles	48,000	Covid Grant
22/03/2021	the ice factor	32,000	Covid Grant
22/03/2021	Duart Castle	32,000	Covid Grant
22/03/2021	Glengoyne Distillery	64,000	Covid Grant
22/03/2021	Hopetoun House Preservation Trust	48,000	Covid Grant
22/03/2021	Isle of Harris Distillery	64,000	Covid Grant
22/03/2021	Bunnahabhain Distillery Visitor Centre	48,000	Covid Grant
22/03/2021	Tobermory Distillery Visitor Centre	32,000	Covid Grant
22/03/2021	Cambo Gardens	32,000	Covid Grant
22/03/2021	Loch Lomond Seaplanes Ltd	48,000	Covid Grant
22/03/2021	Mount Stuart	32,000	Covid Grant
22/03/2021	THE TOMATIN DISTILLERY VISITOR CENTRE	48,000	Covid Grant
22/03/2021	Loch Ness by Jacobite	80,000	Covid Grant
22/03/2021	Famous Blacksmiths Visitor Attraction	80,000	Covid Grant
22/03/2021	Edinburgh Gin Distillery	64,000	Covid Grant
22/03/2021	WYNFORD FARM PARK	48,000	Covid Grant
22/03/2021	Deep Sea World	64,000	Covid Grant

22/03/2021	Fort Douglas	32,000	Covid Grant
22/03/2021	The Jupiter Artland Company Limited	64,000	Covid Grant
23/03/2021	Galloway Activity Centre	48,000	Covid Grant
25/03/2021	Mercat Tours Limited	64,000	Covid Grant
25/03/2021	Willows Animal Sanctuary	32,000	Covid Grant
25/03/2021	Muddy Boots	32,000	Covid Grant
25/03/2021	The Black Watch Castle and Museum	48,000	Covid Grant
25/03/2021	National Mining Museum Scotland	48,000	Covid Grant
25/03/2021	Stills: Centre for Photography	32,000	Covid Grant
25/03/2021	Five Sisters Zoo Limited	64,000	Covid Grant
25/03/2021	Scottish Maritime Museum	48,000	Covid Grant
25/03/2021	Kelburn Castle and Country Centre	48,000	Covid Grant
25/03/2021	Maid of the Forth	64,000	Covid Grant
25/03/2021	Deanston Distillery Visitor Attraction	64,000	Covid Grant
25/03/2021	Seafari Adventures (Oban) Ltd	32,000	Covid Grant
25/03/2021	Maryhill Burgh Halls / Maryhill Museum	32,000	Covid Grant
25/03/2021	Glasgow Science Centre	80,000	Covid Grant
25/03/2021	Eilean Donan Castle	64,000	Covid Grant
29/03/2021	Glenmorangie Distillery Visitor Centre	64,000	Covid Grant
29/03/2021	The Orkney Distillery and Visitor Centre	32,000	Covid Grant
29/03/2021	Forth Boat Tours	48,000	Covid Grant
29/03/2021	Paxton House	32,000	Covid Grant
29/03/2021	Hospitalfield	32,000	Covid Grant
29/03/2021	Rosslyn Chapel	64,000	Covid Grant
29/03/2021	Dundee Science Centre	64,000	Covid Grant
29/03/2021	Loch Insh Outdoor Centre	64,000	Covid Grant
29/03/2021	DEWAR'S ABERFELDY DISTILLERY	48,000	Covid Grant
29/03/2021	Murton Farm, Tearoom and Nature Reserve	32,000	Covid Grant
29/03/2021	Dunoon Burgh Hall	32,000	Covid Grant
31/03/2021	Scone Palace	64,000	Covid Grant
31/03/2021	Dunrobin Castle Ltd	64,000	Covid Grant
31/03/2021	New Lanark World Heritage Site	32,000	Covid Grant
31/03/2021	Maid of the Loch	32,000	Covid Grant