

REPORT TO INFRASTRUCTURE SERVICES COMMITTEE – 15 MARCH 2018

VISIT ABERDEENSHIRE SIX MONTHLY PROGRESS REPORT

1 Recommendations

The Committee is recommended to:

- 1.1 Consider and comment on the progress report for Visit Aberdeenshire at Appendix 1 to this report; and
- 1.2 Instruct the Head of Economic Development and Protective Services to submit a further progress report to Committee within 6 months.

2 Background / Discussion

- 2.1 Aberdeenshire Council agreed at its meeting on 21 January 2016 (Item 6);
 - to transfer its current responsibilities for tourism marketing and product development to the proposed new Aberdeen and Aberdeenshire Destination Management Organisation,
 - to transfer the current Aberdeenshire Council tourism budget of up to £400,000 to the proposed new organisation on an annual basis for three years, with a review in 2019/20, and
 - that the Area Committees and the Infrastructure Services Committee would receive six monthly reports on the performance, activities and achievements of the work undertaken by the Destination Management Organisation. This is the second six monthly progress report.
- 2.2 Visit Aberdeenshire was established on 1 April 2016 as the Destination Management Organisation for Aberdeenshire and Aberdeen.
- 2.3 Opportunity North East and Aberdeen City Council also provide core funding to Visit Aberdeenshire. Scottish Enterprise provides funding for specific projects.
- 2.4 The committee received its last report as a bulletin report on 24 August 2017.

3 Update

- 3.1 Visit Aberdeenshire is “On Target” with its Key Performance Indicators of
 1. Strategic Leadership and Coordination
 2. Business and Partner Engagement
 3. Business and People Development
 4. Leisure Marketing

- 5. Business Tourism Marketing
- 6. Events
- 7. Aberdeen Festivals

- 3.2 A detailed report on Visit Aberdeenshire progress is included in Appendix I. The format of progress reports has changed to become more detailed and outcomes focussed. The headline points are:
- 3.3 A new Chief Executive Officer (CEO), Chris Foy, started with Visit Aberdeenshire in August 2017 following the retirement of the previous CEO, in March 2017. Chris Foy presented his yearly review to Committee Members on 7 March 2018.
- 3.4 An action plan for 2017/18, agreed by the Visit Aberdeenshire Board, was prepared prior to the former CEO's departure.
- 3.5 Cllr Howatson is the current Aberdeenshire Council representative on the Visit Aberdeenshire Board with Cllr Argyle acting as substitute.
- 3.6 A refresh of the 2013 Aberdeen City and Shire Tourism Strategy was commissioned by Chris Foy in October 2017. This is due for agreement with industry and completion by the end of April 2018.
- 3.7 With 120 businesses in Aberdeenshire and Aberdeen now accredited with World Host recognition, the region has achieved "Destination Status".
- 3.8 Aberdeen Festivals is a year round programme showcasing art, music and cultural events. Within Aberdeenshire, the programme now includes the Scottish Traditional Boat Festival, North East Open Studios (NEOS) and Sound Festival. The Scottish Traditional Boat Festival in Portsoy welcomed approx. 16,000 visitors. Visitors came from; Aberdeen (11%), Aberdeenshire (45%), Moray (9%), other Scotland (15%), other UK (7%) and Overseas (13%). NEOS audiences rose from 20,012 in 2016 to 26,154 in 2017. Approximately 94% of audiences were local although many visitors came from Moray and Highland. For Sound Festival, 94% of audiences from came from AB postcodes. Attendances rose from 5250 in 2016 to 9621 in 2017 attending 136 events, including Opera pop-up performances at Banff Castle (3 performances), MacDuff Library (2 performances) and the Salmon Bothy, Portsoy (3 performances). Aberdeen Festivals research activity is adopting eventimpacts.com evaluation methodology to determine economic impact.
- 3.9 The Visit Aberdeenshire website has been redeveloped to be more visual and inspirational and includes the main visitor site in addition to sections for the travel trade, business events and industry and media.
- 3.10 The Head of Finance and the Monitoring Officer within Business Services have been consulted in the preparation of this report and their comments are incorporated within the report and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

4 Scheme of Governance

- 4.1 The Committee is able to consider this item in terms of Section F1.1b of the List of Committee Powers in Part 2A of the Scheme of Governance as it relates to resource matters relating to Economic Development.

5 Implications and Risk

- 5.1 An Equality Impact Assessment is not required because as the recommendations do not have a differential impact on any of the protected characteristics.
- 5.2 There are no staffing or budget implications arising from the content of this Bulletin.
- 5.3 The approach recommended will have minimal risk to the Council at Corporate and Directorate Level as the work is externally focussed.
- 5.4 A Town Centre Impact Assessment is not required because there will be no Unique impact as a result of the report on Town Centres.

Stephen Archer
Director of Infrastructure Services

Report prepared by Alistair Reid, Team Manager - Industry Sectors
Date 15 February 2018

APPENDIX 1

VisitAberdeenshire Reporting. February 2018

Service Delivery		Reporting	Forward look
SECTION ONE			
<p>Strategic Leadership and Coordination</p> <p>ON TARGET</p> <p><i>“The supplier will communicate its business plan and action plan priorities to partners and the tourism industry. It will update the Action Plan as required, monitor progress and report progress to its Board, the industry and funders. It will review and refresh the area tourism strategy in line with the national strategy and local circumstances”</i></p>	<p>2017/18 was a transformative year for VisitAberdeenshire as it enters chapter two of its evolution as a world class Destination Management Organisation.</p> <p>Previous CEO Steve Harris retired in March 2017, replaced by Chris Foy in August 2018.</p> <p>An action plan for 2017/18 was prepared prior to Mr Harris’ departure and agreed by the VA Board</p> <p>Cllr. William Howatson replaced Cllr Hamish Vernal as AC representative on the VisitAberdeenshire Board in May 2017</p> <p>A refresh of the 2013 Aberdeen City and Shire Tourism Strategy was commissioned by Mr Foy in October 2017, and is due for completion and agreement with industry by end of March 2018.</p>	<p>The refreshed Destination Strategy for North East Scotland is due for completion and sign off by April. This will provide a framework for growth for the whole tourism sector in the North East, and a focal point for VisitAberdeenshire’s business plan for the next three years.</p> <p>VA’s business plan is being developed in parallel with this work.</p> <p>In lieu of completion, a provisional budget for 2018 / 19 will be presented to the VA Board on 26 February</p>	<p>VA’s new corporate structure will rationalise the Business Engagement function with its current ‘Product Development’ and ‘Business Development’ roles into one team. (see attached chart)</p>
<p>Business and Partner Engagement</p> <p>ON TARGET</p>	<p>533 local tourism businesses are listed on the VisitAberdeenshire website, www.visitabdn.com. GDPR compliance measures for local industry data has been initiated.</p>		

<p><i>“The Supplier will compile and maintain a database of tourism businesses drawing on data of previous DMOs and other partners</i></p> <p><i>It will invite free membership registrations using direct email and media channels to implement a members’ communications programme</i></p> <p><i>The Supplier will plan and implement an annual conference to raise awareness of its and its partners’ programme to tourism businesses and organisations as described in the Supplier’s business plan</i></p> <p><i>With ASCHA or its successor it will stage the regional tourism awards aligning with the national Thistle Awards to highlight excellence. It will introduce networking events in localities to develop engagement in its programmes.”</i></p>	<p>Regular industry communications are sent out to the database by email. The latest in January 2018 had an open rate of 41%</p> <p>The Industry Forum meets 3 times per year with the objective of engaging industry leaders in strategic dialogue. Topics such as rates, transport and latterly the development of the destination plan have been discussed.</p> <p>The 5th regional conference takes place on Tuesday 20th March 2018 at the Chester Hotel in Aberdeen. The event is open to all tourism and hospitality businesses in Aberdeen and Aberdeenshire and will feature main key note speakers on key themes and subjects currently affecting the industry. The 2017 event attracted 180 delegates and was hailed as a great success. The conference now has a good following as a must attend tourism event.</p> <p>Tourism Awards held on 24 November at Ardoo House. Winners of aligned categories will go through to the Scottish Thistle Awards</p> <p>With a total of 120 businesses in the Aberdeen City and Shire region now accredited with WorldHost business recognition, the region has achieved “Destination Status”</p> <p>Specific business development initiatives this year:</p> <ul style="list-style-type: none"> • Being German Ready: Business Opportunities guide was launched on November 22nd. The guide was launched at a special workshop attended by 18 businesses. The aim of the 	<p>The unambiguous focus of this function will be to help tourism businesses in Aberdeen and Aberdeenshire to become more competitive in the market place.</p> <p>This will be achieved through:</p> <ul style="list-style-type: none"> • a continuation of ‘readiness’ initiatives (Cruise, Travel Trade) including gap analysis to understand what the industry needs vs nice to know. • further roll out of World Host skills programme • opportunities for peer to peer knowledge exchange and business networking at VA networking events <p>A new position Head of Tourism Development will replace the current Business Development director role.</p> <p>KPIs will be agreed for this activity within the strategy for Tourism Development</p>
<p>Business and People Development ON TRACK</p> <p><i>The supplier will devise a programme of business and leadership development and facilitate its implementation. It will continue the customer service initiative and pursue World Host Destination Status</i></p>		

<p><i>To maximise the most efficient use of resources and expertise the Supplier will conduct a gap analysis in proposed areas of PR and marketing to ensure that there are appropriate mechanisms in place to ensure coordination where appropriate takes place between and with the various funding partners and bodies. This will include for instance coordinated marketing around city events and development of region wide events calendar</i></p>	<p>workshop was not only to launch the guide but explain to businesses how to be German market ready</p> <ul style="list-style-type: none"> • Research on the cruise market and how the VisitAberdeenshire and local businesses can fully exploit the opportunities from new Aberdeen South Harbour. Following the research, a Being Cruise Ready Opportunity Guide has been developed. Three Cruise workshops have been held, these helped raised awareness of how the cruise market operates and specifically focussed on what industry needs to do in developing excursions for cruise passengers. Over 50 attended and more are planned for early next year. • A cruise logistics workshop has also been delivered focussing on any potential transport issues. This was attended by representatives from infrastructure and roads from both councils along with coach, taxi and other transport operators <p>For work on co-ordinated marketing around city centre events, and events calendar, see events section</p>	
<p>Leisure Marketing ON TRACK <i>The Supplier will commission the production of a new tourism destination narrative and creative concept to inform marketing</i></p>	<p>Narrative and toolkit completed – online at http://media.visitabdn.com/</p> <p>The website www.visitabdn.com has been fully redeveloped to be much more visual and inspirational with four targeted sites within the suite</p> <ul style="list-style-type: none"> • main Visitor site 	<p>A new Marketing strategy will make VA's promotional activity far more robust, effective and deliver better value for money. This work will be complete by April 2018.</p> <p>Without pre-empting the outcomes, it is expected that VA campaign activity will feature</p>

<p><i>communications, launch it to industry and then develop a toolkit of resources for industry and partners to use</i></p> <p><i>It will commission content – images, copy, video and audio as appropriate based on the creative concept and narrative</i></p> <p><i>The supplier will commission a website which presents the area as a destination, leading with the new narrative and propositions. Funding partners will be acknowledged on the website.</i></p> <p><i>The supplier will coordinate and plan a partnership marketing programme with VisitScotland, subject to matched funding being available, and work to identify potential new partners for 2017 onwards.</i></p> <p><i>It will work with Aberdeen City Council, Aberdeenshire Council and Business Gateway to create product development initiatives driven by businesses that strengthen the propositions- at least one of which covers the whole area.</i></p> <p><i>It will share with funding partners in order that partners can use and promote the campaign and PR through their own channels.</i></p> <p><i>The Supplier will support Aberdeen International Airport on route development</i></p>	<ul style="list-style-type: none"> • Travel Trade (b2b) site • Business Events • Industry and Media. <p>This provides an up-weighted tourist information provision, supporting the on the ground provision through VisitScotland initiatives such as ‘iknow’</p> <p>A campaign builder tool which now allows us to build bespoke landing pages for campaigns with tailored messages, images, videos, translations etc.</p> <p>Aberdeenshire Council’s logo is present on the footer of every page on the site</p> <p>Annual figures show 365,883 unique visitors, 492,588 overall sessions and 1,617,962 overall page views to the Visitor site, with 73.1% being new visitors.</p> <p>By market, unique visitors come from</p> <ul style="list-style-type: none"> • UK (260,144) • Germany (12,524) • Norway (18,130), • Iceland (8,459). <p>Year 1 of the awareness campaign took place targeting Norway (Bergen, Oslo and Stavanger), Germany (Frankfurt), and UK (North England, London, North and Central Scotland). We have also carried out some work in Iceland (Reykjavik).</p> <p>A mix of airport advertising, bus shelter advertising, Facebook advertising and press activity were used in the January-June.</p>	<ul style="list-style-type: none"> • A closer adoption of brand Scotland in creatives to support awareness and build demand • More focus on the space / capacity on the supply side to position the destination as a viable alternative to the perceived overcrowding in Skye, Edinburgh etc. <p>It’s also anticipated that work will have a greater focus on Aberdeen city to attract young UK audiences. More work is required to develop the right proposition, including greater integration of events marketing.</p> <p>Greater use of use social media channels, traditional PR, and influencer is anticipated, along with expanded partnership marketing with support from the private sector.</p> <p>Marketing KPIs will be established through the strategy work. A new PR tracking system will provide data on articles attributable to VA’s work, and measure qualitative metrics e.g. influence, sentiments</p>
---	---	---

<p><i>and maintenance where it fits tourism objectives</i></p> <p><i>It will deliver a marketing programme targeting the best prospect segments/markets with key propositions using PR, digital and trade channels providing opportunities for businesses.</i></p> <p><i>Within the supplier's business plan target markets identified because of their good product fit, good return on investment and good for longer term growth include: UK, Norway, Germany, Netherlands. Appropriate consideration within communications should also be given to residents as well as visitors to the area to ensure citizens of the region take full advantage of what the area has to offer. Key segments within the target audience have also been identified and include: Natural Advocates; Engaged Sightseers; Curious Travellers; Cultural Explorers; and Business Extenders.</i></p> <p><i>The plan also includes a sales and marketing plan for both leisure and business tourism.</i></p>	<p>Facebook advertising during the summer period had a total reach of 8,121,735, a total of 178,686 link clicks, and a total of 67,677 Facebook users visiting our website.</p> <p>PR highlights</p> <p>806 articles published covering Aberdeen City and Shire and VA corporately.</p> <p>A total audience reach of approx. 14m (Total number of articles is inclusive of all media coverage (including print, television and radio)</p> <p>Five Press trips were hosted by VisitAberdeenshire from:</p> <ul style="list-style-type: none"> • Ireland • Iceland • UK • Hong Kong • Nordics (Norway, Sweden, Netherlands) <p>VisitScotland campaign delivered in Germany during f/y 2016/17</p> <p>Potential new commercial partners being scoped – both tourism and non-tourism. Includes airlines, rail transport, food & drink suppliers, and financial services.</p> <p>Product Development initiatives – (see Business & People Development)</p>	
---	--	--

<p>Business Tourism Marketing ON TRACK</p> <p><i>The Supplier will commission a business tourism section of the consumer website using the same creative approach. It will include reasons to visit, itineraries, the range of facilities, and case studies. It will purchase customer relationship management software to track and monitor enquiries and to hold enquirer data. The Supplier will develop tools including a conference brochure, image and stock photography, video footage, a bid document and event giveaways. These tools shall be</i></p>	<p>Travel Trade (B2B) Marketing. The key time of year for the travel trade sales events runs February – April so the bulk of activity for this f/y is still to happen. But between the 4 events already taken place this year, VisitAberdeenshire have introduced Aberdeen and Aberdeenshire to over 102 travel trade contacts and generated around 13 key leads. Our exhibition stand at VisitScotland expo resulted in a further 300 meetings for Aberdeen and Aberdeenshire businesses who attended.</p> <p>4 familiarisation trips for trade buyers from key markets have been delivered, with 1 final one scheduled for February 2018. All have been in conjunction with partners keen to work with us and support us with flights</p> <p>28 conferences have been won for the region, so far, this year, which is expected to bring around 32,000 delegates and a potential economic impact of almost £29million from 2018-2023.</p> <p>The Aberdeen Ambassador Network (AAN) is a partnership between VisitAberdeenshire, Robert Gordon University, University of Aberdeen, James Hutton Institute and the AECC, supporting local Academics to bid for and host business events across the city.</p> <p>16 Aberdeen Ambassadors collectively brought over 4,000 delegates to Aberdeen in 2016/17 with an estimated economic impact of £4.8million</p>	<p>The establishment of an Aberdeen Convention Bureau will be the major development in the year ahead. This will galvanise the existing Business Events function within VA and support the ambition for the new AECC.</p> <p>The primary roles of the new team will be to:</p> <ul style="list-style-type: none"> • Market Aberdeen & Aberdeenshire as a conference and meetings destination to targeted national and international audiences – with a strong focus on association business. • Support bids for new business, especially through the destination sell (as distinct from the venue sell) and co-
---	---	---

<p><i>made freely available to partners so that they can be used extensively at other non-tourism exhibitions and events.</i></p> <p><i>It will attend key exhibitions and, where appropriate, negotiate support from venues.</i></p> <p><i>The Supplier will, in conjunction with Aberdeen Exhibition and Conference Centre (AECC) and other partners, research leads for association, corporate and other conferences to identify targeted prospects.</i></p> <p><i>It will revitalise, manage and develop the academic ambassador programme and support ambassadors to bring conferences to the region.</i></p> <p><i>The Supplier will plan and deliver a marketing communications programme using PR, print & digital advertising.</i></p>	<p>The VisitAberdeenshire Business Events Team have attended 6 sales missions/events – with 1 more set for the end of January – to meet with event organisers – conducting a total of 83 meetings, culminating in 18 leads which has a potential economic impact of around £11.5million.</p> <p>An informal city partnership has been forged with Stavanger, Norway to co-operate on bids, and to share insights – embedded in shared economic challenges</p>	<p>ordination of the Aberdeen Ambassador Network</p> <ul style="list-style-type: none"> • Sourcing and coordination of accommodation and other civic pledges to support bids. • Provision of booking services <p>A new position Head of Convention Bureau has been recruited for and the post holder is expected to start in April.</p> <p>KPIs for this area of work will be agreed as part of the strategy for Business Events once the new manager is in place.</p>
<p>Events</p> <p>ON TRACK</p> <p><i>The Supplier will consult partners on forming an 'Event Aberdeenshire' group and, if there is support, devise a Strategy for major events, and begin its implementation.</i></p> <p><i>The Supplier shall invite the appropriate Provost or Lord Provost of the relevant Council, when appropriate, to participate in events of a civic nature in, or relating to, Aberdeen city or Aberdeenshire.</i></p>	<p>VisitAberdeenshire is part of the evolving Events 365 Group</p>	<p>VA's involvement with Events will form part of a refreshed approach that will consider an expanded portfolio of events promoted under the Aberdeen Festivals umbrella. VA's new marketing strategy will provide an effective framework for promoting relevant events to attract visitors from outside the AB area.</p> <p>VA will play an active role on the Events 365 group</p> <p>VA will continue support for Great Aberdeen Run, and the Tour Series. Review options for other major events to support either through</p>

<p>Aberdeen Festivals</p> <p>ON TRACK</p> <p><i>“The Supplier will lead the development and management of ‘Aberdeen Festivals’, a programme which brings different cultural festivals together to work collaboratively on marketing and programming. This includes:</i></p> <ol style="list-style-type: none"> 1. <i>Ensuring that all designated ‘Aberdeen Festivals’ Charges, as detailed in Part 3 of the Schedule to this Agreement, are allocated exclusively towards the delivery of ‘Aberdeen Festivals’;</i> 2. <i>Ensuring the employment and effective management of an ‘Aberdeen Festivals Manager’;</i> 3. <i>Ensuring that ‘Aberdeen Festivals’ develops and follows a suitable governance structure, including a schedule of structured and consistent meetings;</i> 4. <i>Ensuring that ‘Aberdeen Festivals’ develops and follows a suitable plan for the programme which includes, as a minimum:</i> <ol style="list-style-type: none"> a. <i>An agreed set of aims and objectives of the programme;</i> b. <i>A distinct identity for ‘Aberdeen Festivals’, including specific branding and promotional material;</i> c. <i>A delivery plan, outlining the activity to be delivered and how this will be evaluated;</i> <p><i>and</i></p>	<p>The Aberdeen Festivals consortium has evolved and meets the governance criteria set out in the Service Delivery</p> <p>Within Aberdeenshire, this consortium now includes the Portsoy Traditional Boat Festival, North East Open Studios (NEOS)</p> <p>Aberdeen Festivals are attracting more visitors from outwith the region. Evaluations have shown that particular areas of growth have been from the DD10 and other DD and EH postcodes. Growth indicates that there is room to grow audiences from outwith the AB postcode.</p> <p>All of the Festivals in the consortium saw a growth in audiences in 2017 compared to 2016. SPECTRA (35,000> 62,700) and Sound Festival (3119 > 7858) experienced the largest percentage growth audiences doubled.</p> <p>Festivals research activity is adopting eventimpacts.com evaluation methodology to determine economic impact.</p>	<p>sponsorship or in kind methods. This will be integrated into a refreshed.</p> <p>A new structure for event promotion will incorporate a common evaluation methodology, including use of eventimpacts.com for economic impact.</p> <p>A festivals research project taking in 17 festivals from across the region is being undertaken. The ultimate aim for this project is to find out about economic impact of festivals but also have a clearer picture of who the audiences are, and where our potential audiences may be in the future from across Scotland and the UK.</p>
--	--	---

<p>d. Taking responsibility for the allocation of associated resources, ensuring they align to the agreed aims and objectives and offer best value in the use of public funds;</p> <p>5. Ensuring that the 'Aberdeen Festivals' initiative is fully evaluated, guaranteeing that decisions on the future direction of the programme can be made timeously and based on robust evidence.</p>		
<p>SECTION TWO</p>		
<p><i>In 2016-17 the Supplier will work with Scottish Enterprise to provide a new measure of the impact of the Supplier's activities and the value of tourism.</i></p> <p><i>It will work with VisitScotland/ Event Scotland to adopt accepted measures of the economic contribution of conferences and events.</i></p> <p><i>Working with public partners, the Supplier will establish baseline data and an evaluation framework in various fields, set targets and report against them. They will include, but not exhaustively:</i></p> <p><i>Bed nights, inbound fixed wing passengers at Aberdeen International Airport; inbound ferry passengers; conference and delegate numbers; conference and event economic contributions; festival attendees; digital</i></p>	<p>AGCC were commissioned to create, and implement a Monitoring and Measurement Framework for tourism in the North East. Two waves of research have been undertaken that will establish a baseline for future years.</p> <p>This will be reviewed in 2018 – see next column</p> <p>Additionally Perceptions Research was undertaken by AGCC in February 2017 to:</p> <ul style="list-style-type: none"> • Measure awareness of Aberdeen/Aberdeenshire as a tourist destination. • Gather an unprompted assessment of Aberdeen/Aberdeenshire as a region. 	<p>Performance monitoring will be at the heart of VA's activity in the year ahead. The appointment of an Insights and Evaluation manager in February 2018 will provide the focus and capacity for VA to make evidence based decision on its marketing and development plans; and to evaluate a) the macro performance of the destination, and b) the micro performance of individual campaigns.</p> <p>The Monitoring and Measurement Framework developed in 2017 will be refined to focus on the most relevant insights, aligned with the new Destination Strategy. This will provide a benchmark for measuring subsequent year's performance and greater alignment with national metrics so we can benchmark with other parts of Scotland. Best practice advice is being taken from other DMOs elsewhere in the British Isles.</p>

<p><i>marketing engagement scores; and, digital audiences.</i></p>	<ul style="list-style-type: none"> • Measure the propensity to visit Aberdeen/Aberdeenshire. • Measure the belief in the narrative (i.e. the region's story) for Aberdeenshire <p>VA team took part in an insights and evaluation workshop in October 2017 to help understand the market intelligence available to the DMO, and how to evaluate the impact of campaigns, events.</p> <p>An outcome of this work has been the creation of an Insights and Evaluation Role at VisitAberdeenshire. This role effectively fills the headcount vacancy of the former Aberdeenshire Council tourism post that was TUPE into VisitAberdeenshire before the post holder left VA.</p>	<p>A second wave of Perceptions Research will be undertaken</p> <p>Greater use of eventimpacts.com to evaluate economic benefits of events held in the city and Shire.</p>
<p>Adopt accepted measures of the contribution of conferences and events</p>	<p>Eventimpacts.com adopted for pan-festivals research project</p>	<p>Review of economic impact of won events based on new National delegates spend figures.</p> <p>Greater use of EventImpacts.com</p>
<p>Section Three</p>		
<p>Reporting</p>	<p>Gaps in reporting frequency have been a consequence of the impasse in leadership at VisitAberdeenshire.</p>	<p>More detailed, outcomes focussed reporting will be delivered from 2018 to reflect VisitAberdeenshire's greater emphasis on evaluation, both of the destination's performance, and performance directly attributable to VA.</p>