

# VisitBritain / VisitEngland Business Plan for 2024-25

Cumbria, England (VisitBritain/Matt Owen-Hughes)





# CEO Foreword

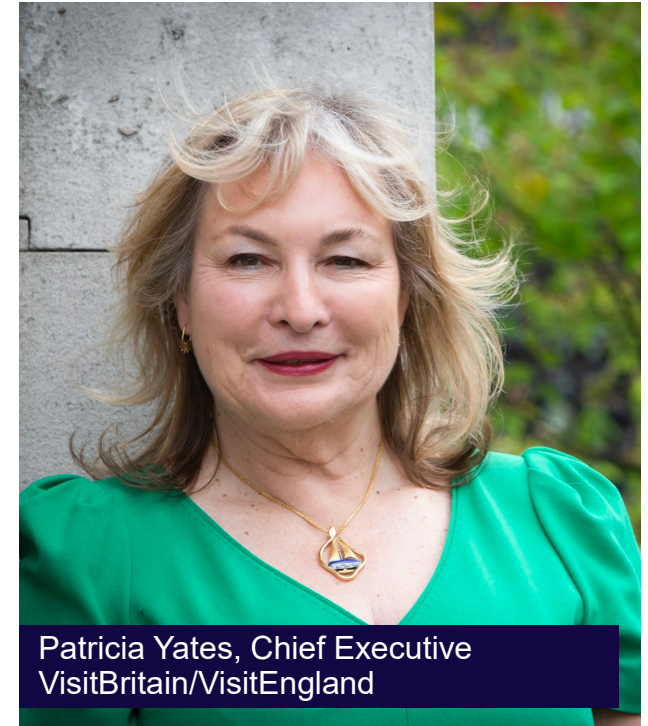
VisitBritain/VisitEngland has a busy year in delivering on its purpose to “Drive a thriving tourism industry, creating economic prosperity across Britain”. This report outlines the corporate priorities, success measures and budget for the 2024/25 financial year. These include some exciting projects being delivered across the organisation.

In driving international demand, this year VisitBritain will launch an innovative new GREAT campaign that will use the power of British film and TV, and the draw of ‘set jetting’ to put Britain centre-stage and encourage visitors to come now and discover more. We will also be working with commercial partners across the globe to amplify this campaign and drive more bookings to visit Britain.

Having established a new, robust destination management landscape, VisitEngland will accredit the final tranche of Local Visitor Economy Partnerships (LVEPs), and jointly agree regional growth plans with those LVEPs, driving the growth of local visitor economies through robust destination management, strong stakeholder relationships, clear planning and alignment with national priorities. Working with a wide range of stakeholders, it will also develop and launch a new, national strategy for England’s visitor economy that drives sustainable growth.

We continue to transform our digital, data and technology capability, with new systems and innovations. This includes a new business intelligence system, coupled with new data sources, that giving faster and more granular tourism insights for us, Government and industry.

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.



Patricia Yates, Chief Executive  
VisitBritain/VisitEngland

(Rachel Adams / The Times / News Licensing)

# 2024-25 Corporate Priorities – Summary

PURPOSE	Drive a thriving tourism industry, creating economic prosperity across Britain		
PRIORITIES	VisitBritain: International Visitor Value	VisitEngland: The English Visitor Economy	
	Grow international visitor value, position Britain as a welcoming, dynamic, diverse destination, prioritise regional and seasonal dispersion.	Lead and enable a sustainable and resilient visitor economy in England.	
PRIORITIES	Build Our Future	Our Influence	Our Team
	Transform the way we work to compete in a digital world. Build our strengths in data. Grow and diversify our funding.	Be a collaborative, trusted and valued partner with industry and Government. Support growth by shaping policy and providing insights.	Work as one global team. Develop and engage our people. Work by our values
PRINCIPLES	<ul style="list-style-type: none"> <li>• Outcome driven, demonstrating tangible results &amp; value</li> <li>• Partnerships, advocates &amp; collaboration</li> <li>• Data-led decision making</li> <li>• Leading sustainability</li> <li>• Delivering at a local level</li> <li>• Developing our people</li> <li>• Driving efficiencies &amp; maintaining compliance</li> </ul>		
VALUES	As One Global Team, we work:		
	With Passion	In Partnership	At Pace
	fuelled by our enthusiasm and positivity to deliver excellent results	Empowered to work with partners towards a greater aim beyond our own	Delivering innovation through agility, boldness & bravery to take calculated risks

# VisitBritain: International Visitor Value

**Grow international visitor value, position Britain as a welcoming, dynamic, diverse destination, prioritising regional and seasonal dispersion.**

**How we will measure success**

## **TELL OUR BRAND STORY**

- **Develop a suite of foundational brand storytelling and sales tools** to tell and sell the 'See Things Differently' story, to enable a consistent brand across all channels resulting in stronger brand awareness, brand audit scores and greater engagement with industry.
- **Implement and embed the Strategic Partner Framework** in collaboration with VisitEngland, Visit Scotland, VisitWales and London & Partners, using the Great Britain brand strategy, industry insight and Strategic Partner input to inform priorities across seasonality, spend, spread and sustainability in international sales and marketing activity.
- **Implement a clear content strategy**, developing new assets & content to enable implementation against the Strategic Partner framework and increase amount of fully rights cleared assets and content for B2B & B2C use, working with UK industry and content experts.

## **REACH OUR CUSTOMER**

- Deliver an **innovative, creative and data-led GREAT campaign**, celebrating British film and TV with a range of partnership opportunities focused on upper funnel to drive awareness and consideration to visit Britain.
- **Curate the story of Britain** through always-on channels, working in partnership with UK industry and content experts to innovate with new formats, driving shareability and talkability around priority themes and calendar moments.
- Collaborate on **priority GREAT and Government themes and tentpole moments**, including Paris Olympics, Osaka and West Coast US.

## **ENGAGE OUR PARTNERS**

- **Continue increased engagement and strategic input from UK industry**, using the Stakeholder Engagement Strategy and key groups.
- Deliver an engagement programme to **drive participation in VisitBritain's Sales and Marketing opportunities**, producing tangible results for partners.
- **Inform, support and connect partners in-market** through relationship management with international travel trade, media and Public Diplomacy Partners (PDPs). Roll out a Key Account Management (KAM) framework for all audiences, tracking, reporting and analysing how we enabled and the impact and outcomes.
- Demonstrate impact of VB Marketing & Sales to UK industry and Government through **improved timely domestic impact reporting**, supported by KAM framework and processes to track business wins.
- **Support Business Events wins and growth.** Enable Support city wins and growth. Develop sector events and deepen sector skills.

- Incremental value generated from campaigns (B2C)
- Our influence on the spend of international visitors outside of London.
- Incremental value generated and business growth from international trade (B2B).
- Business Events bids and growth.
- Increased commercial contribution

# VisitEngland: The English Visitor Economy

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

### EMBED THE NEW DESTINATION LANDSCAPE

- Accredit the **final group of Local Visitor Economy Partnerships (LVEPs)** to finalise the full England roll out.
- **Collaborate with LVEPs on identified growth priorities**, sharing best practice and capturing progress through annual review and a clear KPI framework.
- **Drive added value for Destination Development Partnership (DDP) pilots.** Prioritise DDPs in VisitBritain's Strategic Partner Framework for international promotion, and in VisitEngland's core activities to support domestic promotion, accessibility, sustainability, business support and bookable product in the pilot areas.
- Transition to **working with LVEPs and DDPs across England** to drive delivery of VisitBritain/VisitEngland priorities, Government's objectives for the DMO Review, including accessibility, sustainability and LVEPs' own commercial future.

### DEVELOP & DELIVER A SUSTAINABLE VISITOR ECONOMY STRATEGY FOR ENGLAND

- Develop and launch a **visitor economy strategy** for England's tourism industry.
- Drive the **sustainable tourism agenda for England** with a clear strategy and umbrella framework. Develop and share best practice, guidance, training and tools for SMEs and improve the bookability of sustainable tourism product.
- **Achieve the Government ambition for accessible tourism** through driving business and LVEP engagement in new toolkits, training and transforming product accessibility information. Expand thought leadership and determine VisitEngland's role in the other strands of inclusion.
- Develop and launch the **England consumer brand** collaboratively with industry.
- Support English destinations to **win more international business events**, connecting with international buyers.
- **Support SME growth** through integrating the business support offer to include new training modules, a progressive Awards programme, modernised Quality Schemes and comprehensive Business Advice Hub.

## How we will measure success

- Local Visitor Economy Partnerships (LVEPs) accredited and growth plans reviewed.
- Launch sustainable visitor economy strategy.
- Business Events enquiries and wins for English destinations.
- VisitEngland industry support – participation and satisfaction.
- Domestic consumer marketing - PR messages and social media reach.
- Stakeholder engagement

# Build Our Future

**Transform the way we work to compete in a digital world. Build our strengths in data. Grow and diversify our funding.**

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

- Continue the transformation of our systems through the **implementation of compliant and cloud-based systems** such as Finance, HR, Sharepoint and Microsoft Teams, ensuring they are embedded into our ways of working.
- **Define and streamline our processes** to ensure they are efficient, enable self-service and collaboration and provide clarity on how we work.
- Create a **data-enabled organisation** with easy-to-use data platforms, providing timely data for consumption by the organisation and industry.

## **CONTINUOUS IMPROVEMENTS & INNOVATION**

- Continue to develop and **enhance beyond the minimal viable products**, understanding user behaviours and exploiting technology for best effect.
- Support **continuous improvement**, building a 'Test and Learn' approach and culture supported through our Innovation Hub.
- Identify and celebrate successes and share learnings.

## **GROW & DIVERSIFY FUNDING SOURCES**

- **Build profitability of the VBShop** by growing users to the site, increase conversion through better user and customer experience. Increase average order value by contracting key international products and widening our product portfolio.
- Explore potential to grow **commercial income from existing activity** VE/VB.
- Explore potential for commercial activity to sit within **stand-alone entity**.

## **DEMONSTRATE BENEFITS AND DEFINE THE NEXT PHASE OF TRANSFORMATION**

- Ensure the transformation programme delivers its benefits, **demonstrating value** for the organisation, Government and industry.
- Define our **future digital and data strategy**, building it into a compelling narrative supported by value-for-money evidence.
- **Engage with stakeholders** to build the momentum for the strategy.

## **How we will measure success**

- Improved partner engagement and sales, tracked by the CRM
- Improved engagement and quality visitors to websites
- More timely and layered data with faster insights



# 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**

- Continue being an **outwardly focussed and collaborative industry partner**. Build a **network of advocates** with a shared narrative and data on the power of tourism and the value of VisitBritain/VisitEngland. Develop and deploy a suite of advocacy tools to drive engagement and communications that shows our value and enables industry and staff to speak with a single, compelling narrative.
- Be the recognised **authority on data and insights**. Deploy Viewpoint with multiple, timely data sources from VB/VE, Government and the sector. Provide meaningful analysis and actionable insights, empowering the sector to make data-driven business and policy decisions.
- Build 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. Develop and embed a PDP engagement strategy with key account management framework and CRM tools.

## **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.
- Build a **compelling bid for the Comprehensive Spending Review (CSR)**, with support from the sector. **Raise the profile of Business Events** across Government.
- Be the **expert on tourism in the media**, shaping perceptions and demonstrating our value.

## **How we will measure success**

- Stakeholder engagement and shared messaging.
- Programme of joint partnership activity across the organisation.
- Policy papers and advice that informs Government.
- Inclusion in country-specific FCDO business plans and high value outcomes from public diplomacy partnerships
- Corporate press coverage.

# Our Team

**Work as one global team. Develop and engage our people.  
Work by our values – with passion, in partnership and at pace.**

## **EMBED THE NEW ORGANISATIONAL VALUES AND POSITIVE WORKING CULTURE**

- Work by our organisational **values** and **culture**. Build pride and passion for our **purpose**.
- Continue to develop the '**one global team**' ethos across the organisation, working together toward a common purpose.
- Develop and launch a **revised People Strategy** with focus on culture, engagement, leadership development, effective people management and equality, diversity and inclusion.

## **DEVELOP TOOLS & PROCESSES FOR EFFECTIVE PEOPLE MANAGEMENT**

- Deliver and embed **new people management systems** with greater self-service functionality.
- Enable **better leadership and people management** with enhanced data, driving efficiency and effectiveness.
- Identify and close **technology, data and digital capability** gaps. Deliver learning interventions to **ensure our people have the right skills** for the future organisation.

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

- Successfully open the new UK hub in Birmingham.
- Embed **new 'locate for your day' principles**, underpinned by responsibility, trust and effective collaboration.

## **How we will measure success**

- Staff adoption of values and culture.
- Staff survey results – engagement, management and leadership.
- Delivery of a revised People Strategy
- New Birmingham hub open.

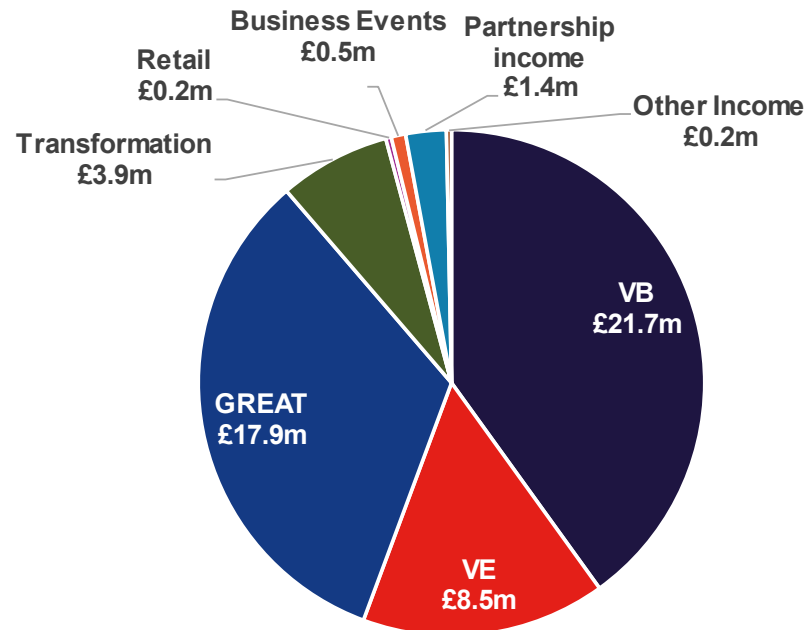


# Budget 2024-25

EXPENDITURE £54.2m



FUNDING BREAKDOWN £54.2m



ACTIVITY BREAKDOWN £23.4m



\*GREAT related staff costs are included in £18.3m staff costs and GREAT irrecoverable VAT of £1.7m included in Infrastructure

# Sustainability

Sustainability underpins all of our activity, with unique roles for VisitEngland and VisitBritain, both working to create a sustainable future as an organisation and for the tourism industry

## VisitEngland

- Inspiring positive change in England's visitor economy by promoting and encouraging the supply side to adopt sustainable tourism practices
- Provides leadership and delivering support, advice and guidance for LVEPs, industry and wider stakeholders
- Leads the Regenerative Tourism approach – which encourages tourism does no harm, where visitors respect and appreciate the places they stay, eat and visit.
- For more information on VisitEngland's sustainability work, see our [corporate website](#).

## VisitBritain

- Focussing on the demand side, promoting regional and seasonal spread in international marketing campaigns, to drive sustainable growth of the visitor economy.
- Working closely with VisitEngland, Visit Scotland, VisitWales and Tourism Northern Ireland on promoting product where growth is most needed.
- Sustainability focussed digital and social content
- Research and insights on international travellers' attitudes towards sustainable tourism. Learn more on our [corporate website](#).
- Business Events – resources to support partners working with clients to organise more environmentally-friendly events. Legacy and impact toolkit to embed positive impact strategies into business events. For more information, see the [Business Events Learning & Development hub](#).

# Working together

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

For inbound tourism

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



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For England tourism

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



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For destination inspiration

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

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



Lochaber, Scotland (VisitBritain/Graham Niven)