



VisitBritain/VisitEngland Business Plan 2025-26

Whitby, North Yorkshire, England (VisitBritain/Dependable Productions)

CEO Foreword

As we embark on the 2025-26 financial year, VisitBritain/VisitEngland remains committed to our purpose of driving a thriving tourism industry that creates sustainable economic growth across Britain. This business plan outlines our strategic priorities and the concrete steps we are taking to achieve our 2030 vision: supporting regenerative growth across nations and regions, enriching visitor experiences, local communities, and the UK economy.

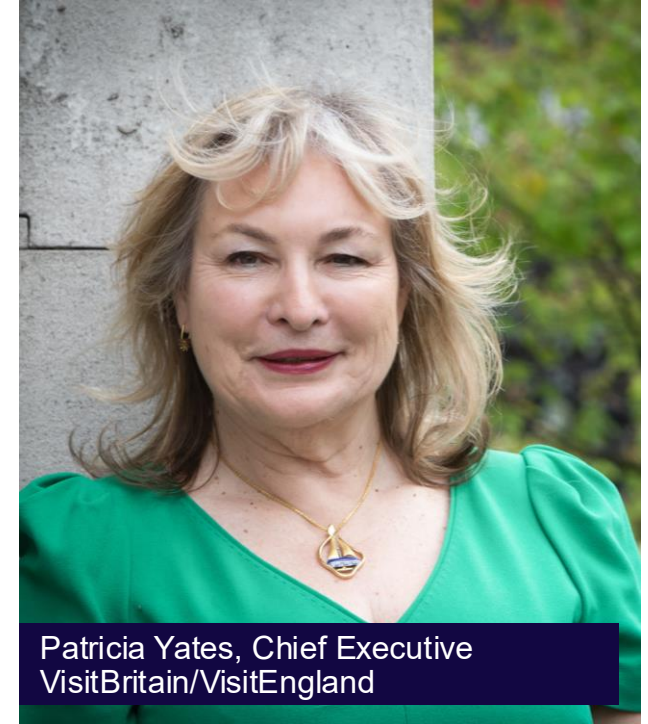
Our focus this year marks an important evolution in our approach. Across the organisation, we are working hard to ensure the benefits of tourism are felt more deeply across all regions. This aligns with the Government's ambitious target of 50 million visits to the UK by 2030, and we are determined to deliver on this through regional growth.

For VisitBritain, growing international demand remains at the heart of our work. We will continue to tell Britain's compelling brand story, driving awareness and consideration in key markets with the Starring GREAT Britain campaign. We will ensure regional British product is sold by the international travel trade. Our Business Events team will pursue high-value business wins that spread economic benefits nationwide.

VisitEngland will lead the regenerative growth of England's visitor economy working hand-in-hand with Local Visitor Economy Partnerships (LVEPs), we will enable destinations to achieve their local growth strategies and supporting the English tourism sector to thrive and compete internationally.

As One Global Team, we remain committed to being the independent voice for tourism. We will deepen our engagement with industry partners on a common agenda for growth, serve as the trusted source of tourism insights, and work closely with Government to deliver on the Minister's national tourism growth strategy.

Throughout all our work, operational excellence underpins everything we do. We will continue to drive innovation through new systems and technologies. I am immensely proud of our dedicated team who embody our organisational values of working with passion, in partnership, and at pace. Together with our stakeholders across Government and industry, I am confident we will deliver exceptional results for Britain's visitor economy in the year ahead.



Patricia Yates, Chief Executive
VisitBritain/VisitEngland

(Rachel Adams / The Times / News Licensing)

2025-26 Corporate Priorities – Summary

PURPOSE	Drive a thriving tourism industry, creating sustainable economic growth across Britain		
2030 VISION	To support the regenerative growth of the tourism industry across the nations and regions, enriching the visitor experience, local communities and the UK economy.		
2025/26 CORPORATE PRIORITIES	VisitBritain: Grow International Demand		VisitEngland: Support regional growth
	Deliver regional growth to the visitor economy underpinned by regenerative principles		Lead the regenerative growth of England’s visitor economy
	Be the independent voice for tourism		
	Be the trusted partner of Government and industry to drive growth		
	Deliver operational excellence		
	Drive innovation and support the organisation to achieve its outcomes		
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: Grow International Demand

Deliver regional growth to the visitor economy underpinned by regenerative principles		Success measures
Tell our brand story <ul style="list-style-type: none"> Continue to tell our regional brand story to drive growth to Britain's regions by embedding the Strategic Partner Framework and content framework, positioning Britain as a welcoming, dynamic, diverse destination. Reach our customer <ul style="list-style-type: none"> Evolve the Starring Great Britain campaign through engaging media activations to inspire international travel to Britain's regions. Work with commercial partners to amplify our campaign and drive more bookings to Britain's regions. Continue enhancements to our digital channels to improve user experience, accessibility and search. 		<ul style="list-style-type: none"> Awareness & consideration Commercial partnership income ROI – developing a regional metric
Ensure regional Britain is sold internationally through the travel trade. <ul style="list-style-type: none"> Continue to engage with the best prospect international trade to grow sales and programming of Britain's regions. Deliver a programme of missions and hosted buyers to generate business wins for industry and support new product adoption. Engage with international media to drive regional coverage. 		<ul style="list-style-type: none"> Travel trade leads generated and product placed in Britain's regions B2B ROI/ incremental value
Build the foundations for regenerative tourism <ul style="list-style-type: none"> Ensure market and audience mix drives regional dispersal. Develop a framework to identify internationally-ready regional destinations and product themes for future promotion pipeline. Work with destination partners to evolve our approach to regenerative tourism, generating economic, social and environmental value. Assess our regional impact to inform a potential future evaluation model. 		
VisitBritain Business Events <ul style="list-style-type: none"> Support British destinations to win and grow international business events in priority growth sectors through the Business Events Growth Programme. Deepen sector skills to support Britain's competitive position. 		<ul style="list-style-type: none"> Business wins & growth

VisitEngland: Support regional growth

Lead the regenerative growth of England's visitor economy	Success measures
Lead England's visitor economy landscape to achieve regional and local growth <ul style="list-style-type: none"> • Drive international readiness and enable the use of AI across England's Local Visitor Economy Partnership (LVEPs) through the LVEP programme • Support regional visitor economy growth objectives through amplifying the success of the pilot DDPs in the North East and West Midlands, informing any future roll-out and partnership working with Mayoral Combined Authorities 	<ul style="list-style-type: none"> • LVEP growth, internationalisation and training
Deliver best practice and priority programmes, working with LVEPs and partners <ul style="list-style-type: none"> • Provide world-leading support and guidance on accessible/inclusive and regenerative tourism. • Showcase and celebrate excellence through quality schemes, training and awards programmes, sharing learnings and reviewing future role and support. 	<ul style="list-style-type: none"> • Number trained and satisfaction • Utilisation and impact of supports
Tell England's brand story <ul style="list-style-type: none"> • Launch and embed a new England brand and proposition, with a toolkit so that England is consistently represented regionally, locally and by industry in their marketing. • Develop compelling content on visitengland.com and other owned and earned channels, to increase awareness and drive inspiration to visit England's regions. 	<ul style="list-style-type: none"> • Industry adoption and perception of brand • Social media reach and PR message take outs
England Business Events <ul style="list-style-type: none"> • Enable English destinations across the country to meet and engage with international business event audiences to win impactful business events in priority growth sectors. 	<ul style="list-style-type: none"> • RFPs outside of London • Stakeholder engagement

Be the independent voice for tourism

Be the trusted partner of Government and industry to drive growth	Success measures
Deepen engagement with industry on a common agenda for growth <ul style="list-style-type: none"> Continue to engage and win support from the tourism industry, aligning to our objectives to help the industry grow. Successfully collaborate with national destination partners to jointly deliver regenerative growth. Continue to support businesses to internationalise with market insights and sales and marketing opportunities. 	<ul style="list-style-type: none"> Tier 1 engagement
Be the single, trusted source of tourism insights <ul style="list-style-type: none"> Provide quality, timely and local tourism data and insights, to enhance internal and external decision-making and strategies for growth. Continue to make our data more accessible to users, generating deeper insights, more timely analysis and better decision-making. Begin developing a dedicated UK Tourism Data Hub that enables us, Government and SMEs to have up to date data and actionable insights to deliver regenerative growth. 	<ul style="list-style-type: none"> Viewpoint users
Be a valued partner for Government <ul style="list-style-type: none"> Support the delivery of Government's growth strategy for tourism Be a trusted advisor to Government, advising on policy development Align with Government's international soft power priorities to deliver growth with public diplomacy partners (PDPs) 	<ul style="list-style-type: none"> Delivery on tourism growth strategy. Soft Power council
Demonstrate our value <ul style="list-style-type: none"> Continue to be the expert on tourism in the media, shaping positive perceptions of the industry and what we do Consistently communicate our key corporate messages, showing our value and impact to external stakeholders and building advocates. 	<ul style="list-style-type: none"> Corporate press articles & mentions Corporate digital channels

Deliver operational excellence

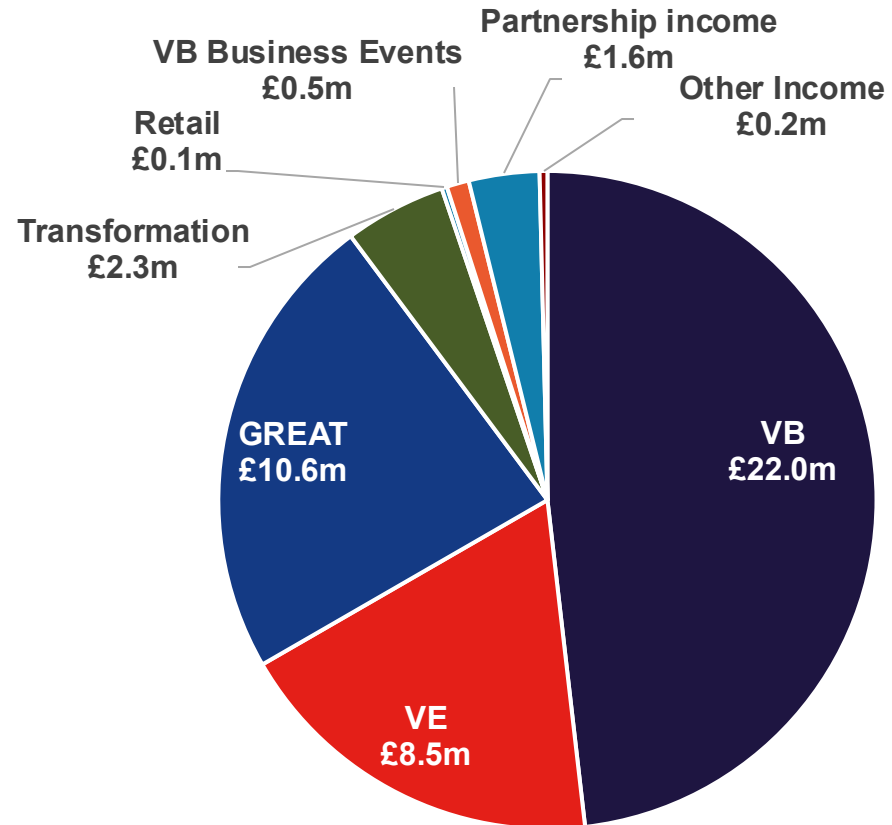
Drive innovation and support the organisation to achieve its outcomes	Success measures
The right people, in the right place at the right time <ul style="list-style-type: none">• Launch and implement new People Strategy, delivering prioritised initiatives that deliver on the strategy's vision and aims.• Continue to build staff presence in Birmingham and establish long term office presence there.• Build skills in priority areas to ensure our people have the skills required to deliver our ambitions.	<ul style="list-style-type: none">• People Strategy launch• Staff survey results• % staff within commutable distance to Birmingham
Innovation, systems & technology <ul style="list-style-type: none">• Deliver, embed and further develop back office systems, including finance and HR systems, to realise their full benefits, efficiencies and smarter ways of working.• Embed the innovation hub to test and learn new technologies and ways of working in an agile way.	<ul style="list-style-type: none">• New systems implemented and benefits realised
Compliance <ul style="list-style-type: none">• Ensuring high levels of compliance are maintained, and any new regulations/legislations are adopted as required.• Embed compliance improvements to ensure continued assurance on our effectiveness.• Roll out of revised assurance mapping.	<ul style="list-style-type: none">• Internal audit - complete recommendations

Budget 2025-26

Expenditure £45.7m

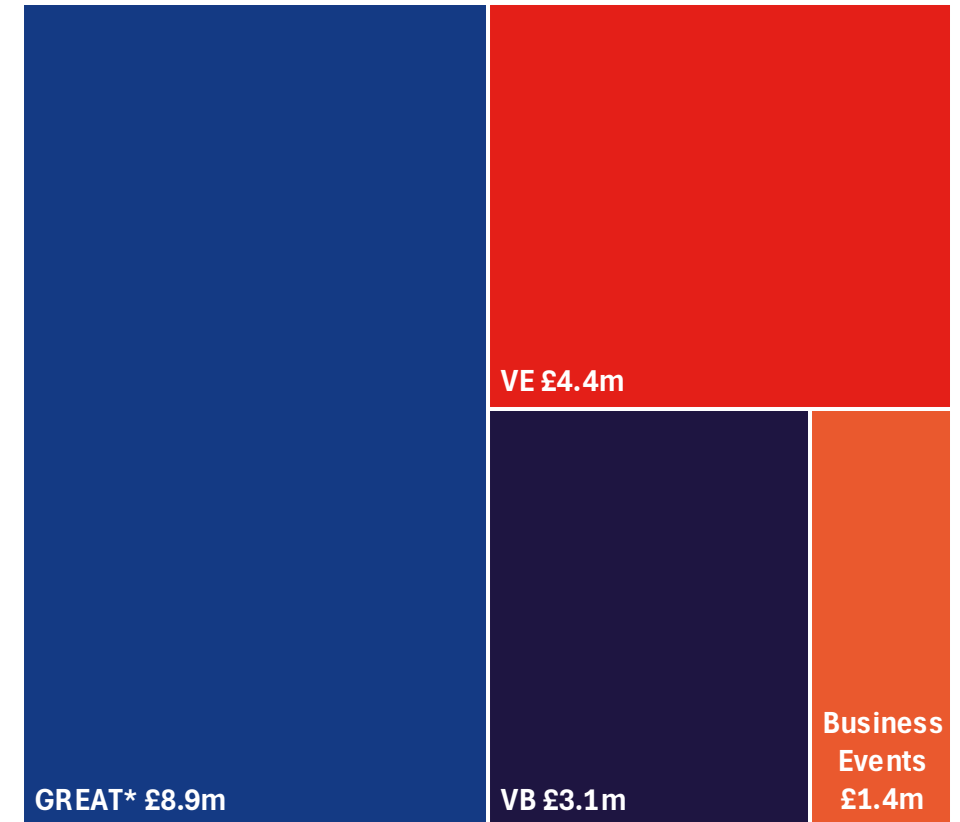


Funding Breakdown £45.7m



Expenditure notes:
2025/26 presents Irrecoverable VAT within classification of costs (split between Activity & Infrastructure)
Excludes Depreciation, funding of £2.2m provided

Activity Breakdown £17.8m



Activity notes:
GREAT-related staff costs are included in £18.5m staff costs.
GREAT irrecoverable VAT of £1.1m included in Activity

Working together

Work with us to champion the visitor economy

Find out more:

For inbound tourism



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Lochaber, Scotland (VisitBritain/Graham Niven)