



National Assembly for **Wales**
Cynulliad Cenedlaethol **Cymru**

Wales Tourist Board: Structure and Functions

Abstract

This paper provides information on the current structure and functions of the Wales Tourist Board. It includes details of the budget and the activities it carries out. The paper provides background information to assist Members with their understanding of how the Wales Tourist Board currently operates in the run-up to the merger with the Welsh Assembly Government.

April 2005



Wales Tourist Board: Structure and Functions

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Wales Tourist Board: Structure and Functions

1 Introduction

The Wales Tourist Board (WTB) was established by the *Development of Tourism Act 1969* and its powers were enhanced by the *Tourism (Overseas Promotion) (Wales) Act 1992*. Powers under both of these Acts have been transferred to the National Assembly for Wales and fall into the remit of the Assembly Government's Minister for Economic Development and Transport.

The role of the WTB is to:

“support the tourism industry and to provide the appropriate strategic framework within which private enterprise can achieve sustainable growth and success, so improving the social and economic well being of Wales”¹.

The Mission Statement of the WTB is as follows:

“Maximise tourism's contribution to the economic, social and cultural prosperity of Wales.”

The WTB's Corporate Plan 2004/05 – 2006/07 (Corporate Plan) states that the *Development of Tourism Act 1969*² gave the WTB statutory responsibility to³:

- ◆ Encourage people to visit Wales and people living in Wales to holiday there
- ◆ Encourage the provision and improvement of tourist amenities and facilities in Wales

The Act also empowers the WTB to undertake the following subsidiary functions:

- ◆ To advise Ministers and other public bodies on tourism matters
- ◆ To promote or undertake publicity in any form
- ◆ To provide advisory and information services
- ◆ To promote and undertake research

The WTB was originally restricted to marketing Wales within the United Kingdom (UK), but the *Tourism (Overseas Promotion) (Wales) Act 1992*⁴ subsequently gave the WTB increased independence to market Wales overseas.

¹ WTB web-site:

http://www.wtbonline.gov.uk/21198/DOWNLOAD_LIST.html/?profile=NDpMT05fV1RCMTM3NDM2ODE6TE9OX1dUQjg5MDY1NDE6RU5HTEITSDpHQjo6MTEwNTcxODQ2OT06Og==

² Information on this Act, including the functions exercisable by the National Assembly for Wales is available on the Wales Legislation Online web-site at: <http://www.wales-legislation.org.uk/scripts/act.php?id=719&lang=E>

³ Page 1, Corporate Plan 2004/05 – 2006/07

⁴ Further information on this Act is available on the Wales Legislation Online web-site at: <http://www.wales-legislation.org.uk/scripts/act.php?id=720&lang=E>

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On 14 July 2004, the Assembly Government's First Minister announced that the WTB, as well as the Welsh Development Agency (WDA) and the National Council for Education and Training (ELWa) would cease to be Assembly Sponsored Public Bodies (ASPBs) and that their work would be transferred into the administration of the Welsh Assembly Government by 1 April 2006⁵.

⁵ The full text of this announcement is available at:
<http://assembly/rop/ROP/Plenary%20Session/2004/July/rop040714fv7.pdf>
and further information can be found in the MRS Research Paper 'The Reform of Assembly Sponsored Public Bodies',
September 2004 at: <http://www.wales.gov.uk/keypubmrs/content/0420.pdf>

2 Current Structure and Activities of the Wales Tourist Board

2.1 Non-Executive Board

The WTB has a non-executive Board made up of a Chairman and five Board Members. Members of the non-executive Board are all appointed by the National Assembly for Wales by means of a competitive process on a part-time, three-year contract. The Board meets on a monthly basis and is responsible for decision-making on key issues affecting overall strategy. Details of each individual Board Member are available on the WTB web-site⁶.

Full Board meetings are held on a quarterly basis and take place throughout Wales and are open to the public to attend.

2.2 Senior Management

The senior management of the WTB is made up of a Chief Executive and five directors, who together form the executive group responsible for the daily management of the organisation and for organisational strategy and policy decisions. They are also responsible for advising the Chairman and Board Members on their areas of expertise. Each director is responsible for a division within the WTB. Information on each member of the senior management team of the WTB is available on the WTB web-site⁷.

2.3 Structural Re-organisation

The WTB brought into effect a new organisational structure on 1 April 2004, with the stated aim of pulling together under one division the departments with the most revenue generating potential. The re-organisation also aimed to provide a centre point within the WTB from which commerciality could be driven throughout the organisation. The WTB's Operational Plan 2004-05 (Operational Plan) reflects this re-organisation⁸.

2.4 Divisional Structure and Staff

The WTB employs a total of **165** staff⁹, located in offices in Cardiff, Machynlleth and Colwyn Bay, and some are also mobile/homeworkers. 4 additional staff members are currently seconded out to other agencies. The number of staff based in each division is as follows:

Chairman, Chief Executive and Executive Division

This Division has a total of **3** staff, all of which are based in Cardiff.

⁶

<http://www.wtbonline.gov.uk/21203/WTB.html?profile=NDpMT05fV1RCMTM3NDM2ODE6TE9OX1dUJq5MDY1NDE6RU5HTEITSdpHQjo6MTEwNTcxODQ2OT06Og==>

⁷

<http://www.wtbonline.gov.uk/21217/WTB.html?profile=NDpMT05fV1RCMTM3NDM2ODE6TE9OX1dUJq5MDY1NDE6RU5HTEITSdpHQjo6MTEwNTcxODQ2OT06Og==>

⁸ Section 6 of this paper discusses the Operational Plan 2004-05. The version of the Operational Plan 2004-05 that was presented to the Economic Development and Transport Committee to note on 19 May 2004 is different to the final version of the Operational Plan 2004-05 that is available on the WTB's web-site. The version presented to the Committee did not include details of the re-organisation.

⁹ Actual staff numbers including permanent and contract staff, correct at 31 July 2004 Including Chief Executive and directors

Marketing Division

The Marketing Division has a total of **33** staff, all of which are based in Cardiff.

Strategy and Communications Division

The Strategy and Communications Division has a total of **20** staff. One member of staff is a mobile/homeworker and the remaining 19 members of staff are based in Cardiff.

Development Division

The Development Division has a total of **24** staff divided between the following locations:

- ◆ Cardiff 11
- ◆ Machynlleth 2
- ◆ Colwyn Bay 7
- ◆ Mobile/Homeworker 4

Finance and Resource Services Division

The Finance and Resource Services Division has a total of **25** staff, all of which are based in Cardiff.

Commercial Division

The Commercial Division has a total of **60** staff divided between the following locations:

- ◆ Cardiff 29
- ◆ Machynlleth 9
- ◆ Mobile/Homeworkers 22

Further information about the divisions within the WTB, (excluding the Chairman, Chief Executive and Executive Division) and the activities carried out within them is set out below. Much of the information in this paper is taken from the web-site of the WTB. Other sources used are noted where appropriate. An organisational chart taken from the WTB's Operational Plan, which details the staffing structure of the WTB, is provided as Annex A to this paper.

2.5 Marketing Division

The WTB's Operational Plan provides the following information concerning the role of the Marketing Division and each unit that forms part of this division¹⁰:

"The role of the Marketing Division is to develop and implement marketing communication strategies designed to achieve WTB's key marketing objectives. It also plays a key role in meeting the Assembly Government's priority of helping people into jobs. The Division works closely with partners within Wales, Britain and overseas and uses the complete range of marketing and communications disciplines and techniques to achieve these objectives. The Division is also responsible for evolving and developing the brand development and communication strategy, which underpins all WTB campaigns."

The WTB carries out a range of marketing activities in order to raise positive awareness of Wales as a tourism destination and to provide a means for customers to purchase a visit. The marketing activities include image advertising, producing brochures and web-sites, media relations, working with the travel trade, and organising and attending exhibitions.

The Operational Plan also sets out the divisional objectives, the key strategic challenges and the divisional priorities for the Marketing Division in 2004-05. This section also details the key activities for 2004-05 and the performance measures for each unit within the Marketing Division. The units within the Marketing Division are discussed below.

2.5.1 UK Marketing and Partnerships

This unit implements the key UK consumer brand response campaign, which aims to increase awareness and generate response from the critical UK markets. It also implements key partnership marketing initiatives including the co-ordinated campaigns with marketing areas. The unit is responsible for the marketing aspects of the integrated activity action plans, stimulating and maintaining media coverage of Wales and the unit also plans and administers the WTB's Joint Marketing Scheme.

The following provides information concerning the activities undertaken by the UK Marketing and Partnerships Unit.

UK Consumer Marketing

The role of UK Consumer Marketing is to raise the profile and awareness of Wales as a holiday destination within the UK. On 15 December 2004 the WTB launched its new UK Marketing Campaign at the Wales Millennium Centre. The new campaign is an evolution of the Big Country Campaign, which was launched in 2001. The new campaign includes the following elements: TV advertising; press advertising; direct marketing; online advertising; co-ordinated marketing area campaign, and co-ordinated shows and precinct promotions¹¹.

¹⁰ Page 10, Operational Plan 2004-05

¹¹ Further information on the campaign is available at: http://www.wtbonline.gov.uk/54169/DOWNLOAD_LIST.html

Activity Products Marketing

The UK Marketing and Partnerships Unit undertakes Activity Products Marketing. As a result of analysing research concerning holiday trends in Wales in recent years, the WTB has embarked on a shift towards selling 'Activity Products' as one of the 'concrete' reasons to visit Wales. The Activity Products campaigns include¹²:

- ◆ *Adventure Wales* – an adventure campaign aimed at the novice packaged adventurer
- ◆ *Cycling Wales* - split two ways into Mountain Biking and Cycle Breaks / Cycle Touring
- ◆ *Mountain Bike Wales* – this campaign is largely based on a web-site which features up to the minute event and trail reports, downloadable maps, a news service and full information on all sites in Wales
- ◆ *Walking Wales* - focuses on the more recreational short distance walkers, who are families, couples and empty nesters for whom walking is part of their holiday
- ◆ *Fishing Wales* - under the banner of 'Fishing Wales' the WTB is working in partnership with the Environment Agency to develop and market fishing opportunities in Wales using various marketing methods

The WTB is involved in the pro-active marketing and development of campaigns specifically promoting walking, adventure activities, cycling, fishing and riding tourism, and strategies have been produced on each of these five activity products¹³.

Joint Marketing Scheme

The UK Marketing and Partnerships Unit is responsible for the WTB's Joint Marketing Scheme, which was launched on 1 January 2002 and is set to run in its current format until 31 March 2005. For this period, the scheme's budget is enhanced with European Objective 1 and Welsh Assembly Government funding. The overall aim of the scheme is to grow tourism business to Wales by fostering a partnership approach to packaging and selling the tourism product. It currently operates as a grant scheme whereby businesses seek financial assistance towards a marketing campaign that meets these objectives.

Public/Press Relations

The role of the UK Marketing and Partnerships Unit is to maximise positive coverage of Wales' holiday products within target UK travel, lifestyle and regional media.

¹² Further information on these campaigns is available at:<http://www.wtbonline.gov.uk/32880/LINKS.html>

¹³ These strategies are available at:<http://www.wtbonline.gov.uk/32961/LINKS.html>

2.5.2 International Marketing and Sales Development

This unit delivers all marketing and media relations activity in the targeted international markets. The unit develops partnership initiatives with VisitBritain¹⁴ and TEAM Wales Tourism partners¹⁵. The unit is also responsible in all markets for the travel trade distribution channels through the sales development function; it also has responsibility for international print and for planning the Wales presence at major trade events. The WTB has defined a hierarchy of primary and secondary markets and has prepared detailed Marketing Plans for the following countries:

Category A: USA, Germany and Netherlands.

Category B: Ireland, Australia, Japan, Belgium, France and Canada.

Information concerning the activities undertaken by the International Marketing and Sales Development Unit is detailed below.

Sales Development

One of the key aims of the sales development team is to develop and strengthen links with travel trade partners in UK and overseas markets (TEAM Wales UK and TEAM Wales International). Information on the key aims of the sales development team and how they achieve these aims is available on the WTB web-site¹⁶.

Consumer Marketing

The International Consumer Marketing Team is responsible for developing and presenting a positive brand image for Wales through advertising and other marketing techniques. Further details of the work the International Consumer Marketing Team is charged with can be found on the WTB web-site¹⁷.

Media Relations

The Media Relations Team carries out the following:

- ◆ Ensures optimum coverage for Wales in travel and lifestyle media
- ◆ Utilises fully the skills of PR consultancies in 7 international markets
- ◆ Stimulates and organises media visits from target markets and a further 50 from other markets stimulated by VisitBritain and other sources
- ◆ Supports Team Wales initiatives in appropriate markets, and ensures a clear tourism message within Team Wales communications

¹⁴ VisitBritain markets Britain to the rest of the world and markets England to the British public. Page 11 of the Operational Plan 2004-05 states that the relationship between VisitBritain and its strategic partners including the WTB is currently being reviewed. The VisitBritain web-site is available at: <http://www.visitbritain.com/default.aspx>

¹⁵ Team Wales Tourism in this instance refers to 'Training, Evaluation, Advertising, Marketing'. WTB's preferred partners work with the WTB through the TEAM Wales initiative, which has been in existence in the UK since January 1998. The initiative responds to the need to develop a structured plan of action which would promote pro-activity amongst domestic tour operators who feature Wales in their programmes and, as a result, to increase business into the country. Since September 2002, the TEAM Wales initiative has been rolled out to international markets.

¹⁶ <http://www.wtbonline.gov.uk/35883/WTB.html>

¹⁷ <http://www.wtbonline.gov.uk/35882/WTB.html>

- ◆ Develops methodology for evaluating the quality of editorial coverage generated by WTB activity.

2.5.3 Marketing and Commercial Operations

This unit focuses on four key areas. Firstly, it delivers all aspects of Wales' business tourism marketing plans. It is also responsible for golf tourism marketing and exploiting the potential of Ryder Cup Wales 2010. The Events Support function also sits in this unit and the unit is responsible for creating certain brand enhancement tools, which support the work of the entire Marketing department.

2.6 Development Division

The Operational Plan states that¹⁸:

“The role of the Development Division is to develop and implement an integrated Tourism Development Strategy, which by working with key partners, supports and enhances the marketing activities of WTB.”

The remit of the Director of the Development Division involves maximising the money available from Europe and the Welsh Assembly Government, working with both public and private sector tourism organisations and businesses, in investing in the development of quality tourism products in Wales. The director ensures that funds are distributed in accordance with the WTB's Investment Strategy, which identifies both weaknesses in the existing product and opportunities for real market growth.

In order to encourage quality product development the WTB also operates various schemes of financial assistance to the tourism industry. Details of these schemes are available on the WTB web-site¹⁹.

The Operational Plan includes the divisional objectives and priorities for the Development Division. Details are also included of the key activities and performance measures for 2004-05.

¹⁸ Page 20, Operational Plan 2004-05

¹⁹ <http://www.wtbonline.gov.uk/20906/LINKS.html/?profile=NDpMT05fV1RCMTQyMTkzNzc6TE9OX1dUQjkyMTg4NDI6RU5HTEITSdpHQjo6MTEwNzE2OTAxNT06Og==>

2.7 Strategy and Communications Division

The Strategy and Communications Division provides a support service for the two key functional responsibilities of the WTB, which are marketing and development.

The Operational Plan provides information on the five units that form part of the Strategy and Communications Division, which is detailed below, and also includes the objectives of the division.

2.7.1 Strategy and Policy

The WTB is responsible for key policy and strategy documents that identify effective responses to the main challenges that face tourism in Wales. The WTB also has a statutory duty to provide policy advice to government and to the tourism industry on matters affecting tourism in the UK and in the European Union (EU). In providing such advice, the WTB aims to reflect the cross-cutting themes of the Assembly Government while balancing the needs of the industry with those of the consumer.

The objectives, key activities and performance measures for the Strategy and Policy Unit are set out in the Operational Plan.

2.7.2 Research

Under the *Development of Tourism Act 1969*, the WTB has statutory powers to promote or carry out research to aid the development and marketing of tourism in Wales. The Research Unit within the WTB is a specialist service unit, which gives advice to all other WTB units and provides information to the wider tourism community in Wales. The annual research programme is compiled in consultation with all user units within the WTB, having regard to the strategic priorities identified in *Achieving Our Potential*²⁰, the national tourism strategy for Wales. The WTB initiates and manages a wide ranging programme of research studies, many of which are funded on a joint basis with other public and private sector partners, in order to achieve a cost-effective use of resources. The research programme is planned on an annual basis and priority is given to those areas of research that will support the achievement of WTB's strategic objectives.

The WTB's Research Programme for 2004-05 can be found in Appendix VI of the Operational Plan and the objectives, key activities and performance measures for the Research Unit are also set out in the Operational Plan. The WTB's Research Reports are available on the WTB web-site²¹.

2.7.3 Business Planning

The corporate and business planning function of the WTB aims to comply with Assembly Government guidelines and to ensure a more integrated business planning approach within the WTB to support more effective priority setting, resource allocation and monitoring.

The objectives, key activities and performance measures for the Business Planning Unit are set out in the Operational Plan.

²⁰ *Achieving Our Potential* is discussed in Section 3.1 of this paper

²¹ <http://www.wtbonline.gov.uk/50129/LINKS.html>

2.7.4 Regional Tourism Partnerships

Four Regional Tourism Partnerships (RTPs) have been established in Wales, within each of the four economic fora areas. The RTPs cover North, Mid, South-West and South-East Wales. Their main role is to lead the implementation of the Regional Tourism Strategies, which are seeking to improve the competitiveness and performance of the industry so that tourism makes a better contribution to the social and economic prosperity of Wales. The RTPs work in partnership with the WTB, local authorities, the private sector and other organisations with an interest in tourism to undertake a range of marketing, product investment and business support activities on behalf of the tourism industry. Most of these activities will be delivered under contract by third parties.

The RTPs have small executive teams of staff who plan, manage and monitor the delivery of these contracts. The WTB is devolving a greater level of funding to the RTPs to support the strategically led activities they will deliver. The WTB aims to work closely with them to minimise duplication and to ensure that resources are used to best effect for the benefit of the tourism industry and the economy of Wales. The WTB is not responsible for the day-to-day operation of the RTPs. As companies limited by guarantee their respective Boards of Management are responsible for preparing a business plan and monitoring its effective implementation. The WTB's role is to ensure that the business plans of the RTPs are clearly focused on the implementation of the regional tourism strategies.

2.7.5 Communications and Corporate Affairs

The Operational Plan states that²²:

“The role of the Communications and Corporate Affairs Department is to communicate the purpose and achievements, vision and functions of WTB with clarity and enthusiasm to key stakeholders and individuals.”

The Operational Plan also provides the following information on the Communications and Corporate Affairs Department.

Corporate Media Relations

Media Relations aims to provide an effective, professional and rapid service to all news media, aimed at increasing the quality and quantity of targeted and positive media coverage of the WTB and of Welsh tourism. It targets all in-Wales media, all national media and also works closely with the marketing function to widen the general coverage of Wales in the UK press.

Trade Communications

Trade Relations aims to foster effective two-way communication between the WTB and the trade, encouraging interaction and feedback. The WTB provides advice and information to tourism businesses, to inform them of new developments and how the WTB can help them in raising standards to improve their business. The WTB seeks to ensure that its activities complement, support and add value to those undertaken by individual businesses and aims to communicate messages to businesses that are relevant, informative and concise.

²² Page 43, Operational Plan 2004-05

Employee Communications

The WTB sees effective communication with its staff as an organisational priority. The WTB believes that its staff needs to be well briefed, engaged with and strongly motivated to support the achievement of the WTB's corporate objectives and priorities. As the organisation works towards the Investors in People standard, Employee Communications is set to play a vital and central part in its progress.

Government Relations

Government Relations communicates with all levels of government – local, Wales, UK and Europe – in order to explain the WTB's strategic priorities and gain support for the programme of activities undertaken. The other primary role is to ensure that the Assembly Government understands how the WTB is implementing government strategies through the development of tourism and its contribution to the Welsh economy.

Corporate Affairs

The WTB believes that its ability to fulfil its Corporate Objectives will be dependent on the development of strong partnership working with individuals and organisations both in the public and private sector. The Corporate Relations function sets out to deliver a clear, distinctive and accurate corporate image for the WTB. A number of cross-cutting themes and initiatives are co-ordinated centrally; these include the Welsh Language Policy, corporate information provision such as the annual report, and corporate identity. The WTB's progress on promoting the Welsh language to date includes:

- ◆ An in-house translator to ensure that all literature is bilingual and that the Welsh is consistent and to a high standard
- ◆ Supporting the development of the Welsh language via participation in national events such as the National Eisteddfod, Urdd Eisteddfod and Royal Welsh Show
- ◆ Via the integrated business support scheme, encouraging tourism businesses to make use of the language, culture and heritage of Wales to create a unique 'Sense of Place' for visitors. This is aided with the production of Sense of Place toolkits, employment of a Sense of Place specialist adviser (who offers advice to businesses) and sponsorship of Menter Award for Tourism, which recognises excellence in the promotion of a sense of place

The key activities and performance measures for Corporate Communications are set out in the Operational Plan.

2.8 Finance and Resource Services Division

The Operational Plan states that the role of the Finance and Resource Services Division is to provide a financial, information technology (IT), training and personnel service for the WTB, to enable the achievement of corporate goals and objectives. The division is made up of three units, namely Information Technology, Human Resources and Finance. Descriptions of the work of each unit is included in the Operational Plan and detailed below.

2.8.1 Information Technology

The WTB sees well-designed, efficient and capable IT systems as fundamental to support its work programme. As the IT environment is constantly changing, the upgrading of equipment and software systems combined with training support is required across all divisions of the WTB.

The key activities and performance measures for the Information Technology Unit are set out in the Operational Plan.

2.8.2 Human Resources

The Human Resources Unit is responsible for providing guidance and information for line managers on key management issues. The unit develops systems to manage and monitor performance, and mechanisms to further enhance training and development for all WTB staff.

In addition to the management of the WTB's payroll, the unit: provides central support for learning and development; manages WTB premises; provides assistance to all staff including specific advice to line management, and develops a strategic focus to human resource development within the WTB.

The key activities and performance measures for the Human Resources Unit are set out in the Operational Plan.

2.8.3 Finance

The Finance Unit is responsible for: invoice payment; employee expenses and issuing of invoices; financial reporting; grant issues; the preparation of the annual accounts; monthly reporting to assembly; VAT; the drawing down of funds from the Assembly; EU funding and match funding from Pathway to Prosperity, and the quarterly management reports.

The key activities and performance measures for the Finance Unit are set out in the Operational Plan.

2.9 Commercial Division

The Commercial Division was established on 1 April 2004 and comprises the four areas of activity that were identified by the WTB as having the greatest revenue generating potential. These are:

- ◆ Integrated Business Support
- ◆ Quality Assurance
- ◆ New Media and Information Services, including VisitWales
- ◆ Production Services

The WTB anticipates that the integration of these four areas within the one division will provide increased operational efficiency and facilitate revenue growth from new and existing streams.

2.9.1 Business Support

The Business Support Unit provides support, guidance and advice to the tourism industry and is funded through an EU grant of £2 million until 2006. The service provided is flexible and is focused on improving competitiveness through the adoption of more effective business practices. Through this service the aim is to directly safeguard jobs, stimulate private sector investment, improve productivity and add value to Wales' tourism sector.

The Business Support initiative enables the WTB to provide the tourism industry with a wide range of business advice and signposts other services. The Specialist Advisory Service is available free to all tourism businesses in Wales and consists of a team of independent consultants providing specialist advice to the tourism industry on behalf of the WTB and its partners.

The WTB also offers a wide range of publications for new and growing businesses and a series of advisory guides have been developed aimed at improving quality and enhancing the tourism product in Wales. These are aimed at supporting and complementing the Specialist Advisory Service and the guides include 'Developing a Successful Tourism Business', 'A Practical Guide to Legislation', and 'Greening Your Business'. Further information is available on the WTB web-site²³. Factsheets produced by the WTB to actively encourage tourism businesses to improve their competitive standing include 'Marketing Your Business', 'Producing Promotional Literature' and 'Providing Facilities and Services for Disabled People'.

Wales Tourism Roadshows

The WTB's Wales Tourism Roadshows are managed by the Business Support Unit and took place in February 2005, with events taking place in each of the four Regional Tourism Partnership Areas. The Roadshows were aimed at tourism operators, those who work in the tourism industry, or anyone with an interest in tourism in Wales. Workshops,

²³ <http://www.wtbonline.gov.uk/34322/LINKS.html>

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The key activities and performance measures for the Commercial Division are set out in the Operational Plan.

3 Strategies and Policies of the Wales Tourist Board

3.1 Strategies

Information on the various strategies of the WTB is provided below. The full text of each strategy mentioned is available on the WTB's web-site.²⁸

Tourism strategy for Wales

Achieving Our Potential is the national tourism strategy for Wales and was launched in April 2000. It sets out to identify the most effective response to the main strategic challenges that the tourism industry will need to confront during the period 2000 - 2010. The strategy has been prepared by the WTB in consultation with the industry, and it aims to inspire the industry to work together to manage change effectively during a period of economic and social transition in Wales. The strategy is based on four key themes - sustainability, quality, competitiveness and partnership. These themes are discussed in more detail in the Corporate Plan.

The WTB is carrying out a mid-term review of *Achieving Our Potential*, in order to evaluate progress made towards strategic targets and to review strategic priorities for the industry. The initial stage of the review is a consultation exercise to obtain views on the strategy, its continuing relevance, and how people think it should be progressed in the future. Further information on the consultation is available on the WTB web-site²⁹.

Sports Tourism

Sports Tourism in Wales: A Framework for Action has been prepared by the WTB in partnership with the Sports Council for Wales and following consultation with the industry. The purpose of the document is to provide a framework for action by the WTB and its partner organisations to maximise the social and economic benefits of sport related tourism in Wales.

There are, in addition, a number of activity tourism strategies covering golf, adventure activities, cycling, fishing, horseriding and watersports.

Golf Tourism Strategy

As Wales will host the Ryder Cup in 2010, the WTB is preparing a Golf Tourism Strategy to act as a framework for partnership activity with the overall aim of the strategy being to position Wales as a world class golf tourism destination within the next five to ten years. The strategy will identify new opportunities to increase the all year round value of golf tourism to Wales and individual golf venues and tourism businesses throughout Wales.

²⁸ http://www.wtbonline.gov.uk/21233/DOWNLOAD_LIST.html

²⁹ http://www.wtbonline.gov.uk/52561/DOWNLOAD_LIST.html/?profile=NDpMT05fV1RCMTM4MTc2MiA6TE9OX1dUQjg5NTcwMTQ6RU5HTEITSdpHQjo6MTEwNTk1ODY1NT06Og==

Countryside Action Plan

The *Action Plan for the Countryside Experience* contains the findings of the Working Party on Countryside Tourism, which was formed in September 2003 and included a range of private and public organisations. The report which was launched in July 2004 intends to inform those with a remit for and interest in, the development and promotion of rural Wales.

Cultural Tourism Strategy

The Cultural Tourism Strategy provides a framework for action by the WTB and its partners in the tourism and cultural industries so that visitors to Wales are better able to experience the various aspects of Welsh culture. The strategy has the following vision:

“Wales is recognised as a visitor destination offering a quality Cultural Tourism Experience based on its unique culture which forms an essential part of the overall tourism experience”³⁰.

Investment Framework

The Investment Framework sets out to guide investment from public and private sector sources towards those areas that offer most potential for growth.

Marketing Action Plan

The strategic Marketing Action Plan concentrates on the WTB's target market segments in both the UK and overseas and sets out a range of activities which are required to improve the competitive position of Wales as a tourist destination.

3.2 Policies

The WTB has a Policy Framework that sets out its policy position in respect of a range of issues that are directly and indirectly relevant to tourism in Wales. The policy statements have been developed and prepared in consultation with the tourism industry and with key stakeholder groups. The policies are subject to regular, ongoing review to ensure that they accurately reflect the current and emerging political, social, economical and technological considerations.

The WTB has set policy statements in three areas: Competitiveness and Quality, Infrastructure and Sustainable Development. The policy statements for these areas are summarised below.

Competitiveness & Quality

The WTB has set policy statements relating to the following issues, under the heading of Competitiveness and Quality³¹:

- ◆ *Business Support* – The WTB's Business Support initiative
- ◆ *A Sense of Place* – Encouraging tourism businesses and others involved in tourism activity to enhance the 'Sense of Place' in Wales.

³⁰ WTB web-site:

http://www.wtonline.gov.uk/21233/DOWNLOAD_LIST.html/?profile=NDpMT05fV1RCMTcxMDU0NTc6TE9OX1dUQjExMik3MjQzOkVOR0xJU0g6R0l6OjExMTM1NjMzNTQ6Oj0=

- ◆ *Human Resource Development* – Improving skills in the industry and improving the industry's image.
- ◆ *Information Communications Technology (ICT)* – Encouraging and maximising the use of ICT in the tourism industry.
- ◆ *Information Provision* – Continually reviewing the role of Tourist Information Centres and providing the industry with appropriate, customer focused avenues for supplying the information to tourists e.g. VisitWales.
- ◆ *Market Research* – Undertaking research into the market, including demand studies, sectoral studies, impact studies, market evaluation and policy studies and communicating this information to stakeholders via the most appropriate channels.
- ◆ *Marketing* – Developing strong tourism brands for Wales that are marketable in the UK and overseas and providing a marketing framework for the tourism industry in Wales to promote itself efficiently and effectively.
- ◆ *Structure of the Industry & Regional Tourism Partnerships* – Working closely with numerous trade and non-trade organisations that represent a wide range of interests and working in partnership with Regional Tourism Partnerships.
- ◆ *Products* – ensuring that the industry will be able to develop and remain successful in the long term as a result of investment in tourism. Encouraging the development of high quality, appealing and innovative products that meet market needs or create new markets.
- ◆ *Products – Accommodation* – The WTB has set policy statements for the range of accommodation sectors available in Wales, which are: serviced accommodation, self-catering, time share, caravans and camping and hostels, bunkhouses and camping barns.
- ◆ *Products – Attractions* – The WTB's attraction grading scheme is now recognised as the Visitor Attraction Quality Assurance Service in Wales (VAQAS Cymru). The WTB has set policy statements concerning attractions in general, upgrading existing attractions and sightseeing.
- ◆ *Products – Cultural Tourism* – Implementing the WTB's Cultural Tourism Strategy through the Cultural Tourism Partnerships.
- ◆ *Products – Shopping, Food and Drink* – Working with the Welsh Development Agency on an *Action Plan for Food Tourism* under the *True Taste* brand. Also encouraging retailers and restaurateurs to improve in these areas.
- ◆ *Products – Sports Tourism* – In partnership, maximising the opportunities provided by sport and active recreation in attracting visitors to Wales and raising its profile. Implementing the WTB's *Sports Tourism – A Framework for Action*.
- ◆ *Products – Business Tourism* – Continuing to work with partners such as VisitBritain to improve Wales as a business tourism destination and to encourage business visitors to extend their stay in Wales and return in the future.

³¹ Each policy statement can be accessed at:
http://www.wtbonline.gov.uk/46400/DOWNLOAD_LIST.html

Infrastructure

The WTB has set policy statements relating to the following issues, under the heading of Infrastructure³²:

- ◆ *Signposting* – Continuing to urge the Welsh Assembly Government, local authorities and other bodies to develop a more uniformed and integrated approach to tourism signposting across the whole of Wales.
- ◆ *Management of Destinations* – Urging local authorities and other bodies to develop the infrastructure and facilities which meet both visitor and resident needs.
- ◆ *Transport – Sustainable Transport* – Continuing to promote the tourism case for the retention and improvement of passenger rail and bus services in Wales in line with its principles for sustainable tourism. Where appropriate, promoting the use of public transport as a means of getting to and around Wales and as part of the overall holiday experience.
- ◆ *Transport – Air and Sea Services* – Working with partners to improve the international network of scheduled air services, promoting Wales as an attractive tourism destination and encouraging improved public transport and road links with these airports.

Sustainable Development

The WTB has set policy statements relating to the following issues under the heading of Sustainable Development³³:

- ◆ *Water Quality* – Continuing to play an active role in the Green Sea Partnership to assist more Welsh beaches to achieve Blue Flag and Green Coast awards and continuing to work towards a rural alternative to the Blue Flag.
- ◆ *National Parks* – Working to help realise the potential which Wales' National Parks offer as icons for Sustainable Tourism.
- ◆ *The Rural Economy* – The WTB has set guidelines for diversification schemes that encourage tourism and expects tourism businesses to purchase local goods and services wherever possible.
- ◆ *Urban and Built Environment* – Encouraging relevant partnerships and bodies to enhance the appeal and accessibility of the urban and built environment to tourists.
- ◆ *Historic Environment* – Working closely with the relevant organisations to realise the full and inclusive tourism potential of Wales' historic sites, buildings and their surrounding environments.
- ◆ *Windfarm Impact* – The WTB has a policy statement concerning both onshore and offshore windfarms.

³² Each policy statement can be accessed at:
http://www.wtbonline.gov.uk/46401/DOWNLOAD_LIST.html

³³ Each policy statement can be accessed at:
http://www.wtbonline.gov.uk/46402/DOWNLOAD_LIST.html



- ◆ *Responsible Energy Generation and Consumption* – Working closely with the Arena Network to ensure that appropriate guidance is given to members of the industry who wish to develop a more sustainable approach to their business and operations and use resources more responsibly. Working with partners such as the Arena Network to encourage tourism businesses to contribute to renewable energy generation and to adopt measures that assist with the conservation and efficient use of energy and water.
- ◆ *Culture and Language* – Working with initiatives, such as the Cultural Tourism Partnership, to develop sustainable ways of increasing accessibility to Welsh culture.
- ◆ *Equal Opportunities* – Providing guidance to the industry on how it can meet the statutory requirements expected by equal opportunities.
- ◆ *Community Development* – Continuing to support and provide advice on community tourism matters at a strategic level.

The WTB has also set out principles for sustainable tourism development and for tourism in protected areas.

In addition, the WTB has a Welsh Language Scheme, which states that in the conduct of public business in Wales it will treat the Welsh and English languages equally. Further information on what the Welsh Language Scheme covers and a link to the document is available on the WTB's web-site³⁴.

³⁴ http://www.wtbonline.gov.uk/32048/DOWNLOAD_LIST.html

3. Encourage a skilled and professional workforce equipped to deliver a quality Wales experience
 - ◆ Encourage professionalism and higher skills within the industry
 - ◆ Influence skills providers to focus on tourism requirements
 - ◆ Develop a reputation as a learning and development organisation
4. To encourage, support and reward innovation
 - ◆ Develop new ways of supporting innovation in the industry
 - ◆ Reward innovative ideas and practice
 - ◆ Focus on the future needs of the customer
 - ◆ Incubation for ideas
5. Use effective partnership working to achieve mutual benefits for Wales
 - ◆ Position WTB more effectively within TeamWales
 - ◆ Introduce more robust planning, targeting and monitoring of those who deliver on the WTB's behalf
 - ◆ Influence the Welsh Assembly Government to provide funding into areas of greatest opportunity i.e. route development funds to increase accessibility to Wales by air
 - ◆ Influence public transport providers to develop leisure travel offers

5.2 Strategic Target for Tourism Expenditure

The Welsh Assembly Government has set a strategic target for tourism expenditure in Wales to increase by an average of 6% per year up to 2010. Although the WTB will contribute to this strategic target, its attainment will be the responsibility of the tourism industry overall. The Corporate Plan describes the medium-term strategic targets for tourism in Wales, which have been based on the achievement of a 6% annual growth in tourism spending.

6 Operational Plan

The Operational Plan is a one-year management plan for each financial year, and sets out detailed spending plans, performance targets and other outputs for the WTB. The Operational Plan is closely integrated with the Corporate Plan and is seen as an essential management tool to support performance monitoring throughout the organisation.

The Operational Plan 2004-05⁴⁰ states that the document seeks to fulfil two important performance-monitoring functions:

- ◆ To provide the Assembly Government with a reference point against which to monitor the performance of the WTB
- ◆ To provide the WTB with an internal management tool against which it can monitor progress towards the delivery of its activities and objectives

The key objectives detailed in the Operational Plan are designed to address the strategic priorities set for the WTB in its annual Guidance and Priorities Letter, and take account of the underpinning priorities of equality of opportunity, sustainable development and social justice. The Operational Plan is an overview of more detailed Divisional Business Plans.

The Operational Plan 2004-05 describes the activities and performance measures for each WTB division during 2004-05. The Resource Allocations for 2004-05 for each division are also detailed in the Operational Plan.

⁴⁰ A copy of the WTB's Operational Plan 2004-05 can be seen at:
http://www.wtbonline.gov.uk/21232/DOWNLOAD_LIST.html/?profile=NDpMT05fV1RCMTQ3NDI1OTQ6TE9OX1dUQjk1NzU1ODE6RU5HTEITSdpHQjo6MTEwODM4MMDM4Njo6Og==



The table below, taken from the WTB's Half-Year Performance Report 2004-05 to the EDT Committee on 1 December 2004, indicates the WTB's actual performance against agreed targets to the end of September 2004.

WTB: Interim Performance Against Target 2004 – 2005

	Target	Half Year	Forecast Outturn
A. <u>Tourism Spend</u>¹	6%		6%
<u>Average annual increase from 1998 – 2003</u>	10%		
<u>Capital Investment</u>²			
i) Leverage (WTB: Total Project Cost)	1:5	1:4.5	1:5
ii) Private Sector Investment	£33m	£4.5m	£33m
iii) Total Investment Generated	£55m	£10.2m	£55m
iv) Number of jobs – Created	660	143	660
- Safeguarded	165	6	165
C. <u>Marketing</u>³			
i) Main UK Marketing Campaign ROI	30:1		30:1
ii) ROI from primary overseas markets	12:1		12:1
D. <u>Star Quality Grading Scheme</u>⁴			
Proportion of 3,4 and 5 star accommodation to be maintained	85%	86.4%	85%

¹ Tourism spend target includes domestic and overseas spending in Wales - interim domestic figures not available until end of November 2004; overseas figures not available for half year. Early signs are that the significant increase in domestic spend achieved in 2003 will not be matched in 2004 but 6% growth in domestic spend is considered achievable.

² Issues with funding have slowed the grant allocation process over the first half year - these are now largely resolved and target figures are expected to be met by the year-end although a comprehensive review will be carried out by December 2004. These targets were based on an allocation during 2004/5 of £11m. This figure is made up of 16 sources of grant in aid and EU applications. We have still not had confirmation of some of the money and it is likely that some of the retrospective funding obtained will be used to fund allocation made during previous years.

³ ROI targets are monitored through a suite of evaluation surveys that are ongoing. Targets are expected to be met.

⁴ Progress is ahead of target.



7 Budget

The Operational Plan sets out the WTB's expenditure and funding position for 2004-05 and is detailed below:

Expenditure/Funding 2004/05 - Confirmed and Unconfirmed

Funding Summary	2003/04 £000	2004/05 £000
1. Assembly Core Funding		
Programme Expenditure	13,724	14,024
Running Costs	5,188	5,188
Depreciation/Cost of Capital	215	215
Capital – Section 4	3,150	3,150
Total Core Grant-in Aid	22,257	22,557
2. Ring-Fenced Assembly G.I.A		
Adfywio	3,515	
Regeneration – Corus	450	550
Regeneration – Fishguard/N.Parks	121	427
Regeneration – Cardigan/S.Cered.	78	232
Golf Tourism	200	
BMI Baby	441	300
Rural Tourism	81	
Rural Development Grant	300	130
Total	5,186	1,639
3. EU Funding	10,865	12,096
4. Pathway to Prosperity	5,615	4,552
5. Commercial Revenue	1,405	1,555
6. S4 transfer	400	140
7. Total Funding	45,728	42,539
Funding Summary		
Revenue	31,867	31,320
Capital	13,861	11,219
Total	45,728	42,539
Expenditure Summary		
Marketing	17,739	17,487
Development	3,757	3,038
Regional Fund	3,000	3,500
Strategy	730	654
Communications	630	630
Production Services	628	628
Running Costs	5,188	5,168
Depreciation/Cost of Capital	215	215
Total Revenue Expenditure	31,867	31,320
Capital Expenditure	13,861	11,219
Total Expenditure	45,728	42,539

The 2005-06 Draft Guidance and Priorities Letter shows that the amount of Assembly Grant funding for 2005-06, 2006-07 and 2007-08 will be £22,557,000 per annum. Ring-fenced budgets will also continue to be made available for specific projects.

Members' Research Service: Research Paper
Gwasanaeth Ymchwil yr Aelodau: Papur Ymchwil

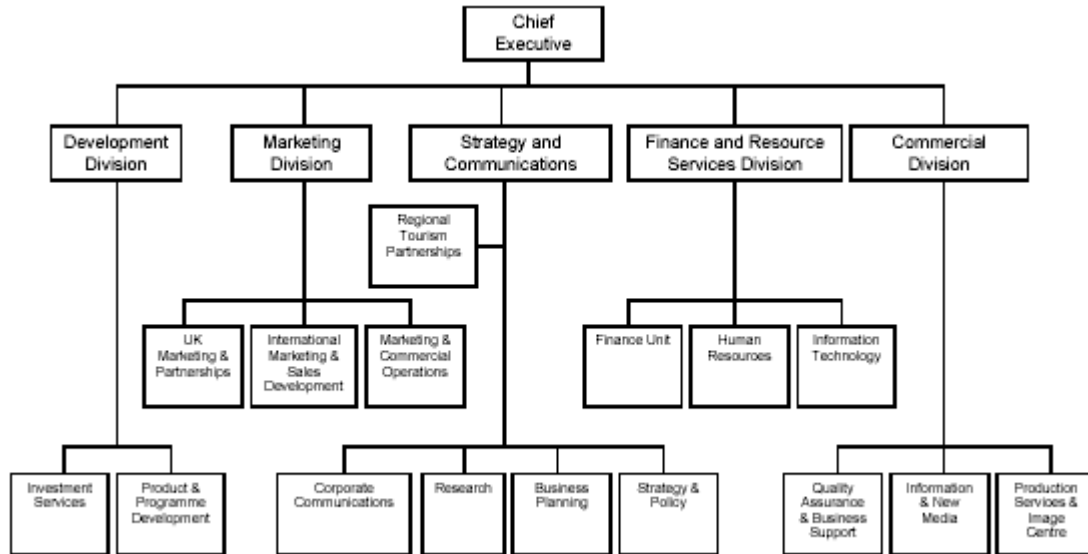


Cynulliad National
Cenedlaethol Assembly for
Cymru Wales

Sources: Wales Tourist Board
Wales Tourist Board Operational Plan 2004-05
Wales Tourist Board web-site
Wales Tourist Board Corporate Plan 2004/05 – 2006/07
Wales Tourist Board Draft Guidance and Priorities Letter 2005-06
Wales Tourist Board Half-Year Review 2004-05
National Assembly for Wales web-site
VisitBritain web-site
VisitWales web-site
Wales Legislation Online web-site



Annex A Organisational Structure of the Wales Tourist Board





Annex B Wales Tourist Board (WTB) Draft Guidance and Priorities Letter 2005-06

1. The Welsh Assembly Government's strategic agenda for its four-year term is set out in *Wales: A Better Country*. This Guidance and Priorities Letter sets out the role that we have agreed the WTB will fulfil in relation to this strategic agenda during 2005-06. The financial support allocated to underpin this work is set out in Annex 1.
2. *Wales: A Better Country* sets out the Cabinet's overall vision for change, four key priority outcomes, and the underpinning priorities of sustainable development, social inclusion and equality of opportunity. The priority outcomes are:
 - helping more people into jobs;
 - improving health;
 - developing strong and safe communities; and
 - creating better jobs and skills.
3. The WTB has a significant role in helping more people into jobs and creating better jobs through the delivery of the Assembly Government's long term economic development strategy *A Winning Wales*.
4. In the light of the impending merger between the WTB and the Assembly Government, we have agreed to operate a joint business/operational planning round for 2005-06 within a context of needing to ensure business continuity while delivering this major organisational change. In the light of this, there will be no sharp changes in priorities from those set out in the 2004-05 remit letter.
5. We have however jointly identified the following areas from the 2004-05 remit letter that will warrant particular emphasis both in terms of priority and resources in 2005-06:
 - Structural Funds – maximising the economic benefit from the Structural Funds programme will continue to be our top priority in 2005-06;
 - Mergers – continuing to play a full part in the merger of WDA, WTB and ELWa with the Assembly Government;
 - Business Support
 - Promoting Wales as the ideal location for visitors
 - Promoting the use of ICT



- Statutory Registration
- Water sports – working in partnership with LAs, CCW, National Parks and WDA, take forward the strategy on Marinas/safe havens/moorings.
- Continue to be active partners in the HERIAN initiative and, in doing so, work collaboratively with the WDA in developing a sub-regional regeneration strategy for the Heads of the Valleys.
- Commercial income – continue to explore opportunities to increase non-Governmental funding.
- Contributing fully to the planned revision of A Winning Wales, the Assembly Government's economic development strategy.

Making the Connections

6. The Welsh Assembly Government's vision for public services set out in *Making the Connections* seeks to improve the quantity and quality of services through more effective co-operation and co-ordination between agencies across Wales. The merger between the Assembly Government and the WTB is a significant step forward towards an integrated Welsh public service. To that end, it is essential that during 2005-06 WTB continues and strengthens its relationships with the other key stakeholders involved in delivering our strategic agenda. In particular, this means:
 - Supporting the implementation of the Wales Spatial Plan, and the Sustainable Development Action Plan; and
 - Through your work with Regional Tourism Partnerships, supporting the delivery of local authorities' Community Strategies and, where appropriate, to assist in the delivery of Community Action Plans.

Communication

7. We have discussed the need for Team Wales to make more of opportunities, such as the Ryder Cup in 2010 and the Wales Rally GB, to raise Wales' profile at home and abroad. It is also important that we build on the progress made in 2004-05 to develop a more coherent and integrated approach to our communication work. To that end we will work together to develop a joint Strategic Communication Plan for 2005-06.

Mainstreaming

8. The Assembly Government's duties towards sustainable development⁵ equality⁶, partnership working⁷, and promoting the Welsh language⁸ need

⁵ Section 121 of the Government of Wales Act 1998

⁶ Section 120 in the Government of Wales Act 1998

⁷ The Assembly has a duty under sections 113, 114 and 115 of the Government of Wales Act 1998 to promote the interests of Local Government, the Voluntary Sector and the Business Sector.

⁸ As set out in section 47 of the Government of Wales Act 1998, and the Welsh Language Act 1993.



to be fully integrated into all business practice, procurement and programme design and delivery. The Operational Plan needs to set out how these statutory duties and principles will be mainstreamed in 2005-06.

Outputs

9. The WTB's Operational Plan for 2005-06 will include targets and other key indicators of performance, based on your gross budget for 2005-06. Like last year, they will be challenging targets that have been agreed between us.
10. As you know, financial support from the Assembly Government for all the WTB's activities is contingent upon compliance by the Board with the contents of its Management Statement and Financial Memorandum.
11. Copies of this letter will be placed in the Assembly Library. Copies are also being sent to my Cabinet colleagues, the Chairs of the National Assembly's Subject Committees, the Auditor General for Wales, and the Chairs of - the National Council, ELWa, HEFCW, the Countryside Council for Wales, the Environment Agency, WDA, the Welsh Local Government Association and the Director of Job Centre Plus. Copies also go to the Directors of the Confederation of British Industry Wales, Wales Tourism Alliance, the Wales Trades Union Congress, and the Directors of the Federation of Small Businesses, the Institute of Directors, and Chamber Wales.



Annex 1

WELSH ASSEMBLY GOVERNMENT FUNDING

Your allocations in the Assembly budget for 2005-2006 and the indicative allocations for 2006-2007 and 2007-2008 are:

Budget Expenditure Lines	£000's		
	2005-06	2006-07	2007-08
Running Costs	5,168	5,168	5,168
Current Expenditure	14,024	14,024	14,024
Current Receipts	-400	-400	-400
Capital Expenditure	3,550	3,550	3,550
Depreciation/Cost of Capital	215	215	215
Total Wales Tourist Board	22,557	22,557	22,557

Ring-Fenced Budgets

In addition to grant in aid, the Assembly Government also makes available a number of other budgets for specific individual projects, known as ring-fenced budgets. The WTB must endeavour to spend these amounts within the financial year to which they are allocated, as there can be no guarantee of authorisation to carry forward any funds that remain unspent, that are in excess of the WTB's carry over delegation as set out in the WTB's Financial Memorandum.

RING-FENCED BUDGETS 2005-06	
Fishguard and North Pembrokeshire Regeneration Plan	£452,000
Cardigan and South Ceredigion Regeneration Plan	£255,000
TOTAL RING-FENCED	£707,000