



The Tourism Industry Conference 2022

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Challenges and Opportunities in the Cost-of-living Crisis

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BVA BRDC



Challenges and Opportunities in the Cost-of-living Crisis



Today's Presentation

1

The story of the
summer

2

Current consumer
sentiment

3

Opportunities for
the tourism sector

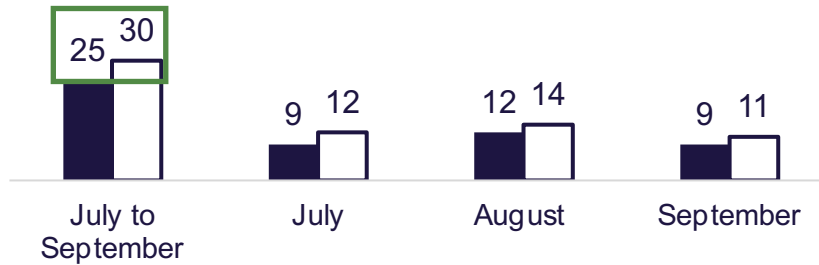
The story of the summer



The UK public took fewer overnight domestic trips this Summer than in Summer 2021, and more overseas trips

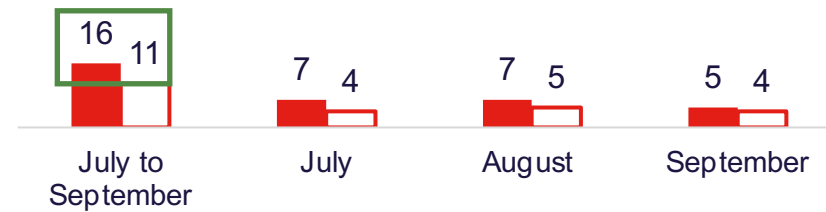
Took an overnight UK trip this summer (%)

■ 2022 □ 2021



Took an overnight OVERSEAS trip this summer (%)

■ 2022 □ 2021



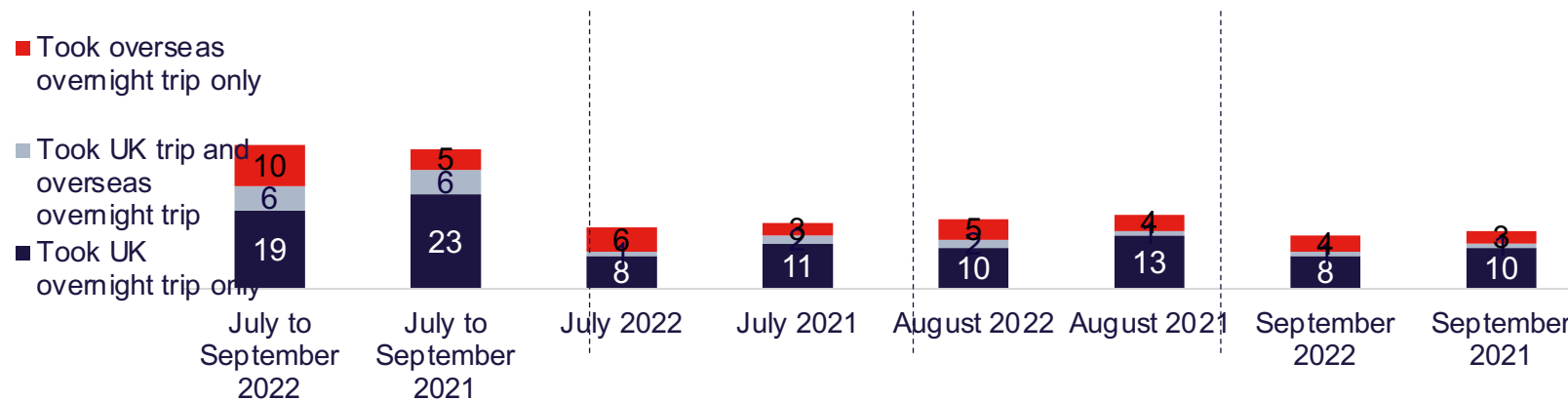
Source: VisitEngland Domestic Sentiment Tracker

Question: QVB13a2. In which of these months have you taken an overnight short break or holiday in the UK in the last 12 months?

Base: All respondents. October 2022 = 1,756, November 2021 = 1,758. Note: Multiple choice question. Totals may exceed 100% as some respondents have taken multiple trips across several time periods.

The shift from UK to overseas travel appears to be driven by people switching their main trip

Took an overnight UK or overseas trip this summer (%)

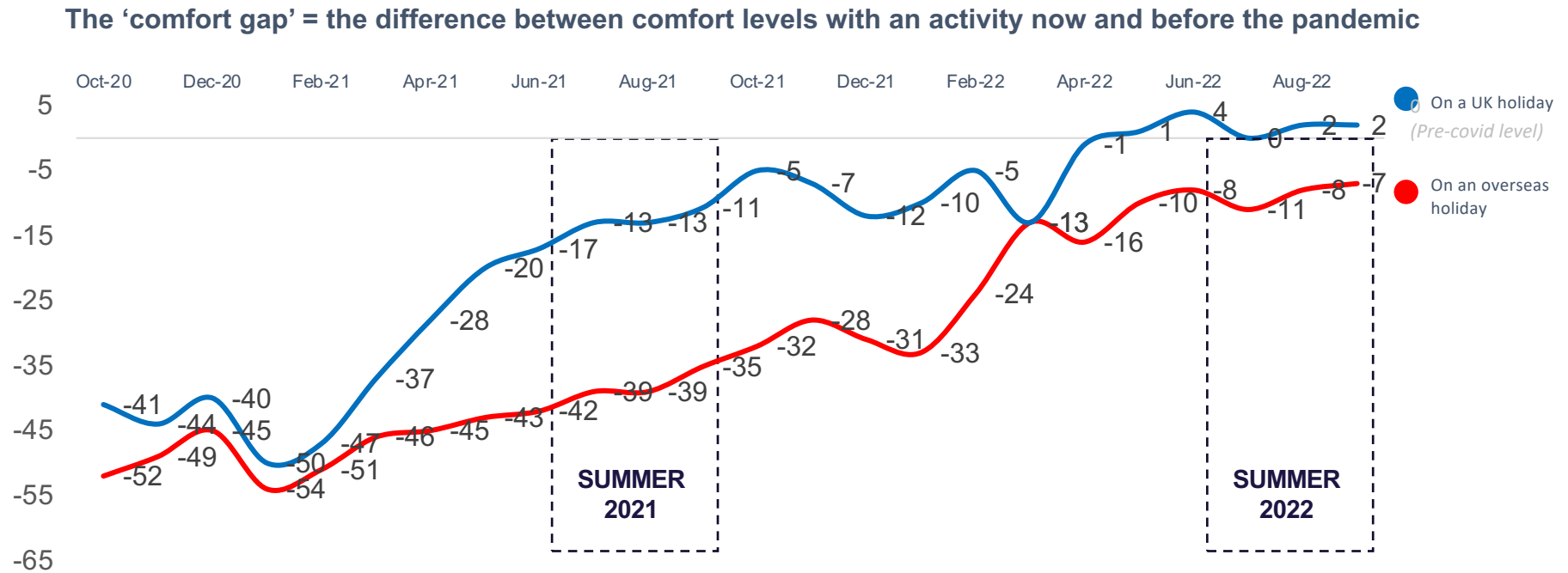


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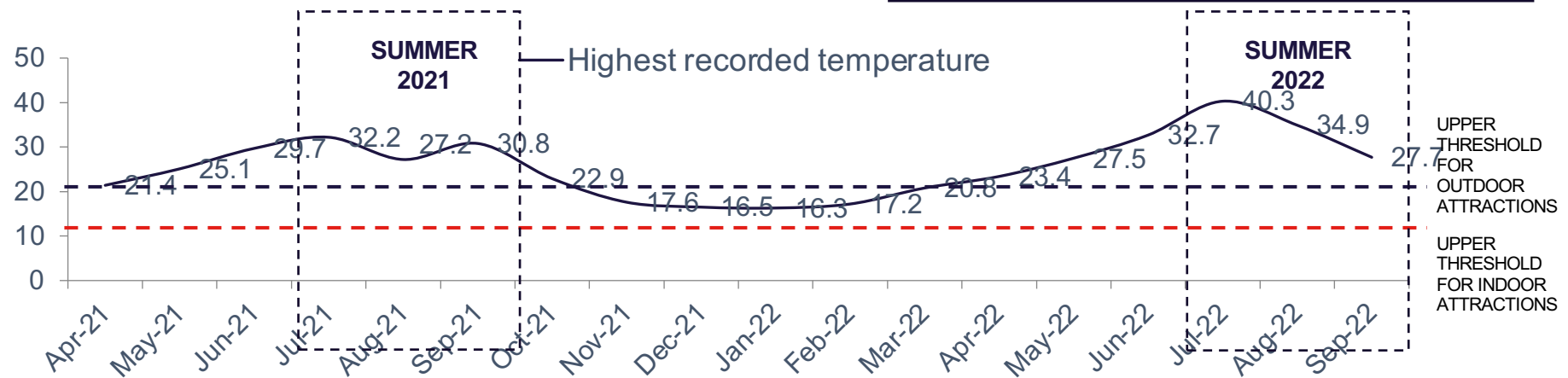
The rebalancing of domestic and international travel aligns with increasing comfort levels with taking an overseas holiday



Source: BVA BDRC Consumer Sentiment tracker
 Question: VB11. Broadly speaking, how comfortable or uncomfortable would you feel doing the following in the next month or so?
 Base: All respondents excluding those stating 'don't know' or who wouldn't do activity under any circumstances.
 Base: All months n=c.1,750

The UK's weather may also have played a role in driving behaviour

Highest recorded temperatures by month



National Trust Climate Research

- The optimum weather for a National Trust day out is 21C
- People flock to outdoor locations (particularly coastal locations) on hotter days – but numbers dramatically drop off at 28C for most outdoor sites
- The ideal temperature for visiting indoor locations is 20C degrees, but above this the number of people visiting historic houses starts to fall.

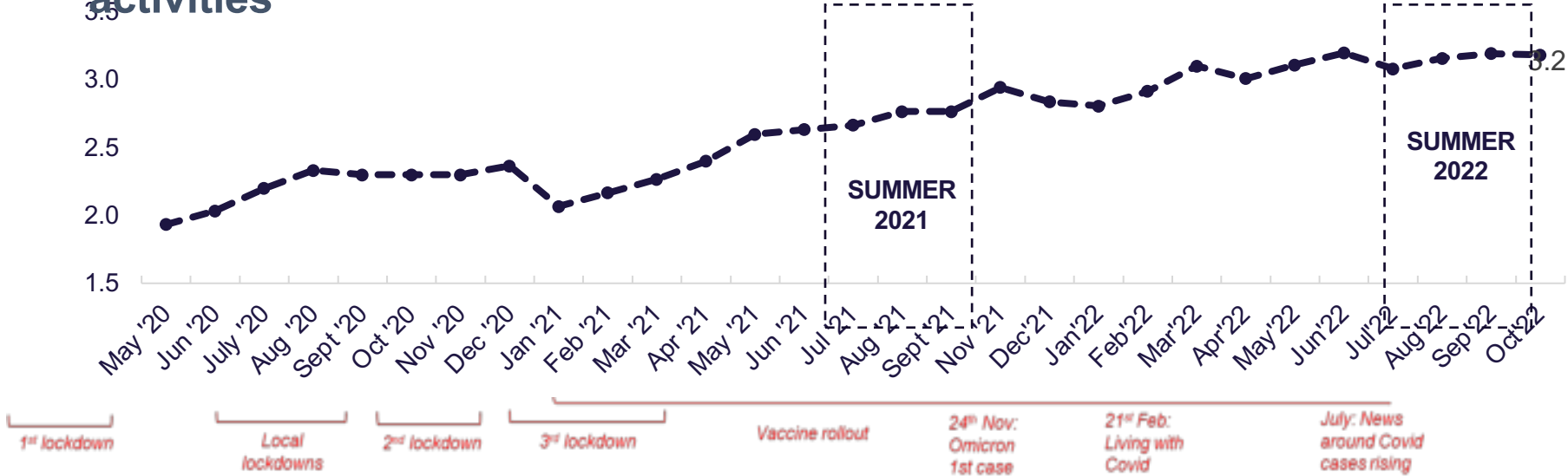
Source: Met Office

Current consumer sentiment



COVID-19 related comfort levels are as high as at any point since the start of the pandemic

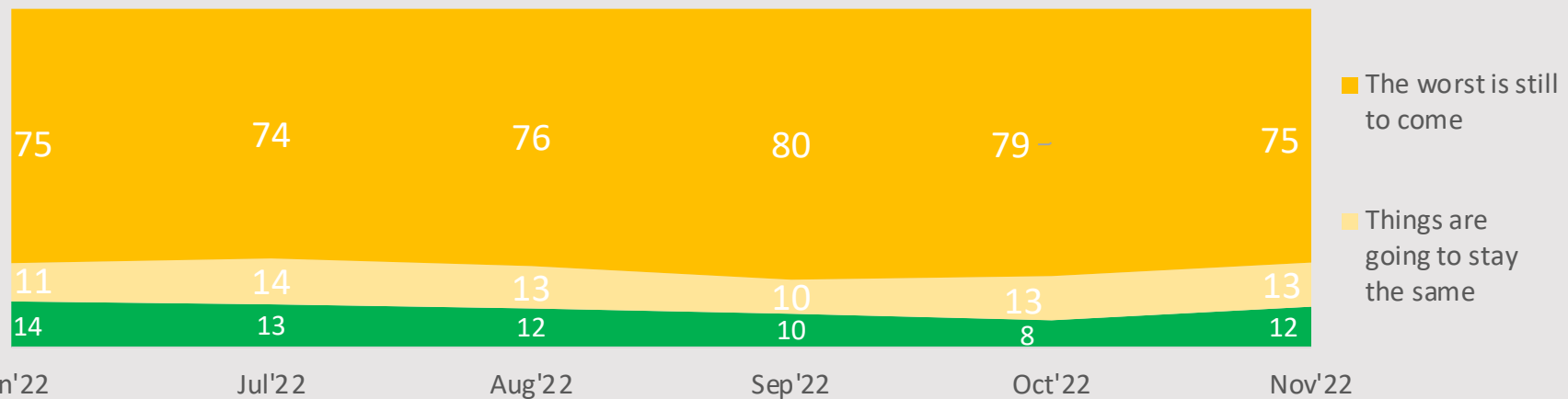
Average comfort levels with conducting 'everyday activities'



Source: VisitEngland Domestic Sentiment Tracker
 Question: VB11. Broadly speaking, how comfortable or uncomfortable would you feel doing the following in the next month or so?
 Base: All respondents excluding those stating 'don't know' or who wouldn't do activity under any circumstances. Mean average based on those that gave a score of 1-4. October 2022 = 1,756 All other months n=c,1750

The UK public are pessimistic about the cost-of-living crisis

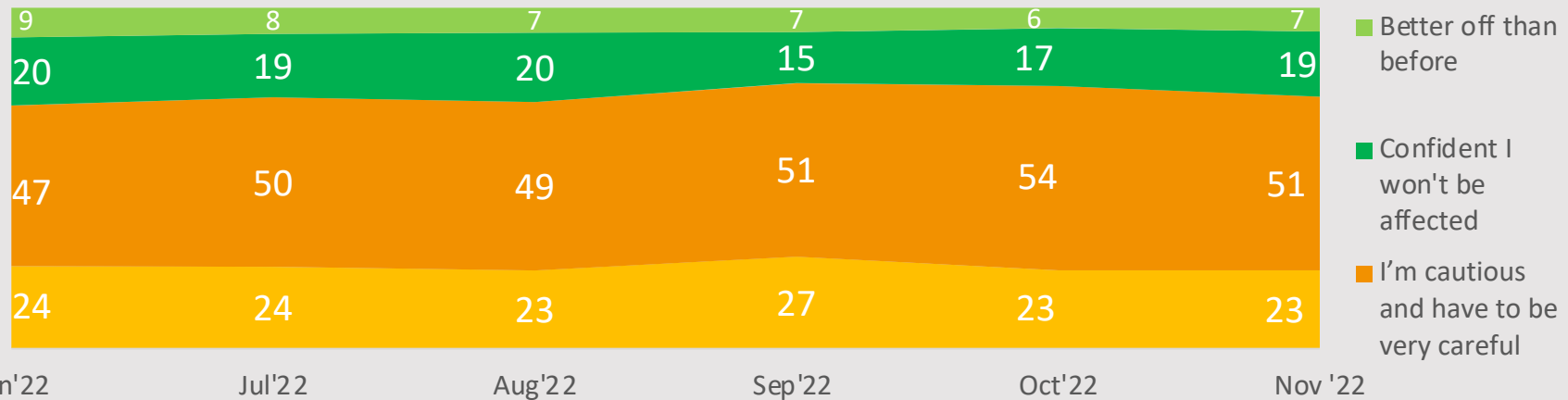
Perception of the situation with regards to cost of living crisis (%)



Q7b: And now regarding the 'cost of living crisis' in the UK and the way it is going to change in the coming few months, which of the following best describes your opinion? Base: All respondents. November 2022= 1,758

The majority have either been hit hard or are being very careful

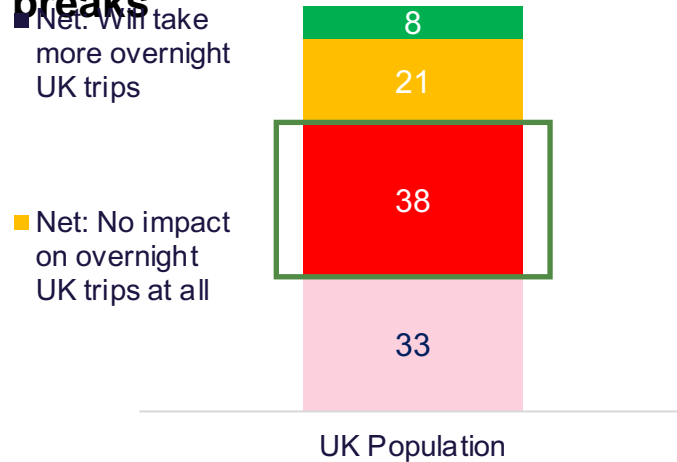
Personal impact of cost of living crisis (%)



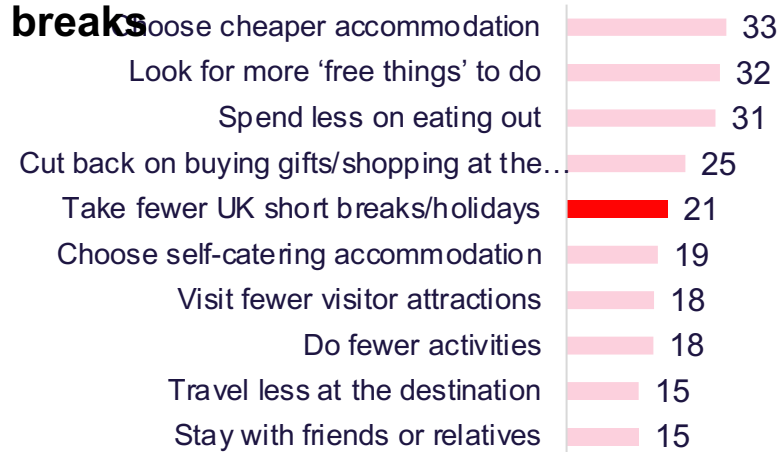
Q17: There has been a lot of talk about how the 'cost of living crisis' has affected people's financial circumstances. If you had to choose, which ONE of the following statements would best describe your feelings about your own situation, right now? Base: All respondents. November 2022= 1,758

There is an expectation that the public will take fewer UK short breaks or holidays due to financial concerns

'Cost of living' impact on UK holidays and short breaks



'Cost of living' impact on UK holidays and short breaks



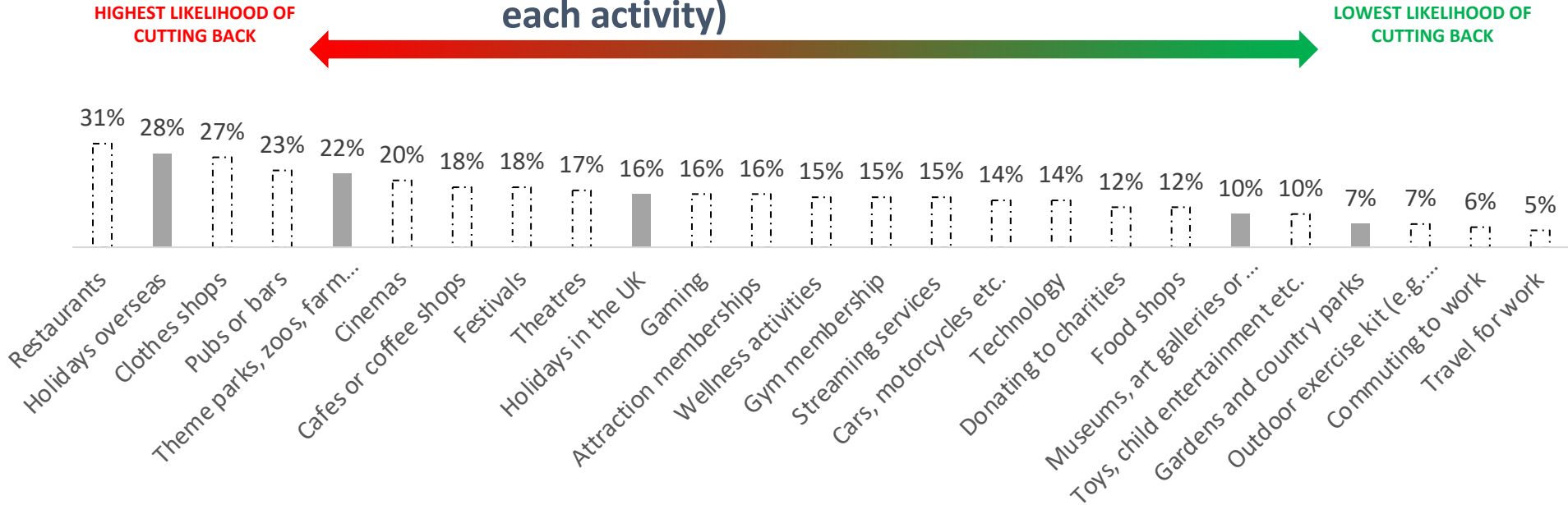
Source: VisitEngland Domestic Sentiment Tracker

Question: VB7c. How, if at all, would you say the 'cost of living crisis' is likely to influence your UK short breaks or holidays in the next six months?

Base: July to September n=5,274

However, there is a clear hierarchy of tourism activities that will be cut back on, with domestic travel below overseas travel

Activities most likely to 'cut back on' in next 6 months (% of all who do each activity)



The cost-of-living crisis means some people are likely to have less disposable income in the coming months. In the context of the cost-of-living crisis, if you had to cut back your disposable spending on any 5 of these, which would you choose? Base n=1,750

Opportunities for the tourism sector



A summary of the opportunities

Unique, unmissable experiences are more important than ever

The wellness trend continues to gain momentum

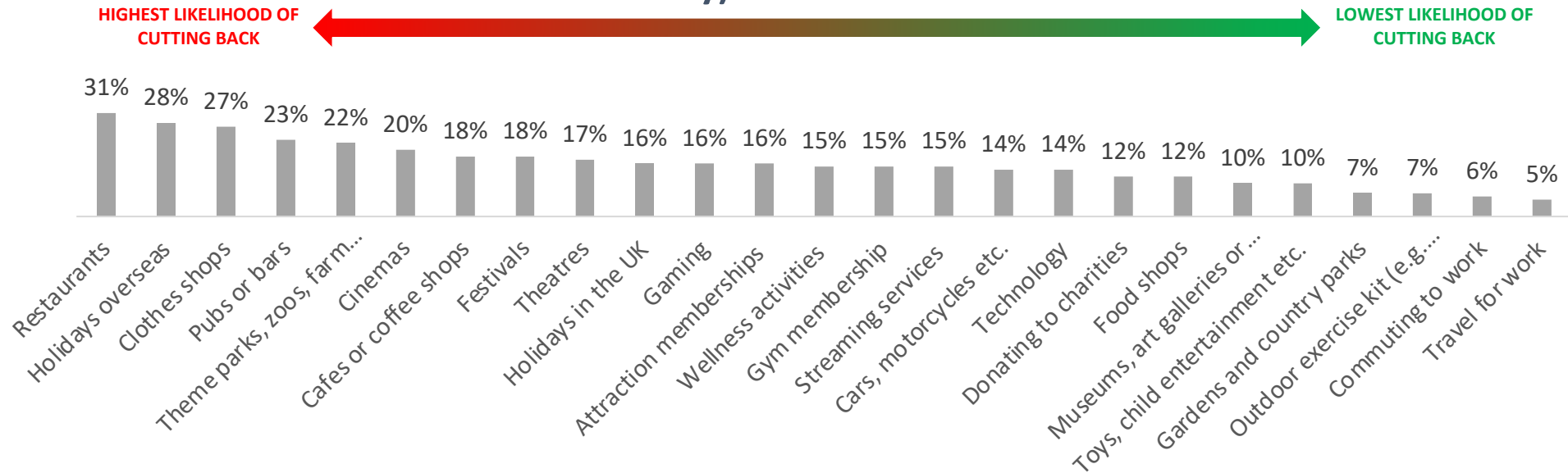
Premium experiences may balance the books

Empty-nesters will have the most time and money

Unique, unmissable
experiences are more important
than ever

An overall trend of 'cutting back' means competition will be fierce

Activities most likely to 'cut back on' in next 6 months (% of all who do each activity)



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COVID has left a legacy of 'broken habits' and more considered decision-making



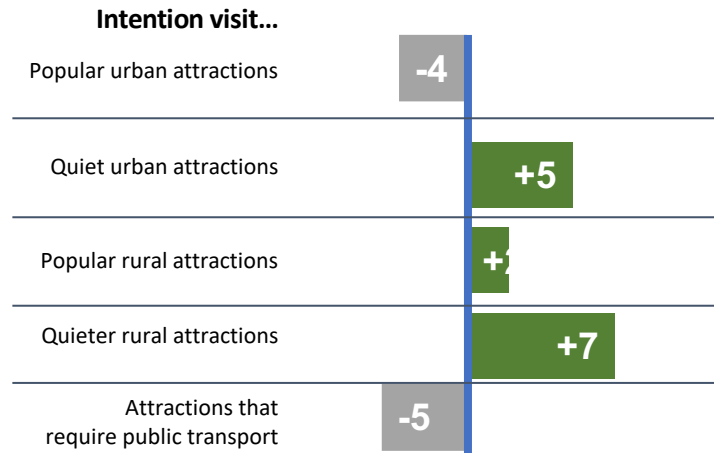
People need 'reactivating' after 2 years of inactivity



People are asking 'is this activity worth catching COVID for?'

There is lots of evidence of 'unmissable' overcoming rational concerns

Terrorism in 2017 meant people were avoiding city centre attractions...



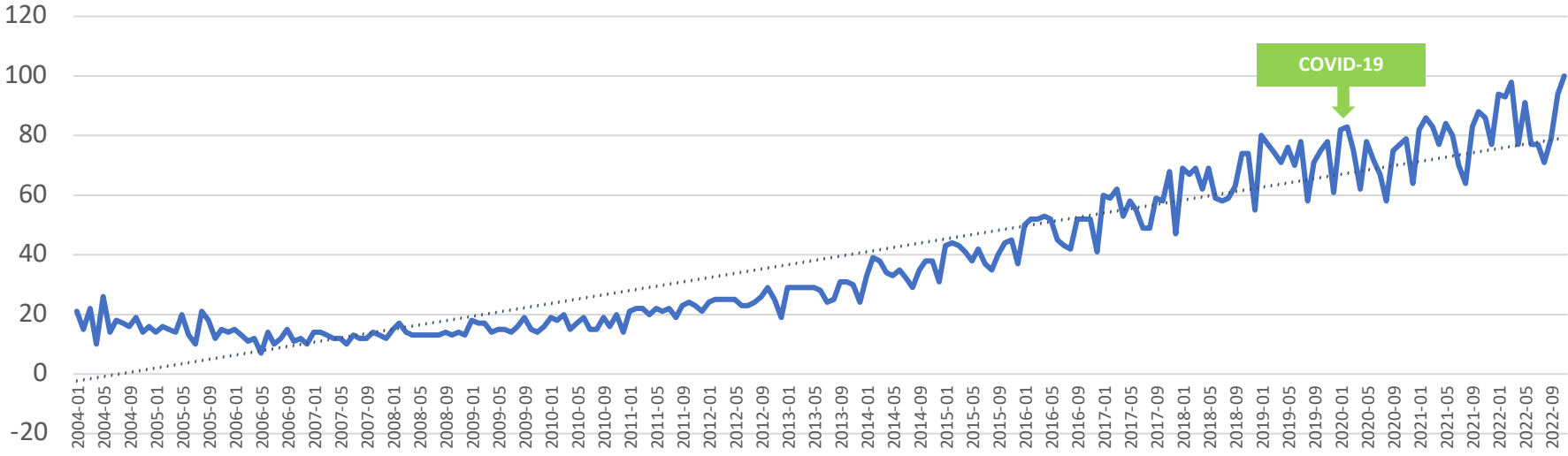
...but box-office exhibitions sold out many times over



The wellness trend
continues to gain
momentum

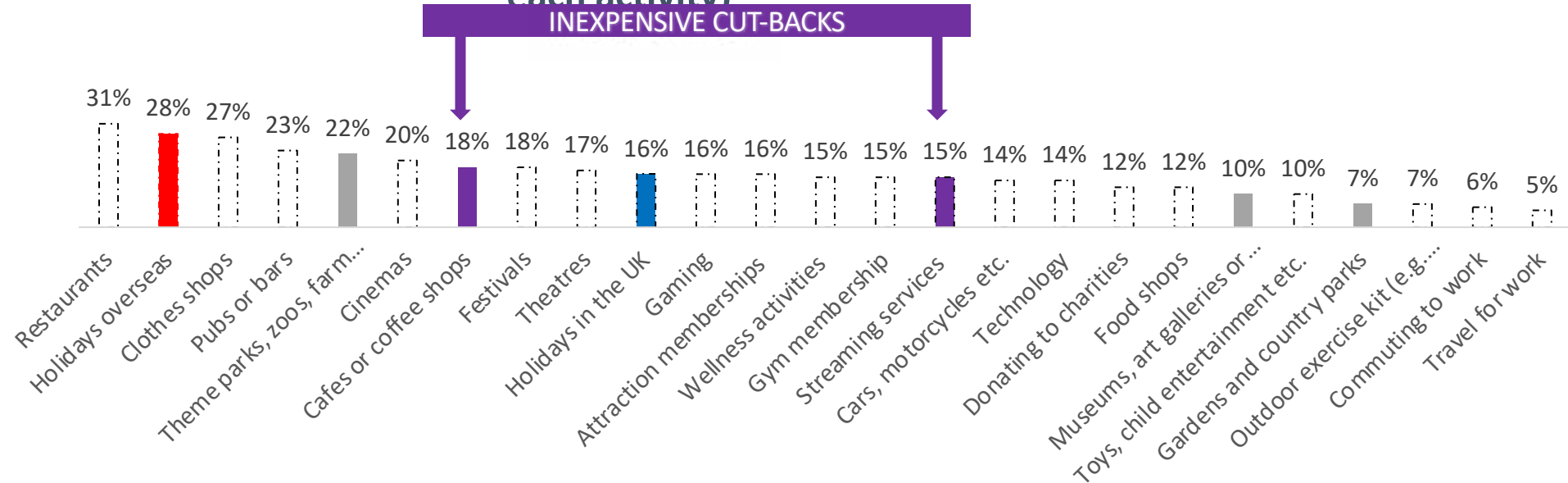
Google Trends data shows a consistent rise in searches relating to wellness

Google Trends searches for 'wellbeing' (2001 to 2022)



The hierarchy of cut-backs aren't just about 'cutting costs'

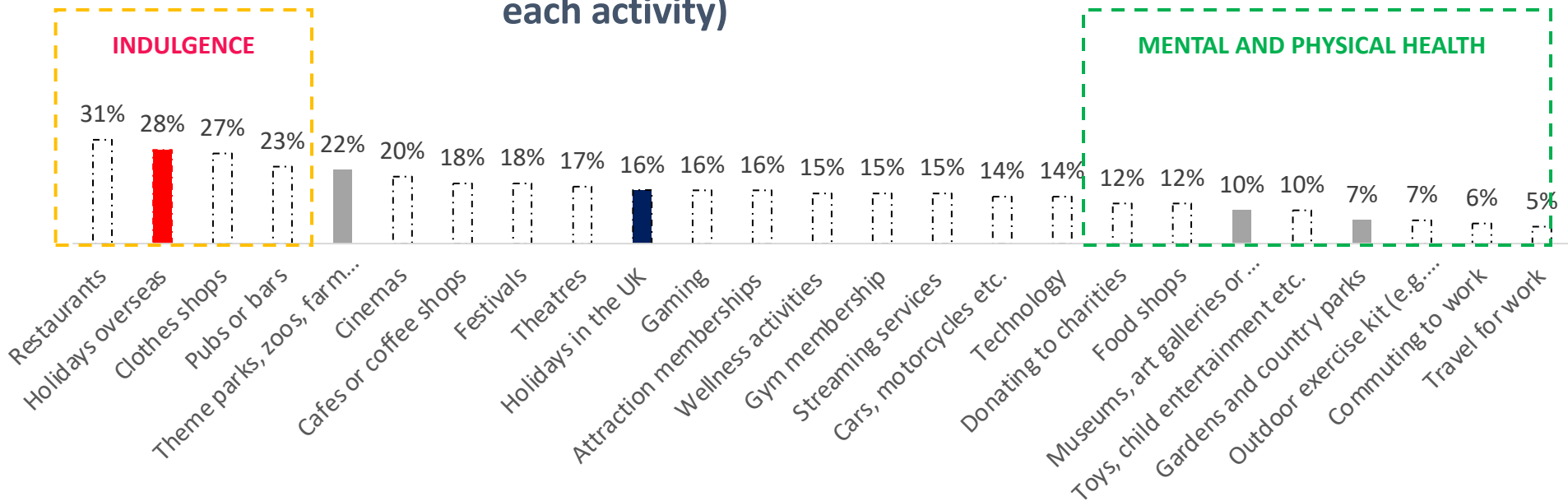
Activities most likely to 'cut back on' in next 6 months (% of all who do each activity)



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The balance of cut-backs suggests 'mental and physical health' is being prioritised over indulgence

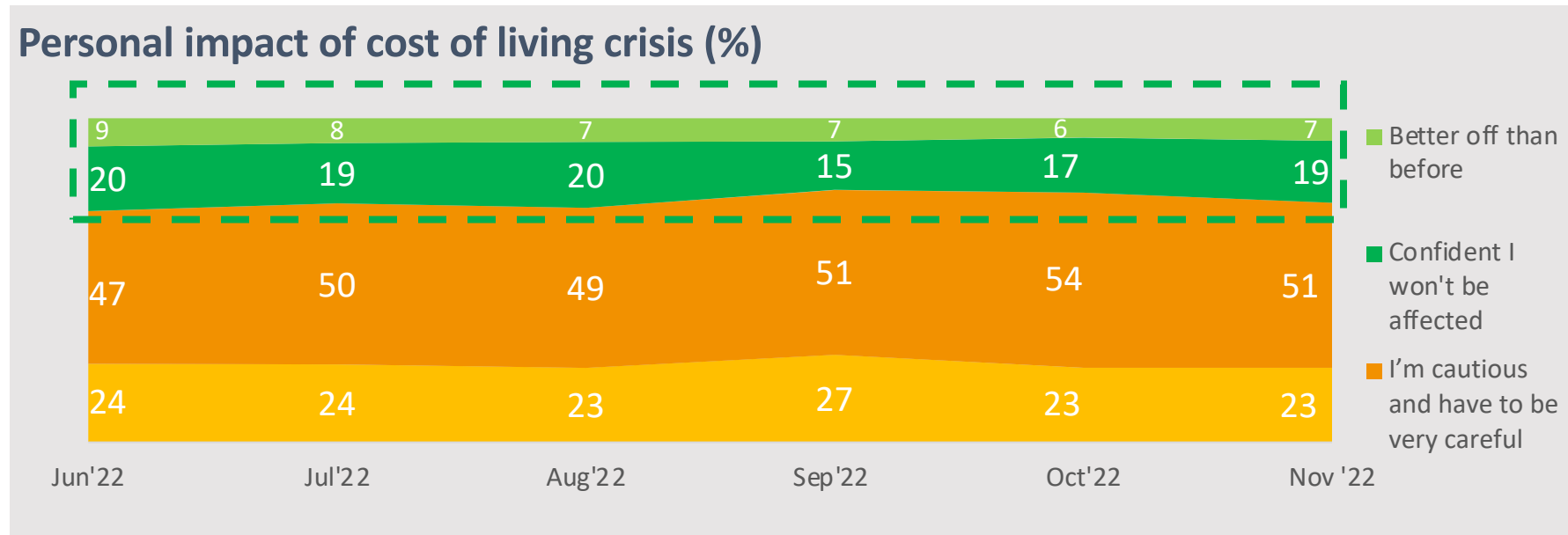
Activities most likely to 'cut back on' in next 6 months (% of all who do each activity)



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Premium experiences may
balance the books

A significant minority of UK residents will not be impacted by the cost-of-living crisis



Q17: There has been a lot of talk about how the 'cost of living crisis' has affected people's financial circumstances. If you had to choose, which ONE of the following statements would best describe your feelings about your own situation, right now? Base: All respondents. November 2022= 1,758

The opportunity also exists amongst in-bound travellers, particularly from the US market



US in-bound travel is nearing pre-pandemic levels



The US is a leading market for premium experiences

Empty-nesters will have the
most time and money

Empty-nesters make up a third of the population and have more time and disposable income

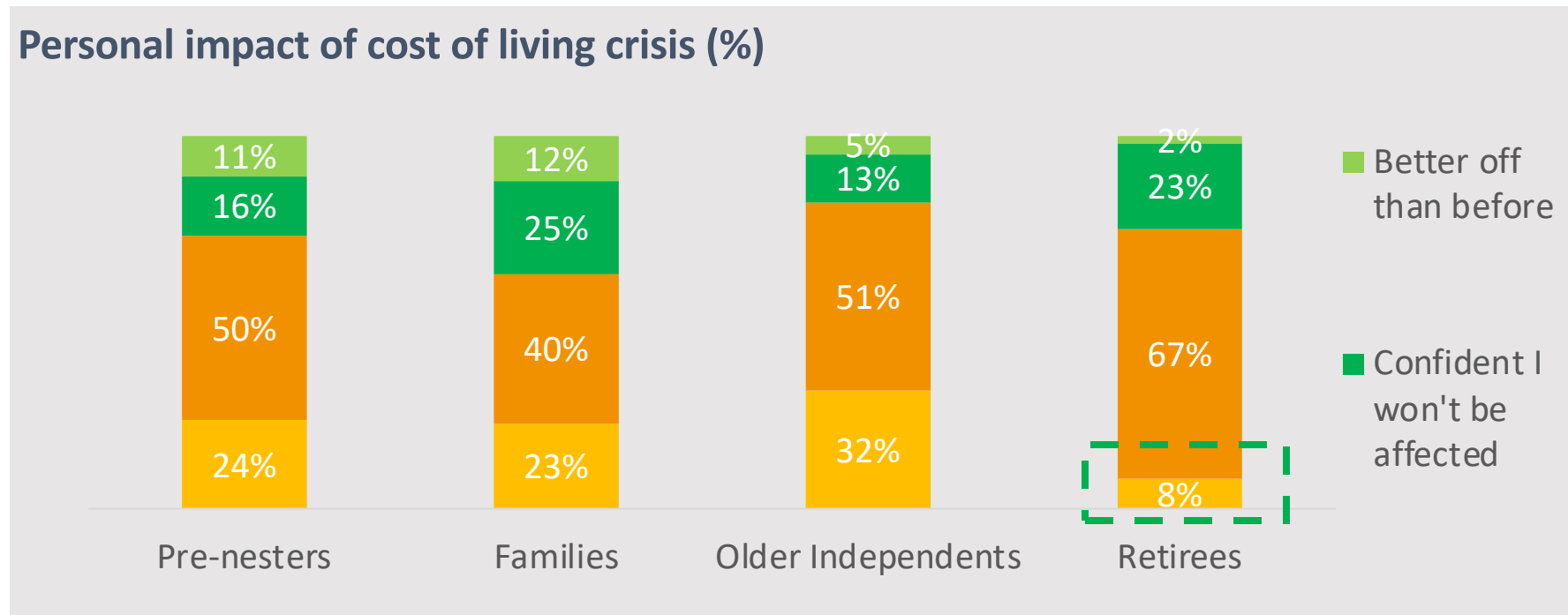
Empty nesters in summary

22.6 million
people by
2024

Living 'well'
for longer

Most likely
to travel
off-peak

They are also likely to be the most insulated from the 'cost-of-living' crisis



Q17: There has been a lot of talk about how the 'cost of living crisis' has affected people's financial circumstances. If you had to choose, which ONE of the following statements would best describe your feelings about your own situation, right now?

A summary of the opportunities

Unique, unmissable experiences are more important than ever

The wellness trend continues to gain momentum

Premium experiences may balance the books

Empty-nesters will have the most time and money

Thank you!



Advertising in a Cost of Living Crisis

**Brendan Judge
Planning Director
News UK**

News UK

***Advertising In A Cost Of
Living Crisis***





HELLO,

Brendan Judge:

Planning Director at News UK

(The Sun, The Times, The Sunday Times, talkSport, Virgin, TalkTV, Times Radio)

Previously:

Strategy & planning at various media & advertising agencies

Talking about:

Advertising In A Cost Of Living Crisis

A photograph of three young girls in a field of tall, golden grass at sunset. The girl on the left is wearing a white t-shirt and shorts, smiling at the camera. The girl in the middle is wearing a white sleeveless top and a pink skirt, holding a small object. The girl on the right is wearing a white sleeveless top and a white skirt, looking away. The background is a soft, golden glow from the setting sun, with trees visible in the distance. The text "Anyone remember the post-pandemic, post-Brexit sunlit uplands?" is overlaid in white at the bottom of the image.

**Anyone remember the post-pandemic,
post-Brexit sunlit uplands?**

Didn't Last Long, Did It?

We're now in the Cost Of Living Crisis™ era
(or Recession3.0 if you're in Tech)

But what does it mean for you, and your customers?

**IT'S
GOING
DOWN**

Here's What It Means

Rocketing energy costs (gas & electricity)

Spike in fuel costs

Average annual grocery shop to increase by £300*

Global financial uncertainty & a 'two-year recession'

80% of people in the UK are worried about everyday pricing increases**

Source: *The Guardian April 2022, **Deloitte 2022



(So, what can we **do** about it?)

What Can We Do About It?

First Rule Of Advertising

4% of advertising is remembered *favourably*

7% of advertising is remembered *unfavourably*

So obviously we want to be in that 4% right?!

But what are we ignoring here?




What Can We Do About It?

First Rule Of Advertising

89% of all advertising isn't noticed or remembered. **AT ALL.**

“If nobody notices your advertising, everything else is academic” – Bill Bernbach



**Oh,
them**

**OLD
HABITS
DIE
HARD**

PictureQuotes.com

What Can We Do About It?

Second Rule Of Advertising

Human beings are fundamentally *unpredictable*

What they say is not always the same as what they *do* – there is often a gap between intention and behaviour



What The Experts Tell Us

Studies of the 2008 recession highlighted two overriding factors:

- 1) The costs of disinvestment in advertising are severe and more damaging
- 2) Investment benefits are higher and drive growth*

During that recession, **Edelman's** Trust Barometer reported a *20 point overall drop in trust* among brands who stopped advertising

* G&K Tellis Apr 2009



What The Experts Tell Us

Ebiquity warns that it can take up to *five years* to regain share of market (having turned off all ad spend) and also harms the ability of your brand to retain its *price premium and price elasticity*

Switching to short-term, tactical activations and promotions is a ‘false friend’ that erodes brand equity and hits profitability

* Ebiquity, advertising through recession 2020



What The Experts Tell Us

Peter Field - the Godfather of Advertising Effectiveness - sums up:

- 1) Relationship between SOV and SOM is proven
- 2) The effects of allowing SOV to drop below SOM are worse during a recession
- 3) It's easier to maintain SOV – less competition
- 4) Rebuilding SOM afterwards is harder and more expensive

* Peter Field/ IPA 2020

The Experts



**“KEEP SPENDING MONEY
ON ADVERTISING!”**



What We Know

The nation's mood is more **negative** than it has been since the middle of the pandemic

Times readers 34% more likely to think that their household financial situation will get worse in the next 12 months

Sun readers are 49% more likely to think that their household financial situation will get worse in the next 12 months

Source: YouGov Oct 2022



It's Not *All* Bad News...

Deloitte's 2022 Consumer Tracker shows that **3 in 4** adults are planning some type of leisure travel in the next 3 months

Traffic to **The Times** travel section **was higher in October** than at any point in the last 12 months

The Sun's travel section has had over **26M** page views across the last 3 months



The Trust Gap

Times of change and uncertainty fuel a desire for balance, integrity and credibility within media

2 in 3 people (and 75% of those under 35) say they “Appreciate and value journalism more since the coronavirus pandemic”.

Accenture found that throughout the pandemic, trust in printed newsbrands grew by 22%, while trust in social media dropped 13%

Trusted media brands help us make sense of things and shape our opinions, based on informed facts and valued opinion



The Challenge For Brands

How do you provide genuine support and add value to consumers' lives at a time when discretionary spending is under heavy review?

You need a deep understanding of the needs and motivations of consumers during this time

Three prevailing 'Everyday' need states we're observing among our audiences and the public at large

Source: News UK Reader Panel Mar-Oct 2022



Everyday Advice

People are seeking orientation and calibration

Our audience are highly receptive to trusted media sources and **helpful brand messaging**

They want practical tips & **help from trusted experts**

Consumers seeking the maximum experience and quality for their budget – **'Value is King'**

With more than half the nation reviewing what they spend, the quickest way for brands to build affinity is by **credibly helping customers make their budgets stretch further**



Everyday Escape

Looking to leisure and entertainment for escapism

Over half of Sun & Times readers agree that, "I enjoy using my leisure time to **escape from reality**"

19% of Times readers and 14% of Sun readers actually intend to *spend more* on holidays during the Cost of Living Crisis

Even those that might be forced to trim holiday budgets **won't stop dreaming**; when borders were closed during the pandemic, almost 3 in 4 of our audience kept reading our travel content



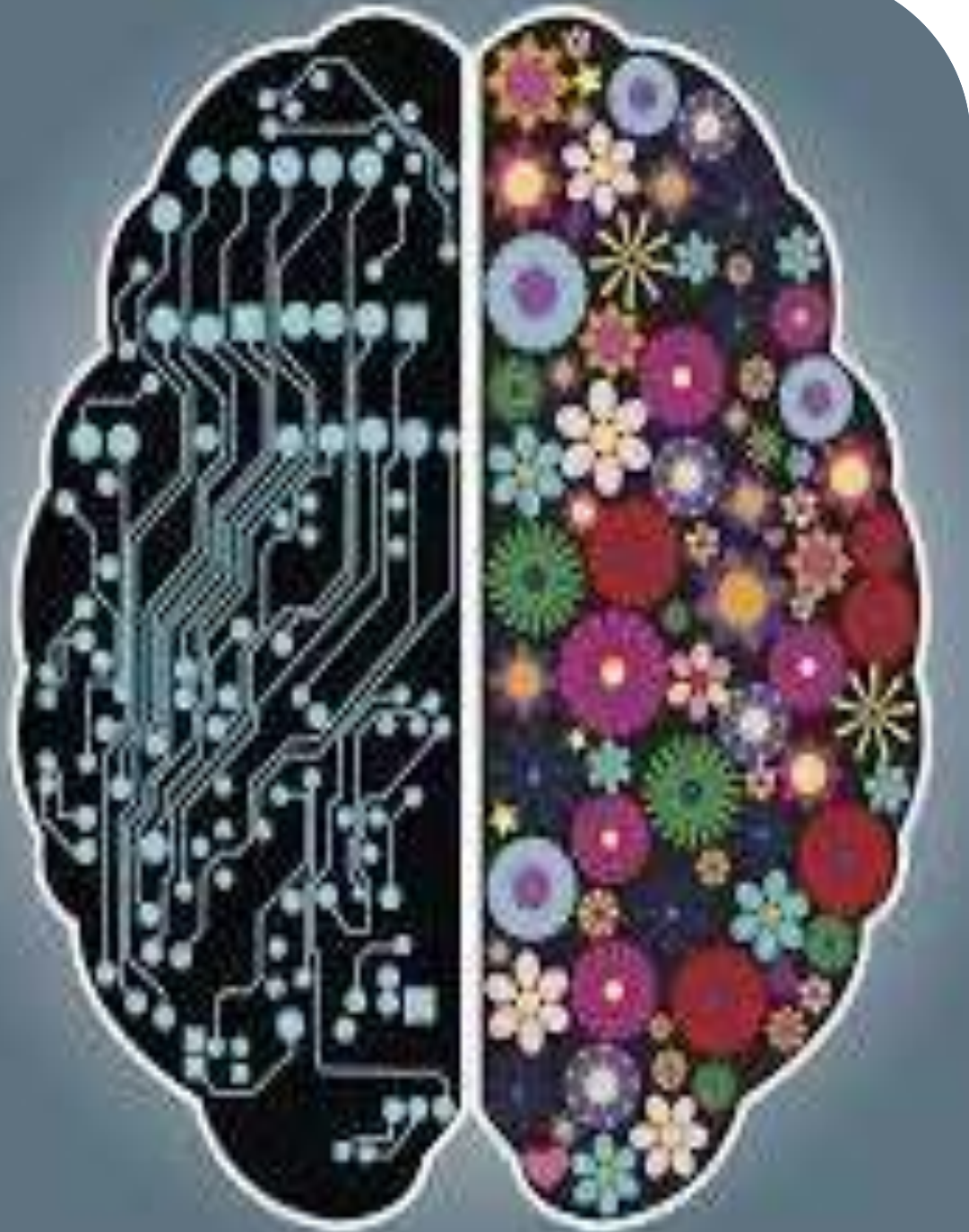
Everyday Celebration

Difficult economic conditions increase the value of rewards and indulgences

Increased focus on mental health & wellbeing has reframed self-care from **an indulgence to a necessity**

Value of shared experiences with friends & family and group holidays (2 in 5 travellers were planning to do so post-pandemic)

Brands with a credible wellbeing proposition and the ability to facilitate happiness are sought after – **bring me joy!**



Creativity Pays

Resist the urge to 'go dark' and instead **invest in creativity**

Now is the perfect time to assert your **brand personality** and create meaningful contrast – humans are hard wired to notice **distinctiveness**

Don't retreat into a performance-based marketing shell

An aerial photograph of a stone path leading to a blue body of water. The path is made of irregular, light-colored stones, and the water is a deep, vibrant blue. The text is overlaid on the path and water.

**ADVICE FROM EXPERTS
TRUSTED SOURCES
BE PROUD OF YOUR BRAND
GET CREATIVE
INSPIRE AND REWARD**

BRING JOY

News UK



THANK YOU!

Brendan Judge – Planning Director
brendan.judge@news.co.uk

The Work of the Tourism Industry Council

Rachael Farrington Sustainability

Tourism Industry Council Sustainability Working Group: Working to deliver on the objectives set out in the Tourism Recovery Plan, collating and creating resources as well as making recommendations for action.

Economic & Social Sustainability Sub-Group:

Tourism Recovery Plan - Objective 2:

As tourism recovers and then exceeds 2019 levels, the Government wants to see the benefits shared across every nation and region.

Scope:

- Economic Sustainability: Using tourism as an economic boost to destinations and communities – creating jobs, supporting SMEs, and attracting inward investment.
- Social Sustainability: Ensuring local communities across the UK see the benefits of tourism, safeguarding and promoting local heritage/identity, and encouraging regional dispersal to ease pressure on the most popular destinations.

Environmental Sustainability Sub-Group:

Tourism Recovery Plan - Objective 4:

To develop a tourism industry that contributes to the enhancement and conservation of the UK's cultural, natural and historic heritage and minimises damage to the environment.

Scope:

Environmental Sustainability: Protecting the natural environment and landscape, promoting no or low-carbon products, and encouraging visitors to respect, protect and - where possible - contribute to the environmental sustainability of the destinations they visit.

Next Steps

- Sub-groups now tasked with meeting to discuss what they want to produce.
- 1 pager shared with core group and DCMS for comment in next month. They are asked to consider;
 - What is it that the group are looking to produce?
 - What will the benefits be for industry?
 - What support or sign off is needed by DCMS?
 - Timelines for delivery

Sub-group 2: Social & Economic Sustainability
(See page 444-17)

Proposed output:

Title:	Target:
Description:	Completion Date:
Benefits for industry:	
Just a 100 words of what you think:	
Work Plan:	

DCMS feedback:

Check all points with your group:

What you will share with the group?	What will be the outcome of the group?
1. Proposal of the output	1. Date, time and location
2. Benefits for the industry of the sub-group	2. How the sub-group will be supported
3. Timeline to achieve the output	3. Agree date for next sub-group meeting to produce a follow-up plan
4. How the output will be shared	



n/James Relf Dyer: Highland

Implementing the DMO Review

Andrew Stokes

Director

VisitEngland



Implementing the DMO review

Andrew Stokes, England Director, VisitEngland

Overview

- Purpose and recommendations of DMO review
- Government response
- The new DMO landscape
- Role of tourism in place economies
- VisitEngland/VisitBritain support for the new structure



The purpose and recommendations of the de Bois review

Why was there a review into destination management in England?

- Obvious during the pandemic that the destination management structure in England is fragmented, fragile and not fully effective
- Tourism sector recovery will depend on having the right structures and partnerships in place
- De Bois review set out to examine structure, focussing on DMOs
- Widespread recognition among consultees that DMOs are needed and an important part of the visitor economy



VisitBritain/Paul Sampson: Marazion

What does the de Bois review recommend?

- Accreditation process to create a national portfolio of DMOs
- The national portfolio split into two tiers – a top tier of ‘Destination Development Partnerships’ and a second tier of accredited Tourist Boards acting as members
- Core funding from Government for each DDP
- DDP would develop and oversee the delivery of a Destination Development Plan
- DDP to lead on advocacy, partnership working, funding bids, major events, data and business support.



VisitBritain/Hannah Argyle: Whitstable

What does the de Bois review recommend? (2)

- VisitEngland responsible for new tiered structure
- DMOs should:
 - Be more collaborative and share best practice
 - Seek to diversify their income streams
 - Develop the skills of their staff
 - Have more diverse boards
- LEPs and local authorities to recognise the importance of visitor economy and DMOs
- LAs to recognise that DMOs need to be public-private partnerships



VisitBritain/Sam Barker: London

The Government response

What does the government response say?

- DMOs have an important role to play in recovery and Levelling Up
- Need to address long-running concerns about the structure
- Agrees with the tiering approach
- Accreditation process to be introduced in 2022-23
- VisitEngland receiving new funding to administer accreditation scheme and pilot the DDP concept in one area
- Provision for VisitEngland to establish a regional team to support
- Accredited tier 2 DMOs to be called Local Visitor Economy Partnerships (LVEPs)



VisitBritain/Simon Palmer: Whitby

What does the government response say? (2)

- Pilot for multi-year core funding for one DDP
- Tourism Minister will decide
- Criteria for the pilot:
 - rural, urban, coastal tourism
 - Accredited LVEPs, but also gaps in coverage
 - Alignment with devolution deal
 - Growing business and events offer
 - Visitor economy growth potential
 - Proof of concept for a future national roll-out of DDP model



VisitBritain/Paul Hanson: Brighton

The new DMO landscape

What does the proposed future structure of the DMO landscape look like?

DDPs
Destination Development Partnerships
(tier 1)

15-20 in total - eventually, but only 1 pilot DDP in current funding period (2022-25)

LVEPs
Local Visitor Economy Partnerships (tier 2)

c. 40 in total, accredited and supported by VE

Non-accredited DMOs (tier 3)

Limited support from VisitEngland

Working towards LVEP accreditation and the DDP pilot

- DMO roundtables throughout October to develop accreditation criteria and process in partnership
- Decision on DDP pilot area with minister – expected soon
- DDP pilot set-up and LVEP accreditation in DDP pilot area – November/ December
- Launch of nationwide LVEP accreditation – January
- Ongoing assessment of LVEPs – from January onwards
- Support to LVEPs from our regional development team – from January onwards



What does an LVEP have to demonstrate?

Covers an important geography
(city region or county)
and no overlap with others

Capacity of organisation
reflective of size and
importance of
destination

Well integrated with
local tourism businesses
and local government

Recognition and funding
from private and public
sector

A destination
management plan
or tourism strategy

Works in partnership
with other destinations
in the region

What should an LVEP work towards?

Expansion of commercial and other funding streams

Staff skills development, incl. digital, international travel trade, distribution

Comprehensive business support offer

Governance and board impact- and outcome-focused and representative

Support of national priorities and government initiatives

Ongoing partnership with other LVEPs in the region

**How will the new structure embed
tourism in place economies?**

Considering the visitor economy in decision-making

- A more strategic relationship between LVEPs, VisitBritain/VisitEngland and Government
- Better engagement for LVEPs with local government, LEPs, Place Boards and other strategic bodies
- Demonstrating to LAs that functioning DMOs need to be true public-private-community partnerships
- DCMS to work with other government departments, incl. DLUHC, BEIS and DFT to ensure recognition of LVEP status
- Official status to be used when bidding for Government funding



VisitBritain: Bakewell

VB/VE support for the new structure

VB/VE support for the new structure (DDP and LVEPs only)

- Implement DDP pilot and LVEP accreditation programme including sharing learnings
- National networking and best-practice sharing opportunities for LVEPs
- Central thought leadership, expertise, support and tools, e.g. Accessibility, Sustainability
- Bid support: identifying funding streams, toolkit and training
- Training programme for LVEPs and businesses e.g. Taking England to the World, digital and commercial skills, other identified priority gaps
- Opportunity to benefit from our Marketing and Travel trade activity: website, PR, trade missions and events





Questions

Statutory Registration

Beth Bailey

PASC



Who/What is PASC UK?

Lobby the Government on behalf of professional self-caterers

Provide guidance to the sector

- Weekly newsletter
- Papers
- Webinars
- Co-authored the National Covid Cleaning Protocols for SC

Chair – Alistair Handyside MBE

What's the Problem??





Cornwall “Entire Place” Listings

June 2016	1,166
January 2021	10,040
May 2022	16,752



- Removal of rental stock
- Oversupply of “holiday” stock



NEWS

Home | Cost of Living | War in Ukraine | Coronavirus | Climate | UK | World | Business | Politics | Tech

England | Local News | Regions | Cumbria

Coronavirus: Second-home owners 'claiming £10,000 in virus support'

News | Cornwall News | Fuel Prices

Second home owners 'rewarded with free money' after Rishi Sunak's £400 energy discount announcement

News | Latest Wales News | House prices

More than 1,000 protesters gather in anger at Wales' second home crisis

Second homes are a gross injustice, yet the UK government encourages them
George Monbiot





Current situation

- Lack of differentiation between “Second Homes” and proper businesses
- Holiday lets contribute 6x more to local economy than 2nd homes
- 2nd home owners “flipping” pay neither business rates nor council tax
- No central registry of holiday lets (problematic during Covid)
- Anyone can list anything currently (many non-compliant listings)
- Lack of owner understanding of obligations (guest safety issue)
- No level playing field between professionals and hobbyists
- Professionals pay VAT, Business Rates, annual checks (electrics, PAT testing, chimneys etc)



Registration would enable

- Assurance of observance of basic HSE requirements (Safe, Clean, Legal)
- Empowerment of local authorities (charging for commercial waste, grants distribution, noise, antisocial behaviour etc)
- Better Government understanding of the contribution of the sector
- Efficient dissemination of information (e.g. Covid rules, HSE requirements)
- Removal of substandard operators
- Guest protection from online scams
- Insurance requirements (PLI is NOT a legal requirement)
- Levelling of playing field for compliant operators



Questions...

- Needs policing to be effective – by whom?
- Cost of administering a scheme?
- Who pays?
- Local authority resourcing?
- Buy-in of listing platforms?

Points-Based Immigration System & Future Border Vision

Phillipa Rouse

Director, Future Border & Immigration System

Home Office

Points-Based Immigration System & Future Border Vision

Tourism Industry Conference

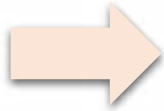
November 2022



Key principles which we are building the new system on



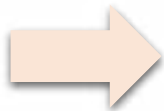
Taking back control of our legal migration system by ending free movement and introducing a new points-based system



Welcoming those who are returning to the UK or arriving to **support our prosperity**



Strengthening our border against those who should not be in the UK



Putting the **customer at the heart of our system** and **protecting the public** and our security



Points-Based Immigration System

The points-based system delivers a **comprehensive migration offer** that gives the UK access to the talent it needs, whilst **retaining full control over who comes into the country**. It is made up of a number of key work and study routes, including:





● Un-sponsored ● Employer sponsored





Sponsorship Reforms

We have a range of ambitious technological and system reforms planned which will deliver a faster and simpler system, with a reduced administrative burden on both employers and migrants.

Improvements already made



Removing the Resident Labour Market Test, reducing the time to hire a migrant worker by 4 weeks



Suspending the cap on Skilled Workers, reducing processing times by up to 4 weeks



Removing the requirement to submit physical documents



Worked closely with businesses, educational institutions and others over the past 18 months on improvements to the sponsorship system

Planned reforms

A fully transformed digital sponsorship process

- B7 2025, with pilots of different features of the new system rolled out in 2023 and 2024.

Streamlined end-to-end journey

- through improvements to the accessibility and usability of our systems, with a single online dashboard

New online management system

- to allow sponsors to update details.

Enabling online checks between departments

- automated checks with HMRC and Companies House on salary checks to reduce bureaucracy



Our Vision

A streamlined, digital system which responds to customer needs and enhances the security of the UK.

What we have done already...



Delivering a **fully digital application process** for EEA nationals, and in-country skilled workers and students



Simplify right to work checks to digital “view & prove” service



Expanded the re-use of biometrics for student and skilled workers applying to extend their stay in the UK.



Launched the new online **Skilled Worker Eligibility Checker** (SWEC) tool

Our next steps...

Fully digital journey

And as we move towards a fully digital system we will expand the re-use of biometrics to allow more adult customers to benefit from a **fully digital journey**.

Automated checks

Increased **automated checks** to improve border crossing at gates, and access to **digital status at ports** to transform border interaction.

ETA

We have also begun to lay the groundwork for wider reforms, including the future introduction of **Electronic Travel Authorisations (ETAs)**, as part of the creation of a ‘universal permission to travel’.



Crossing the border

We will: transform **crossing the border**, with improvements to security, passenger experience and queue times. The strategy sets out an ambitious plan to transform the border by 2025 and beyond, building on the ambitions set out in the **2025 UK Border Strategy**

Our objectives to transform the border through digital innovation include:

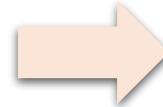
- Increasing security
- Improving the customer experience
- Improving fluidity at airports and ports
- Break the link between passenger numbers and Border Force resources
- Allow Border Force officers to apply their skills and professional judgement to improve security and safeguarding outcomes.



We are increasing **automation** to enable us to better manage flow at the border.



We will maximise the use of **pre-travel interventions** to prevent harmful people getting to the border in the first place.



We have established a **Border Vision Advisory Group (BVAG)** to work closely with academic and industry experts, to explore the future of automation

Questions