

Title: Progress report on the development of the Welcome to Yorkshire Business Plan 2020 +**Purpose**

The purpose of this report is to provide information on progress on the development of the Welcome to Yorkshire (WTY) Business Plan 2020 +.

Background

In 2019 WtY experienced much change and turbulence. This included –

- Financial pressures
- Cultural change moving from a “power” culture to a “people/task” centred model
- Reputational issues
- Governance changes

The need for a paradigm shift at WTY is recognised, understood and taking place. The beneficiaries of this will be the Yorkshire tourism industry in its widest sense. At the core of this will be people.

WTY’s people will drive this cultural change at the heart of the organisation in partnership with our private and public sector partners. The development of a Business Plan that takes us from 2020 onwards is part of that change.

In October 2019 the team at WTY, with support from public sector colleagues carried out an assessment of the current position. An assessment of internal Strengths and Weaknesses and of external Opportunities and Threats was used to recast draft objectives, plans and activities. This work highlighted what needs to change and the weaknesses identified are solvable and will be addressed and turned into strengths.

Strategic Objectives 2020 & Beyond

The new WTY Chief Executive is keen to take on board a wide range of views, and the business plan will be developed in consultation with our members, partners and stakeholders. Once developed the business plan will be taken to the WtY Board for approval

The following draft objectives were discussed with the WTY team and have been used to inform the development of the draft business plan.

1. Promote the Yorkshire Brand
2. Grow a successful, thriving tourism sector
3. Maximise the capacity for balanced, sustainable growth
4. WtY people are empowered, creative and confident, and have the necessary skills needed to grow a thriving tourism sector.

Consultation

In January WTY will deliver a robust consultation project with the Tourism Industry of Yorkshire to ensure the views of our members, partners and stakeholders are captured in order to help us shape our focus and strategy for the next 3 years. This will inform the Business Plan.

WtY Business Plan

The Business Plan is a document that will take WTY into 2023. Work to date has focussed on the financial year 2020/21 and includes:

- Marketing Plan which develops an offer that is both geographically representative of the County and plays to its strengths in terms of culture, heritage, arts and sports
- Membership schemes review
- Digital and Communications strategy
- Supporting regional inward investment
- People Strategy

Next steps

The findings from the consultation and work with stakeholders to establish the strategic direction for WTY will continue, and will inform the strategic objectives of WtY.

The following timeline is proposed.

Progress report to BRP	January
Progress report to WTY Board	January
Wider stakeholder engagement	February
Initial findings from consultation	March
Draft Business Plan completed	March
Final Business Plan to BRP & WTY Board	May 2020
Launch of Business Plan	May 2020