



Discover England Fund

Delivery Plan

Introduction

In November 2015, the Government announced a new £40m [Discover England Fund](#). The Fund is an unprecedented opportunity for tourism in England. It will drive inbound visits and spend and support the domestic market through delivering world class, stand-out, bookable tourism products in response to market opportunities and consumer needs.

The funding will be available for three years from 2016/17 for a mixture of short term Year 1 projects and pilots and a small number of large-scale collaborative and innovative bids in Years 2/3 that join-up the product offering across geographies and themes, including innovative transport solutions such as through ticket and pricing that improve ease of access for visitors – a priority in the Government’s 5 Point Plan. Then two opportunities to bid to the Fund are outlined as follows:

- **Round One:** Year 1 small scale projects and pilots (launched in May) to be delivered by the end of March 2017
- **Round Two:** A series of world-class itineraries that deliver a step change in the tourism product in England and demonstrate collaborative working across large geographies and/or themes (launched July). These will be limited in number and delivered in years 2/3

This paper sets out the key work packages identified for the successful delivery of the fund, associated activities, deliverables and timelines. It will evolve in the coming weeks and months as the governance arrangements are confirmed and established, as discussions take place with DCMS and Fund activity starts to take shape and be delivered.

Delivery of the Discover England Fund

The England Director will be the overall sponsor for the Fund, supported by the Head of England Action Plan who will have oversight and responsibility for delivery working across relevant teams. Owners (Directors) and Leads (Heads of) have been allocated across the eleven Fund work packages. Progress and delivery will be monitored by an internal Project Board (key Directors) and an operational meeting of the Leads.

Work Packages	
1	Governance
2	Programme Management
3	Fund Strategy, Design and Principles
4	Application Process, Bid Development and Support
5	Year 1 Activity
6	Industry and Political Engagement and Communications
7	Product Development
8	Marketing
9	Technology
10	Research and Insight
11	Evaluation

The headline activities, deliverables and timelines for each of these are outlined overleaf.

1. Governance

The Governance and model for the Fund needs to be robust and draw in the relevant external and internal expertise to make effective and speedy decisions on successful projects.

Activity	Deliverable	Timeline
Governance	- Programme Board model agreed and populated	April 2016
	- Programme Board TOR established	May 2016
	- Meeting schedule agreed and implemented – first meeting June 2016	May 2016 onwards
Government Input and Liaison	- A mechanism for regular discussion and input from DCMS set up and implemented	Mar 2016 - ongoing

2. Programme Management

Programme management arrangements need to be developed to ensure the Fund is developed and delivered robustly; that the relevant skills and capabilities required internally are being fully utilised; that risks are being identified and reviewed, spend and progress monitored and reported.

Activity	Deliverable	Timeline
Fund Management	- Internal Project team arrangements established	Apr 2016
	- Project Delivery Document and timeline developed	Apr 2016
	- Definition of VE/VB role	Apr 2016
Capabilities Review	- Capabilities required to deliver the Fund reviewed, gaps identified and a strategy developed for addressing these	Mar – Jun 2016
Government Input and Liaison	- A mechanism for regular discussion and input from DCMS set up and implemented	Mar 2016 – Apr 2016
Monitoring and Reporting	- Reporting system and schedule to be determined, involving Project Team, Programme Board, VE Board and BTA Boards – and dovetailing with DCMS mechanisms and requirements	May 2016
Risk Management	- Risks identified for the overall Fund and working with bidders on project risks.	Jun 2016 – Mar 2017
	- Risk registers developed, updated and monitored linked to the above reporting schedule.	As above

3. Fund Strategy, Design and Principles

A clear strategy and principles for the Fund, based on robust evidence and research, must be established as a priority to ensure robust criteria can be developed and that the Fund is delivering for Government and for England. This will also ensure the highest quality bids that solve problems and address market gaps and opportunities come forward.

Activity	Deliverable	Timeline
Criteria	- VE/VB strategy for the Fund and what it should achieve	Feb – Apr 2016
	- Capture learning from other Funds	Feb – May 2016
	- Terminology clarified and a glossary of terms developed	Feb – Jul 2016
	- Identification of success measures	Feb – Jul 2016
Guidance	- Fund guidance documents created and published for both Rounds (to cover submission content, partnership requirements, state aid, evaluation and monitoring, criteria and evidence base)	May – Jul 2016
Alignment with other National Funding Streams	- Meetings set up to discuss other public sector funding streams and opportunities for alignment identified	Mar – Apr 2016

4. Application Process, Bid Development and Support

VisitEngland will establish a process for attracting, developing and supporting the successful delivery of bids to the Discover England Fund. This will be a twin-track process to ensure quick wins and pilots are established and in delivery in Year 1 – and that 3-4 strong bids are identified and delivered in Years 2 and 3.

Activity	Deliverable	Timeline
Application Process	- Timetable developed and published	Apr 2016
	- Year 1 application form/process developed	Apr – May 2016
	- EOIs application form/process developed	May - Jul 2016
	- Full Bid application form/process developed	May – Jul 2017
Launch and Announcements	- Year 1 projects announced (rolling monthly schedule)	June - Sept 2016
	- Year 2/3 shortlist announced	Nov 2016
	- Announcement of successful bids	Mar 2017
Bid Development & Support	- VE support for bidders scoped and developed – Year 1, plus Years 2 & 3	Apr – Jul 2017
	- VE support activities implemented	Jun 2016 onwards
Project Delivery	- Year 1 projects and pilots in delivery	Jun 2016 – Mar 2017
	- Years 2 and 3 projects in delivery	Apr 2017 – Mar 2019

5. Year 1 Activity

Year 1 of the Fund will require a different approach to ensure that projects and pilots come forward that can move quickly from development into delivery. This will also deliver testing and evaluation of new approaches to product development. A number of these activities are captured across the other workstreams but the headlines are repeated here to emphasise the need for a specific plan delivery plan for Year 1.

Activity	Deliverable	Timeline
Year 1 Application Process and Support	- Year 1 criteria developed	Apr 2016
	- Application Process and support mechanisms established for Year 1	Apr 2016
Research and Insights	- Specific research commissioned and delivered to support Year 1 projects and pilots	Jun 2016 – Mar 2017
Product Development	- Testing approaches to product development (once scope clearly established) e.g. aggregation, distribution, bookable, pricing, passes, through ticketing, interests and activities etc.	Jun 2016 – Mar 2017
Evaluation	- Framework developed for Year 1 projects	Jun – Sep 2016
	- Year 1 evaluation report	Sep – Dec 2017

6. Industry and Political Engagement and Communications

A number of activities are already in train to engage industry and communicate on the purpose of the Fund, its objectives, criteria and how it can be accessed. These will be built upon in the coming months and a future plan to support the Fund developed.

Activity	Deliverable	Timeline
Regional Engagement Sessions	- 6 regional sessions delivered across the country	Feb-Mar 2016
Web presence	- Fund web page developed and regularly updated with news and information, including Q&A	Feb 2016 - ongoing
Industry Feedback	- Survey produced to capture industry feedback	Feb 2016
	- Feedback report produced from engagement sessions and survey responses	Mar 2016
Stakeholder Communication & Engagement	- Communication and engagement plans developed to incorporate launch	Apr – Jun 2016
	- Implement activities based on above	Ongoing

7. Product Development

The Fund is aimed at delivering world-class bookable tourism product that meets the needs of international visitors, but also benefits the domestic consumer. To achieve this goal product development must be clearly defined from the outset. There is a strong role for both VisitEngland and VisitBritain in developing expertise and platforms to support delivery of future product development and in taking viable products resulting from the Fund to market.

Activity	Deliverable	Timeline
Product Development (Definition/scope)	<ul style="list-style-type: none"> Product development scope clearly established and fed into fund design - to include aggregation, distribution, bookable, pricing, passes, through ticketing, interests and activities etc. 	Apr – Jun 2016
Commercial Partnerships	<ul style="list-style-type: none"> Identifying and developing appropriate commercial partners (particularly for Year 1) 	Jun – Dec 2016
Distribution Channels	<ul style="list-style-type: none"> Identify appropriate channels/partners to distribute product 	Jun – Dec 2016

8. Marketing

The Fund is aimed at delivering world-class bookable tourism product that meets the needs of international visitors, but also benefits the domestic consumer. To achieve this goal marketing the products developed through the Fund is crucial and seeking opportunities to link with VE/VB campaigns and PR plans.

Activity	Deliverable	Timeline
Product Marketing	<ul style="list-style-type: none"> Short and long term product launches to support Fund outputs (Year 1) 	Jul 2016 – Mar 2017
Existing VE/VB Marketing & PR activities	<ul style="list-style-type: none"> Seek opportunities to incorporate Year 1 outputs into existing campaigns and activities 	Sep 2016 – Mar 2017

9. Technology

A key opportunity to ensure world-class bookable tourism product is meeting the needs of international visitors and reaching them in the right way at the right time is technology. The Fund, particularly in Years 2/3 will be encouraging digital solutions to improve the access of the international consumer to regional tourism product. This will overlap with the work on product development but has been pulled out separately to emphasise its importance the role of the BTA in facilitating and enabling this.

Activity	Deliverable	Timeline
Digital solutions	<ul style="list-style-type: none"> Scoping and exploring what's out there in terms of technology/innovation 	Jun – Sep 2016
	<ul style="list-style-type: none"> Working with new technology suppliers on solutions (as part of year 1 bids) 	Jun 2016 onwards

10. Research and Insights

England Research and Insights will play a vital role in supporting the development of the Discover England Fund. In year 1 a robust evidence base to support fund and bid development will be developed and communicated, with additional research to support specific bids commissioned for Years 2 and 3.

Activity	Deliverable	Timeline
Research Plan	- Analysis current VE/VB knowledge base, gaps identified	Apr – Jul 2016
	- Research plan developed and published	Apr – May 2016
	- Additional research commissioned	May – Mar 2017
	- Analysis of existing research published alongside guidance to inform Years 2/3 bids	Jul 2016
Research to support specific bids	- Specific research needs of bids (years 1-3) identified and research commissioned	Jun 2016 – Mar 2017

11. Evaluation

Evaluating the success of the Discover England Fund will be a crucial requirement. This will include evaluation of Year 1 projects and longer term projects in years 2 and 3. In years 2 and 3 outcomes are expected to be longer term, while it will be important to consider financial and RoI impacts, outcome metrics are likely to be different than for a traditional marketing campaign. Evaluation frameworks and methodologies will be developed and implemented in collaboration between VE/BTA and the successful projects.

Activity	Deliverable	Timeline
Evaluation Framework	- Evaluation scoped and tendered	May - Jun 2016
	- Framework developed for Year 1 / Years 2 /3 projects	Jul 2016– Mar 2017
Evaluation and Reporting	- Year 1 evaluation report	Sept - Dec 2017
	- Interim quarterly reports for Years 2 and 3	Apr 2017 – Mar 2019
	- Final Fund report / completion	Dec 2019

Further information

For more about the fund visit DiscoverEnglandFund.org. Please direct all queries to DiscoverEnglandFund@visitengland.org.