



VisitEngland 

Corporate Strategy

2011 – 2015

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Foreword

by Penelope, Viscountess Cobham
Chairman of VisitEngland



Since April 2009 VisitEngland has made huge strides to establish itself as the lead body for tourism in England where the sector injects £97 billion into the economy.

In partnership with the industry, we launched a ten year National Strategic Framework in March 2010. VisitEngland is led by a strong, experienced and respected Board, reflective of the diverse visitor economy of England.

As Chairman of VisitEngland I am clear about our priorities for the next four years. They are:

To drive forward the implementation of the Strategic Framework for Tourism

To lead the first All England Marketing Strategy in over ten years

To establish VisitEngland as the primary source of expertise on English tourism

To develop the organisation as an exemplar, a modern tourist board able to support itself and the emergence of a new network of Destination Management Organisations in England

To help deliver Government's aspiration for the sector as laid out in the new Tourism Policy

The Board will recognise that the executive should receive expert and skillful support to enable them to deliver our priorities, in addition to empowering them to help the Government achieve its own ambitious tourism targets. The organisation needs to be fit for purpose and well-motivated.

The global and national events of the past two years have been challenging for both the industry and VisitEngland. Despite these uncertain times and the changes in consumer behaviour, industry needs and public sector delivery, we all must focus on the delivery of our collectively agreed Strategic Framework.

We will capitalise on the London 2012 Olympic and Paralympic Games, the Queen's Diamond Jubilee, the Cultural Olympiad, the decade of Sport as well as the recently increased enthusiasm by UK residents to take holidays in England.

VisitEngland's Corporate Strategy

This is VisitEngland's first Corporate Strategy. It sets out the direction and strategic goals of the organisation for the next four years, outlining how it will contribute to the growth of tourism, the Government's Policy aspirations and the targets of the Strategic Framework for Tourism in England 2010 - 2020.

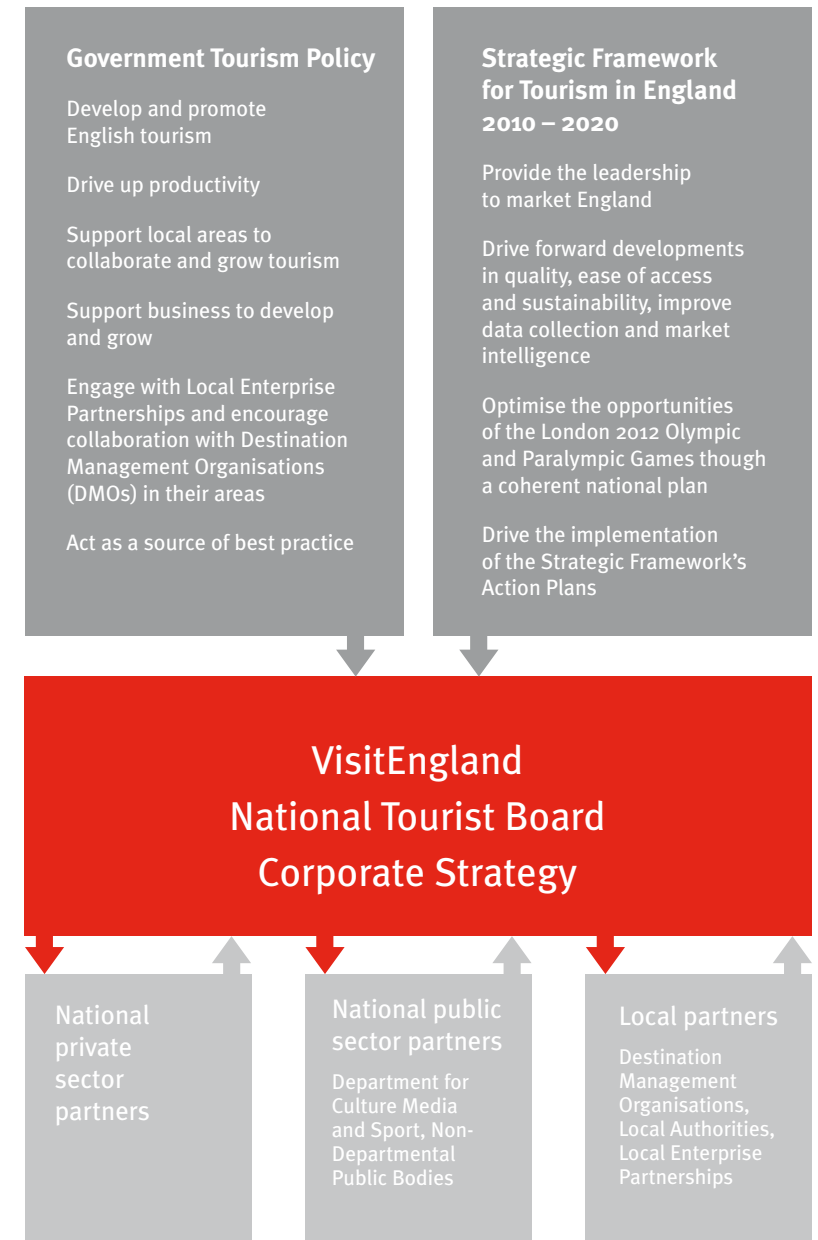
VisitEngland was created in April 2009. It is the National Tourist Board for England, the lead body for tourism in England, trusted advisor to Government and champion of the tourism industry across the country.

This four year plan sets the context for VisitEngland's annual business plan, which outlines the detailed activities and annual targets of the organisation.

VisitEngland's operating environment

As a Non-Departmental Public Body sponsored by the Department for Culture Media and Sport, VisitEngland is influenced by the Department's and wider governmental priorities. It is also guided by the industry itself, with the Strategic Framework clearly outlining industry's expectations of its National Tourist Board.

The Board of VisitEngland is responsible for setting and overseeing the Strategic Framework for Tourism in England which has as its ambition a 5% growth per annum over the next 10 years.



To lead and drive forward the quality, competitiveness and sustainable growth of England's visitor economy by providing **strategic direction, intelligence and coordinated marketing** for the sector.

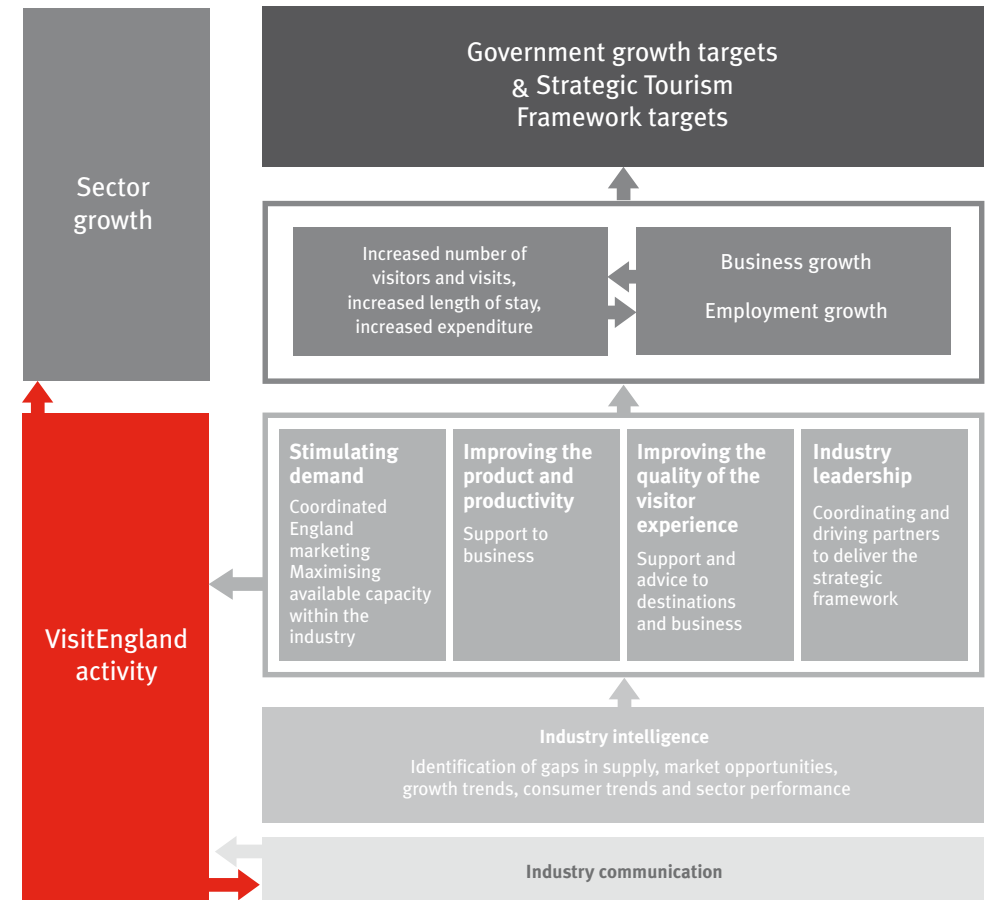
Through partnership and collaborative activities we will support our partners at national and local levels to deliver excellent visitor experiences, achieve economic growth and increase investment and employment.



Surfer and camper van on the beach, Polzeath, Cornwall

How VisitEngland contributes to growing the value of the visitor economy

Tourism is a valuable contributor to the economy, employment and quality of life in England. VisitEngland, as the lead body for tourism, exists to work with industry and Government to safeguard the sector's successful and sustainable future.



The relationship between the National Tourist Boards

The National Tourist Boards of England, Scotland, Wales and Northern Ireland are each responsible for growing the value of tourism in their country and work in partnership when it is mutually beneficial to do so.

VisitEngland is responsible for developing and promoting England's tourism sector and supports VisitBritain in its role to promote Britain overseas.



VisitEngland corporate priorities

2011 – 2015

Over the next four years VisitEngland have set out a series of five priorities to achieve:

01

To drive forward the implementation of the Strategic Framework for Tourism in England and deliver the actions for which VisitEngland is responsible.

How? VisitEngland will champion the sector acting as an advocate for the tourism sector to those with influence and impact over it and who have the ability to facilitate its growth. VisitEngland will empower others to act as advocates for the sector through the provision of its expertise and intelligence.

02

To develop and implement a national brand and marketing approach for England which leverages England's best assets and encourages a range of industry partners to benefit from collaborative activities to achieve a step change in domestic holiday taking and contribute to the 5% annual growth target outlined in the Strategic Framework for Tourism in England.

How? VisitEngland will inspire visitors to choose England as a holiday destination by acting as the custodian of the England brand and by marshalling the combined efforts of the public and private sector to stimulate demand for the products, experiences and services that the private sector delivers to the consumer.

03

To establish VisitEngland as the primary source of expertise on English tourism and its visitor economy and to make this expertise and intelligence widely accessible to our partners.

How? VisitEngland will be the official source of intelligence on tourism in England by providing the industry, the public sector and Government with robust intelligence and insights on tourism and the visitor economy to facilitate growth, understanding and investment.

04

To develop VisitEngland as a modern, forward looking lead body by operating to a business model that provides England's tourism sector with a more robust and sustainable national tourism organisation for the longer term and which is effectively engaged with a wider range of partners at the national and local level, whilst reducing its overheads in accordance with its Funding Agreement with DCMS.

How? VisitEngland will support local areas in growing their economies through tourism by facilitating local partnerships to achieve greater coordination; providing expertise and best practice examples and supporting them to build their own capacity. VisitEngland will also work with local partners to ensure that their businesses have routes to market and support, if they find themselves without a dedicated Destination Management Organisation. **VisitEngland will support the private sector** in identifying gaps in supply and other market opportunities.

05

To support Government to achieve its policy aspirations.

How? VisitEngland will be a trusted advisor to Government by providing insight and comment on key drivers of and impediments to the growth of the sector in order to assist both the sector and Government in policy development and implementation.

VisitEngland's delivery principles

VisitEngland aims to be an exemplar modern National Tourist Board. It will use its resources efficiently and effectively, adapting the way it delivers to meet its resource availability. This will involve reducing and withdrawing its activity in some areas while encouraging other organisations, particularly within the private sector, to fill the gap. As an organisation VisitEngland will:

Inspire

Inspire its partners. An organisation is only as good as the people within it. VisitEngland is tasked to deliver objectives in a complex and changing environment, increasing its engagement with a larger number of partners than previously, whilst reducing its costs. Motivating, supporting and developing its people to be effective, professional and enthusiastic ambassadors for the industry will be central to its success and ensure that its partners willingly engage with it and new partners seek it out.

Engage

Engage with industry by working more closely with existing and potential partners at the national, sub-national and local level to achieve more impact, improve collaboration within the DCMS family of cultural agencies and actively seek new collaborations with a greater range of stakeholders outside the immediate tourism industry who can positively influence the growth of the visitor economy.

Connect

Connect across different geographic areas that have different needs and businesses that have differing goals. VisitEngland will tailor its expertise to best support its partners sharing best practice or issuing guidance that is relevant to these varied audiences.

Lead by example

Lead by example on sustainable growth by delivering its activity in alignment with the Strategic Framework's ambition to achieve wise growth which means managing the organisation's resources in a responsible manner in both internal operations and external activities.

Add value

Add value by delivering activities that support its partners. Tourism in England is delivered by thousands of individual organisations and businesses over which VisitEngland has no legislative control. VisitEngland will ensure its activities work to deliver a shared agenda whether that be by influencing the activity carried out by others; providing coordination for differing sectors within the industry or in delivering activities directly. A priority for VisitEngland will be to continuously assess the role its activities perform and the impact they deliver.

inspire
engage
connect

Partnerships in practice

VisitEngland is accessible to its stakeholders and partners on a daily basis. It is based in London but it is not London-centric. The nature of its work means that its staff frequently travel around the country meeting with partners and businesses.

Angel of the North, Gateshead

VisitEngland is a small organisation and its resources must be used effectively therefore in the first year of this strategy it will establish:

A Strategic Industry Advisory Group

To support VisitEngland's role in driving implementation of the National Strategic Framework for Tourism and related issues; review progress and blockages to delivery; identify solutions and advise on necessary changes and amendments required in implementing the framework and its action plans.

A Visitor Economy Forum

A platform for debate on issues affecting the industry and an opportunity to share best practice. This will be the mechanism for VisitEngland to communicate efficiently face to face with a wide range of industry stakeholders and for stakeholders to communicate and network with each other. Agendas will include latest collaboration between industry and partners reporting on strategy implementation progress, thereby providing a platform for partners to showcase how they are implementing action individually or collectively.

A Destination Management Forum

To bring together Destination Management Organisations with common strategic goals and organisational challenges in order to enable productive, collective engagement with each other and with the lead tourism body, VisitEngland, around a joint agenda of national and local tourism business.

In addition to these face to face opportunities VisitEngland will use its communications tools, corporate website and e-newsletters to regularly communicate with partners and encourage them to cascade messages to their stakeholders and partners in turn.

VisitEngland measuring success

The performance of VisitEngland is measured in different ways:

01

The direct outcomes of the activities it undertakes

Corporately VisitEngland will measure:

- How successfully it delivers collaborative marketing activity for England and how effective it is at stimulating visits and contributing to the 5% growth target

02

The contribution those activities make to the Government's targets

- How much progress the sector makes in implementing the Strategic Framework for Tourism, and gauge this as a measure of VisitEngland's effectiveness, with the resources it has available, in providing both leadership, direction and ability to influence

03

The contribution those activities make to the Strategic Framework targets and ultimately the success of the tourism industry

- The progress VisitEngland makes in delivering the actions that it is responsible for in the Strategic Framework
- The satisfaction level of partners with VisitEngland's activities, engagement and communication

Development work is underway, particularly around marketing return on investment and its relationship to an England brand tracker which will enable VisitEngland to measure against a clear indicator.

Government Tourism Policy targets

- Achieve a sustained step change from the London 2012 Olympic and Paralympic Games so tourism operates at a new consistently higher level of performance after 2012
- Increase the proportion of UK residents who holiday in the UK to match those who holiday abroad each year.
- On longer stays (4 nights or more) this means 29% of travellers holidaying in Britain (creating 4.5 million extra domestic trips each year, £1.3 bn more spend and 26,000 new jobs)
- Replicate this scale of improvement for shorter stays to create a further £750m of spend and 11,000 new jobs.
- Be one of the top 5 most competitive visitor economies in the world, and staying there consistently in the future.

Strategic Framework targets – 2020

- 5% annual tourism growth
- Additional £50 bn of tourism expenditure
- 225,000 new jobs created

VisitEngland corporate performance

- Impact of VisitEngland's marketing campaigns in increasing the awareness of England and its destinations
- Partner perceptions and satisfaction levels of the effectiveness of VisitEngland
- Number and range of partners using VisitEngland's research resource
- Number and range of partners working within the All England Marketing Strategy
- Number and range of partners delivering actions in the Strategic Framework Action Plans
- The progress of the Strategic Framework priorities and the underpinning Action Plans

Looking to the future...

VisitEngland building for the long term

This Strategy covers the period 2011 – 2015. In this period VisitEngland will put in place the building blocks for its longer term future beyond 2015. Planning for beyond this spending period is already underway. The challenge for the organisation is to ensure that the everyday pressures it faces do not distract it from monitoring trends and opportunities and adapting its approach to maximise these for the benefit of English tourism.

VisitEngland's funding

The budget for the organisation shows a real term decrease in its grant in aid. VisitEngland will meet this challenge by further reducing overheads and adapting the way it delivers services. The current global financial position means it should expect financial pressures to continue from its public funders.

VisitEngland recognises that it has a constant duty to improve the services it delivers to the greatest benefit to businesses/tax payers. Therefore it will explore opportunities to become less dependent on public sector sources of funding by assessing which of the activities it undertakes could be operated differently, in partnership with the private sector, or offering paid for services that are appropriate to the national tourism body and within state aid rules.

VisitEngland's Corporate Strategy: monitoring and reviewing

The Corporate Strategy guides VisitEngland's direction and reflects the current operating environment. Therefore it will be reviewed annually to ensure it remains robust and fit for purpose.



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