

SUMMARY - CORPORATE PLAN 2001/02 –2003/04

Introduction

This section sets out the Wales Tourist Board's intentions to link its strategic priorities with their tourism strategy for Wales, *Achieving Our Potential*, the target priorities set out in the annual Remit Letter issued by the Assembly, the Assembly's strategic plan "Betterwales.com" and the evolving National Economic Development Strategy for Wales.

Section 2

This presents the four strategic objectives set out in the WTB's ten year tourism strategy for Wales *Achieving Our Potential* which the EDC approved in March 2000:-

- To market Wales more effectively as an attractive all year round tourism destination;
- To exceed the expectations of visitors to Wales by providing high standards and ensuring that investment in tourism is responsive to their changing needs;
- Improve professionalism and innovation by raising the profile of the industry and enhancing skills, training and motivation within the industry;
- To embrace a sustainable approach to tourism development which benefits society, involves local communities and enhances Wales' unique environmental and cultural assets.

In this section the WTB also acknowledges the challenges facing the tourism industry over the next ten years:-

- Creating a distinctive image/brand for Wales;
- Strategic approach to tourism investment;
- Increasing the value of overseas tourism to Wales;
- Growing short holidays to Wales and maintaining long holidays;
- Extending the tourism season;
- Clarifying roles and responsibilities;
- Maximising benefits from technological change;
- Improving training and competitiveness.

Section 3

This section identifies seven broad priorities for the WTB in 2001/02:-

1. Strategic Leadership - the Wales Tourist Board will be taking the lead in planning/programming the implementation of *Achieving Our Potential* and the four regional strategies and will be working together with the proposed Regional Tourism Partnerships.

2. Enhancing the Image of Wales – the WTB will work with its partners to promote a distinctive image for Wales both in the UK and overseas markets to improve its profile and influence. It will build on the success of the Rugby World Cup and potential opportunities which will arise from the FA Cup and other games and events in Wales.

3. Developing Partnerships in Tourism – the WTB will continue to encourage strong and effective links with the tourism industry and other organisations to achieve sustainable growth . A major commitment is the establishment of the four Regional Tourism Partnerships (see 6 below).

The WTB will also be launching a Tourism Destination Area initiative which will target capital grants at specific areas – there will also be a specific initiative for the South Wales Valleys.

4. Maximising Resources for Tourism – the availability of EU and match funding provides opportunities for tourism. The WTB will seek to work in partnership to secure additional funds and apply them within its strategic framework to maximise economic benefits. The WTB has already had one Fast Track Objective 1 project approved for Capital development. It also has a marketing application awaiting approval by WEFO.

5. Marketing the Tourism Product – A key objective will be met with the development of the Destination Management System for Wales (specific funding has been earmarked for this).

The WTB will also devote more resources to the promotion of distinctive Welsh products and develop a new approach to events and business/conference marketing to help extend the tourism season.

6. Regional Tourism Partnerships – The EDC agreed the recommendations of the Roles and Responsibilities Report in March 2000. The WTB is proposing that four Regional Tourism

Partnerships are established. The Partnerships will be responsible for the implementation of the four regional tourism strategies. Assembly members will have recently received a letter from the WTB updating them on developments including the proposed appointment of Regional Development Directors by the WTB.

7. Improving Quality – the WTB will assume direct responsibility for the administration of quality grading schemes in 2001/02 to demonstrate its commitment to quality (which is/was operated by external contractors).

The WTB is also currently consulting with the tourism industry about the possible introduction of a Statutory Registration Scheme for accommodation providers. A report with recommendations will be submitted to the Assembly later this year.

Section 4

This lists the WTB'S specific measures and targets set by the Assembly for 1999/00 (with out-turns), 2000/01 (with forecast out-turns) and the proposed targets for 2001/02. The information is shown in the table below:

Key Performance Targets

PERFORMANCE MEASURE	1999-2000	2000 – 2001		2001- 2002
	Out-turn	Target	Forecast	Target
1. Private Sector Investment generated	£12.5m	£12.0m	£10.0m (£16.0m) (1)	£13.5m
2. Total Investment generated		-new measure/target-		£25.0m
3. Leverage (WTB: Total Project Cost)	1:6	1:5	1:6 (1:7) (1)	1:5
4. No. Jobs created/safeguarded	432	400	410 (498)(1)	500
5. Wales' share of all UK spend (2)	7.4%	-	-	-
6. Annual share of UK spend in Wales (Oct-June)	49%	51%	51%	51%

7. Running cost limit	£4.047m	£4.457m	£4.457m	£4.457m
8. WTB domestic (UK) marketing campaign Return on Investment	-	30:1	30:1	30:1
9. Increase spend from primary overseas market (2).	-	+5%	+5.3%	+5%

(1) Figures in brackets could be achieved if one outstanding project is approved.

(2) Based on a three year rolling average.

Section 5

This sets out the Wales Tourist Board's four Corporate Objectives which reflect the objectives in the tourism strategy *Achieving Our Potential*:-

- To increase tourism expenditure all year round by marketing Wales more effectively.
- To improve visitor satisfaction by encouraging improved quality and standards in tourism facilities and services.
- To increase the contribution of tourism to the economy of Wales by encouraging higher levels of competitiveness, innovation and profitability in the industry.
- To encourage the sustainable growth of tourism through effective partnership making.

It then goes on to set out in detail the operational activities to address these Corporate Objectives.

Section 6

This section identifies the resources that will be available to the WTB in 2001/02-2003/4. The resources for 2002/03 are 2003/04 are subject to the Assembly's decisions during the next two Budget Planning Rounds.

It acknowledges the Assembly's record £20.086 million budget for the WTB in 2001/02 - an increase of £30% (£4.650 million) over last year's budget. Much of this increase will be designated for specific projects:-

	£ million
Destination Management System for Wales	1.633
UK Marketing	0.280
Overseas Marketing	1.000
Business Support	0.520

Full details of how the additional funds will be used are listed at page 22 of the Corporate Plan.

The additional funds will also help the WTB to facilitate funds from Objective 1,2 and 3 and applied for Pathway to Prosperity match funding for successful EU bids.

Running Costs Limit

Because the Assembly approved the largest ever increase in the WTB's baseline budget for financial next year (+30%), the WTB has requested an increase of £243,000 in its Running Cost Budget (currently £4.457million) for 2001/02 to cover the additional work and activities generated by this increase in grant-in-aid. This is currently being considered by the Assembly – no 'additional' funding would be involved; running costs come from within

grant-in-aid provision.