

# VisitBritain/VisitEngland 2023-24 Business Plan



Glencoe, Scotland (Credit: VisitBritain/Kieran Duncan)



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# CEO Foreword

Since I became CEO of the British Tourist Authority (BTA) last year, our vision has evolved – to drive a thriving tourism industry creating economic prosperity across Britain. We are now into the second year of our current funding settlement (2022-25) and this report outlines our corporate priorities and budget for the 2023/24 financial year.

- Driving international visitor value through international marketing with the GREAT campaign and investing in markets with the best immediate return including the US, our most valuable market.
- Supporting and upskilling industry across key areas including accessibility, sustainability, and digital to help SMEs reach an international audience.
- Driving visitors to all the nations and regions to ensure the economic value of tourism is felt across Britain, not just in London.
- Building our digital and data capabilities to innovate, adapt and improve. Making sure we are delivering timely data that enables better investment decisions in real time.
- Reshaping the English tourism landscape in line with the de Bois Review to maximise investment and visitor numbers to every part of England.

I would like to thank the team at VisitBritain/VisitEngland for their commitment in delivering these priorities. And embodying the organisational values of working with passion, in partnership and at pace.

I also wish to thank to officials and ministers at the Department for Culture, Media and Sport (DCMS) for their support and to the BTA's Chair and Board for their guidance.

I look forward to working with you to achieve these priorities.



**Patricia Yates, Chief Executive, VisitBritain/VisitEngland**  
(Rachel Adams / The Times / News Licensing)

# 2023-24 Corporate Priorities

**ROLE**

**To drive immediate tourism recovery by building back visitor spend and supporting the industry**

**PRIORITIES**

**1. International Visitor Value**

Grow international visitor value. Prioritise regional and seasonal dispersal. Position Britain as a welcoming, dynamic & diverse destination.

**2. Build our Future**

Transform the way we work to compete in a digital world, build our strengths in data and diversify our funding.

**3. The English Visitor Economy**

Lead and enable a sustainable and resilient visitor economy in England.

**4. Our Influence**

Be a collaborative, trusted and valued partner with industry and Government. Support growth by shaping policy and providing insights.

**5. Our Team**

Work as one global team. Embed the structure, skills and culture to best deliver on the strategy.

**PRINCIPLES FOR DELIVERY**

**Partnership approach & outwardly focussed.**  
**Embed change. Embrace innovation. Test and learn.**  
**Focus funds and resources on strategic priorities.**  
**Demonstrate our impact.**  
**Provide valued commercial opportunities.**



# 1. International Visitor Value

Grow international visitor value. Prioritise regional and seasonal dispersal. Position Britain as a welcoming, dynamic & diverse destination.

# Corporate priority 1: International visitor value

## Grow international visitor value, prioritising regional and seasonal dispersal and positioning Britain as a welcoming, dynamic and diverse destination.

### TELL OUR BRAND STORY

- Collaborate with Government on **priority themes and tent-pole moments**, including Eurovision, Coronation, Paris Olympics and a focus on the West Coast USA.
- Deliver on a **Britain Sustainable Growth Framework** to guide regional product promotion internationally, including the development of product market themes for trade-ready product.
- Develop a suite of **'See Things Differently' storytelling and sales tools** to tell and sell our brand story.

### REACH OUR CUSTOMERS

- Deliver **innovative, creative and data-led campaigns**, increasing campaign return on investment (ROI) and continuing our work with key commercial partners.
- **Curate the story of Britain through our always-on activity**, working in partnership with UK industry and content experts to innovate with new storytelling formats and address key content gaps.

### ENGAGE OUR PARTNERS

- Increase **sales and marketing opportunities for UK industry**, enabling them to amplify our activity.
- **Inform, support and connect partners in market** including international media, trade and Public Diplomacy Partners. Implement the B2B strategy with sales tools, a new Key Account Management approach and the CRM.
- Track and **demonstrate our impact at a local level** with timely reporting.
- Enable **growth of Britain's business events industry**. Develop sector events and deepen sector skills.

### How we will measure success

- Campaign awareness and consideration.
- Our influence on the spend of international visitors outside of London.
- Incremental value generated and business growth from trade (B2B).
- Business Events wins and growth.

# Strategy in focus: building international demand

We are building international demand for travel to Britain through our global Demand Building Strategy, supported by the GREAT Britain campaign

**VISION:** Together, we want Britain to be the destination of choice for the travellers of tomorrow

**OBJECTIVE:** Get experience seekers who are passionate about travel, who love to discover new, unique and exciting experiences they can share with others

To choose Britain as a holiday destination to visit today, driving incremental spend

By positioning Britain as a welcoming, dynamic, diverse destination

## 1. Telling our brand story

Curating Britain's image as a welcoming dynamic, diverse destination, through industry collaboration to maximise impact of government investment and attract additional funding

## 2. Reaching our customer

With innovative, creative and data-led marketing in Britain's most valuable inbound markets and collaborating with Government on priority themes.

## 3. Engaging our partners

Supporting industry to rebuild by prioritising the interventions that will rebuild value for Britain, providing suppliers with routes to market, access to data and insight and tools to deliver the Great Britain Brand Story

**UNDERPINNED BY A STRATEGIC PARTNER FRAMEWORK:** A mutually agreed roadmap with VisitEngland, VisitScotland and Visit Wales, delivering on joint priorities for responsible growth across seasonal and regional spread, spend, and sustainability.

**ENABLED BY:** Public relations (PR) and influencers, social media, international travel trade.

# Strategy in focus: our international network

With a presence in 22 markets, our international network provides critical relationships and insights into the local markets. The international network serves the following four core areas. This is in addition to global marketing campaigns and localised digital channels in the markets that offer the best prospects for recovery.

<p><b>The international network's core role</b></p>	<p><b>Achieve media coverage</b></p> <p>Drive inspiration and consideration to visit through third party voices, to help tourism recovery to Britain and change perceptions aligned to UK Government objectives.</p>	<p><b>Develop business through trade</b></p> <p>Drive new business for industry through the international trade. Inform and support international trade to easily sell Britain. Connect UK industry to international trade.</p>	<p><b>Collaborate with commercial partners</b></p> <p>Engaging and extending our influence to collaborate and develop partnerships for mutual benefit enabling and leading others to deliver on our goals.</p>	<p><b>Influence with Public Diplomacy Partners</b></p> <p>Grow influence and collaboration with PDPs to support our work on promoting Britain and the visitor economy. Shaping positive perceptions of UK via soft power agenda.</p>
<p><b>Measuring Success</b></p>	<p>Number of tourism articles in press instigated by VisitBritain.</p>	<p>Volume and value of trade engaged with by VisitBritain.</p>	<p>Net cash financial contributions and cash generated to match activities.</p>	<p>Inclusion in country-specific FCDO business plans and high value outcomes from public diplomacy partnerships.</p>
<p><b>Enablers</b></p>	<p><b>Key Account Management:</b> Cultivate local relationships, underpinned by the CRM and face-to-face engagement.</p>			
<p><b>Build our Future:</b> Transform the way we work to compete in a digital world, build our strengths in data and diversify our funding.</p>				
<p><b>Our Team:</b> Work as one global team utilising expertise across the globe to deliver our marketing, engagement and corporate priorities. Embed the structure, skills and culture to best deliver on the strategy.</p>				



## **2. Build our Future**

Transform the way the BTA works to compete in a digital world, build strengths in data and diversify funding.

# Corporate priority 2: Build our future

## Transform the way we work to compete in a digital world, build our strengths in data and diversify our funding

### DEVELOP FIT-FOR-PURPOSE SYSTEMS & PROCESSES

- Continue the transformation of our technology estate with **improved, modern systems and processes**.
- Be a **data-enabled organisation** with easy-to-use data platforms with real-time, industry and internal data.
- Increase our **commercial revenue** to supplement Government funding. Offer new commercial products and scale up successful commercial partner pilots to grow value-in-kind (VIK).
- Improve the **efficiency and effectiveness** of our internal processes.
- Start migration to the cloud to enable greater data storage and operability.

### EMBED THE CHANGES

- Grow **organisation-wide usage** of new systems and processes, to reap the benefits of the programme.
- Support **continuous improvement** through a “test and learn” approach.
- Develop **meaningful KPIs** to monitor the impact of the changes.

### TRANSFORM OUR CAPABILITIES

- Identify our capabilities and gaps and deliver a learning and development programme to **upskill staff**.
- Identify and **celebrate success**. Encourage **innovation**.

## How we will measure success

Ongoing monitoring of impact:

- Greater industry engagement on industry website.
- Growth in consumer engagement through quality site visits.
- Commercial revenue contribution of £8.8m.
- Staff engagement and participation in the programme.
- Data-enabled organisation using quality data sources.

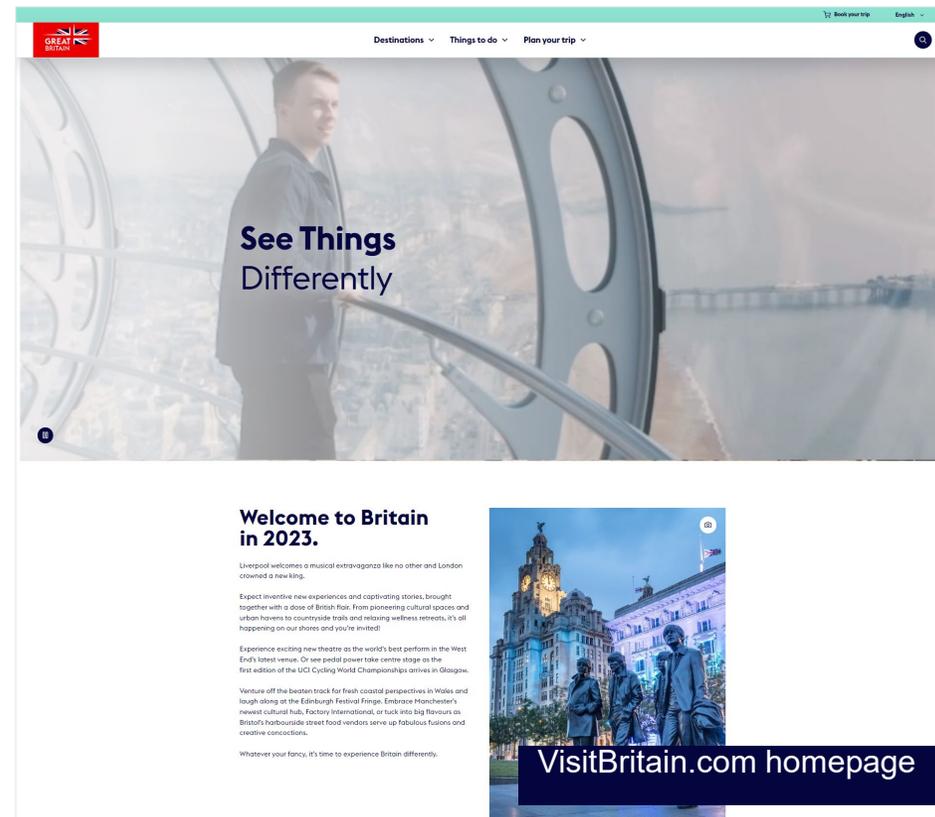
# Strategy in focus: new websites

As part of the Build our Future transformation programme, we have significantly upgraded our digital estate and externally-facing websites.

In December 2022 we launched a new global [English-consumer website](#), followed by German, French, Spanish, Italian and Dutch language versions. An Arabic site will launch later in 2023. Using new, innovative content management systems (CMS), the consumer websites offer a simpler, more inspiring digital experience, and have been designed with the users' preferences for inspirational regional, seasonal and dynamic visual content promoting Britain. They provide practical information, as well as links to external partner sites. Following extensive research on what our audiences wanted from a website, we have embedded attractions and theme-specific content throughout the site.

The site has performed very strongly since launch, with over 1.5million unique visitors on the English language site and 100% more clicks on external links. Users are spending longer and engaging with more content on the site, with 60% more quality visits to date.

We have also just launched a new industry website, offering a suite of resources for the travel industry, including the latest news, data, research and trends on tourism, opportunities offered by VisitBritain/VisitEngland, resources and training for businesses, and resources to help the international travel trade sell Britain.





### **3. The English Visitor Economy**

Lead and enable a sustainable and resilient visitor economy in England.

# Corporate priority 3: The English visitor economy

## Lead and enable a sustainable and resilient visitor economy in England

### EMBED THE NEW DMO LANDSCAPE

- Build out the **Destination Management Organisation (DMO) Accreditation framework** and demonstrate the benefits to Local Visitor Economy Partners (LVEPs) and government.
- Deliver the new **Destination Development Partnership (DDP)**, unlocking the benefits to local visitor economies.
- Shift how VisitBritain/VisitEngland works with the **new DMO landscape**.

### DEVELOP & DELIVER A SUSTAINABLE TOURISM STRATEGY FOR ENGLAND

- Champion the **sustainable and accessible tourism** agenda for England.
- Develop the **England consumer brand** collaboratively with industry.
- Enable English destinations to **win more international business events**, connecting destinations with international buyers.
- Support **SME growth and upskill** the sector.

## How we will measure success

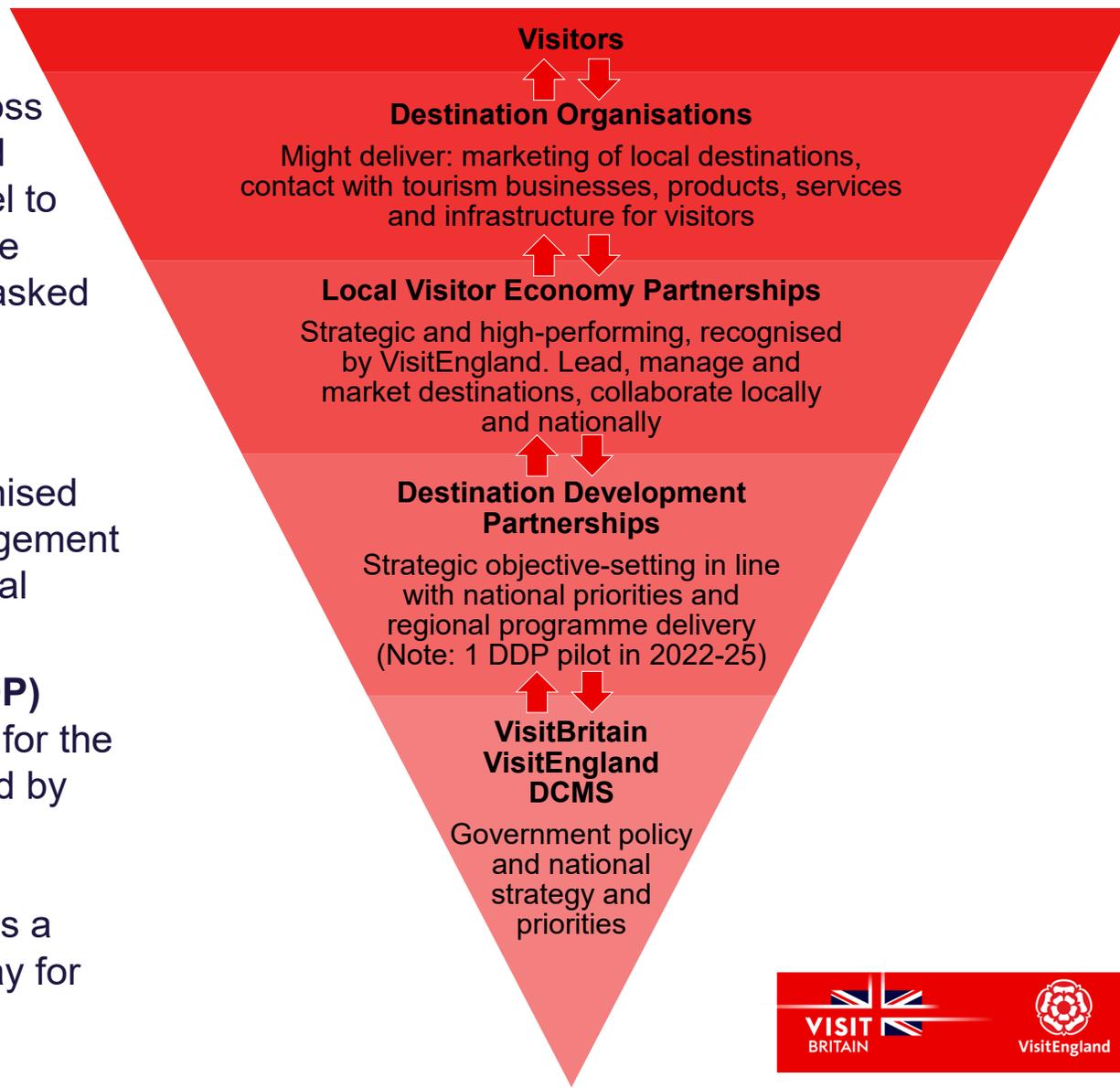
- Delivery of DMO review – accrediting Local Visitor Economy Partnerships (LVEPs). Impact of the DDP Pilot.
- Business Events enquiries and wins for English destinations.
- Satisfaction with VisitEngland's industry support.

# Strategy in focus: England's new destination management landscape

Following a thorough assessment of the structure, funding and function of destination management organisations (DMOs) across England, the de Bois review recommended a more efficient and effective model for supporting English tourism at a regional level to maximise the potential of the visitor economy. In response to the review, the Department for Culture, Media and Sport (DCMS) tasked VisitEngland to lead, develop and administer a programme to establish this new destination structure in England.

The new structure includes the accreditation of **Local Visitor Economy Partnerships (LVEPs)** nationwide, which are recognised by VisitEngland as strategic, high-performing destination management partnerships representing their destination at a local and national level.

In addition, a pilot **Destination Development Partnership (DDP)** being trialled in England's North East, setting regional priorities for the visitor economy in line with government policy. This is supported by £2.5million in government funding to March 2025, led by NewcastleGateshead Initiative, in partnership with Visit Northumberland and Visit County Durham. The region will act as a potential blueprint for the rest of England, and may pave the way for government to fund additional DDPs across England.





## 4. Our Influence

Be a collaborative, trusted and valued partner with industry and Government. Support growth by shaping policy and providing insights.

# Corporate priority 4: Our influence

**Be a collaborative, trusted and valued partner with industry and Government. Support growth by shaping policy and providing insights.**

## **BUILD PARTNERSHIPS THAT SUPPORT INDUSTRY GROWTH**

- Be an **outwardly focussed and collaborative** industry partner, building a network of advocates. Co-create and exchange value with industry.
- Create partnerships that provide **real-time industry data** that will drive improved business performance and productivity.
- Grow our **international influence and joint work** with Public Diplomacy Partners (PDP) to support our work on promoting Britain and the importance of the visitor economy.

## **BE THE TRUSTED VOICE IN TOURISM**

- Develop a common industry agenda and use our subject matter expertise to **increase our influence with Government**. Deepen engagement with MPs and Whitehall, linking the visitor economy to HMG priorities.
- **Collate and share actionable insights** with new data sources and technology. Share real-time data that informs Government and industry.
- Be the **expert on tourism in the media**, shaping perceptions and demonstrating our value.

## **How we will measure success**

- Delivery of the stakeholder engagement plan.
- Programme of joint partnership activity across the organisation.
- Policy papers and advice that informs Government decision-making.
- Inclusion in country-specific FCDO business plans and high value outcomes from PDPs.
- Recognition of the value of our work / positive outcome from the ALB Annual Review.



## 5. Our Team

Work as one global team.  
Embed the structure, skills  
and culture to best deliver on  
the strategy.

# Corporate Priority 5: Our Team

**Work as one global team. Embed the structure, skills and culture to best deliver on the strategy.**

## **EMBED THE NEW ORGANISATIONAL DESIGN & CULTURE**

- Develop and embed our **organisational values and culture** to build pride and passion for our purpose.
- **Implement organisational design** to provide a structure that supports our transformed organisation.
- Continue to develop the **'one global team' ethos** across the organisation, working together toward a common purpose.
- **Embed the senior leadership team** who drive the strategy, embrace innovation and models our values.

## **THE RIGHT PEOPLE, IN THE RIGHT PLACE AT THE RIGHT TIME**

- Effectively manage and **prioritise our people's time** according to our strategic priorities.
- Develop our **internal skill set and capability** to transform the organisation and deliver on our strategic priorities.
- Determine the **best office model and location** for UK staff.

## **How we will measure success**

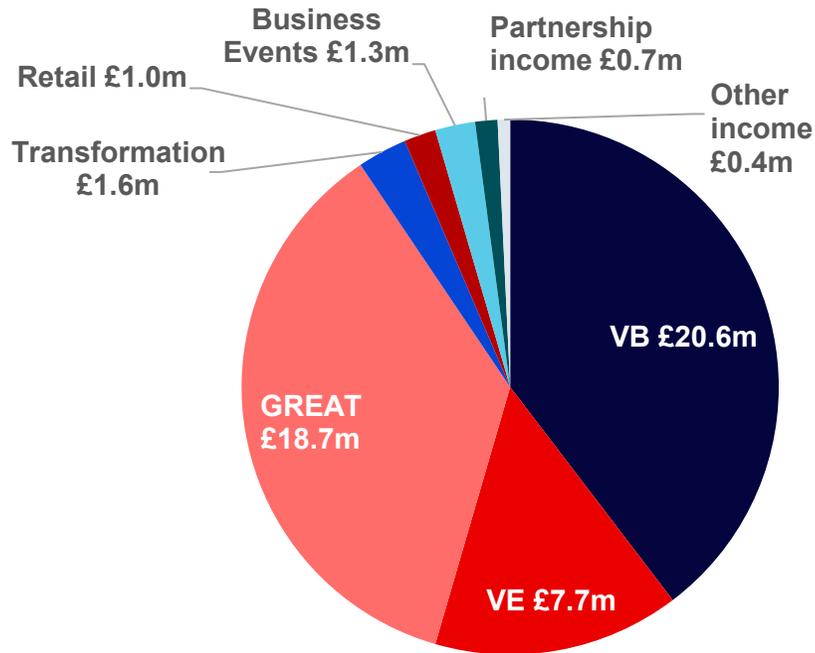
- Implementation of Organisational Design.
- Staff adoption of our new values and culture.
- Staff survey results.
- Delivery of a learning and development programme. Development of staff skills.
- Exit 3 Grosvenor Gardens and commit to new UK hub location.

# Budget 2023-24

**EXPENDITURE £54.2m**  
(2022/23 £55.2m)



## FUNDING BREAKDOWN



## ACTIVITY BREAKDOWN



\*GREAT related staff costs are included in £18.3m staff costs and GREAT irrecoverable VAT of £2.1m is included in Infrastructure

# Sustainability

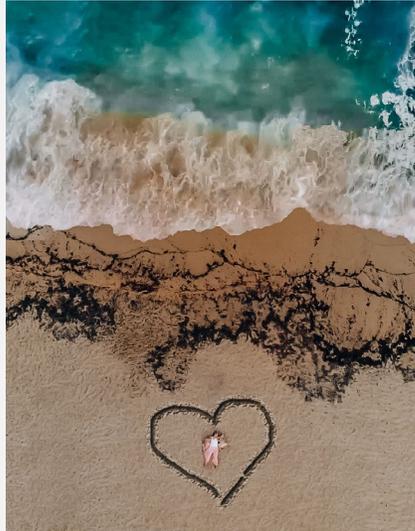
We continue our work creating a sustainable future as an organisation and for the tourism industry

## PROMOTING SUSTAINABLE TRAVEL IN BRITAIN

- Including sustainability into content and key messages in our marketing and campaigns.
- Showcasing sustainable travel products and transport.
- Guide on how to be responsible delegate when attending an event or conference.

## WORKING WITH PARTNERS

- Chair the Tourism Industry Council sustainability working group.
- Industry sustainability news is shared with press and global teams.
- Using sustainable businesses in press visits.



Dorset, England  
(VisitBritain/Herewegoagain.blog)

## SUPPORT FOR BUSINESSES

- Sustainability category in VisitEngland Awards for Excellence.
- Producing best practice case studies and toolkits.
- Signposting to government initiatives such as WRAP 'Guardians of Grub'.
- Working closely with English Cities to build their sustainable actions according to Global Destination Sustainability Index.
- Guide to planning sustainable business events.

## WITHIN THE ORGANISATION

- Internal Sustainability Working Group focussed on improving the organisation's practices.
- Sustainable Procurement – following Government Buying Standards, where suppliers report on how they deliver environmental benefits in their contract including working towards net zero greenhouse gas emissions.
- Replacing energy intensive hardware and servers with energy efficient cloud-based services.

# Working together

Work with us to champion the visitor economy.  
Find out more:

For inbound tourism:

[www.visitbritain.org](http://www.visitbritain.org)

 @VisitBritainBiz

 [linkedin.com/company/visitbritain](https://www.linkedin.com/company/visitbritain)

For England tourism:

[www.visitengland.org](http://www.visitengland.org)

 @VisitEnglandBiz

 [linkedin.com/company/visitengland](https://www.linkedin.com/company/visitengland)

For destination inspiration:

[www.visitbritain.com](http://www.visitbritain.com)

[www.visitengland.com](http://www.visitengland.com)



Lochaber, Scotland (VisitBritain/Graham Niven)