

## **REGULATORY APPRAISAL**

### **TOURISM, WALES**

#### **THE WALES TOURIST BOARD (TRANSFER OF FUNCTIONS TO THE NATIONAL ASSEMBLY FOR WALES AND ABOLITION) ORDER 2005**

##### **Background**

1. The decision to merge the functions of the Wales Tourist Board (WTB) into the National Assembly for Wales is part of a wider agenda of the Welsh Assembly Government to deliver quality public services which are more joined-up, more responsive to people and businesses, and more efficient.

##### **Purpose and intended effect of the measure**

2. The main functions of the WTB are: to encourage people in Great Britain to visit and take holidays in Wales; to carry on any activities outside of the United Kingdom for the purpose of encouraging people to visit Wales; and to encourage the provision and improvement of tourist amenities and facilities in Wales.
3. This Order will transfer the functions (together with any property, rights and liabilities) of the WTB to the National Assembly for Wales; provides for the transfer of staff from the WTB to the National Assembly for Wales; makes appropriate consequential, incidental, transitional and supplementary provisions; and abolishes the WTB.
4. Most notably it provides for:
  - the National Assembly for Wales to appoint a person to the Board of VisitBritain (formerly the British Tourist Authority); and
  - the National Assembly for Wales to have the power to carry out or give financial assistance to projects which provide or improve tourist amenities and facilities in Wales.

##### **Risk Assessment**

5. The purpose of the legislation is not about addressing risks or hazards. The probability of any significant risk or harm arising as a result of this legislation proceeding or not is likely to be minimal. It is intended that existing functions should continue and, where possible, improvements to the services made.

##### **Options**

###### Option 1: Do Nothing

6. Without the transfer of functions of the WTB to the National Assembly for Wales the merger of the WTB into the National Assembly for Wales cannot be implemented.

### Option 2: Make the Legislation

7. In order to achieve the desired objectives the WTB needs to be merged into the same organisational structure as the Welsh Assembly Government. Currently the WTB is constituted as an arms-length body with its own executive board and specified functions. Therefore, legislation is the only practical option for bringing the functions and staff of the WTB in to the National Assembly for Wales and for abolishing it.

### **Benefits**

8. The key benefits to external stakeholders of merging the WTB and the WDA are that the core of Welsh public service will:

- be more democratically accountable;
- be more commercial and innovative;
- have greater strategic capacity at the centre of Welsh Assembly Government;
- be simpler and more joined up;
- give more opportunity for staff to develop skills and careers;
- be more streamlined and efficient with more resources going in to front line services; and
- generate better value for money in the provision of shared services.

9. In short, the changes are intended to deliver high quality public services which are more joined-up, more responsive to people, the education community, employers and businesses, and more efficient. The outcome will also facilitate the development of Welsh Assembly Government policy more tailored to Wales' needs in economic development, tourism and education & training.

10. Transformation will take some time and estimates indicate that for the Welsh Assembly Government as a whole ASPB mergers will produce ongoing recurring savings of some £10 million per annum from 2009. These savings are largely the result of bringing together service delivery functions in the Welsh Assembly Government, removing ASPB boards and integrating corporate support services and systems.

### **Costs**

11. Any costs falling on external stakeholders resulting from the formal merger of the functions of the WTB with the National Assembly for Wales are likely to be minimal. It is intended that existing services should be delivered to a continuing high standard and, where possible, improved upon.

12. Most of the cost of the mergers is being met from existing Welsh Assembly Government and ASPB budgets. The Welsh Assembly Government has provided an additional £4.7 million for 2005-06 and up to £7.2 million for 2006-07. Of this, the provision for merging WTB is £396,000 and £459,000 respectively for each year. This is for re-structuring the departments, developing common services and systems, integrating Information and Communications Technology (ICT) and training staff of the merging

Departments. The table at Annex A provides current estimates of costs. These estimates will continue to be revised, updated and presented to Plenary as the mergers projects progress.

### **Competition Assessment**

13. The competition filter was applied and no effects were identified. Increased regulation is neither an objective nor a foreseeable outcome of the merger.

### **Consultation**

#### With Stakeholders

14. A public consultation on the ASPB mergers was carried out between 19 January and 15 April 2005. The consultation covered the mergers of the WDA, WTB and ELWa and sought ideas and views on how the proposed structures that were set out in the paper could meet the needs of customers. A wide range of organisations were consulted, including businesses, tourism, education and training providers, local authorities and minority groups. 125 responses were received. The responses were analysed and a report summarising the key issues was produced and published on 24 May 2005.

15. The consultation responses report was debated in Plenary on 8 June 2005. Assembly Members unanimously noted the consultation report.

16. The draft Order was also subject to wide public consultation between 24 May 2005 and 15 July 2005. A list of those consulted in both consultation exercises is at Annex B. No responses were received in respect of this Order.

17. Regular meetings have also taken place with the Chairs and Chief Executives of the merging Assembly Sponsored Public Bodies (including the WTB and the WDA) and the Minister for Economic Development and Transport has also had over 70 meetings with stakeholders and staff of the WTB and the WDA to discuss the mergers process.

#### With Subject Committee

18. The draft Order was submitted to the Economic Development and Transport Committee for comment on 8 June 2005 (EDT2 08-05 (p.5) Annex 1). The Order was also subject to further detailed scrutiny by the Committee on 28 September 2005 (EDT(2) 11-05 (p.7)). No changes to this draft Order resulted.

19. The Minister has since written to the Chair of the EDT Committee to inform the Committee of some amendments that have been made to the draft Order since the Committee's consideration of it on 28 September 2005.

### **Review**

20. The impact of the mergers will be monitored as part of normal business. New merged departments will produce an annual operational plan which sets out for each major activity what it is for, what will be done in the year and whether it is delivering against a strategic policy statement or statutory duty. Progress against these plans is reported quarterly to the Management Board and

Cabinet. The Annual Report will report on progress against Wales: A Better Country commitments and the Welsh Assembly Government agenda.

**Summary**

21. The aim of the change is to bring the WTB's functions under Ministerial control to deliver tourism policy and related matters more efficiently and effectively. In order to achieve this, the proposed change to the relevant legislation is necessary. It is not anticipated that there will be any significant compliance costs imposed on external stakeholders who should see improvements in the services delivered. No adverse competition effects are anticipated.

## Additional Cost to Welsh Assembly Government of Mergers

Type of Expenditure	Expenditure includes	Total additional cost to WAG for 2005-06 <sup>(1)</sup> £ '000	Estimated total for WTB element <sup>(2)</sup> £ '000	Total additional cost to WAG for 2006-07 <sup>(3)</sup> £ '000	Estimated total for WTB element <sup>(2)</sup> £ '000
Support for Education and Lifelong Learning Department	<ul style="list-style-type: none"> <li>• Departmental restructuring</li> <li>• Staff training</li> <li>• Departmental Awareness sessions</li> </ul>	163	0	68	0
Support for Economic Development and Transport Department	<ul style="list-style-type: none"> <li>• Departmental restructuring</li> <li>• Staff training</li> <li>• Departmental Awareness sessions</li> </ul>	100	13	172	23
Finance Systems	<ul style="list-style-type: none"> <li>• Systems analysis</li> <li>• Systems development</li> <li>• Training</li> </ul>	300	29	0	0
Human Resources People	<ul style="list-style-type: none"> <li>• Staff training</li> <li>• WAG Awareness sessions</li> <li>• Employee support</li> <li>• Recruitment</li> <li>• Job Evaluation</li> </ul>	920	88	900	86
Facilities Management	<ul style="list-style-type: none"> <li>• Security, Health &amp; Safety, Disability Discrimination Act assessment and adaptations</li> <li>• Signage</li> </ul>	265	42	1,000	160
Business Information	<ul style="list-style-type: none"> <li>• Library Services</li> <li>• Records management</li> <li>• Access to information</li> <li>• Information security</li> </ul>	100	10	0	0
ICT <sup>(4)</sup>	<ul style="list-style-type: none"> <li>• Departmental restructuring</li> <li>• Infrastructure, systems &amp; software</li> <li>• Licences &amp; contracts extensions</li> </ul>	2,245	214	2,000	190

		<ul style="list-style-type: none"> <li>• Telephony</li> <li>• Wide Area Network (WAN) connectivity</li> <li>• System Security</li> </ul>				
<b>Total <sup>(6)</sup></b>			<b>4,093</b>	<b>396</b>	<b>4,140</b>	<b>459</b>

1. Based on costs estimated by mergers projects.
2. Estimated total costs have been apportioned to specific ASPBs using numbers of staff or buildings as appropriate.

	<b>Staff <sup>(6)</sup></b>	<b>Buildings</b>
ELWa	440	8
ACCAC	100	2
WDA	1181	11
WTB	181	4

3. Expenditure is expected for 2006-07. Estimates based on the latest information available.
4. The final plans for the work programme for ICT may change the distribution of costs between 2005-06 and 2006-07.
5. Not included in the breakdown are the estimates for work on phase 2 mergers affecting Health and Social Care Directorate, Environmental, Planning and Countryside Department and Culture Department. A small contingency reserve for 2005-06 (£500,000) remains to be allocated.
6. Figures provided by WAG HR 1 November 2005.

## Annex B

### Consultation on Draft Transfer of Functions and Abolition Orders List of Consultees

Contact	Organisation
David Harris A/Director	ACAS Wales
Wyn Mears	ACCA Wales
John Valentine Williams	ACCAC Wales
Chief Executive	Accountants Constructing Excellence
Chief Executive	Aerospace Wales Forum
Chief Executive	Age Concern Cymru
Chief Executive	Agricultural Dwelling House Advisory Committee
Bill Goldworthy	Agri-Food Partnership
Chief Executive	All Wales Saheli Association
Dafydd Wyn Jones Managing Director	Antur Dwyryd Llyn
Lynne Walters Managing Director	Antur Teifi
Menna Jones	Antur Waunfawr
Rev. Dr. Barry Morgan	Archbishop of Wales & Bishop of Llandaff
Chief Executive	Arena Network
Chief Executive	Arthritis Care in Wales
Chief Executive	Arts Council for Wales
Dr Pauline Peregrine	Asset Skills Wales
Chief Executive	Association of Chief Police Officers
Salem Kidwai	Association of Muslim Professionals
Graham Hoyle	Association of Learning Providers
Chief Executive	Association of Voluntary Organisations in Wrexham
Neill Sullivan	Asylum Seekers Project
Chief Executive	Audit Commission in Wales
Jeremy Colman	Auditor General for Wales
Director	Automobile Association
Helen Taylor	Automotive Skills Council
Abdul Latiff Mohamed Farook	AWEMA
Chief Executive	AWETU
Sue Camper	Bank of England Agency for Wales
Rhianon Pratley	Basic Skills Agency
Mutale Nyoni	BAWSO
Peter A Smith	BHA Wales Committee
Chief Executive	Biffa Waste Services Ltd
Ceri Doyle	Big Lottery Fund
Chief Executive	Black Environmental Network
Clive Sefia	Black Voluntary Sector Network Wales
Robin Morrison	Blaenau Gwent County Borough Council
Chief Executive	BP International
Chief Executive	Brecon Beacons National Park Authority
Chief Executive	Bridgend Association of Voluntary Organisations
I Keri Lewis	Bridgend County Borough Council
Mrs. Roz Pritchard	British Holiday and Homeparks Association
Chief Executive	British Waterways Board
Dr Olga Kelly	British Council Wales
Jeff Collins	British Red Cross
	Brynbras Castle
Chief Executive	BTCV Cymru

Graham Morris Managing Director	Business Connect Neath Port Talbot
Gareth Bray Executive Director	Business in Focus
Malcolm James	Business North Wales
Chief Executive	CADW
Malgwyn Davies	Caerphilly County Borough Council
Chief Executive	Capital Region Tourism
Den Bannister (Secretariat)	Caravan and Camping Forum for Wales
Annie Thompsett	Carbon Trust Wales
	Cardiff Bay / Cathays Park Libraries
Mark Freeman	Careers Wales Cardiff & Vale
Ms Trinia Neilson	Careers Wales Gwent
Mr Wayne Feldon	Careers Wales Mid Glamorgan
Mrs Joyce M'Caw	Careers Wales North East
Dr John Llewelyn	Careers Wales North West
Ray Collier	Careers West Wales
Chief Executive	Cardiff Chamber of Commerce
Byron Davies	Cardiff County Council
Jon Horne	Cardiff International Airport
Noad Hashimi	Cardiff Somali Women & Youth
Mutale Nyoni (Chair)	Care Council for Wales
Chief Executive	Carmarthenshire Association of Voluntary Services
Geoffrey Williams (Chair)	Carmarthenshire Local Access Forum
Mark James	Carmarthenshire County Council
Tim Giles	Carmarthenshire Tourist Association
David Rosser	CBI Wales
Chief Executive	Ceredigion Association of Voluntary Organisations
R. Owen Watkin	Ceredigion County Council
Kieth Edwards	Chartered Institute of Housing Wales
Peter Clark	Childrens Commissioner
Ruth Marks	Chwarae Teg
Mike Bialyj	CITB
Chief Executive	Citizens Advice Bureau
Chief Executive	City and County of Swansea
Chief Executive	CLAW
Sofie Evan	Coastal Cottages of Pembrokeshire
Chief Executive	Coed Cadw (the Woodland Trust)
David & Sue Morgan	Coedmor-fach Cottages
Robert Chappell	Cogent SSC Ltd
Chris Myant	Commission for Racial Equality
Chief Executive	Community Development Cymru
Shannon Robinson	Community Enterprise Wales
Linda Groom (Chair)	Conwy County Borough Council
Ken Simms	Conwy Enterprise
Derek Barker	Conwy Local Education Authority
Chief Executive	Conwy Voluntary Services Council
Karen Wilkie	Co-operative Party
John Raisman CBE (President)	Council for Education in World Citizenship
Jackie Bennet Senior Policy Advisor	Council for Mortgage Lenders



Chief Executive	Countryside Council for Wales
Cathi Marcus	Creative & Cultural Industries
Veronica Wilson	CWVYS
Chief Executive	Cyberium
Merfyn Williams	Cynnal Cymru
Geraint Edwards	Cyngor Sir Ynys Mon / Aglesey County Council
Alan Brown	D'Arcy Development Ltd
Del Morgan	
Tessa Jowel MP	Department for Culture Media and Sport
Ian Miller	Denbighshire County Council
Brian Thomas	Denbighshire Enterprise
Chief Executive	Denbighshire Voluntary Services Council
	Department for Education and Skills Consultation Unit
Carole Ann Davies	Design Commission Wales
William Bee	Disability Rights Commission (Wales)
Rhian Davies	Disability Wales
Chief Executive	Disabled Persons Transport Advisory Committee
Rev. Aled Edwards	Displaced People in Action
Peter Williams	DTA
Chief Executive	Dulas Engineering
Chief Executive	Dyfed Powys Police
Chris James	Elmar Investments Ltd
Elizabeth Raikes	ELWa
Jon Waters	ELWa - Corporate Strategy & Planning Team
Jane Mackenzie	Energy & Utility Skills
Martin Bibey	Engineering Employers Federation
	Environment Agency Wales
Kate Bennet	Equal Opportunities Commission
Delyth Knight, Secretariat	ESTYN
Arwyn Owen	Farmers Union of Wales
Paul Nielson	FDA
Chair	Federation of Awarding Bodies
Geoff Bridgeman	Federation of Master Builders
Russell Lawson	Federation of Small Businesses
John Graystone, Chief Executive	Fforwm
Brian Howes	Finance Wales
Philip McGreevy	Flintshire County Council
Mike Eden	Flintshire Enterprise
Chief Executive	Flintshire Local Voluntary Council
Chief Executive	Food Standards Agency
Mike Theodoulou	Foothold Youth Enterprise
Chief Executive	Forestry Commission
Chief Executive	Forum for the Future
Chief Executive	Funky Dragon
Ian Gallagher	Freight Transport Association
Jerry MacKinlay	Go Skills
Sue Price	Groundwork Wales
Group Captain Neil Bale BSc MIitt FCIM RAF (Ret'd)	
Chief Executive	Gwent Association of Voluntary Organisations
Harry Thomas	Gwynedd County Council

Hilary Neagle, Chief Executive	Health Professions Wales
	Health Promotion Library
	Herian Partnership
Jennifer Stewart	Heritage Lottery Fund
Professor Philip Gummatt	Higher Education Funding Council for Wales
Paul Byard	Hills Industries
Mark Walker	Hilton Cardiff and Cardiff Hoteliers Association
James Hervey-bathurst (President)	Historic Houses Association
Chief Executive	House Builders Federation
	House of Commons Library
	House of Lords Library
Howard & Anne Marie Street	St. Hilary Hotel,
David Leron Wales Manager	ICAEW: Wales Business Centre
Huw Rees	Improve
	Information Link Libraries (40 copies)
David Lerman	Institute of Chartered Accountants in England & Wales
Roger Young	Institute of Directors
Alice Earp	Institute of Rural Health
	Institution of Civil Engineers
Chief Executive	Interlink
Chief Executive	InvestE Limited
Jeff Rees	
Christine Davies	JobCentre Plus Wales
Chief Executive	JMU Partnership
Michael Carey	KPMG
Chief Executive	LA sustainable development co-ordinators
David Williams	Llandudno Hospitality Association
Duncan Gardner	Lantra
Janet Paraskeva	Law Society
Chief Executive	Lesbian, Gay, Bisexual Forum
Guto Lewis	Lewis Consulting
Bob Hardwick	Lifelong Learning
Mrs S G Smith(Chair)	Local Government Boundary Commission
Chief Executive	Local Government Procurement Unit
Kate Saunders	LWT Marketing Services
Chief Executive	Machynlleth Town Council
Marie Mehigan	
Chief Executive	Mantel Gwynedd
Chief Executive	Mantell Gwynedd
Mary Jones	
Chief Executive	Medrwn Mon
Glyn Howells	Meat Promotoion Wales
Chief Executive	MENCAP Cymru
Chief Executive	Menter a Busnes
Gerallt Llewelyn Jones	Menter Mon
Chief Executive	Merched y Wawr
Alistair Neill	Merthyr Tydfil County Borough Council
Justin Baird-Murray	Metropole Hotel
Yolanda Sokirimunn	Mewn Cymru
D M Thomas	Mid Wales Partnership
Valerie Hawkins	Mid Wales Tourism

Terry Threadgold	Migration Asylum Refugee Group
Colin Berg (Acting CEO)	Monmouthshire County Council
Lydia Green	NAFTHE Wales
Anna Brychan	National Association of Head Teachers
Stuart Dandy	National Asylum Support Service
Chief Executive	National Audit Office
Steve Cranston	National Energy Action
Andrew Green	National Library of Wales
Michael Houlihan	National Museums and Galleries of Wales
Paul Loveluck	National Museums and Galleries of Wales
Terry Jones (chair)	National Training Federation Wales
Ruth Williams	National Trust
James Knight	National Union of Students
Geraint Davies	NASUWT
Gaynor Richards	Neath Port Talbot Council for Voluntary Service
Ken Sawyers (Chief Executive)	Neath Port Talbot County Borough Council
Jeremy Newton CE	NESTA
David Russ	Newport & Gwent Enterprise
Chris Freegard (Managing Director)	Newport City Council
Graham Moore	Newport Unlimited
Barbara Bale	NLIAH
E Meurig Royles	North Wales Economic Forum
Susheela Lowrie	North Wales Race Equality Council
Adrian Barsby	North Wales Tourism
	Northern Ireland Assembly
Dr Heledd Hayes	NUT
Chief Executive	Oakwood
Iwan Richards, CEO	One Voice Wales
John Bennett	Pack-It Group
Tim Arthur	PC Holidays
	PCS
Chief Executive	Pembrokeshire Association of Voluntary Services
Richard Packman	Pembrokeshire Business Initiative
D Bryn Parry-Jones (Chief Executive)	Pembrokeshire County Council
Kefin Wakefield	Pembrokeshire County Council
Chief Executive	Pembrokeshire National Park Authority
Karen Long	People 1st
	Peter McGowan
Chief Executive	Planed
Director of Wales	Planning Inspectorate
Chief Executive	Powys Association of Voluntary Organisations
Constance Adams	Powys Association of Voluntary Organisations
Mark Kerr	Powys County Council
Chief Executive	Powys Environment Agency
Peter Heard	Preseli Tourist Association
Chief Executive	PREN
Tom Davies	Princes Trust Cymru
Alan Hearsum	Process & Manufacturing SSC

Deborah Simpson	Professional Association of Teachers
Chief Executive	Prospect Cymru
	Publications Centre Archive
	Publications Centre Stock
	Rail Passengers Committee
Jazz Iheanacho	Race Equality First
J Cliffe (Air Officer Wales)	RAF
Ralph Bettany	Ralph Bettany Associates Ltd
Vanessa Bucolli	Refugee Media Group
Chief Executive	Constructing Excellence in Wales
Kim Ryley (Chief Executive)	Rhondda Cynon Taff County Borough Council
Richard Essex	RICS
Chief Executive	Royal National Institute for the Blind
Chief Executive	Royal National Institute for the Deaf
Chief Executive	Royal Soc of Architects in Wales
Chief Executive	Royal Town Planning Institute in Wales
Amanda Townsend	Royal Welsh College of Music & Drama
Chief Executive	RSPB
Chief Executive	RSPCA
Rob Holt	Ryder Cup Wales Ltd
Chief Executive	SCOVO
Chief Executive	SDCC
Christopher Duff	Sector Skills Development Agency
Brian Rowlands	Secondary Heads Association
Bill Peaper	SEMTA
Chief Executive	Shotton Paper
	Skill Wales
Richard Tobutt	skillsActive
Michelle Sayers	Skills Council for Financial Services
Joanne Thomas	Skillfast UK
Jacky Drysdale	Skills for Care & Development SSC
Sally Ambrose	Skills for Justice SSC
Katherine Whittall	Skillsmart
Gwawr Hughes	Skillset
Maria Whittaker	Skills for Health
Jane Colthup	Skills for Logistics
Chief Executive	Snowdonia National Park
Byron Davies	SOLACE
John Sheppard	South East Wales Economic Forum
Dave Phillips	South East Wales Race Equality Council
Richard Crawshaw	South West Wales Economic Forum
Gary Davies Regional Strategy Director	South West Wales Tourism Partnership
Huw Davies	Southside United Travel
Huw G Jones (Chief Executive)	Sports Council for Wales
Derek Walker	Stonewall Cymru
Kathryn Morgan	Summit Skills
Chief Executive	Sustainable Development Commission Wales
Chief Executive	Sustainable Gwynedd Gynaladwy (SGG)
Chief Executive	Sustainable Wales
Chief Executive	Sustrans
Taha Idris	Swansea Bay Race Equality Council
Chief Executive	Swansea Council for Voluntary Service
Tim Thorogood	Swansea County Council

Elaine Ballard	Taff Housing Association
Chief Executive	Tai Eryri
Martin J Taylor	Teaching & leadership Division
Chief Executive	Tearfund
John McDowell, Chair & Peter Trevitt CE	Techniquest
Lowrie Morgan Manager Wales	The Law Society
Chief Executive	The Pedestrians Association
Chief Executive	The Welsh Consumer Council
Peter Durkin (Acting CEO)	Torfaen County Borough Council
Chief Executive	Torfaen Voluntary Alliance
Dee Reynolds Regional Strategy Director	Tourism Partnership Mid Wales
Dewi Davies	Tourism Partnership North Wales
Diana James	Tourism Training Forum for Wales
TR Murphy	
Felicity Williams, General Secretary	Trades Union Congress
Paul Watts	TSCP1
Sarah Jones	Ufl
Chief Executive	UNISON
Sue Price	Unit 7 Business
Anthony Chapman, Senior Vice Chancellor	University of Wales
Melanie Bent	University of Wales Institute Cardiff
Margaret Davies	Trinity College Carmarthen
Judith Watkins	University of Glamorgan
Rachel Connor (Executive Director)	Vale Centre for Voluntary Services
John Maitland Evans	Vale of Glamorgan Council
Ron Davies	Valleys Race Equality Council
Chief Executive	Venture Wales
	Visit Britain
Chief Executive	Voluntary Action Cardiff
Chief Executive	Voluntary Action Centre
Chief Executive	Voluntary Action Merthyr Tydfil
Ian Rutherford	Wales Association of Visitor Attractions (WAVA)
Lyn Llewellyn (Director)	Wales Association of Community and Town Councils
Chief Executive	Wales Association of Self Catering Operators
Tim Williams	Wales Automotive Forum
Chief Executive	Wales Centre for Health
Simon Harris	Wales Co-operative Centre Ltd
Chief Executive	Wales Council for the Blind
Chief Executive	Wales Council for the Deaf
Phil Jarrold	Wales Council for Voluntary Action
Ruth Marks	Wales Employment Advisory Panel
Chief Executive	Wales Enterprise
Gareth Hall	Wales European Centre
Derek Roberts	Wales Official Tourist Guides Association
Chris Ward	Wales Management Council
Chief Executive	Wales Social Partners Unit Ltd
Julian Burrell	Wales Tourism Alliance
Jonathan Jones	Wales Tourist Board
Tim Gorin	Wales Trade International
Derek Walker	Wales TUC Cymru
Mary Slatter	Wales Women's National Coalition

Karin Pittick	WDA
Wendy Boddington	WDA North Wales, Innovation & Technology Manager
Dafydd Williams	WDA, Media & Communications Executive
Bethan Jones	WDA Analyst (International)
	WDA, Environmental Goods and Services Team
Chief Executive	Welsh Anti-Nuclear Alliance
NJ Wheeler	Welsh Association of National Park Authorities
Chris Jackson	Welsh Association of Visitor Attractions
Andrew Jones	Welsh Collaboration for Health & the Environment
Chief Executive	Welsh Consumer Council
Gareth Hall	Welsh Development Agency
Chief Executive	Welsh Electronics Forum
Valerie Barrett	Welsh Industrial Development Advisory Board
Gareth Pierce	Welsh Joint Education Committee
Mari Huws	Welsh Language Board
Steve Thomas	Welsh Local Government Association
Chief Executive	Welsh Procurement Initiative
David Farnsworth	Welsh Refugee Council
Joan Ashby	Wales Rural Development Network
William Gruffydd Roberts	
Tim Hooper Policy Officer (Regeneration)	WLGA
Chief Executive	Womens Workshop, Cardiff Training Centre
Isobel Garner (Chief Executive)	Wrexham County Borough Council
Howard Thomas	WNACC
Yanov Isaovich	
Ioan Jenkins	Young Enterprise Wales
Anne Wesson (Board Secretariat)	WDA Board Members
Kathy Barker (Board Secretariat)	Finance Wales Board
Laura Brown (Board Secretariat)	WTB Board Members
Tania Contino (Board Secretariat)	ELWa Board Members

