

FUNDING AGREEMENT

Between

The Department for Culture, Media and Sport
and VisitBritain

2005 / 06 – 2007 / 08



CONTENTS

1.	SCOPE OF AGREEMENT	3
2.	HEADLINE ACHIEVEMENTS.....	3
3.	DEPARTMENTAL OBJECTIVES FOR VISITBRITAIN	3
	DCMS and the Visitor Economy.....	4
	VisitBritain's Statutory Functions and Corporate Plan Objectives	4
4.	VISITBRITAIN AND PUBLIC VALUE.....	5
	Improving Britain's Image Abroad	6
	Improving Access for British Citizens to a Better Visitor Product	7
5.	GROWING THE VISITOR ECONOMY - TARGETS	8
6.	IMPROVING BRITAIN'S IMAGE ABROAD - TARGETS	11
7.	IMPROVING ACCESS FOR BRITISH CITIZENS TO A BETTER VISITOR PRODUCT - TARGETS.....	12
	Efficiency.....	13
8.	FUNDING AND OTHER SUPPORT.....	14
9.	MONITORING	14
	Ministerial and Official Arrangements.....	14
	Comprehensive Spending Review (CSR)	14
10.	DELIVERY OF THE AGREEMENT.....	15
11.	METHODOLOGY OF TARGETS.....	15
12.	SIGNATURES.....	16

1. SCOPE OF AGREEMENT

This Agreement covers the three years from 2005/06 to 2007/08. However, both DCMS and VisitBritain are satisfied that the previous Agreement covers 2005/06 adequately. This Agreement therefore takes effect from 01 April 2006.

2. HEADLINE ACHIEVEMENTS

VisitBritain will:

- Lead the world to Britain, and grow the value of the English visitor economy
- Work with DCMS and the tourism industry *towards agreed strategic growth objectives*, and significantly improve the industry's levels of productivity by 2008
- Work to reap the maximum possible benefit for Britain's visitor economy from the 2012 London Games.

3. DEPARTMENTAL OBJECTIVES FOR VISITBRITAIN

DCMS grant-in-aid for VisitBritain funds work towards:

- the Department's PSA target to improve the productivity of the tourism, creative and leisure industries by 2008
- the joint DCMS/industry strategic policy aim to increase the turnover of the visitor economy sector to at least £100 billion by 2010 (*this target is likely to be reviewed/reconsidered in the context of the Tourism 2012 Strategy*).

These Departmental objectives take forward three wider public value aims:

- **Growing the Visitor Economy:** taken together, travel, hospitality and attractions form Britain's fifth-largest industry, directly employing over 1.4 million people. Growth brings increased employment opportunities and wider economic benefits, often in areas which would otherwise be deprived.
- **Improving Britain's Image Abroad:** using marketing campaigns and press and PR activity, in supporting Britain's diverse range of visitor product and services, increasingly with an online focus.
- **Improving Access for British Citizens to a Better Visitor Product:** especially to the cultural and educational experiences which form an important part of the 43.9 million trips taken by domestic visitors to England, generating nearly £10 billion in economic benefits in 2004.

These public value aims are not mutually exclusive. The majority of VisitBritain's work in any of the three individual areas will create benefits in the other two. However, they form a useful structure under which the agreed targets are organised in this Agreement.

DCMS and the Visitor Economy

The DCMS Five Year Plan, published in March 2005, includes commitments to:

- build the foundations of the visitor economy sector, though the programme of structural reform initiated by DCMS in 2002
- support the industry through work with the Regional Development Agencies, through engagement with the sector through the Tourism Alliance, and through reform of VisitBritain's international marketing operations
- improve consumer information and firms' routes to market and to encourage increased investment, innovation and entrepreneurship
- increase demand by making it more attractive to holiday in Britain, through the creation of excellent and sustainable visitor experiences
- improve the links of the visitor economy with other sectors including the arts and galleries
- improve the quality of the tourism product, including workforce skills
- revolutionise the provision of consumer information.

VisitBritain is responsible for progress in many – though not all – of these areas, in accordance with its statutory functions.

VisitBritain's Statutory Functions and Corporate Plan Objectives

The functions, duties and powers of VisitBritain (legally, the British Tourist Authority) are set out in the Development of Tourism Act 1969. The Act defines VisitBritain's functions as:

- encouraging overseas visitors to come to Britain
- encouraging people who live in Britain to take their holidays in Britain
- promoting the provision and improvement of tourist amenities and facilities in Britain
- advising Ministers and public bodies on tourism matters in Britain.

In marketing England within Britain, VisitBritain exercises the operational functions of the English Tourist Council as defined in the 1969 Act and is advised in this by the England Marketing Advisory Board (EMAB). VisitBritain is committed to encouraging the British to visit and enjoy England, in full partnership with regional and local government and the private sector.

In its 2006/07 Business Plan, VisitBritain is committed to taking forward the DCMS strategic aims for the visitor economy (as defined in the Five Year Plan) through work to:

- build the long-term brand positions of British and English tourism
- provide an attractive route to market for stakeholders
- enhance stakeholder engagement
- develop the health and vitality of the tourism offer
- improve investment in tourism
- deliver an achievement organisation
- maintain best practice in all corporate governance matters.

These objectives were designed for specific business purposes. However, they are fully in accordance with VisitBritain's statutory functions and with the public value and economic improvement aims of DCMS.

4. VISITBRITAIN AND PUBLIC VALUE

DCMS and VisitBritain are jointly committed to the public value aims set out in Section 3. The targets for 2005/06 to 2007/08 (set out at Section 5) have been agreed between DCMS and VisitBritain to address these aims, to meet the DCMS objectives in Section 3 and to take full account of VisitBritain's Business Plan objectives. The targets reflect VisitBritain's success in achieving - and in many cases surpassing - the previous Funding Agreement targets covering the organisation's first three years.

This section sets out how VisitBritain will generate public value in meeting its targets, using the evidence of its performance since its establishment by the Secretary of State in 2003. This will demonstrate the positive effects of that performance on the visitor economy, on Britain's image overseas and on the strength of the tourism product.

Growing the Visitor Economy

In 2004, DCMS, VisitBritain and their public sector and industry partners agreed the strategic aim of increasing the turnover of the British visitor economy to £100 billion by 2010 (that aim may be re-defined to reflect the importance of the 2012 London Olympic Games and Paralympic Games to the tourism sector).

Of VisitBritain's £48.4 million in grant-in-aid in 2004/05, £12.9 million was allocated to the marketing of England and £35.5 million to the marketing of Britain in 36 countries around the world. Over the last three years, that public investment has:

- generated an average annual return of £1.3 billion in overseas earnings
- attracted £15 million of funding from the private sector
- supported over 30,000 full time equivalent jobs
- generated an estimated £275 million in revenue for the Exchequer.

VisitBritain's activities have, over those three years, generated 10% of Britain's total revenue from inbound visitors. Domestically, England Marketing's activity has created additional visitor expenditure of £145.5 million. The robust evaluation programme which produced these results was approved by the National Audit Office in 2004.

In the core marketing activities which have largely generated these benefits, effective targeting has been key to the high return on investment achieved. All marketing decisions have been informed by comprehensive market research. New media technology has been adopted to reach target market segments, including 38 country/language specific website portals tailored to specific segments. Annual web traffic has increased by 42%, and £970 million in additional visitor

expenditure was generated during 2004/05. These sites have also enabled VisitBritain to build its international customer database to over five million contacts.

In-depth international market analysis has also contributed significantly. Of 28 emerging markets analysed in 2003, four were chosen as key marketing areas - China, Russia, South Korea and Poland. The first year analysis of returns from these markets has been extremely encouraging and has led VisitBritain into a further six new markets – the Czech Republic, Hungary, Greece, Malaysia, Thailand and Mexico. In these new markets, VisitBritain has worked closely with the Foreign and Commonwealth Office and the British Council, to take advantage of already-existing infrastructure and relationships to minimise costs.

As all of the Funding Agreement targets demonstrate, VisitBritain will continue to develop its key marketing tools over 2005/06 to 2007/08 for Britain and England. VisitBritain will continue to working with DCMS and London 2012 to develop the *Tourism 2012 Strategy* to ensure that the British visitor economy fully exploits the opportunities presented by the 2012 Olympic and Paralympic Games. VisitBritain's involvement in the process of preparing for 2012 is set out in Target 7.

In terms of England Marketing, www.visitEngland.com (now www.enjoyEngland.com) has attracted over one million visitors in 2004/05 and is rapidly developing itself as the definitive guide for English holidays. Also, England marketing has taken-on an international remit by marketing itself directly to France, Germany, Ireland and the Netherlands under the agency model, alongside strategic partners.

Improving Britain's Image Abroad

VisitBritain's work in international markets has contributed significantly to positive overseas perceptions of Britain. Extensive research was undertaken in eight key territories to develop effective *Britain* brands (*Heart*, *Depth* and *Vitality*) which have been used in VisitBritain's marketing since 2004. VisitBritain continues to monitor the effectiveness of these brands in shifting perceptions of Britain; this work will continue over the period of this Agreement.

England Marketing also developed a clear and compelling brand positioning for England that complements the diverse regions and destinations that it has. Following extensive market research and consultation, England established its brand values of *Real*, *Fun* and *Indulgent*.

VisitBritain is also working to improve Britain's image overseas and has taken an active role in the Foreign and Commonwealth Office-led Public Diplomacy Strategy Board. VisitBritain fully shares the Board's aim to improve the cohesion, impact and effectiveness of British public diplomacy, with the aim of ensuring that Britain is increasingly seen as modern, diverse, creative, lively, inclusive and welcoming.

Improving Access for British Citizens to a Better Visitor Product

VisitBritain's non-marketing activities are designed to help improve the visitor economy product, both for domestic and inbound visitors. This forms a major element in work towards the DCMS PSA target to improve industry productivity by 2008 – particularly in product quality, e-marketing, and business data.

In product quality, VisitBritain played a key role in facilitating the implementation of common standards for accommodation grading. VisitBritain, VisitScotland, the Wales Tourist Board, and the AA now have common quality standards. In e-marketing, the development of the EnglandNet platform is providing a single portal through which customers are able to access, compare and book a vast number of England's visitor products and services. This project has provided many SMEs with marketing support that they could not have otherwise afforded. Over the period of this Agreement, the Quality and EnglandNet workstrands will significantly improve the scope and standards of information available to consumers. The provision of industry data has been greatly improved by the VisitBritain's introduction of the reformed UK Tourism Survey in May 2005 and work with the Regional Development Agencies and others including the Devolved Administrations to improve tourism's statistical resources over the next three years.

VisitBritain is also actively working to improve accessibility and has developed a scheme to help people with disabilities to make informed holiday choices. Developed in consultation with accommodation providers, disability groups and the National Tourist Boards, the scheme provides a set of *Accessible Standards* against which establishments are assessed. VisitBritain is also part of OSSATE, a two-year European Commission funded scheme to provide better information on accessibility of products.

VisitBritain will also contribute to a better tourism product through its industry leadership role. The effectiveness of this role has been demonstrated at times of crisis. The *Only in Britain, Only in 2002* campaign, which followed the outbreak of Foot and Mouth disease and the 11 September attacks, was the largest public/private partnership campaign of its type ever launched in Britain, combining £20 million in Government funds with £23 million from over 30 industry partners. Within six months, the campaign had brought additional revenue of £518 million into Britain. It was later cited by the World Tourism Organisation as a model for crisis recovery. More recently, VisitBritain took a leading and highly effective role through the Tourism Emergency Response Group (TIER) in co-ordinating the industry's response to the London bombings in July 2005. VisitBritain will continue to shape the tourism sector's crisis management and contingency planning activities, as TIER co-ordinates the preparations for a possible avian flu outbreak.

5. GROWING THE VISITOR ECONOMY - TARGETS

Target 1: Additional Expenditure by Overseas Tourists Generated by VisitBritain

	Britain Intl Spend	ROI	England Intl Spend	ROI
2005/06	at least £1,065 million	at least 30:1	£15 million	15:1(see note)
2006/07	at least £1,065 million	at least 30:1	£30 million	30:1
2007/08	at least £1,065 million	at least 30:1	£30 million	30:1

DCMS and VisitBritain agree that the key measure of the effectiveness of public investment in VisitBritain's international marketing activities is Return on Investment (ROI).

Britain International Incremental Spend and ROI: In 2004/05, VisitBritain increased its evaluation programme to cover all of its overseas marketing activity, resulting in a 60% increase in the number of activities evaluated in 2003/04. This increase, together with substantial growth in online consumer contact resulted in a much higher incremental spend figure than before; 47:1. However, this year is likely to be atypical for three reasons:

- Over the coming years (in agreement with DCMS) VisitBritain will be focussing on increasing visitor numbers from its eleven growth markets. To do this, VisitBritain will need to channel funding and marketing activity away from more established and high-yielding markets to promote new and currently less lucrative markets with the potential to provide a high-yield in the medium term.
- Under the marketing strategy agreed by the Minister for Tourism and his devolved colleagues in March 2005, VisitBritain will no longer market Britain directly in the four established markets of France, Germany, Ireland and the Netherlands. In these markets, England, Wales, Scotland and London will market themselves directly.
- In November 2004, the National Audit Office published its report "VisitBritain: Bringing visitors to Britain". The report concluded, inter alia, that while there are some weaknesses in VisitBritain's approach to measurement, there is little doubt that its activities are generating high returns. The report recommends that VisitBritain should strengthen the way it measures and reports on the return on investment but that changes in methodology need to be implemented with care so that, in the interim, performance can still be reported on the same basis as that used for meeting the original target.

Consequently, the ROI target will remain as stated above pending the outcomes of the impact of the above.

England International Incremental Spend and ROI: In 2005/06, VisitBritain has dedicated funding to market England to the four established markets listed above. In this year, only six months of marketing activity will be evaluated for the £1 million spent - in effect, halving the ROI for that year. 2006/07 and 07/8 will be evaluated in their entirety, and are expected to yield the full ROI of 30:1.

Target 2: Regional and Seasonal Spread of Expenditure by Inbound Visitors Generated by VisitBritain

	Regional Spread	Seasonal Spread
2005/06	55%	36%
2006/07	54%	35%
2007/08	53%	34%

These targets measure the regional spread of visitor expenditure in Britain outside of London, and the seasonal spread outside of the main summer season, from October to March. Both targets measure the effectiveness of VisitBritain's activities in helping visitors to realise the breadth and depth of the British tourism product – and thereby strengthening regional economies across Britain through infrastructure improvement and job creation.

In this work, VisitBritain draws on its important relationships with national and local tourism providers, including:

- the nine English Regional Development Agencies (the Chair of the lead agency sits on the VisitBritain Board as an observer)
- the Devolved Administrations of Scotland and Wales. Tourism is a devolved activity, and DCMS consults the Scottish Executive and Welsh Assembly Government on VisitBritain's Funding Agreement, Accounts Directions, Management Statement, Financial Memorandum and appointments to the Board (the Chair of VisitScotland, and a representative appointed by the National Assembly for Wales, sit on VisitBritain's Board)
- VisitBritain's off-shore partners – Guernsey, Jersey, the Isle of Man and Northern Ireland (the Chair of the Northern Ireland Tourist Board also sits on VisitBritain's Board *ex-officio*).

Target 3: Incremental Spend of Inbound Visitors to Scotland and Wales

Incremental Spend

VisitBritain will, in conjunction with the Devolved Administrations, develop a robust methodology to ascertain the incremental inbound spend of visitors in Scotland and Wales, during 2006/07.

Target 4: Customer Service Standards

Contact Standard Score

2005/06	990
2006/07	990
2007/08	990

VisitBritain will assess its effectiveness with the end-users of its overseas marketing activities through customer service standards. Currently, VisitBritain has reached a level in its scoring that is above industry standards and does not believe that an increased score is realistic or necessary. It will therefore aim to maintain the high level of positive results achieved over recent years.

Target 5: Investment in VisitBritain's Activities

2005/06	£19.5m (including private sector investment in VisitBritain marketing campaigns of £4.0m)
2006/07	£21m (including private sector investment in VisitBritain marketing campaigns of £4.5m)
2007/08	£23.5m (including private sector investment in VisitBritain marketing campaigns of £5.0m)

VisitBritain works with a range of organisations in both the public and private sectors. Partnership funding from the Devolved Administrations and Regional Development Agencies/Partners is important to its activities – as is the investment it attracts from the private sector of the visitor economy. Over the period of this Agreement, VisitBritain will work to increase its funding from other organisations/sources in the sector.

**Target 6: E-Marketing – Growth in Usage of the VisitBritain Family of Websites
International Database Growth**

	Website Visits	Number in International Database
2005/06	10.5 million	5.5 million
2006/07	14.5 million	6.5 million
2007/08	18.0 million	7.0 million

VisitBritain's award-winning family of websites and associated e-marketing activities are vital for the success of its overseas marketing activities, and are important contributors to the improvement of Britain's image abroad. VisitBritain aims to increase the volume of its web-traffic in established markets and to build new language websites in growth markets. It also aims to increase the size of its international customer database, and to continue to produce online marketing campaigns for a greater number of carefully selected segments of the visitor market.

6. IMPROVING BRITAIN'S IMAGE ABROAD - TARGETS

Target 7: Projection of Britain's Image as a Tourist Destination Abroad

	Average Annual Score of all Evaluated Articles
2005/06	3.9 out of 5.0
2006/07	4.0 out of 5.0
2007/08	4.0 out of 5.0

VisitBritain's marketing and PR activities are an essential part of improving Britain's image abroad, particularly now that London will be hosting the 2012 Olympic and Paralympic Games. VisitBritain and DCMS are working to ensure that the interests of the visitor economy are at the fore of cross-Government work to prepare for the Games and to create a lasting legacy for the visitor economy. As part of this, VisitBritain is represented on the *2012 Nations and Regions Group* and is working with DCMS to ensure that the tourism sector is adequately represented on other fora such as the *Tourism 2012* group.

VisitBritain will work with DCMS to produce a comprehensive *Tourism 2012 Strategy* by the end of 2006, which will involve large-scale consultation with the entire British visitor economy, starting in the spring of 2006.

VisitBritain will also continue wider work to improve the image of the Britain as a tourist destination in overseas media outside of the Games context.

7. IMPROVING ACCESS FOR BRITISH CITIZENS TO A BETTER VISITOR PRODUCT - TARGETS

The final three targets measure the public value effectiveness of VisitBritain's work towards improving the tourism experience for British visitors to England – particularly in product quality and consumer information.

VisitBritain leads the visitor economy sector in these areas through its work on the quality agenda, by increasing the recognition of the enjoyEngland brand, and by placing online activity at the heart of everything it does through EnglandNet and other web-based marketing work.

Target 8: Additional Expenditure by Domestic Visitors Generated by VisitBritain

	Incremental Spend	Short-term ROI
2005/06	£160.8 million	12:1
2006/07	£187.2 million	13:1
2007/08	£201.6 million	14:1

DCMS and VisitBritain agree that the key measure of the effectiveness of public investment in VisitBritain's England domestic marketing activities is its ROI.

England International marketing ROI and incremental spend is covered in Target 1 on page 9 of this document.

Target 9: Product Quality

Accommodation Providers' Membership of VisitBritain's Quality Scheme	
2005/06	47%
2006/07	54%
2007/08	60%

VisitBritain is leading efforts to drive-up the quality of the visitor economy product through greatly improved and standardised accommodation quality schemes across Britain.

In 2005/06, the Wales Tourist Board, VisitScotland and the AA agreed to promote common standards for guest accommodation across Britain. This will mean consumers will have a clearer understanding of what the standard star ratings mean. It will also make it easier for Tourist Boards and the industry to promote serviced accommodation at home and abroad.

DCMS and VisitBritain agree that the above increases in the membership of VisitBritain's own quality scheme are a valid indicator of wider progress on the quality agenda.

Target 10: EnglandNet

	Outlets(i)	Number Bookable Online(ii)	Partners Signed-Up for Polling (iii)
2005/06	25,000	700	5%
2006/07	27,500	7,000	33%
2007/08	30,250	12,000	50%

From its first live booking in late 2005, the EnglandNet system aims to revolutionise the quality and scope of information available to the consumer on accommodation and visitor products. VisitBritain's work on EnglandNet is taken forward in full partnership with EMAB and the RDAs.

This target aims to increase the number of businesses directly or indirectly included in the EnglandNet system, the number of those businesses that take bookings online and commercial partners signed-up for polling (in the National Owners and Marketing Group).

The importance of this work to DCMS is reflected in the additional funding of £2 million made available to VisitBritain for the development of EnglandNet over the period of this Agreement.

- (i) Number of individual discrete products which are visited and/or consumed by tourists (e.g. hotels, attractions, etc).
- (ii) Number of outlets bookable online through EnglandNet
- (iii) % of online – bookable product on platform as a proportion of all UK online – bookable product.

Efficiency

In line with its corporate aims to deliver an achievement organisation and to maintain best practice in all corporate governance matters, VisitBritain will ensure that efficiency gains are recycled into frontline activity. VisitBritain has reported to the Department for Culture Media and Sport on the efficiencies it has achieved and will continue to keep the Department apprised of its future planned savings as appropriate.

8. FUNDING AND OTHER SUPPORT

Grant-in-Aid in £ millions

	Resource	Capital	Total	Aggregate Non-Cash	Total Grant-in-Aid
2005/06	49.051	0.3	49.351	0.451	48.9
2006/07	50.051	0.3	50.351	0.451	49.9
2007/08	50.051	0.3	50.351	0.451	49.9

Grant-in-Aid Allocation in £ millions

	2005/06	2006/07	2007/08
Promotion of Britain Overseas	35.2	35.2	35.2
Domestic Marketing of England	12.4	13.4	13.4
Agency Model Promotion of England	1.0	1.0	1.0
Capital	0.3	0.3	0.3
TOTAL	48.9	49.9	49.9

9. MONITORING

Ministerial and Official Arrangements

VisitBritain will produce an Annual Review, which will be tabled in the House of Commons and the Scottish Executive and copied to the Welsh Assembly Government.

There will be an annual meeting between DCMS Ministers and the Chairman of VisitBritain.

Officials of DCMS and VisitBritain will meet at least twice a year. In October or November of each financial year, officials will review the previous year's performance, and in January or February, a further meeting of officials will be held to monitor progress and prepare for the Ministerial meeting.

Ministers at DCMS, the Scottish Executive and the Welsh Assembly Government will meet annually with VisitBritain to discuss general progress.

Comprehensive Spending Review (CSR)

It is acknowledged by both DCMS and VisitBritain that all or part of this Agreement may be superseded by CSR 2007.

10. DELIVERY OF THE AGREEMENT

For each year of this Agreement, VisitBritain will detail how it will deliver the Funding Agreement targets in a comprehensive Business Plan that will set measure to monitor the progress of the entire organisation. The work programme outlined in this Plan will be reported to the VisitBritain Board as appropriate.

11. METHODOLOGY OF TARGETS

Targets 1 & 8: The Return on Investment (ROI) is measured through an annual evaluation survey based on questionnaires sent to samples of VisitBritain customers in domestic and overseas markets. The ROI measure for international marketing used in this Funding Agreement was considered in detail by the National Audit Office (NAO) in 2004. The NAO concluded that the measure was a valid indicator of the effectiveness of public investment through VisitBritain but also made recommendations as to how the evaluation process could be strengthened. VisitBritain is evaluating these recommendations in relation to activities carried out in the year ended 31st March 2006 and the impact the change will have on the overall ROI.

Target 2: The measures on the regional and seasonal spread of expenditure by overseas tourists generated by VisitBritain is intended to assess the contribution to the Government's aim to promote sustainable economic growth – in this case, by helping to ensure that the benefits of inbound tourism are spread throughout Britain, throughout the year and that *honeypot* destinations at peak times of the year do not suffer negative impact by unsustainable levels of tourism demand. The annual evaluation survey used to track ROI (as above) includes specific questions on VisitBritain-generated visits and spending outside of London and outside the main summer season from October to March.

Target 3: During 2006/07, in conjunction with the Devolved Administrations of Scotland and Wales, VisitBritain will develop a potential methodology to ascertain the incremental benefit delivered by VisitBritain for Scotland and Wales. Similarly to Target 2, additional questions in the evaluation survey could be added to ask how many nights visitors have spent in Scotland and/or Wales (if applicable).

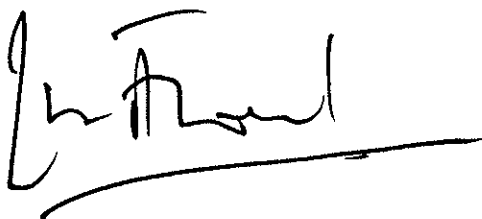
Target 4: The Contact Standards score measures VisitBritain's success in its marketing activities by focussing on end-users – in this case, overseas visitors to Britain. VisitBritain contracts an independent quality assessor to monitor the quality standards within all VisitBritain overseas offices and the Britain and London Visitor Centre, including contact by telephone, e-mail, web, letter, and fax.

Target 5: VisitBritain will measure the amount of partnership investment in marketing campaigns that it receives each year from all sources, but will specifically measure the amount of investment that comes purely from the private sector. Investment from different sources can be captured through financial coding process.

- Target 6:** VisitBritain measures the number of visits to the VisitBritain.com family of websites through "Net-tracker", a web analytics tool. The number of respondents in the international database database is the total number of those who respond to VisitBritain's e-marketing newsletters and campaigns with whom we activity communicate.
- Target 7:** VisitBritain will measure the effectiveness of its work in promoting the image of Britain overseas as a tourist destination by evaluating press articles and broadcasts which have been generated around the world with VisitBritain's assistance. Each article will be scored against set criteria, and bi-annual reports prepared by an independent tourism consultant.
- Target 9:** During 2005/06, VisitBritain will determine the stock of accommodation providers. Once this figure has been determined, VisitBritain will be able to use its database of those in the Quality Scheme to ascertain the percentage of providers that are involved in the Scheme.
- Target 10:** EnglandNet provides a cost effective marketing tool for product owners to increase the visibility of their products. VisitBritain will measure the number of quality assured providers that operate in the EnglandNet system, the number of those providers that allow customers to book online and the percentage of providers that are signed up for polling through its database. This information is gathered from the EnglandNet database.

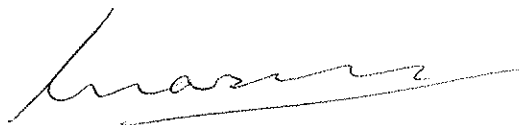
12. SIGNATURES

Signed:



Shaun Woodward MP
Minister for Media and Tourism

Countersigned:



Lord Marshall of Knightsbridge
Chairman, VisitBritain

Date Signed:

Date Signed: