**Visit England/Visit Britain Triennial Review Terms of Reference**

**Objective**

All public bodies are required to be reviewed every three years. In accordance with Cabinet Office guidelines[[1]](#footnote-1), the joint VisitBritain/VisitEngland review will have two principal aims, represented by two stages:

1. STAGE 1: To provide a robust challenge for the continuing need for the functions performed by both VE and VB, and, if there is, whether some or all of these functions should be delivered by alternative delivery models or continued delivery by a Non- Departmental Public Body (NDPB). Stage 1 will also include an examination of their respective remits (England and Britain) and where appropriate their commercial strategy.
2. STAGE 2: If it is agreed that the functions of each should continue to be delivered by NDPBs, to review the organisational control and governance arrangements in place to ensure that they are compliant with the recognised principles of good corporate governance and delivering good value for money.

The structure, **specifically whether there should be one or two separate organisations to deliver the functions**, where there are overlaps in those functions, as well as the efficiency, and effectiveness of each will be considered as part of both stages, including an appraisal of the scope for further commercial activity.

**Scope**

Within this context, the review will consider:

* Whether delivery of the functions continue to contribute to wider Government policy (including economic growth);
* Whether providing the functions is a justifiable use of grant-in-aid and GREAT funding, and whether they provide value for money;
* The demand for the functions and services, in the light of the changing local tourism delivery chain and developing local economic growth structures in England
* The growth opportunities presented by domestic and mature international markets as well as emerging international growth markets.
* The extent and effectiveness of the engagement with all related tourism and non-tourism bodies and whether this is appropriate;
* Whether commercial opportunities are being maximised
* Whether the governance and management arrangements are sufficiently robust and transparent; and
* The ‘counterfactual’ – that is, the cost and effects of not delivering the functions.
* Efficiency with which both organisations operate and extent to which further back office administrative cost reductions are possible
* The accountability, governance and sponsorship arrangements as appropriate following recommendations at Stage1

**Departmental Governance Arrangements**

The Minister for Sport and Tourism will have oversight of the Review. Both Cabinet Office and DCMS Ministers will be asked to agree the report and recommendations for VisitEngland and for VisitBritain before publication. A review team has been set up that is independent of both VB and VE.

Members of the Cabinet Office will be able to offer advice on commercial/marketing models and ALB governance issues on a consultative basis. A Challenge Group has been established to work alongside the review team and to provide challenge to the methodology and conclusions of the review.

The review team will engage with a range of stakeholders, where appropriate, individual interviews. The review will start in July 2014 and is expected to publish its recommendations in late 2014.

1. <https://www.gov.uk/public-bodies-reform> [↑](#footnote-ref-1)