

Annual Report 2014

The floods - learning from Foot and Mouth disease

The Leisure Media Company













The case for Zero-Hour contracts

More must be done on Chinese Visas

The Daily Telegraph

Government Partners
Industry for new
Tourism Council

TOURISM

IT HAS BEEN AT THE FOREFRONT
OF THE UK'S ECONOMIC RECOVERY
IT SHOULD BE AT THE FOREFRONT
OF GOVERNMENT POLICY





Tourism Alliance points out importance of zero-hour contracts to Tourism Industry

SKY News



EVERY ADDITIONAL **747** OF VISITORS TO THE UK PROVIDES:

£300,000 FOR THE UK ECONOMY £50,000 FOR THE EXCHEQUER AND 6 FULL-TIME JOBS

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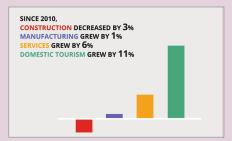








CAMPAIGN for TOURISM









Chairman's Report

I believe that the key word to both describe the UK tourism industry's recent success and to inspire us towards new achievements is "momentum".

Following the stunning success of the 2012 London Olympics, the question was whether the tourism industry could capitalise on the enormous positive international exposure received in overseas markets. Not only did the tourism industry rise to that challenge, but the pace and vigour with which it gathered momentum resulted in a 13% increase in tourism expenditure, generating a record £24bn in export earnings for the country and 40,000 new jobs across the UK.

This exceptional performance contributed to our industry's generation of 150,000 new jobs between 2010 and 2012, accounting for one third of all employment created across the UK over that period. This growth was a result of the resilience, innovation and hard work of the 240,000 businesses which make up the Tourism industry of the UK, more than 80% of which employ fewer than ten people.

The significance of Tourism entrepreneurs and the jobs their enterprises create is not to be underestimated. Tourism careers and skills development extend across a diverse range of disciplines including information technology, hospitality, communications, distribution, logistics, finance and administration. They embrace all ages and all skill levels, across every region of the UK, from coastal to rural and urban environments.

The diversity of our human capital is a core strength of our industry, with over 40% of our workforce under the age of 30, over 60% women and 14% from ethnic minority communities. As an industry of 'people serving people', the 3 million people we employ are our greatest asset, and one of the UK's greatest assets too. After all, each man and woman working in the UK Tourism industry is an ambassador for the UK, welcoming and serving international visitors — be they travelling to or around the UK for diplomatic, business, leisure, or other purposes.

No wonder Government recognition and support for the UK Tourism industry has been gathering momentum. I applaud Helen Grant, Minister for Tourism and Matt Hancock, Minister for Skills, for the establishment of the Tourism Council which was unveiled at the Hospitality and Tourism Summit on 5 June 2014. Co-chaired by Ministers from DCMS, BIS, as well as an industry co-chair, it will ensure that the Tourism Council cuts across government departments and builds a sustainable framework to unlock Tourism's potential to generate more jobs and equip more Britons with skills through structured placements, training and apprenticeship programmes.

I am very proud to be representing the Tourism Alliance on the Tourism Council and one of my main objectives for the coming year will be to ensure that the views of Tourism Alliance members are channelled into the work of the Council so the benefits are spread across all sectors of the industry.

I know you will agree that the stronger and smarter our industry coalition becomes, the greater government support will be. We have seen this time and time again over the past few years. Our Campaign for Tourism is a great example of our industry's strength when we lobby as a collective. rallying together for the removal of unnecessary barriers to growth. And we have achieved some positive results: on Air Passenger Duty, the Government recently announced that Bands C and D are to be abolished from 2015; on UK entry visas from China, the integration of UK and Schengen visa application forms and supporting documentation is definitely a step forward in reducing the competitive disadvantage of being outside Schengen. These incremental steps are making a small difference. But there is much more that needs to be done on APD, visas, and also on tackling VAT.

The Cut Tourism VAT campaign continues to gather considerable momentum. Thanks to the 200 plus Tourism businesses who have 'adopted their MPs', there is an ever growing number of MPs from across all the main political parties supporting the campaign. The recent debate on the impact of VAT on the tourism industry in the House of Commons gained considerable support with many MPs recognising the detrimental impact that high VAT rates are having on their constituencies. Thanks to a unified industry campaign, there is now increasing support among MPs that this should be a priority for the Government.

The Tourism Alliance members have been at the forefront, driving the momentum with which industry and government collaboration is going from strength to strength. There is much more needed to ensure that the Tourism industry is able to compete effectively, unhindered by government policy and unnecessary barriers to growth. I thank all Tourism Alliance members, and our Director, Kurt Janson, for their continued leadership and their tireless work to champion our industry with a single coherent voice.

As your Chair, I look forward to working with you all in the coming year to keep this momentum going and to achieve even greater returns for our industry.

Ufi Ibrahim Chairman



Policy Director's Report

While 2013 was a very positive year, the UK's economic recovery will pose its own set of challenges for UK tourism businesses.

There was considerable good news for the UK tourism industry during 2013. Inbound tourism expenditure increased by 13%, domestic tourism held-up in the face of continued pressure on discretionary expenditure, significant progress was made on core tourism issues such as visas and Air Passenger Duty, while there was a growing recognition from Government of the role that tourism is playing in the country's economic recovery.

However, as the economy recovers, increasing numbers of UK residents will start to look to take holiday overseas again and the rising pound will make the UK a more expensive destination. These factors mean that the tourism industry and the Government will have to work even harder to improve the UK's tourism offering. To this end, we look forward to the Tourism Council developing initiatives that will help ensure the tourism industry remains internationally competitive.

As well as continuing to provide support to the main industry campaigns on VAT, APD and visas, the Tourism Alliance was also active in a wide range of other initiatives to support members and the UK tourism businesses as a whole. These included:

Manifesto Campaign

One of the more high profile activities undertaken during the past year was to take forward the Manifesto Campaign — an initiative aimed at getting tourism-related policies into the main party manifestos ahead of the 2015 General Election. The initiative has been developed by Lord Lee with the Tourism Alliance as one of the main partners.

The campaign has been succeeded so far in that meetings have been held with the Policy Advisers for each of the leaders of the main parties. These meetings have been followed up with a series of policy briefings on a key barriers facing the UK tourism industry — primarily visas, APD and VAT.

Work on this campaign will continue in the lead-up to the election and there have been assurances from one party that tourism will be included in their election manifesto.

Meetings with Ministers

As usual there were a series of well attended and constructive meeting with Ministers and senior MPs. These included John Whittingdale (Chair of the Culture, Media and Sport Select Committee), Helen Grant, Shadow Tourism Minister Clive Efford, Hugh Robertson, Lord Green and Mark Hoban. In addition, the Alliance worked with Clive Efford's office to hold a series of four briefing sessions in order to update him on issues affecting tourism businesses, especially those in rural and seaside locations.

The Tourism Alliance also had a very positive meeting with Chukka Umunna, Mary Creagh and lain Wright to discuss what Labour can do to support the tourism industry if they win the election.

Licensing

The Tourism Alliance has been working with the Home Office on licensing issues since the introduction of the Licensing Act in 2003. At this time, the Alliance expressed its concerns that the new regime for licensing would mean that it was no longer economic for businesses that sold small amounts of alcohol to continue to do so. As it turned out, many hundreds of businesses like B&Bs did not renew their licenses as a result of the changes. It was therefore very pleasing to finally get the Home Office to announce the introduction of a new form of license (an Ancillary Sales Notice) that will resolve this situation by providing a low-cost means for small tourism businesses to sell small amounts of alcohol to their customers. Work on the regulations and associated guidance will be part of this year's workplan.

Package Travel Directive

Over the past year the European Commission has been revising the Package Travel Directive which protects consumers when they undertake package holidays. While the Directive is primarily aimed at protecting people when they take overseas holidays, which is supported, it also has an adverse impact on small domestic tourism businesses that want to work together to provide customers with value-added products such as a night's accommodation with a ticket to the local historic attraction for a single price. At the moment, the Directive makes the accommodation provider legally responsible for the visitor when that visit the attraction, which presents a significant barrier to businesses working together. To resolve this, the Alliance has been lobbying Government and the European Commission to change the definition of a Package so that travel is a mandatory component of package travel. While the UK Government has been very supportive of this initiative, convincing the Commission of the merits of such an approach has so far proved less fruitful. Nevertheless work will continue to make the case for excluding value-added products from the Directive when the European Parliament reconvenes to negotiate the Directive later in 2014.

Planning Guidance

One of the first things the Tourism Alliance achieved when it was developing the Good Practice Guide for Tourism Planning for Government. This document has proved extremely beneficial to tourism businesses seeking planning permission over the last 10 years. However, with the Government's announcement that planning was to be simplified and streamlined, the Guide was identified as part of a large raft of guidance that could be revoked. After very lengthy discussions with DCMS and DCLG, agreement was reached for a much shorter version of the guidance to be retained and hosted on the VisitEngland website with a link from the National Planning Framework. While this is not an ideal outcome, it at least retains the acknowledgement by Government that tourism businesses need special consideration and provided us with the ability to revisit and revise this guidance in future.

As ever, I am very much indebted to the support and assistance of Tourism Alliance members in undertaking this work, the Board and Executive for their valuable input and to Amanda Sillito, who joined the Alliance during the year.

Kurt Janson Policy Director

The Tourism Alliance Key Policy Objectives

The following are six key policy areas where action is essential to unlock the full potential of the UK's tourism industry.

1

Improve International Competitiveness

The Government's Coalition programme, launched in May 2010, states that:

We will take steps to improve the competitiveness of the UK tourism industry, recognising the important part it plays in our national economy.

According to the World Economic Forum (WEF), the international competitiveness of the UK tourism industry has increased over the last two years, now ranking 5th overall. However, on the critically important price competitiveness assessment the WEF ranks the UK as 138th of 140 countries.

This requires the Government's immediate attention if the UK tourism industry is to maximise its contribution to the UK's economic recovery. The two key factors that contribute to this low ranking are Air Passenger Duty and VAT rates on tourism-related products and services.

While the Tourism Alliance warmly welcomes the removal of APD Bands C and D announced in the 2014 Budget, this only amounts to a reduction of 9% in the total APD tax take and much of this will be eroded by the planned increase of Bands A and B in 2015. APD still adds around 20-25% to the cost of the average airfare, making the UK highly uncompetitive as a destination for overseas visitors.

Once in the UK, the high VAT rates that visitors pay for accommodation, meals and attractions compared to other European destinations adds a further $\mathfrak{L}140$ per person to the cost of their visit. Combined with APD and visa costs, a stay in the UK is $\mathfrak{L}1200$ more expensive that the same stay in other European destinations and provide an indication as to why the UK's share of important emerging markets such as India and China has decreased by more than 50% since 2000.

A further reason for the UK's reducing share of visitors from emerging markets is the growing lack of aviation capacity throughout the UK, which is leading to a lack of connectivity. It is therefore important that the recommendations of the Davies Commission are adopted and implemented by Government as soon as possible after the report is published next year.

2

Grow Domestic Tourism

One of the areas of significant growth over recent years has been in domestic tourism. Since 2010, domestic tourism has grown by 11% to £23.3bn. This increase of £2.3bn was sufficient to generate 41,000 new jobs and contributed to the ONS declaring that tourism had created a third of all additional new jobs created in the UK since 2010.

More significantly, and reflecting the pressure on discretionary expenditure resulting from the continued economic downturn, 1,588m tourism-related daytrips are now taken annually in the UK, accounting for £54bn in expenditure and 960,000 jobs throughout the country.

And while not domestic tourism per se, it must also be remembered that there are significant economic benefits associated with the UK having a large outbound tourism industry including a large number of UK people employed in businesses that provide the services required for UK residents to take holidays overseas (eg., travel agencies, tour operators, transport providers and retailers). The Office for National Statistics has recently determined that expenditure in the UK economy by outbound travellers is over £24bn per annum. This equates to 430,000 jobs.

Yet despite the growth and potential of the domestic tourism industry, it is being significantly constrained by a lack of investment and efficiency within Government. The Tourism Alliance is a firm supporter of the GREAT campaign because it demonstrates how Government Departments and Agencies can work together to maximise the benefits derived from public funding.

The success of this model — Government Departments and Agencies working together for a single purpose — should now be applied to domestic-facing tourism-related Departments and Agencies. There is no reason why organisations such as VisitEngland, Sport England, Natural England and English Heritage should not be brought together to develop and implement similar coordinated programmes for promoting domestic tourism. This would maximise the efficient and effective expenditure of public funding.

The Tourism Alliance is very supportive of the Government's allocation of funding to both VisitEngland and VisitBritain for campaigns such as GREAT. This funding is essential as a catalyst for attracting and co-ordinating the private sector investment. However, funding for this campaign is a "one-off" allocation and baselevel funding for both National Tourist Boards has been cut significantly over the last decade (and by 34% within the term of the current Government). In addition, the abolition of the RDAs resulted in £60m per annum being withdrawn from regional tourism development and promotion programmes, making it difficult for DMOs to engage with Government on implementing the Government's Domestic Tourism Policy objectives.

While the Tourism Alliance recognises that economic circumstances necessitated a reduction in Government expenditure, the tourism industry remains one of the keys to providing much greater economic growth and employment. As such, increased reductions in core funding for marketing are simply a false economy that the country cannot afford.

3

Reducing Regulatory Burden

Reducing the regulatory burden faced by UK businesses is a core component of the Government's plans to encourage growth in the UK economy. However, after initial progress including the establishment of a Ministerial Taskforce to examine what tourism-related legislation could be amended or repealed without causing disadvantage to consumers, and a sector-specific Red Tape Challenge, work on deregulation has stalled.

In addition, there seems to be little compliance by Government departments with the three year moratorium on compliance with new legislation for small businesses and the "one in, two out" policy for new legislation, both of which have the potential to significantly benefit the 80% of tourism businesses that are SMEs.

A further area that requires on-going work if the current level of regulatory burden on businesses is to be reduced is reforms to the way that regulations are administered and implemented at the local level. Too often the monitoring and enforcement of regulation is inconsistent at the local level with officials demanding that businesses undertake costly modifications and programmes that are of little benefit to customers.

There is also the need for the Government to take account of tourism businesses when considering wider areas of deregulation (including Health and Safety, fire safety, employment law) or when considering moves to either increase consumer confidence and spending or reducing business taxation. The increase in domestic tourism during the economic downturn shows that people now consider taking a holiday as being a necessity of modern life rather than a luxury discretionary product. As such, businesses are reliant on a strong local market with buoyant consumer spending and a less costly and taxing commercial environment with funding available for reinvestment.

4

Improve Tourism Structures

Tourism, rather than being a cohesive "industry", consists of over 200,000 diverse businesses, activities and services. These are impacted by the policies and decisions of many Government Departments beyond DCMS, particularly the Home Office, DCLG, BIS, DfT, DEFRA — and HM Treasury, Yet when new statutes or regulations are being introduced, rarely are the effects on tourism adequately considered. The result of uncoordinated actions by different arms of Government hinders the effective management and promotion of tourism, thus limiting growth.

While the Tourism Alliance has been very supportive of the establishment of the Tourism Council as part of the Government's response to Lord Heseltine's review, there are concerns that the current remit, which concentrates on skills and employment, does not go far enough to address some of the main problems facing the tourism industry. It is therefore hoped that after the election, the new Government will expand the remit of the council so that it can address regulatory and structural issues.

The Tourism Alliance is also supportive of the establishment of LEPs and the proposals to allocate funding through these agencies. However, recognition of the importance of tourism to local economies by the LEPs is patchy and needs to be improved. Also, while the Government's Tourism Policy depends on the effective operation of Destination Management Organisations, many DMOs have either closed or are having to downsize and restructure in order to survive.

While there is much the industry can do without public funding, there remains a need for there to be a co-ordinated, functional network of DMOs and other tourism interests throughout England if national programmes such as the Strategic Framework are to be implemented successfully and issues related to the quality of tourism products and services are to be resolved.

5

Improve Quality and Skills

While the vast majority of the tourism products and services provided to visitors are of a high standard, there remain exceptions and customer expectations are continually rising. The industry acknowledges that further improvements in staff skills and product quality are required if the UK is to successfully compete in the global market and looks forward to working with the Government in issues such as these as a member of the new Tourism Council.

On quality, it is important that VisitEngland retains a management role in the quality grading schemes and a remit to support the many SMEs seeking to improve the quality of products or services that they provide to customers. It is also important that there are sufficient incentives for businesses to invest in improving their product offering. This is especially true in the tourism sector when much of the industry relied heavily of the protection and maintenance of the UK's historic assets.

On skills, there is a need for the career opportunities in tourism to be recognised in higher education. Greater linkage is also essential between higher education courses and industry needs. There is a growing disparity between the larger, more structured tourism businesses which are committed to a culture of formal in-service training and many smaller businesses whose owners may not themselves have undertaken formal training and in which there is much less opportunity for career progression. It is important to ensure that training provision can effectively reach and involve smaller businesses.

6

Increase Sustainability

Tourism is already a highly sustainable industry. It supports and encourages the upkeep and maintenance of National Parks, historic buildings, beaches and modern urban landscapes as well as stimulating growth in art and cultural activities. Tourism encourages people to buy local foods and produce, undertake outdoor activity and understand the culture of others. Visitors choose pleasant, safe destinations, so any reduction of standards or safety lowers demand.

Of particular importance in improving sustainability is to ensure that the main natural and historic resources on which the industry depends are protected from inappropriate development while, at the same time, recognition is given the need for tourism businesses to expand and redevelop their offering.

Government also has a role to play in reducing seasonality. One of the main means of achieving this is to introduce Daylight Saving for a trial period of three years. This would improve the use of daylight hours and increase the length of the tourism season. Lengthening the season would improve the viability of many businesses and destinations by boosting the UK's leisure and tourism earnings by £3.5bn per annum and creating a further 80,000 jobs for the UK economy. A Private Members Bill to introduce Daylight Saving was talked-out during its third reading in 2011 and a Government commitment to introduce Daylight Saving was removed from Government's Tourism strategy. This issue, with its many other benefits to the UK economy, deserves Government support.

The Government's tourism policy identifies the need to develop additional all weather tourism attractions and facilities, not least to help ameliorate the impacts of climate change. The Tourism Alliance supports a move to develop such facilities as they will also help reduce seasonality of destinations and increase regional tourism expenditure.

In addition to environmental sustainability, there is a strong case for the introduction of a social tourism programme similar to those operating in other European countries. The evidence is that these programmes not only reduce problems and costs associated with social exclusion, but that they significantly improve the sustainability of tourism destinations by improving income at times of lower demand and available capacity.

The Tourism Alliance Limited (Company Limited by Guarantee) *Director's Report*

The directors present their report and accounts for the year ended 31 December 2013

Principal activities

The company's principal activity during the year under review was to operate a trade association to represent, promote and further the interests of member organisations involved in the United Kingdom tourism industry, and generally to advance the interests, standing and quality of the United Kingdom tourism industry.

Directors

P T Hampson

M B Hirst OBE

A C Millns

R A Pritchard OBE

D Wells OBE

M Rance

K G Robinson CBE

B M Simmonds OBE

G Verity

U Ibrahim

B Donoghue

T Jenkins

A Woodward

A Climpson OBE

Small company special provisions

The report of the directors has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the members at the AGM on 10 July 2014.

Registered office

Tourism Alliance 3 Gainsford Street London SE1 2NE

K G Robinson CBE Director

The Tourism Alliance Limited (Company Limited by Guarantee) *Income and Expenditure Account* for the year ended 31 December 2013

Notes	Year ended 31 December 2013 £	Year ended 31 December 2012 £
Income Administrative expenses	78,886 (73,727)	75,148 (77,281)
Surplus/(deficit) on ordinary activities before taxation	5,159	(2,133)
Tax on (deficit)/surplus on ordinary activities 2	_	_
Surplus/(deficit) for the financial year 6	5,159	(2,133)

The Tourism Alliance Limited (Company Limited by Guarantee) **Balance Sheet** as at 31 December 2013

Company registration Number 05106422

	Notes	£	31 December 2013 £	£	31 December 2012 £
Current assets					
Debtors	3	1,432		4,762	_
Cash at bank and in hand		42,972		28,972	_
		44,404	_	33,734	-
Creditors: amounts falling due within one year	4	(13,605)	_	(8,094)	_
Net current assets			30,799		25,640
Net assets			30,799		25,640
Capital and reserves	5				
Income and expenditure account	6		30,799		25,640
			30,799		25,640

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

For the year ending 31 December 2013, the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with Section 476,
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

K G Robinson CBE Director

This report was approved by the members at the AGM on 10 July 2014.

The Tourism Alliance Limited (Company Limited by Guarantee) **Notes to the Accounts** for the year ended 31 December 2013

1 Accounting policies

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Turnover

Turnover represents the net invoiced value of goods and services supplied by the company,

net of value added tax and trade discounts.

31 December	31 December
2013	2012
£	£
_	_

3 Debtors	31 December 2013 £	31 December 2012 £
Trade debtors	608	144
Other debtors	440	3,803
Prepayments and accrued income	384	815
	1,432	4,762

4	Creditors: amounts falling due within one year	31 December 2013 £	31 December 2012 £
	Trade creditors	-	6,644
	Accruals and deferred income	13,605	1,450
		13,605	8,094

5 Share capital

The Association is a company limited by guarantee having no issued share capital, the liability of each member is limited to £1 each in the event of winding up.

Year ended

6 Income and expenditure account	31 December 2013 £	31 December 2012 £
At 1 January	25,640	27,773
Surplus/(Deficit) for the year	5,159	(2,133)
At 31 December	30,799	25,640

7 Related party transactions

There were no related party transactions during the year, which are required to be reported under FRS8.

8 Controlling party

The company was wholly controlled by the directors during the year.

The Tourism Alliance Limited (Company Limited by Guarantee)

Accountants' report to the Board of Directors on the preparation of the

Unaudited financial statements of The Tourism Alliance Limited year ended 31 December 2013

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the accounts of The Tourism Alliance Limited for the year ended 31 December 2013 as set out on pages 2 to 5 from the company's accounting records and from information and explanations you have given us.

As a member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at www.icaew.com/membershandbook.

This report is made solely to the Board of Directors of The Tourism Alliance Limited, as a body, in accordance with the terms of our engagement letter dated 25 March 2010. Our work has been undertaken solely to prepare for your approval the accounts of The Tourism Alliance Limited and state those matters that we have agreed to state to the Board of Directors of The Tourism Alliance Limited, as a body, in this report in accordance with AAF 02/10 as detailed at www.icaew.com/compilation. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Tourism Alliance Limited and its Board of Directors as a body for our work or for this report.

It is your duty to ensure that The Tourism Alliance Limited has kept adequate accounting records and to prepare statutory accounts that give a true and fair view of the assets, liabilities, financial position and deficit of The Tourism Alliance Limited. You consider that The Tourism Alliance Limited is exempt from the statutory audit requirement for the year ended 31 December 2013.

We have not been instructed to carry out an audit or a review of the accounts of The Tourism Alliance Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory accounts.

Sawin & Edwards

Chartered Accountants

Vernon House 23 Sicilian Avenue London WC1A 2QS

10 July 2014

The Tourism Alliance

The Tourism Alliance is the Voice of the Tourism Industry, comprising 50 Tourism Industry Organisations that together represent some 200,000 businesses of all sizes throughout the UK.

The purpose of the Tourism Alliance is to identify and develop policies and strategies to raise standards and promote quality within the industry and work with and lobby government on all key issues relevant to the growth and development of tourism, to maximise its contribution to the economy.

The Tourism Alliance was established in 2001 with the support of the Secretary of State for Culture, Media and Sport.

Members

ABTA - The Travel Association Airport Operators Association ALMR ALVA

ANTOR

Association for Tourism in Higher Education BALPPA

Bed & Breakfast Association

British Beer & Pub Association

British Destinations

British Educational Travel Association

British Holiday & Home Parks Association

British Hospitality Association

British Marine Federation

Business in Sport & Leisure

Business Visits & Events Partnership

Camping & Caravanning Club

Churches Visitor and Tourism Association

Confederation of Passenger Transport

Country Land and Business Association

Cumbria Tourism

EASCO

English UK

European Tour Operators Association

Experience Nottinghamshire

Family Holiday Association

Farm Stay UK

Group Travel Business Forum

Heritage Railway Association

Historic Houses Association

Historic Royal Palaces

Holiday Centres Association

Institute of Tourist Guiding

Liverpool City Region LEP

Marketing Manchester National Caravan Council

National Trust

New Forest Destination Partnership

Outdoor Industries Association

Resort Development Organisation

South West Tourism Alliance

The Caravan Club

The Tourism Alliance Brighton and Hove

The Tourism Society

Tourism For All

Tourism South East

UKInbound

Visit Cornwall

Visit Kent

Visit Wiltshire

Visitor Attractions Group

Welcome to Yorkshire

Wyndham Worldwide

Observers

Local Government Association VisitBritain VisitEngland

Corporate sponsor



Contact informationPolicy Director: **Kurt Janson**

T: +44 (0)20 3117 0664 M: +44 (0)7946 428123

Tourism Alliance 3 Gainsford Street London SE1 2NE

E: kurt.janson@tourismalliance.com W: www.tourismalliance.com