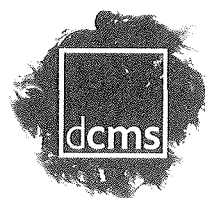


CMS 156943/DC

Christopher Rodrigues  
Chair  
VisitBritain  
1 Palace Street  
LONDON  
SW1E 5HE



department for  
culture, media  
and sport



*host government  
department*

20 October 2010

Dear Chris

## **2010 SPENDING REVIEW**

I am writing to inform you about the outcome of the 2010 Spending Review for my Department. DCMS' overall budget will reduce by 25% by 2014-15, which comprises a 24% reduction to the resource budget and a 32% reduction to the capital budget.

This letter sets out the funding settlement for VisitBritain and VisitEngland covering the financial years 2011-12 to 2014-15. I am setting out these high level budget allocations now to give you the best opportunity to plan for what will be a very challenging four year period. This letter will be followed by a more detailed funding agreement that will include full details of the settlement over four years, and the Government's requirements to support the transparency agenda.

My overall approach to the Spending Review has been to tackle the challenge in a strategic way, based on four principles:

- cutting waste and inefficiency, stopping lower priority projects and rethinking the role of the state in the sectors in which we operate;
- protecting for the long term our unique cultural, heritage and sporting assets;
- delivering a safe and successful Olympics in 2012; and

- contributing to the Government's growth agenda by supporting growth in our sectors and in the wider economy.

The resource grant in aid budget for VisitBritain and VisitEngland will be cut by 34% in real terms by 2014-15. The total grant in aid budget for both organisations (including capital) will be £128.584 million over four years. Within this settlement I expect –

- funding for the following top priority programmes to be protected as far as possible:
  - VisitBritain's core international marketing and PR activity in the top and emerging international markets. This will be provided in the expectation that it is match funded by the private sector;
  - VisitEngland's investment in and support for destination management organisations and the local businesses, local authorities and enterprise partnerships involved in tourism.
- your administration budgets to be cut by around 50% in real terms which will lead to:
  - downsizing and refocusing VisitBritain's overseas presence;
  - ceasing VisitBritain's advocacy function, though continuing to inform DCMS Ministers' own advocacy within Whitehall on behalf of the sector;
  - rationalising VisitEngland's involvement in and the delivery of the quality schemes and the digital platforms.

As we have discussed previously, VisitBritain's budget includes funding exclusively for international marketing and PR, as follows:

£10.5m in 2011-12  
£11.2m in 2012-13  
£12.1m in 2013-14  
£12.9m in 2014-15

This is provided in the expectation of match-funding from the private sector. We may, therefore, need to review this arrangement with you if the match-funding does not materialise as currently anticipated.

VisitEngland's budget includes funding for their contribution to the transition/ national challenge fund arrangements, as follows:

£5m in 2011-12  
£5m in 2012-13  
£5m in 2013-14  
£5m in 2014-15

## Budgetary control totals

The control totals against which VisitBritain and VisitEngland's net expenditure will be monitored and the grant in aid that DCMS will pay in each year are set out in the table below. The key controls are the first two elements of the resource budget – the near-cash spending on programmes and on administration, and the overall capital budget.

### VisitBritain

£m	Resource Budget			Total Resource (DEL) Budget	Capital Budget			Total Capital (DEL) Budget	Grant in Aid
	Programme (near-cash)	Administration (near-cash)	Ring fenced depreciation		Core capital	Grants	Projects		
2011-12	0	26.5m	0.899m	27.399m	0.192m	0	0	0.192m	26.692m
2012-13	0	24.4m	0.954m	25.354m	0.192m	0	0	0.192m	24.592m
2013-14	0	22.8m	1.011m	23.811m	0.192m	0	0	0.192m	22.992m
2014-15	0	21.2m	1.070m	22.27m	0.192m	0	0	0.192m	21.392m

### VisitEngland

£m	Resource Budget			Total Resource (DEL) Budget	Capital Budget			Total Capital (DEL) Budget	Grant in Aid
	Programme (near-cash)	Administration (near-cash)	Ring fenced depreciation		Core capital	Grants	Projects		
2011-12	0	9.2m	0	9.2m	0	0	0	0	9.2m
2012-13	0	8.5m	0	8.5m	0	0	0	0	8.5m
2013-14	0	7.9m	0	7.9m	0	0	0	0	7.9m
2014-15	0	7.316m	0	7.316m	0	0	0	0	7.316m

The approach that I have taken in setting these allocations is to commit most of the Department's resources to the bodies that we fund, and to keep only very limited funds back at the centre. This necessarily means that I am left with very little flexibility to deal with risk, for example to meet unforeseeable changes in circumstances and priorities that will arise, particularly in the latter years of the Spending Review period. So, while these allocations set out my firm plans for the next four years, they cannot be immutable, particularly for the third and fourth years. I must ask you to build into your own plans some flexibility in the later years. My intention would of course to minimize any changes to budgets, and to keep them below 5 per cent of your overall allocation in any case.

The Resource DEL Budget is split into three sub-totals. The **Administration** budget is the amount available for net expenditure on administration and management of your organisation. The reducing budget over the period reflects the priority I place on ensuring that funds are used for front-line delivery. Further information about the nature of these control totals and the flexibility between budgets can be found in **Annex A**.

## Capital

DCMS's capital budget reduction is 32%. Capital budgets are tighter than for resource spending, making decisions here more difficult. We have therefore focussed our spending on completing those major projects that are already underway and maintaining capital spending on maintenance of core cultural and sporting assets. We have also been able to provide funding for the roll out of the Coalition's commitment to high speed broadband.

## Transparency

To replace the performance frameworks that you may have been used to in the past, VisitBritain and VisitEngland will instead be expected to make information available to the public on a range of subjects. This will involve the formulation of an information strategy setting out what will be published and when. Further guidance about what must be included will be given in the funding agreement (which will be issued shortly) but it will incorporate a range of inputs and impact indicators.

Despite the difficult circumstances, this represents a fair settlement with safeguards to protect the cultural heritage and sporting cores. My Ministerial Team and I look forward to working with you over the next four years.

I am copying this letter to Penny Cobham, Sandie Dawe and James Berresford.

*Thank you for your help in such challenging circumstances —*

*Yours ever*

*Jeremy*

**JEREMY HUNT**  
Secretary of State for Culture, Olympics, Media and Sport

## Annex A

### Resource DEL budget

The Resource DEL Budget is split into three sub-totals. The **Administration** budget is the amount available for net expenditure on administration and management of your organisation. The reducing budget over the period reflects the priority I place on ensuring that funds are used for front-line delivery. Should you wish to go further in reducing administration costs to enable a larger portion of the funds provided to be used at the front-line, you will not be penalised and you have the authority to use any under spend on the administration budget in either the programme or depreciation budgets instead.

In contrast, the **Depreciation** budget is operated as a one-way ring fence. This means that, after your net depreciation<sup>1</sup> and impairment charges have been set against it, any overspend must be covered by a reduction in expenditure on either the Programme or Administration budgets. Should there be an underspend against the depreciation budget however, no additional expenditure is permitted in other areas.

The **Programme** budget is simply all other resource expenditure not already captured in the Depreciation and Administration budgets.

### Capital DEL budget

The Capital DEL budgets are also separated into three distinct control totals.

Where Visit Britain has a **major project**, the specific funding for this is shown separately. It is not permissible to switch funding from that project to other areas of capital expenditure without the permission of the Department. You are expected to control expenditure on the project and plan to ensure that the project conforms to the budgetary limits shown. I wish to be quite clear that any slippage in the project that requires the deferral of expenditure to a later year will only be approved if the Department's overall budget has sufficient headroom to accommodate it. If it does not, you will be expected to defer expenditure and re-phase the project to conform to the profile shown. I would encourage you to ensure that any contracts you sign or agreements that you enter into are flexible enough to accommodate this.

**Capital grants** are also given a separate heading within the Capital DEL budget. This is only for grants given to third parties and may not be used on any capital projects or schemes by Visit Britain itself.

The last category is **core capital**. This captures all other capital expenditure and might include smaller capital projects, maintenance and replacement work. The Department will look kindly upon proposals to use the budget allocated for core capital expenditure on either increasing the value of capital grants distributed or on assisting with the re-profiling of major projects; however, you still require Departmental approval to change the nature of the expenditure.

---

<sup>1</sup> The depreciation charged against the DEL budget excludes depreciation on assets funded by lottery grants or donations.

Private Office

Please remember that any project that costs (over its lifetime and including all funding streams) more than your delegated capital limit must be approved by the Investment Committee at DCMS using the approved process.