

TOURISM SOUTH EAST

BUSINESS PLAN 2010/11

*the
Beautiful
South*

September 2010

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1. Introduction

The South East is the most important region for tourism outside London. It is worth at least £13 billion and supports over 300,000 jobs. Tourism South East (TSE) is the organisation responsible for working with the tourism industry, local authorities and other support organisations to both grow the value of the visitor economy and improve the quality of the visitor experience.

This Business Plan for 2010/11 has been prepared as the final year of TSE's 2008/09 to 2010/11 Corporate Plan and the related funding agreement with the South East England Development Agency (SEEDA). Although it is based on the core programmes and successes of the last two years, the context is a year of unprecedented change in the operational and funding climate – not only impacting on TSE but also the majority of its public sector partners.

Specifically an in-year 50% cut in core SEEDA funding has required significant adjustment to some programmes and resources over the course of the year. Sustainability, quality, inward investment have been impacted most and other non-income generating activities have been scaled back. This includes TSE's 2012 and Interreg projects – two of the largest planned areas of activity in 2010/11. The full process of reengineering the organisation will be completed in the final quarter of 2010/11.

In reshaping the Business Plan and reorganising to fit the new funding, consideration has been given to a number of factors. Government policy on tourism is still emerging, with positive statements by the Prime Minister and Tourism Minister indicating an ambitious agenda to grow the UK's share of the domestic tourism market's spend from 36% to 50% and to capitalise on the 2012 Olympic and Paralympic Games. The Business Plan retains strong interventions in these areas and international marketing activity has been refocused around the 2012 Games opportunity. Reflecting the emphasis the new Government is placing on localism, Area Tourism Partnerships remain a key component of TSE's delivery model.

In addition, consideration has been given to protecting the activities most valued by our stakeholders and which help tourism businesses to take advantage of economic recovery. TSE activities and services funded by other sources including membership income, contracts and external bidding have been largely retained.

The challenge for TSE will be to deliver fully on this Business Plan, whilst at the same time planning for a future beyond 31 March 2011 when there will be far less core funding available.

2. Strategic Priorities

The Corporate Plan 2008/2011 identifies TSE's mission as 'Driving Tourism Excellence' which will be achieved by:

- working in partnership to market the South East as a 'must visit' region.
- ensuring products and experiences offered by the tourism industry and destinations are of sufficient quality to ensure a profitable and sustainable future.
- providing leadership to improve the management and coordination of a complex industry and ensure limited resources have maximum impact.

These objectives remain relevant and will still shape the overall structure and direction of TSE in 2010/11. Specifically, the introduction of a Partnership Director during 2009/10 reinforces TSE's engagement with businesses and local stakeholders, ensuring the relevance and effectiveness of interventions at a local level.

Reflecting current economic circumstances and the shared agenda to drive economic growth, the following strategic priorities have been identified for TSE's 2010/11 Business Plan:

i) Supporting business through the recession and subsequent upturn

TSE will build on its successful programmes of intervention by working with partners to provide expert advice and support within the context of the simplification agenda ascribed by Solutions for Business. A dimension of this will be the opportunities for businesses represented by the 2012 Olympic and Paralympic Games. TSE programmes support the tourism industry and close links to businesses ensure these are directly relevant to needs.

Delivered through the following projects: D1, D2, D3, D4, F1, I3

ii) Capitalising on the tourism industry's capacity to create new jobs

Tourism is a labour intensive industry with the potential to create new jobs. TSE, through its 2012 Olympic and Paralympic Games programme, marketing campaigns, skills and innovation programmes and work with local authorities to deliver regeneration and inward investment, will stimulate the industry's capacity for job creation. The tourism industry is often, for young people, the first experience of working life and will have a significant role to play in addressing current unemployment amongst graduates and school leavers.

Delivered through the following projects: D1, D2, D3, D4, E1, H1, H2, H3, K1, K2, K3, M4

iii) Driving up the industry's quality, competitiveness and accessibility

The long term growth and competitiveness of the tourism industry will depend heavily on its ability to innovate and exceed the expectations of increasingly demanding customers and which will encompass operating in a manner that respects the environment. TSE will use the 2012 Olympic and Paralympic Games opportunity to inspire innovation and work with Visit England and local authority partners to raise standards and professionalism in the industry, helping businesses recognise and exploit the benefits of quality accreditation and best practice.

Delivered through the following projects: C3, E1, I1, I3, I4, I6, H1, H2, H3

iv) Using 2012 to stimulate business improvement and deliver an additional £1billion of visitor expenditure

The 2012 Olympic and Paralympic Games present a major opportunity for the South East to achieve improved international profile and also deliver a step change in the quality and accessibility of tourism products and services. A major SEEDA funded programme began in 2009/10 and will continue through 2010/11 and 2011/12. The 2012 Games will also be used as a call to action across a wide portfolio of TSE's programmes and projects, with the overall ambition of delivering an additional £1billion of visitor expenditure to the region.

Delivered through the following projects: C1, C2, C3, D1, D3, H1, H2, I1, I3, I5, J1

v) Promoting sustainability through respect for the environment and support for local communities

Working collaboratively, TSE has a part to play in fostering responsible and ethical working practices within tourism and supporting the transition to a low carbon economy. Promoting practical solutions to reducing carbon emissions, reducing waste and sourcing locally are all aspects of this. TSE will lead by example. The current GTBS accreditation will be the starting point for a thorough review of operating practices to identify where TSE's own carbon footprint can be reduced.

Delivered through the following projects: K3, L1

vi) Influence political leaders on behalf of the tourism industry and broader visitor economy

The political and fiscal operating climate has significant influence on the tourism industry's ability to grow and compete. Historically tourism has punched below its weight both at a national and local political level because of the fragmented nature of the industry. A critical role of TSE is to improve awareness of tourism's importance amongst key politicians and decision makers. Cuts in public expenditure and the inevitable pressure on discretionary budgets make this a critical priority for TSE.

Delivered through the following projects: A1

vii) Supporting the local authorities in their destination management role

Local authorities are principal players in tourism, providing direct support to businesses through marketing, information services and through their planning and place making role. It will be important for TSE to support Destination Managers to sustain their interventions and investments on behalf of business sectors dependant on the visitor economy. TSE can make a significant difference through the lobbying, leadership, expertise and coordination it provides to local authority partners.

Delivered through the following projects: A1, A2, B1, I5, M1, M2

viii) Building industry engagement

One of TSE's major strengths is its engagement with the tourism industry. It ensures interventions are relevant and meet specific needs. Whilst TSE programmes support all businesses, membership allows closer and more regular engagement and makes it possible to

involve businesses in shaping initiatives and partnership. It is a priority to significantly increase membership engagement over the next 3 years.

Delivered through the following projects: B2, B3

ix) Attracting new resources to support tourism

This Business Plan is constructed on the basis of funding of £1.4m from SEEDA in 2010/11. TSE's aim, using its expertise in bidding for external funding and partnership making abilities, will be to leverage this money and generate significant match funding for projects, whilst appreciating that the difficult economic climate will make this increasingly challenging.

Delivered through the following projects: B2, F1, K3, H3

3. Summary – Programme Fit with SEEDA’s Strategic Objectives

Strategic Objective	Rationale of Relevant TSE Programmes	Programme Reference
Global Competitiveness	The 2012 Olympic and Paralympic Games provide a once in a lifetime opportunity to raise the profile of the South East on a global stage. Related media, web and PR work with destination partners will be a major focus for TSE. It will also provide added stimulus to many of TSE’s marketing campaigns and strategic initiatives to raise industry standards and competitiveness. New funding for TSE’s 2012 programme and for Interreg, Rural Development Programme for England (RDPE), Museum Libraries and Archives Council (MLA) and Legacy Trust backed projects will make a significant difference to TSE’s ability to address this objective.	C D E F
Smart Growth	A number of TSE programmes are focused on driving competitiveness in a fragmented industry. However, collectively it is one of the South East’s most important economic sectors and a major employer. Generating business growth through a focus on skills intervention is a key priority	H I J
Sustainable Prosperity	Sustainability is a principle underpinning the Business Plan. It has particular relevance where the impacts of uncontrolled tourism activities can be great. TSE will continue to work closely with local authority partners and national park authorities on visitor management strategies for vulnerable places. We will also promote best practice in sustainability in conjunction with VisitEngland.	L
Enabling Infrastructure and Development	With its expertise in tourism and culture led regeneration TSE will continue to lead and support partnerships to regenerate coastal, urban and rural parts of the South East. A number of initiatives are ongoing. TSE will continue its contribution to these and identify new opportunities for intervention.	K
Strategic Influence	As the voice of tourism, TSE has a vital strategic role in shaping the policies of support agencies, government bodies, local authorities and other organisations. Close engagement with industry stakeholders through membership and an effective structure of Area Tourism Partnerships makes this achievable.	A B

4. Programme and Project Summary

This section sets out the 14 Business Plan programmes and the 2010/11 projects which these comprise.

Most represent a continuation of activity considered essential to the delivery of the current 3 year Corporate Plan. However, some projects have been reshaped or removed, the most notable being the Centre for Sustainability which failed to secure external funding in 2009/10 and Programme G Innovation and Creativity, which has been incorporated into Programme I Quality, Competitiveness and Innovation. In their place are a number of significant new projects. Maximising the potential of the 2012 Olympic and Paralympic Games is the theme of the largest of these – a SEEDA funded project extending over the next 2 years. New funding has also been secured for a major Interreg project to promote festivals (Magic Moments) and another to celebrate 2010 as the Year of the Museum. A review of the Magic Moments project is underway due to in-year funding cuts.

For each project there is a headline KPI. Additional KPIs feature in the full project plans.

The following headline KPIs encompass the whole Business Plan.

Tasking Framework Outputs

Tasking framework outputs are a principal measure of performance used by SEEDA. 'Core 4 outputs' are an indicator of business engagement measuring the delivery of specialist advice and/or information (2 hours plus). 'Core 6 outputs' measure the delivery of training of 6 hours or more duration.

Headline KPI

	2009/10 (actual)	2010/11 (target)
Core 4 – business engagements	2,218	1,200
Core 6 – individual trained	2,789	3,750
Total	5,007	4,950

The 1,200 Core 4 outputs will be achieved across all programmes, but particularly in programmes B and I. Core 6 outputs will primarily be delivered by programme H which covers the customer care course targets for the 2012 project.

Gross Value Added (GVA) Impact

Headline KPI

Achieve an overall GVA impact of £35-45m based on WME GVA formula - see Appendix 2).

Non Core Income

Headline KPI

Secure £3.2m against funding of £1.4m.

Programme A – The Voice of Tourism

Achieving a supportive policy/regulatory framework in which the tourism sector can thrive is a key strategic role. It requires high level engagement with local and national government and key public agencies.

A1 – Strategic Policy/Voice of Tourism

TSE has an important role to play in creating a policy and legislative climate in which the tourism industry can sustainably develop and compete successfully. It achieves this by working closely with other industry bodies such as the Tourism Alliance and British Hospitality Association.

In 2010/11 TSE will:

- make representations on the policies, strategies and support regimes of key agencies.
- maintain a flow of information to policy formers (MPs, key agencies) about issues affecting tourism through presentations and briefings.
- continue to represent regional tourism interests on the national Tourism Alliance and join forces on key issues.
- play an active role in Partners for England and the VisitEngland initiatives as they develop.
- seek to influence Government thinking on new structural arrangements including Local Enterprise Partnerships.

Headline KPI

Undertake 25 key decision makers briefings to ensure tourism in the South East is represented nationally.

A2 – Influencing Local Authority Policy

A key part of supporting the development and prosperity of a sustainable tourism industry is achieving a sympathetic planning policy climate. TSE shapes planning policy at national, sub-national and local levels to create a planning framework which encourages the sustainable growth of the industry.

In 2010/11 TSE will:

- ensure appropriate recognition and positive measures in Core Strategies as they are produced.
- respond to requests from businesses for support in gaining planning permission for key tourism investment.
- refocus activity on local and national performance indicators and their potential for reinforcing commitment to tourism.

Headline KPI

Make representations on at least 30 planning applications or local development frameworks (LDFs) to influence incremental business growth in the South East.

Programme B – Industry Engagement and Area Partnerships

Successful delivery of programmes is supported by TSE's close relationship with tourism businesses and the organisations which support them. TSE's membership scheme and facilitation of Area Partnerships with local stakeholders are critical to this close working arrangement.

B1 – Local Authority Partnership

Local authorities are major players in the development and promotion of tourism through the management and marketing of their destinations. TSE recognises and supports this through a range of measures that seek to encourage and retain LA engagement in tourism, support their 'placemaking' role, deliver local partnership programmes and share best practice. LA membership of TSE generates income and reinforces the close relationship TSE has with its active LAs to maintain effective tourism support across the region. Continuing the good working relationship with Destination Managers and helping them to develop and protect support services in a climate of significant budget cuts will be the main thrust of the work. It is important to recognise that these budget cuts will also seriously challenge TSE's ability to retain current levels of LA membership.

In 2010/11 TSE will:

- hold a Destination Managers' Forum.
- support member LAs where LA tourism services are under threat.
- maintain involvement in the 'placemaking' agenda being championed by Partners for England.
- deliver regular reviews/briefings on tourism to key LA decision makers.
- introduce new compelling benefits of TSE membership to become more compelling to LAs.
- explore how current membership arrangements might evolve into service level agreements or memorandum of understanding to secure continuing engagement.

Headline KPI

Maintain circa 70% of all local authorities in the South East in membership (50 of 74 districts, unitary and county councils).

B2 – Area Tourism Partnership Support

The Area Tourism Partnerships are an essential element of TSE's strategy for delivering tourism support in the South East at a local level. Priority will continue to be given to Area Tourism Partnership arrangements and how, in particular, they can be positioned to support emerging LEPs.

In 2010/11 TSE will:

- provide senior management support/guidance to achieve effective integration between regional and Area Tourism Partnership programmes.
- work with Area Tourism Partners to achieve a clear sense of priorities for collaborative action driven by local needs.
- in each Area leverage greater levels of match funding for activities from LA and industry partners.

Headline KPI

Achieve an average of 50% match in-kind and cash funding from ATP partners.

B3 – Commercial Membership

TSE is a membership organisation and commercial membership acts as the main vehicle to engage, support and represent the private sector. Activity will be focused on delivering the Membership Plan and building on work undertaken in recent years.

In 2010/11 TSE will:

- develop robust and sustainable membership models, based around Area Tourism Partnerships, using Kent and Oxfordshire as pilot cases.
- improve the retention of businesses in membership through improved communication and engagement.

Headline KPI

Achieve a target of 330 new commercial members (net increase of 130 on 1,983 in 2010/11).

B4 – Corporate Communications

Effective and timely communications are essential for TSE to continue to develop and build upon its relationship with both the private and public sector. The Corporate Communications Programme maintains and develops the relationship with our members, ensuring that they are well informed and recognise the value of the organisation's activities. Engaging with key stakeholders is more critical than ever given the changing and uncertain political and economic climate and TSE's Chairman and Chief Executive have a key role to play in communicating TSE's messages and raising profile.

In 2010/11 TSE will:

- instigate a programme of engagement with key commercial and local authority stakeholders.
- where possible maintain interaction with national and regional media to inform of TSE's position as an industry expert with a voice on important topical issues.
- develop and improve the value of Members' Conferences. Evaluate regional and Area Tourism Partnership level events and adjust the format in light of feedback.
- work with the Area Tourism Partnerships to maintain a programme of 'local' member events.
- assist with the management, structure, content and usage of the B2B website.

Headline KPI

To achieve PR activity with an AVE of £100k.

Programme C - Making the Most of the 2012 Olympic and Paralympic Games

Ensuring that the region maximises the benefits from the estimated £1billion Games motivated and Games related tourism and cultural festival expenditure.

C1 – 2012 Programme

The opportunities the 2012 Olympic and Paralympic Games will give the South East to showcase itself to the world will be unprecedented. A bid was approved by SEEDA in 2009/10 for a programme of activities to deliver the 2012 strategy for the visitor economy – On Your Marks ... Get Set ... Go.

In 2010/11 TSE will:

- target investment into extending the reach of PR activities throughout near Europe and emerging markets such as China and India. To support this it will produce high quality broadcast material and work with the 'Corridors' to produce joint DVD/Podcasts and

photography.

- deliver 3,500 participants (an improvement on the current average of 2,500) attending Welcome to Excellence/Gold standard customer care courses in each financial year through to 2012 with an additional number of businesses accredited for their commitment to high levels of customer service. It will also target Ports of Entry and Gateways.
- undertake evaluation designed to measure the effectiveness of all activities designed to raise awareness of the region and showcase key destinations/attractions.

Headline KPI

Lever £220k of cash/in kind match funding from partners, to maximise the benefits of the 2012 Games.

C2 – Major Sports Events and Training Camps

Historically this has been a partnership project involving SEEDA, Sport England and Culture South East to position the South East as a preferred venue for major sports events to deliver substantial economic benefit and profile for the region leading up to 2012. This remains an objective in 2010/11 but the main emphasis will be placed on attracting Olympic and Paralympic training camps to the South East.

In 2010/11 TSE will:

- build on the momentum and contacts made to attract Paralympic events to the South East region integrating the initiative into TSE's/SEEDA's broader 2012 programme.
- attract and host visits from overseas Olympic and Paralympic Committees with the help of LA and other local partners to secure training camps for South East venues and related economic benefit.

Headline KPI

Host a minimum of 25 overseas Olympic and Paralympic Committees over the lifetime of the project - a minimum of 8 visits in 2010/11.

C3 – 2012 Accessibility Programme

This programme aims to use the power of the 2012 Olympic and Paralympic Games to ensure people with disabilities are both informed about and able to access visitor services across the region. The prime focus of the accessibility programme for 2010/11 will be the delivery of audits and workshops as part of the Accentuate programme with the explicit challenge of making the South East the most accessible region in the UK by 2012.

In 2010/11 TSE will:

- undertake a minimum of two destination access audits, as part of the Accentuate programme.
- provide subsidised Welcome All training for 300 delegates as part of the Accentuate programme.
- ensure the South East continues to lead in providing searchable access information on the visitsoutheastengland website and local authority destinations websites.
- work with VisitEngland, Accentuate, disability groups and other regions to ensure a coherent, joined up approach to accessibility in the lead up to 2012.
- promote the National Accessible Scheme to businesses and explore the potential of other forms of accreditation.

Headline KPI

With local authority partners, make a significant difference to the accessibility of key destinations through the delivery of a minimum of 2 access audits.

Programme D – Global Marketing

Raising awareness of the region with particular customer segments and the travel trade in key overseas markets and greater penetration in the domestic market. The new 'Beautiful South' branding developed in 2009/10 will be used within campaigns to position the region as an apparitional place to visit.

D1 – International Marketing

The campaigns will deliver an increased awareness of the South East in international markets to increase inbound business to the region including long haul markets such as Asia Pacific and the key emerging market of China but, to maximise the advantage of exchange rates, the primary focus in 2010/11 will be near Europe. Anticipated partners include Visit London, South West Tourism, VisitEngland and VisitBritain. TSE will also build on the successful Go! China partnership, extending coverage to new markets in the Asia Pacific region. The impending 2012 Olympic and Paralympic Games will provide an added impetus to TSE's PR campaigns to raise global awareness.

Core funding cuts mid-way during 2010/11 have impacted on this area of TSE work and in the second half of the year international marketing activity will be delivered under the 2012 project.

In 2010/11 TSE will:

- undertake trade, media consumer campaigns with partners in Germany, target the Netherlands, Belgium and France for media campaigns with additional trade missions in Belgium.
- introduce French and German language websites to support campaigns.
- develop stronger relationships with key carriers building on work with Brittany Ferries and Flybe.
- in partnership with China Holidays, deliver trade, media and consumer campaigns and extend Asia Pacific work to Australia and South Africa.

Headline KPI

Achieve £200k PR AVE through contact with 50 international journalists.

D2 – Domestic Marketing

The majority of visitors to the South East originate from within the UK and the 'staycation' trend which began in 2009 looks set to continue. Competition for domestic visitors from overseas destinations and from within the UK is increasingly fierce. TSE will continue to concentrate resources on a focused number of highly targeted, media, PR and web based campaigns. The plan is to build on this success in 2010/11, specifically by adding the new target segment of 'discoverers' to 'high streets' and 'cosmopolitans'. 'Family Fun' and 'Time for Us' will again be the core elements of the campaigns.

In 2010/11 TSE will:

- work with VisitEngland and other partners to produce high profile national and London newspaper supplements backed up by a mix of offline and online presence.
- develop www.visitsoutheastengland.com by exploiting moving imagery, social media and user generated content to drive traffic to the consumer website and maintain a concentration on search engine optimisation.
- deliver high profile newspaper coverage as part of campaign PR activity along with an increased profile online.
- use PR events to launch campaigns to generate maximum visibility for partners.

Headline KPI

Generate £10m of incremental visitor spend and an ROI of 20:1. Building on £10m incremental spend in 2009/10 and an ROI of 12:1.

D3 – Travel Trade and Exhibitions

Recent research estimates that 4 million people travel to or around the South East region as part of an organised tour or holiday, spending over £250m annually. It has potential for growth particularly at the 'luxury' end of the market. TSE plays a lead role in this market organising group travel fairs and the Excursions event which together attracted over 1,600 organisers in 2010.

In 2010/11 TSE will:

- deliver region-wide group travel fairs and Excursions in early 2011.
- build on the successful relationship with the Best of Britain and Ireland (BOBI) exhibition and deliver a South East presence.
- create online content for tour operators on a dedicated website, group travel guide, mailings via e-newsletters.
- develop a strategy for targeting education/youth groups.

Headline KPI

In 2011 deliver a successful travel trade campaign attracting over 1,700 organisers and securing partner funding of £200k.

D4 – MLA Year of the Museum

During previous recessions visits to museums have increased during the downturn (as people trade holidays abroad to short stay and day visits at home) and dipped significantly once recession has eased (as people return to holidays abroad or catch up on major purchases). There is therefore a potential threat of lower numbers in 2010 onwards. TSE has secured Renaissance South East funding with the challenge of matching it from partners, for a major marketing programme to increase museum visits by 1 million in 2010 an increase of 10%. The timing is perfect for supporting the visitor economy, especially in the run up to the 2011 Cultural Olympiad and the 2012 Olympic and Paralympic Games.

In 2010/11 TSE will:

- deliver a year long marketing campaign in London and the South East.
- launch a Museums at Night promotion and Cultural Olympiad Open Weekend.
- produce a monthly e-newsletter to MLA members.

Headline KPI

Generate a 10% increase in visitors to participating museums, equivalent to an additional 1m visitors in 2010.

Programme E – Developing ICT Infrastructure

The development of efficient regional data collection and management systems, distribution via the web and other forms of technology.

E1 – Web Development

TSE's websites provide information and inspiration. The campaign microsites are customer-centric, providing clear relevant information and inspiration. Consumers look for a 'trusted source', TSE aims to be that source. The intention is to build on the significant investment made in search engine optimisation during 2009/10.

In 2010/11 TSE will:

- develop a dedicated section on the consumer website for group travel and redevelop the French and German sites.
- maximise the functionality of new web and CRM tools.
- generate additional revenue streams from the website.

- integrate social media into the online platforms.
- achieve greater functionality and ensure integration of the offers website.
- develop a 2012/Cultural Olympiad section of the website.

Headline KPI

1m unique visitors to TSE consumer websites (from 775,000 in 2009/10).

E2 – Data Management/Information Collection

Developing efficient regional data collection and management systems to ensure businesses benefit from the opportunities of being interoperable is essential. TSE provides strong regional leadership and delivers this through a dedicated Regional Data Coordinator.

In 2010/11 TSE will:

- implement the outcomes of the EnglandNet review.
- deliver a programme of support, training and engagement to regional Data Stewards including three forums.
- improve the collection and distribution of events, festivals and accessibility data to support the information needs for the London 2012 Games.
- work with VisitBritain to explore opportunities for polling on TSE's and other destination's sites.

Headline KPI

Ensure that at least 80% of all records have images.

Programme F – Building Partnership Resources

Increased effort to build new strategic partnerships to access external grant sources for tourism programmes for TSE and partners, in particular Interreg.

F1 – New Interreg Projects

Magic Moments focuses on the promotion and development of Festivals and Events across the region and working together with CRTN, the main tourism agency in Normandy, in swapping best practice between agencies, festival organisers and businesses. It also involves a variety of marketing activities as well as research and training input from TSE. TSE is the Lead Partner which means it is responsible to the EU for the delivery of the project including the financial claims for both Normandy and TSE.

Good progress was made during the first part of the project in 2009/10 and the early part of 2010/11. However cuts in core funding have led to a review of the project which is likely to lead to its early closure in 2010/11.

In 2010/11 TSE will:

- organise partner briefings and industry events.
- produce and distribute Magic Moments collateral and online marketing.
- instigate training for festival organisers on social media.

Headline KPI

Complete project review and, if appropriate, instigate smooth closure.

Programme G – Innovation and Creativity

Innovation and creativity feature strongly in Programme I so the two programmes have been amalgamated under a renamed Programme I – Quality, Competitiveness and Innovation.

Programme H – Driving Up Skills

Skills gaps and shortages are a significant issue impacting on the industry's competitiveness. TSE will remain proactive on the agenda, building on 15 years experience of externally funded support programmes and its national lead role on the Welcome to Excellence customer care programme.

H1 – Tourism Skills Network

SEEDA has highlighted skills as a high priority with a key objective that by 2012 the workforce in the South East will have the skills and flexibility to sustain a world class economy. To deliver relevant solutions which engage and motivate employers there needs to be a coordinated, structured and sector specific approach at regional and ATP level. The Tourism Skills Network has a key role to play in delivering the skills and employment agenda by acting as the main interface with local employers and training providers.

In 2010/11 TSE will:

- maintain and manage Skills Coordinators to support the delivery of SEEDA's 2012 customer care targets and tasking framework outputs.
- be the single point of contact for employers in ATPs and signpost to TSE's training and skills programmes including RDPE and Accentuate.

Headline KPI

Skills Coordinators to secure 1,500 training participants as part of TSE's overall target for customer care training courses (described in H2).

H2 – Welcome Delivery in the South East

Raising the quality of the visitor experience and industry competitiveness is a key priority of TSE and delivery of a Welcome training programme is the core component. The economic downturn has also brought the need for higher standards of customer care, with customers demanding a better quality experience. SMEs need to be aware of the need to invest in skills and training if they are to remain competitive. This programme contributes significantly to TSE's business engagement targets and is critical to 2012 customer care ambitions. The launch of Welcome Host Gold will provide a major stimulus helping TSE to significantly increase its delivery of course participants in the run up to 2012.

In 2010/11 TSE will:

- work with People 1st, Hospitality Skills Academy and the Institute of Customer Service to promote customer care courses at level 2 and 3.
- develop and increase take up of Welcome to Excellence drive registrations for the new Welcome Host Gold course/City and Guilds qualification.
- raise awareness of the full range of courses on offer through targeted and focused marketing.
- deliver targets for Welcome All participation in line with the Legacy Trust – Accentuate project.
- deliver targets related to the 2012 project.

Headline KPI

In addition to the 1,500 participants contributed by the Skills Network in H1, the central TSE team will secure a further 2,000 on customer care training courses (a total of 3,500 compared with 2,500 achieved in 2009/10).

H3 – Externally Funded Programmes

TSE's expertise in the delivery of successful programmes of training support for businesses and potential recruits to the industry has been underpinned by external bid funding. Accessing new funding to enable TSE to continue contributing its expertise/intervention at the same or higher levels is a priority in 2010/11. TSE will continue to be proactive in seeking new external funding for projects which meet current and future industry skills needs and address employability amongst the unemployed.

In 2010/11 TSE will:

- roll out 3 Tourist Information Centre (TIC) advanced training modules.
- explore funding opportunities and submitting bids as relevant.
- seek out potential to link with other partners/partner bids to deliver TSE's training provision.
- deliver required RDPE targets in line with LANTRA/SEEDA.
- liaise with national and regional agencies on funding potential – including People 1st/HSA, Skills Funding Agency, JobCentre Plus.
- explore with partners how TSE can help deliver upskilling the economically inactive.

Headline KPI

In addition to the 3,500 Welcome to Excellence participants (H1/H2), 100 participants on courses funded by external project bid funding i.e. RDPE.

Programme I – Quality, Competitiveness and Innovation

The tourism industry needs to continually improve and innovate to remain competitive, meet and exceed consumer expectations and keep visible in the market place. For this reason, interventions advocating innovation and higher standards of professionalism have been a priority over the last two years. In 2009/10 this extended across most of TSE's programmes but featured particularly strongly in our work with VisitBritain on quality assurance, Business Link on tailored advice services and the continuing efforts to ensure tourism businesses maximise internet opportunities.

I1 – Quality Programme

TSE remains fully committed to the national quality grading scheme for accommodation (NQAS) and attractions (VAQAS) to drive up standards and provide quality assurance to consumers. Currently 4,399 South East accommodation businesses are in the national assessment scheme (46% of all known establishments) and 111 attractions. TSE's plans will be shaped by VisitEngland's current review of the NQAS and emerging plans for new local 'fit for purpose' schemes. However, TSE's ability for direct interventions in this agenda will be much reduced in 2010/11 because of funding cuts.

In 2010/11 TSE will:

- keep abreast of new developments in NQAS and communicate these to the industry and local authority partners.
- support VisitEngland in gathering consumer feedback on NQAS and using this evidence to promote the scheme.
- update and validate the accommodation audit to ensure the accuracy of the prospect database for quality assessment.
- import ungraded accommodation stock into the DMS.
- promote the benefits of VAQAS to visitor attractions.
- explore the opportunity to deliver 'fit for purpose' accreditation schemes.

Headline KPI

Subject to the VisitEngland review, support Quality in Tourism to achieve a 4% increase in participation in NQAS/VAQAS.

I3 – Maximising Industry Connectivity

Consumers are increasingly accessing information and booking and purchasing tourism products through the internet. Businesses that ignore the internet and fail to facilitate online bookings and purchases will become uncompetitive in the medium to long term. Whilst 80% of South East tourism business are connected to the internet (TSE research 2008), only 34% offer direct online bookings. This project aims to inform and persuade operators to maximise web opportunities through a series of courses and workshops wherever possible sharing costs with a local authority 'Destination Management System' supplier. Demand for participation was high in 2009/10, so the intention is to continue to offer courses on a match funding basis.

In 2010/11 TSE will:

- run a series of workshops to enable businesses to progressively gain invaluable e-marketing skills. Workshop themes will include smarter online marketing, search engine optimisation, e-mail marketing, Google Analytics/social media and look at ways of offering employers individual telephone mentoring sessions on a one-to-one basis.
- continue to work with local authorities to deliver DMS workshops encouraging the use of online booking. Workshop content will be shaped at local level and through involvement of the ATPs/Skills Coordinators/TSE's DMS Coordinator.
- lobby alongside other sectors to ensure efficient broadband services are available to tourism businesses and their guests across the South East.
- feed into emerging regional discussions on Business Critical Infrastructure (BCI).

Headline KPI

150 attending workshops to enable businesses to maximise web opportunities.

I4 – Regulation and Legislation

The burden of new regulations on businesses increases every year and impacts on productivity, profitability and competitiveness. TSE's role is to work with the industry and its representative bodies to ensure that new 'red tape' is reasonable, takes account of industry views and can practically be implemented. Essential activities include keeping track of new/proposed regulation and its impact on businesses, maintaining an effective and up to date information resource and responding to issues when they emerge.

In 2010/11 TSE will:

- keep the B2B website up to date and inform industry of any changes in regulation or legislation.
- retain close relations with Tourism Alliance and respond to government consultations and lobby on issues affecting the industry.
- retain a response service to members requests for advice on regulation and legislation.
- issue guidance on new regulation as necessary.

Headline KPI

Ensure that tourism businesses are kept informed, via e-news and other industry communications, of regulatory issues in which TSE is intervening on the industry's behalf and monitor the volume of briefings.

I5 – TIC Strategic Work

Consumers' information needs throughout the UK continue to evolve and growth in online services has resulted in a decline in footfall to many TICs. Nevertheless TICs will continue to play a significant role in providing information and influencing consumer choices particularly in the years leading up to the 2012 Olympic and Paralympic Games. For this reason this activity remains a priority for TSE.

In 2010/11 TSE will:

- provide on-going support and expert advice to local authorities on TIC management.
- continue to support VisitEngland in enabling the development of the TIC network, positioning TSE as a potential national delivery agency.
- capitalise on consultancy opportunities as they arise.
- deliver a regional mystery shopping programme.
- coordinate the delivery of the national and regional TIC training programmes and as part of this capitalise on the commercial opportunities for non-EnjoyEngland Official Partners and other tourism sectors including hotel receptionists, attractions' staff etc.
- promote the EnjoyEngland Official Partner Programme, retaining existing and encouraging new TICs to join the programme.

Headline KPI

Deliver assessments/support to at least 30 of the 75 TICs in the region (from 25 in 2009/10).

I6 – Beautiful South Awards for Excellence

The Awards recognise and celebrate the quality of tourism provision on both a regional and national stage. They reinforce the quality message through consumer and travel trade media.

In 2010/11 TSE will:

- enhance the 2010 programme by providing improved presentation and engagement opportunities.
- add new categories to the programme.
- enhance consumer and trade media coverage including national coverage.
- secure additional sponsorship income to offset the costs of the programme.
- maximise income opportunities derived from the awards event.
- capitalise on winning entries as best practice and use to raise quality standards across the tourism sector.

Headline KPI

Achieve a minimum of 175 entries for the 2010 Awards.

Programme J – Knowledge Transfer and Investment

Effective strategies/programmes including inward investment initiatives need to be based on good data/market intelligence. In tourism the supply of good data is being addressed by TSE with SEEDA's help but significant gaps still exist and more needs to be done to ensure SMEs and partners use the data.

J1 – Market Intelligence/Data Gaps/Baseline

Good market intelligence is vital in the planning, development and marketing of any sector – tourism is no exception. Over recent years the supply of data has improved particularly with new insights into market segments, product supply and performance data, however, major gaps in knowledge still exist. Filling these at the same time as maintaining the current programme will continue to be a challenge – as will effective dissemination to the industry and key decision makers. Additional impetus for up-to-date intelligence on market conditions and consumer trends comes from the current economic climate.

In 2010/11 TSE will:

- collate data from various resources to provide timely accommodation occupancy data.
- deliver the quarterly Business Confidence Monitor, the monthly Industry Feedback Panel Survey.
- continue to refresh the accommodation audit. Build the market intelligence website and

improve dissemination to key audiences.

- produce market intelligence insights from local, regional and national data sources and disseminate monthly bulletins/reports, e.g. through the TSE e-newsletter.
- manage/conceive new market intelligence studies/research, depending on available resources.
- play a full part in the National Tourism Intelligence Unit and absorb its recommendations.

Headline KPI

400 businesses participating in business performance surveys.

Programme K– Economically Sustainable Communities

Local authorities have a significant role to play in creating places that people want to visit thereby stimulating economic growth. By working in partnership with local authorities, TSE will use its expertise to encourage a proactive approach to place shaping which recognises the significant opportunities offered by the visitor economy of coastal rural and urban areas.

K1 – Resort Renaissance

The region's coastal strip is a key part of the South East's competitive advantage. It contains major concentrations of tourism businesses and sustains significant levels of employment. By using its expertise in this area, TSE will stimulate local authorities to be proactive in their place shaping role and as catalysts for infrastructure investment that supports tourism businesses and the wider visitor economy.

In 2010/11 TSE will:

- continue to engage and in some cases lead, current coastal town programmes with local authority partners.
- help to establish one new resort regeneration initiatives where there is local commitment.
- work to ensure the best South East coastal projects secure any further DCMS Seachange funding.

Headline KPI

Secure a minimum of £50k match funding for strategic regeneration work.

K2 – Growth Areas

The South East Growth Areas are a principle focus for economic regeneration across the region involving a wide range of local authority and agency partners. It is vital to ensure that tourism and culture is firmly embedded within these regeneration programmes. TSE has played an active role in the South East Growth Areas through its involvement in projects across Thames Gateway North Kent (TGNK), Medway, Ashford and PUSH. In recent years projects have included leading/coordinating a partnership of local authorities and agencies, championing the role played by culture and tourism in TGNK, organising the high profile Making of Medway conference and supporting a range of feasibility assessments.

In 2010/11 TSE will:

- work to achieve more buy-in from relevant local authorities in the Thames Gateway and drive forward a new programme to integrate tourism and culture in regeneration plans for the area.
- continue to support the Quality Places programme of PUSH.

Headline KPI

Stimulate capital investment of £200k in tourism and cultural projects through investment in feasibility work/bidding activity with partners in Medway (Eastgate House).

K3 – Rural Economy Support

The rural economy and in particular the farming sector has undergone significant change in the past decade. Leisure and tourism have become major economic drivers on the strength of the quality of the countryside in particular the South East's designated protected areas and National Parks. The economic downturn is placing greater pressures on rural economies so the need for intervention is greater than ever. Tourism can be an important component of regeneration in rural areas and this is reflected in the RDPE Implementation Plan and funding allocations. TSE's expertise in rural community tourism development is already being used to support and lead key programmes funded by the RDPE. This work will continue to be a priority.

In 2010/11 TSE will:

- deliver a successful Open Countryside Fortnight in May 2010.
- continue to work with 9 Protected Landscapes to guide the delivery of their RDPE funded project.
- partner the South East Rural Community Council (SERCC) in taking forward the Hidden Britain programme.
- continue to provide secretariat support and facilitate the work of the Rural Ways Partnership.
- maintain an active role on SE Rural Partnership.
- work with partners on TSE led successful Great Country Pubs RDPE bid and explore options for delivery.
- explore how TSE can coordinate bids on behalf of rural tourism businesses for Leader funding (a local area fund for business support within RDPE).
- ensure that the South Downs National Park Authority give proper consideration to the interests of tourism and coordinate a partnership approach with destination managers.

Headline KPI

Generate £200k PR AVE coverage as a result of the 2010/11 Open Countryside Fortnight.

Programme L – Environmentally and Economically Sustainable Tourism

There is growing acceptance politically, in the business community and amongst the general public that more responsible operating practices which respect the local environment and community and minimise carbon emissions and waste are essential to a sustainable future. Tourism businesses which embrace this philosophy will gain from reduced utility costs and attract an increasingly discerning market looking for products/experiences which reflect their values. This programme follows on from TSE's previous work to champion the cause of sustainable tourism although funding cuts limit capacity for intervention in 2010/11.

L1 – Sustainable and Responsible Tourism

Against a backdrop of recession, there remains a need to assist businesses in making cost savings via reduced utility bills and improved resource efficiency. The challenges businesses will face in adapting to and mitigating the impacts of global warming will also require support longer term.

However, in 2010/11, direct intervention by TSE will be more limited than in previous years. Because of resource constraints TSE will not be in a position to play a lead role. Instead TSE will seek to deliver sustainability advice to tourism businesses via the B2B website and through referral to other advisory bodies.

TSE will also promote VisitEngland's Green Start programme and GTBS accreditation and continue to feature presentations on sustainability best practice at industry events.

In 2010/11 TSE will:

- support VisitEngland and Green Business Tourism by promoting Green Start entry level scheme to businesses and GTBS accreditation.
- promote and deliver, in partnership with VisitEngland, the revamped 'Green Advantage' seminar (now known as 'Green Edge').
- seek referral arrangements to ensure sustainable best practice advice is reaching tourism businesses.
- explore the potential for TSE to negotiate preferential rates from energy suppliers for member businesses.

Headline KPI

Deliver a minimum of 5 Green Edge courses following its launch involving 30 participating businesses.

Programme M – Contracts

Through contracting, TSE can provide services that its partners cannot otherwise access or afford. TSE aims to achieve a surplus from commercially generated income to underpin other programmes of business support.

M1 – Marketing and Tourism Contract Services

This project delivers support to the industry through the delivery of contract services, giving added value particularly to local authorities with small tourism budgets and marketing consortia that do not have an executive resource. In recent years, contracts have ranged from the production of guides for attraction consortia to fulfilling the destination manager's role in key destinations.

In 2010/11 TSE will:

- deliver tailored tourism service contracts to local authorities and other public or private sector clients (individual/group/consortia).
- manage campaigns – including advertising sales on behalf of external clients.
- provide a secretariat function to external partnerships/local authority groups.
- provide management and administration of membership services to other tourism membership bodies.

Headline KPI

Generate £160k from marketing and tourism contracts (£173k in 2009/10).

M2 – TIC Contracts and Central Purchasing

This project will support local authorities and commercial partners to deliver visitor information services economically and effectively and in this way ensure the maintenance of services. Through this role TSE sets a standard for quality information provision and positions itself as the expert in the field with the ability to deliver national and regional consultancy and contracts.

In 2010/11 TSE will:

- ensure effective performance of existing TIC contracts.
- proactively promote the central purchasing service, retaining existing and attracting new customers.
- develop and deliver an online central purchasing shop for the B2B market.
- consider new TIC contract opportunities which help local authorities to maintain key information services.

Headline KPI

£477k turnover generated from TIC contracts (£467k in 2009/10).

M3 – Commercial Research

TSE is a leading provider of tourism research. By making its research expertise available to the public and private sector on a commercial or cost covering basis, TSE provides a service that could not otherwise be afforded. This research helps to shape the marketing investment plans of TSE's partners and improves their competitiveness/impact. Despite the continuing squeeze on local authority budgets and a tightening market for private sector contracts, TSE maintained contract turnover in 2009/10 of £250k. The market in 2010/11 is expected to tighten further.

In 2010/11 TSE will:

- maintain its portfolio of research contracts for private and public sector clients.
- identify and exploit new areas of expertise such as event/festival impact research.
- provide an internal research resource for project evaluation.

Headline KPI

Generate £250k from research contracts (£227k in 2009/10).

M4 – Welcome to Excellence National Contract

TSE is the lead region for the Welcome to Excellence training programme through a national contract with Regional Tourist Board Partnerships. This externally funded project requires TSE to negotiate training contracts with large corporate customers and lead discussions with Sector Skills Councils, Skills Academies, DCMS, VisitEngland and other agencies. Collectively, the regional delivery partners for the programme are the largest supplier of customer care training in England and in the run up to 2012 there will be opportunities to capitalise on this position and make a significant difference to service standards. However, the introduction of World Host course by People 1st could have a major impact on turnover within this contract.

In 2010/11, TSE will:

- deliver all aspects of the Regional Tourist Board Partnerships (RTBP) Welcome to Excellence contract.
- roll-out the Welcome Host Gold course/City and Guilds qualification nationally to meet the People 1st standards.
- continue to collaborate with the Hospitality Skills Academy so that the industry can benefit from their provision.
- liaise closely with People 1st and the Institute of Customer Service to ensure the best possible provision for the industry which also safeguards the national contract.

Headline KPI

£180k turnover generated from the national Welcome to Excellence contract (£217k in 2009/10).

Programme N – Corporate Services

The aim of the programme is to deliver a high level of internal customer service support whilst continuing to drive down costs.

N1 – Corporate Services

The function of the Corporate Services Directorate is to deliver a range of internal cross-organisation services in an efficient manner.

In 2010/11 TSE will:

- administer business and corporate planning.
- act as Company Secretary and support TSE's governance structure to include Board Meetings, Audit Panel and Remuneration Panel.

- provide treasury and statutory functions including management of VAT position
- manage TSE accounts and provide timely management information to senior executives and budget holders.
- provide support and administration for funding agreements.
- provide HR, payroll, H&S and IT services.

Headline KPI

Meet 2010/11 budgeted cost reduction through additional efficiencies of 10%.

Programme P – Measuring Progress

This programme allows TSE to undertake one-off focused research and evaluation on key work streams as a basis for setting targets and reshaping intervention.

P1 – Evaluation

In the first two years of the current Corporate Plan a budget allocation was made to allow additional research and evaluation into core areas of TSE work. In 2009/10 the focus was on the quality assessment scheme/audit of accommodation and marketing campaigns. In 2010/11 there will be no budget for this additional project evaluation. Resources for evaluation will continue to be built into all major projects.

5. Appendix 1 – Headline KPIs

<p>Programme A The Voice of Tourism</p>	<ul style="list-style-type: none"> • Undertake 25 key decision makers briefings to ensure tourism in the South East is represented nationally. • Make representations on at least 30 planning applications or local development frameworks (LDFs) to influence incremental business growth in the South East.
<p>Programme B Industry Engagement and Area Partnerships</p>	<ul style="list-style-type: none"> • Maintain circa 70% of all local authorities in the South East in membership (50 of 74 districts, unitary and county councils). • Achieve an average of 50% match in-kind and cash funding from ATP partners. • Achieve a target of 330 new commercial members (net increase of 130 on 1,983 in 2010/11). • To achieve PR activity with an AVE of £100k.
<p>Programme C Making the Most of the 2012 Olympic and Paralympic Games</p>	<ul style="list-style-type: none"> • Lever £220k of cash/in kind match funding from partners, to maximise the benefits of the 2012 Games. • Host a minimum of 25 overseas Olympic and Paralympic Committees over the lifetime of the project - a minimum of 8 visits in 2010/11.
<p>Programme D Global Marketing</p>	<ul style="list-style-type: none"> • Achieve £200k PR AVE through contact with 50 international journalists. • Generate £10m of incremental visitor spend and an ROI of 20:1. Building on £10m incremental spend in 2009/10 and an ROI of 12:1. • In 2011 deliver a successful travel trade campaign attracting over 1,700 organisers and securing partner funding of £200k. • Generate a 10% increase in visitors to participating museums, equivalent to an additional 1m visitors in 2010.
<p>Programme E Developing ICT Infrastructure</p>	<ul style="list-style-type: none"> • 1m unique visitors to TSE consumer websites (from 775,000 in 2009/10). • Ensure that at least 80% of all records have images.
<p>Programme F Building Partnership Resources</p>	<ul style="list-style-type: none"> • Complete project review and, if appropriate, instigate smooth closure.
<p>Programme H Driving Up Skills</p>	<ul style="list-style-type: none"> • Skills Coordinators to secure 1,500 training participants as part of TSE's overall target for customer care training courses (described in H2). • In addition to the 1,500 participants contributed by the Skills Network in H1, secure a further 2,000 on customer care training courses (a total of 3,500 compared with achieved in 2009/10). • In addition to the 3,500 Welcome to Excellence participants (H1/H2), 100 participants on courses funded by external project bid funding i.e. RDPE.

<p>Programme I Quality, Competitiveness and Innovation</p>	<ul style="list-style-type: none"> • Subject to the VisitEngland review, support Quality in Tourism to achieve a 4% increase in participation in NQAS/VAQAS. • 150 attending workshops to enable businesses to maximise web opportunities. • Ensure that tourism businesses are kept informed, via e-news and other industry communications, of regulatory issues in which TSE is intervening on the industry's behalf and monitor the volume of briefings. • Deliver assessments/support to at least 30 of the 75 TICs in the region (from 25 in 2009/10). • Achieve a minimum of 175 entries for the 2010 Awards.
<p>Programme J Knowledge Transfer and Investment</p>	<ul style="list-style-type: none"> • 400 businesses participating in business performance surveys.
<p>Programme K Economically Sustainable Communities</p>	<ul style="list-style-type: none"> • Secure a minimum of £50k match funding for strategic regeneration work. • Stimulate capital investment of £500k in tourism and cultural projects through investment in feasibility work with partners in growth areas. • Generate £200k PR AVE coverage as a result of the 2010/11 Open Countryside Fortnight.
<p>Programme L Environmentally and Economically Sustainable Tourism</p>	<ul style="list-style-type: none"> • Deliver a minimum of 5 Green Edge courses following its launch involving 30 participating businesses.
<p>Programme M Contracts</p>	<ul style="list-style-type: none"> • Generate £160k from marketing and tourism contracts (£173k in 2009/10). • £477k turnover generated from TIC contracts (£467k in 2009/10). • Generate £250k from research contracts (£227k in 2009/10). • £180k turnover generated from the national Welcome to Excellence contract (£217k in 2009/10).
<p>Programme N Corporate Services</p>	<ul style="list-style-type: none"> • Meet 2010/11 budgeted cost reduction through additional efficiencies of 10%.
<p>Programme P Evaluation</p>	<ul style="list-style-type: none"> • Programme removed.

6. Appendix 2 – WME GVA Formula

West Midlands Enterprise Ltd (WME)

WME Impact Assessment – GVA Impact

In 2008 WME was commissioned by SEEDA to evaluate TSE's performance. In their report they undertook a conversion of net outputs into an estimate of the Gross Value Added (GVA) attributable to SEEDA's investment in TSE. The conversion to GVA has two principal inputs; skills/business assists and tourism expenditure.

To undertake this assessment, WME examined relevant literature on the subject. Academic research identifies an economically significant effect of training on value added per head in the UK as an increase of five percentage points in the proportion of employees trained being associated with a 4 percent increase in productivity. This training is non-specific to the business or individual and in the absence of a suitable equivalent ready reckoner for businesses assisted, WME made the assumption that this metric can be applied to both.

Tasking Framework Outputs (skills/business assists).

Using adjusted Tasking Framework Outputs (skills/business assists) the calculation is as follows:

There are c 300,000 individuals working in the tourism sector in the South East. The TSE skills/business assists equate to a percentage (A) of the tourism workforce.

- Using academic research, this can be understood as translating into a percentage productivity increase (B) (taking 4/5 of A).
- Given a tourism sector in the South East worth c£12 billion, a B% increase as a result of TSE intervention equates to £Xm.

Tourism Expenditure

In order to calculate the GVA attributable to tourism expenditure WME used TSE gross additional spend (return on investment) leveraged through marketing campaigns. WME also utilised the Scottish Tourism Multiplier as it is recognised as one of the most comprehensive studies in the UK and is used by TSE, amongst others. Other acknowledged multipliers, such as the Cambridge Model, use this technique and the Scottish Tourism Multiplier is relevant to tourism spend leveraged. It uses a multiplier of 1:1.4 to account for tourism expenditure re-circulating in the regional economy. The calculation is as follows:

- Marketing campaign tourism spend leveraged multiplied by 1.4 as a result of TSE intervention equates to £Ym.

Total

Tasking Framework Outputs (skills/business assists) £Xm and Tourism Expenditure £Ym are added together **£Zm**.

WME assume that there could be double counting of anything from 5% to 25%.

The estimated total impact of SEEDA's investment in tourism through TSE range is therefore £Zm (less 25%) to £Zm (less 5%).

7. Appendix 3 – Directorate Responsibilities for Projects

Directorate	Director	Projects
Development	Peter Colling	A1, A2, , C2, C3, H1, H2, H3, I1, I3, I4, J1, K1, K2, K3, L1, M3, M4
Partnership	Simon Matthews	B1, B2, B3, B4, I5, I6
Commercial	Nigel Smith	C1, D1, D2, D3, D4, E1, E2, F1, M1, M2
Corporate	Malcolm Lane	N1, P1