

The following list of actions is not comprehensive and may, in some cases, vary as opportunities arise or situations evolve. Whilst Winchester's tourism service is tasked with leading many of the initiatives, it is hoped that partners within the City Council and external to it will add value to the activities of Winchester Tourism and, indeed, lead their own projects in support of this new strategy.

Because of the uncertainties inherent in an action plan which spans five years, there are no estimates of required resources (eg staff time, finance) alongside the individual actions. However, the City Council's departments each produce annual

business plans into which these actions will be transferred as appropriate and which will carry information on resources, risk management and relationships with prevailing corporate priorities. Copies of business plans are available from 1st April each year.

It should be noted that annual plans are also produced by the marketing unit and tourist information centre, setting out priorities and resources for each financial year. For this reason, close detail on – for example – marketing segments and campaigns is not included in this strategy.

objective one: to improve the recognition of winchester as a dynamic and creative destination in its key markets

Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
A) Introduce new image and house style for Winchester Tourism's marketing materials	To project effectively the image of a distinctive Winchester brand, particularly within the UK	▶ Winchester Tourism marketing unit	a) Launch of new-look print throughout 2004 (eg group travel guide, conference leaflet)	i) No of customer comments on visitor guide feedback form ii) Conversion levels from receipt of guide to accommodation bookings
B) Work in partnership with Southern English Cities on strategic overseas campaign in France, Ireland and America	To carry out targeted and cost-effective overseas marketing for the first time, benefiting from shared resources and 'piggy back' associations with better known historic city brands	▶ Southern English Cities partners ▶ Winchester Tourism marketing unit ▶ VisitBritain	a) Annual business plan detailing costed marketing activities by segment type produced by 1st April each year from 2004 onwards	i) Number of overseas trade contacts formed ii) Number of hits on Winchester page generated via www.southernenglishcities.com website iii) Number of overseas requests for visitors guides received iv) Number of bednights generated
C) Exploit web-based technologies to generate interest in Winchester as a destination, drive up accommodation bookings and establish customer relationship management programmes	To reach existing and potential visitors cost-effectively and creatively, and establish lucrative long-term marketing relationships with them	▶ Winchester Tourism marketing unit	a) Ongoing development of www.visitwinchester.co.uk site with new features (eg foreign language portals by Dec 2005, enhanced links, improved 'usability', niche interest pages) b) Pilot of on-line bookings for <i>Visit</i> team by November 2004 c) Pilot of interactive events database by Nov 2004 d) Ongoing development of business tourism site www.conferencewinchester.org.uk after launch in 2004 e) Introduction of seasonal feature items from 2004 onwards	i) Number of hits on 'visitwinchester' website ii) Number of enquiries generated by 'conferencewinchester' website iii) Successful pilot of on-line bookings leads to roll-out to all accommodation in Winchester by end 2005
D) Support in practical ways those events and activities in the District which strengthen its image as a distinctive and creative destination	To develop attractions which add a special dimension to Winchester's tourism 'offer'	▶ Winchester Tourism policy unit	Ongoing, as opportunities arise, including PR and marketing support for a) High profile exhibitions and events at the cathedral b) The Hat Fair and other unusual annual events (eg Festival of Art and the Mind which began in 2004) c) Annual marketing and PR themes following successful Mary Tudor theme in 2004 d) Organisation of annual WCC-led events highlighting special qualities of the District (eg Making Merry Christmas crafts event; Winchester Open Weekend) e) Redesign of quarterly What's On in Winchester publication by Mar 2005 to publicise smaller-scale events	i) Visitor numbers at special events ii) Media coverage of events iii) Minimum of 3 WCC-led special events per year



Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
F) Develop 'lifestyle' packages aimed at short break market	To exploit current, media-fuelled public interest in shopping, walking, food and drink (as above) etc	▶ Winchester Tourism marketing unit ▶ Discover Winchester ▶ Tourism South East ▶ HCC Countryside Service	Ongoing opportunities, including a) Piloting of a first short breaks direct mail campaign for Winchester by Feb 2005 b) Development of web-based 'Winchester Club' for regular visitors by Dec 2007	i) Take-up of short breaks from campaign ii) Number of subscribers to Winchester e-club iii) Number of accommodation packages devised
G) Nurture the local community's appreciation of the importance of tourism to the District	a) To exploit the visitor market 'on the doorstep' b) To exploit residents as promotional channel to reach Visiting Friends and Relatives market c) To reinforce the three-way partnership nature of tourism by emphasising the community's role in both developing and benefiting from the industry d) To correct the misconception among local people that Winchester already has a high profile in the domestic and international tourism marketplace	▶ Winchester Tourism marketing unit ▶ WCC PR unit	a) Ongoing publication of features in WCC's journal Insight b) Ongoing circulation of press releases to local media c) Production of a 'Welcome to Winchester' pack for new residents by Dec 2006 (dependent on additional funding) d) Ongoing free attendance at Tourism Summits and other industry events for all interested residents e) Bulletins to parish newsletter editors f) Expand range of services at tourist information centre for local people to encourage use of/benefit from a 'tourism' facility g) Work with the District's taxi drivers to enhance levels of customer service h) Support, where resources allow, initiatives aimed at schools and lifelong learning markets	i) Number of items in Insight per annum ii) Number of press releases issued per annum iii) Publication of 'Welcome to Winchester' pack iv) At least one industry open event per annum
H) Explore with key rural parishes/town councils the possibility of a shared 'town centre manager'	a) To drive and unify development and marketing activity in the rural areas b) To provide dedicated specialist support to those towns/villages without local staff resource to take forward ideas c) To increase visitor awareness of rural product	▶ Winchester Tourism Policy Unit ▶ Parish/town councils ▶ HCC Economic Development Unit	a) Formal consideration of a detailed business proposal by partners by Dec 2007 b) Application for funding of post(s) if appropriate by Apr 2008	i) Proposal developed and discussed ii) Possible follow-up actions (eg funding bid, recruitment, set outputs for postholder(s))
I) Explore the desirability of reintroducing the City Champion as a ceremonial figure, following retirement in 2003 of town crier	To reinforce the distinctive local identity of Winchester	▶ Winchester Tourism policy unit ▶ Winchester Museums Service	a) Formal consideration to proposal by Chief Exec and Corporate Management Team by end 2005 b) Investigation of funding for costume etc during 2005 c) Appointment of suitable post-holder, on contract appropriate to needs and resources	i) Appointment of City Champion ii) Number of official appearances during the year

objective two: to use tourism as a driver for development within the district which enhances the visitor experience and improves services and facilities for local people

Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
A) Support key marketing and management initiatives for the District's most distinctive attractions to drive up visitor numbers, increase accessibility and encourage development of 'centres of excellence'	To protect and develop attractions which add a special dimension to Winchester's tourism 'offer'	▶ Winchester Cathedral ▶ Winchester's Military Museums ▶ INTECH ▶ Theatre Royal Winchester ▶ Winchester Tourism policy unit ▶ Discover Winchester group ▶ Winchester City Centre Partnership	Ongoing, as opportunities arise, including a) Commissioning of signage and interpretation review for the Peninsula Barracks site by Oct 2004 b) Co-ordination of ongoing work of Discover Winchester PR consortium via integrated marketing plans with Winchester Tourism c) Support for City Centre Partnership campaigns to promote retail product of Winchester	i) Visitor numbers to cathedral stabilised ii) Increase in visitors to Winchester's military museums iii) Stabilisation of the financial position of INTECH

objective two: To use tourism as a driver for development within the District which enhances the visitor experience and improves services and facilities for local people

Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
B) Develop new products which support the image of a creative and vibrant district	To exploit the creative image among consumers, trade contacts and the media, and to enhance enjoyment of the District by visitors	<ul style="list-style-type: none"> ▶ Winchester Tourism marketing unit ▶ Tourism South East ▶ Tourism businesses 	Ongoing, as opportunities arise, including: <ol style="list-style-type: none"> Ongoing development of The Winchester Watercress Tour Development of annual umbrella marketing themes Exploring training opportunities for rural tourism businesses to help them make the most of local produce and distinctiveness in providing their services 	<ol style="list-style-type: none"> National editorial coverage of new products and themes Hits on relevant pages of visitwinchester website Visitor requests for new publications
C) Contribute to planning of major new projects (eg Broadway/Friarsgate, Cultural Centre)	To ensure that tourism policy is considered in the planning process, and that visitor needs and expectations are satisfied in the execution	<ul style="list-style-type: none"> ▶ Director of Community Services ▶ Winchester Tourism policy unit ▶ HCC Recreation and Heritage Department 	Ongoing, as opportunities arise, including: <ol style="list-style-type: none"> Broadway/Friarsgate Development Refurbishment of Winchester High Street Cultural Centre 	<ol style="list-style-type: none"> New developments which enhance the visitor's experience of the District
D) Improve understanding of the industry by participation in a regular programme of research, and ensure new projects are based on and evaluated against sound information.	To gather information which helps to plan policy and projects, monitor progress and evaluate success in every area of tourism activity in order to ensure that resources are wisely deployed	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Tourism South East ▶ HCC Tourism Unit 	As opportunities arise, including: <ol style="list-style-type: none"> Destination Benchmarking and Visitor Survey by Feb 2007 Economic Impact Analysis by Feb 2007 Bid to SEEDA for county-wide business tourism research package by Dec 2005 if deemed viable by TSE Ongoing participation in Hampshire Tourism Trends 	<ol style="list-style-type: none"> Publication of findings on www.visitwinchester.co.uk
E) Work with parishes in the District to establish viable rural tourism product and associated promotion	To strengthen the countryside image associated with Winchester city and increase visiting to and visitor spend in the rural areas	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Parish/town councils ▶ WCC Planning Service ▶ East Hampshire AONB 	<ol style="list-style-type: none"> Review current work and devise medium-term strategic plans with key towns/parishes (eg Alresford, Bishop's Waltham, Wickham) by Dec 2007 Identify potential impacts of new National Park and work with NP authority to optimise positive potential for rural parishes by Dec 2006 Improve communications with providers in parishes (eg via newsletters, letters, local meetings) to ensure ownership of new projects Creating more links from www.visitwinchester.co.uk to interesting parish/rural websites 	<ol style="list-style-type: none"> Tourism action plan produced for each key town/parish Working partnership with National Parks authority established Two-way communications a regular feature with rural providers Greater 'buy in' to WCC projects by rural providers
F) Improve the provision of essential visitor facilities as part of WCC's ongoing programme of maintenance and investment	To ensure that basic visitor expectations are met or exceeded	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ WCC Health and Housing Dept ▶ WCC Development Services Department ▶ Winchester City Centre Partnership 	<ol style="list-style-type: none"> Public toilets on Jewry Street and Broadway in Winchester refurbished or replaced to improved standard (dependant on provision of funding) Improvements made to other public toilets in the District – ongoing Review current parking arrangements for coaches with a view to improving facilities for drivers and passengers by end 2007 Support the work of Winchester City Centre Partnership to reduce antisocial behaviour in the city centre (eg via Pubwatch, diverted giving scheme) 	<ol style="list-style-type: none"> Increased satisfaction levels in future Destination Benchmarking survey



Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
G) Make the special needs of particular groups of visitors a priority for future development	To increase access to tourism facilities and services for everyone	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ WCC Development Services Department ▶ Tourism providers throughout the District ▶ Tourism South East 	<ol style="list-style-type: none"> Agree service improvements and modifications for Winchester City Council in order to meet requirements of Disability Discrimination Act in time for 1st October 2004 deadline Spread good practice to providers via networking meetings and publications, following successful disability awareness seminar in Mar 2004 Develop partnerships with community groups for local consultation and advice – ongoing Encourage participation by providers in Welcome All training courses run by Tourism South East Train tourism staff in auditing to offer basic business advice 	<ol style="list-style-type: none"> Full audit of WCC buildings completed Take-up of places at disability awareness seminar in March 2004 Take-up of Welcome All places Number of tourism staff trained to offer access auditing service
H) Develop a more effective business support service for providers	To improve business performance and customer services by raising awareness of the sources of advice, funding and information is available to providers	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Tourism South East ▶ Business Link Wessex ▶ Learning and Skills Council 	<ol style="list-style-type: none"> Establish a comprehensive Members' Area on the www.visitwinchester.co.uk website with sources of business advice, weblinks, latest business news and bulletin board by Dec 2006 Hold regular sector-group meetings along the model of the attractions partnership for networking and information exchange – ongoing Assess practical ways to communicate with hard-to-reach sectors (eg restaurants, retailers) 	<ol style="list-style-type: none"> New Members' Area established on www.visitwinchester.co.uk website Number of hits to above pages Number of sector-group meetings held per annum
J) Promote investment in high standards in the training, development and management of those employed in the tourism industry	<ol style="list-style-type: none"> To strengthen the profile of tourism as a leading UK industry in order to attract recruits of a high calibre To meet increasing customer expectations with high levels of service To instil commitment and high professional standards into staff employed in the industry 	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Tourism South East ▶ Learning and Skills Council ▶ Wessex Business Link ▶ University College Winchester ▶ All tourism providers 	<ol style="list-style-type: none"> Use the measures outlined in (H) above to spread good practice – ongoing Promote relevant courses run by Tourism South East and other agencies – ongoing Offer regular, focused student placements within Winchester Tourism to lead by good practice – one per annum Offer sound development opportunities to staff of Winchester Tourism in line with WCC's Investor in People status – ongoing Run approved training course for tourist guides ending summer 2005 Offer regular talks on the industry to local schools and colleges – as requested Provide new Students' Area on www.visitwinchester.co.uk by Dec 2004 to support student studies, career interests and other enquiries 	<ol style="list-style-type: none"> No of work placements completed at Winchester Tourism Annual personal development plans for Winchester Tourism staff, and Community Services Departmental Training Plan New guide course completed by Dec 2006 Students' Area established on website No of hits to above pages
K) Review supply and demand of bed and breakfast facilities in the District	To ensure appropriate year-round provision of beds for visitors	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Tourist Information Centre ▶ Tourism South East 	<ol style="list-style-type: none"> To produce hard data about B&B availability and occupancy in the District by Jan 2006 To define actual demand from visitors by Jan 2006 To run, if required, a recruitment campaign for new B&Bs in winter 2006/07 	<ol style="list-style-type: none"> Recruitment campaign for new B&Bs Number of new B&Bs recruited
L) Explore potential for developing the evening economy particularly in the city of Winchester	<ol style="list-style-type: none"> To answer existing needs of residents and visitors as expressed through survey work To expand the offer and attractiveness of Winchester as a destination 	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Winchester City Council licensing unit 	<ol style="list-style-type: none"> To carry out consultation within the District on licensing policy on arrival of government guidance in 2004 Consider ways of packaging or presenting existing evening activity to raise awareness of opportunities already on offer 	<ol style="list-style-type: none"> Results of consultation, leading to potential new initiatives and changes in approach to local regulation

objective three: to maintain a strong emphasis on sustainability in the interests of the local community and its environment

Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
A) Expand the network of tourist information points and outlets in key access points around the District	To increase the availability of important information so that visitors are well managed from their point of arrival in the District	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Winchester Museums Service 	Ongoing, as funding becomes available, including <ol style="list-style-type: none"> a) business case for new boards in St Maurice's Covert and new Park and Ride site by Sep 2004 b) new information point outside Winchester Cathedral shop by Nov 2004 c) bid for funding for information points in Bishop's Waltham and Wickham by Sept 2005 d) ongoing consideration of interpretation signs in appropriate locations (eg Cheriton Battlefield) 	<ol style="list-style-type: none"> i) Pick-up rate for key publications via dispensers ii) No of new information points iii) No of new interpretation panels/signs
B) Continue to improve the award-winning services of Winchester Tourist Information Centre	<ol style="list-style-type: none"> a) To gain maximum benefit from the TIC, which is one of WCC's most effective visitor management and marketing mechanisms b) To maintain provision of personal information services for those unable to take advantage of new technology or other forms of communication 	<ul style="list-style-type: none"> ▶ Winchester Tourist Information Centre ▶ Winchester Tourism policy unit 	Ongoing, including <ol style="list-style-type: none"> a) reviewing the balance of people- and web-based services provided through the centre and adjusting resources appropriately – ongoing b) actively seeking examples of good and innovative practice from the UK TIC network and elsewhere c) source new computerised till system to accept the Euro by Mar 2005 	<ol style="list-style-type: none"> i) Numbers of letters, call and e-mails to TIC each year ii) Public recognition, eg through awards and media coverage
C) Encourage reduced car use by visitors	<ol style="list-style-type: none"> a) To reduce the negative environmental impacts of tourism such as congestion, pollution and noise b) To establish Winchester as a destination which is easy to explore for everyone 	<ul style="list-style-type: none"> ▶ Winchester Tourism marketing unit ▶ Winchester Tourist Information Centre ▶ HCC Environment Dept ▶ HCC Countryside Service ▶ East Hampshire AONB management board 	<ol style="list-style-type: none"> a) Identify safe and suitable car parks in towns and villages from which visitors can explore by foot the local footpaths and visitor facilities by Dec 2006 b) Increase access to simple public transport information via publications, website etc – ongoing c) Work with Hampshire County Council to identify key public paths in the District and lobby for good levels of maintenance on these routes – ongoing d) Work with other agencies (eg HCC) to lobby operators to provide value-added pricing, product packaging and integrated ticketing to increase visitor take-up e) Continue marketing emphasis on walking in Winchester using self-guided trails and tourist guides f) Consider, where resources allow, greater promotion of leisure cycling around the District 	<ol style="list-style-type: none"> i) Footpath audit and maintenance plan published ii) Discussions with key transport operators

Action	Rationale	Lead(s)	Target outputs and deadlines	Measure(s) of success
D) Champion 'green' practices within tourism businesses, such as energy conservation, recycling, use of local suppliers	To reduce the negative environmental impacts of tourism, and exploit the positive potential for local businesses	<ul style="list-style-type: none"> ▶ Winchester Tourism policy unit ▶ Tourism South East ▶ South Downs Sustainable Tourism Network ▶ Countryside Agency 	<ol style="list-style-type: none"> a) Introduce one 'simple but significant' green practice to champion each year from 2005 b) Consider introduction of annual prize-giving for tourism industry to include awards for sustainability by Dec 2007 c) Promote training courses, regional schemes and sources of simple information available to providers – ongoing d) Ensure that Winchester Tourism leads by example – ongoing 	<ol style="list-style-type: none"> i) 'Simple but Significant' programme publicised from 2005 ii) Regular information published in Tourism Times industry newsletter and on www.visitwinchester.co.uk
E) Work with stakeholders to maximise the social benefits of tourism and minimise negative impacts	To strengthen the three-way partnership underlying the tourism industry and ensure that the local community is a key beneficiary	▶ Winchester Tourism policy unit	<ol style="list-style-type: none"> a) Encourage tourism businesses to be good neighbours by considering and consulting the community when planning new developments or enhancements – ongoing b) Focus on work to promote visiting during quieter shoulder months – ongoing c) Carry out regular consultation with residents to assess current concerns (eg via Citizens' Panel) – ongoing d) Make proactive provision for visiting groups, particularly of foreign schoolchildren, to reduce associated (perceived) problems such as crowding, petty theft, antisocial behaviour. New group travel manual as of Jan 2006; first approaches to known foreign languages schools by Dec 2006 	<ol style="list-style-type: none"> i) Number of new products aimed at promoting the District in spring and autumn/winter ii) Two further Citizens' Panel Surveys by Dec 2008 iii) New group travel manual and mailing list. iv) Database of visiting foreign language groups compiled

appendix one

definitions and abbreviations

a few definitions

Who are our visitors?

Our visitors are, quite simply, people like us. We all become tourists the moment we visit for recreational or business purposes a location outside the area where we live. So the majority of visitors to the Winchester District are people with an interest in seeing new places and briefly sharing with us the ambience and history of our District. The table on page 6 gives more information about the kind of people who come here.

Who are tourism providers?

Tourism providers are the people engaged in running businesses which provide facilities for visitors. These include bed & breakfast accommodation, hotels, campsites, conference venues, attractions, restaurants, teashops, guided tours, transport and a host of other services. There are many other businesses which provide indirect services for visitors, too, from the newsagents and wholesalers that supply hotels to the audiovisual hire companies that equip venues for business meetings. Most of these live as well as work in the Winchester District, and share the interests of residents.

What is the official definition of sustainable tourism?

The World Tourism Organisation defines sustainable tourism as 'tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future'.

What is Best Value?

Best Value is the Government's shorthand for a commitment by local authorities to continuously improving their services and offering better value for money in line with the needs and expectations of residents, customers and other stakeholders.

What is social inclusion?

Winchester City Council defines social inclusion as 'the process by which we seek to ensure that all our residents have the opportunity to fulfil their personal potential and to make an active contribution to creating better communities'.

What is a Local Strategic Partnership?

A Local Strategic Partnership (LSP) is a single, non-statutory, multi-agency body, which matches local authority boundaries and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors.

What is meant by local distinctiveness?

According to Common Ground, the environmental group which claims to have coined the term first, local distinctiveness is 'about differentiating our everyday surroundings and the significance which places have for us'. It embraces buildings and landscapes, city street and farming patterns, recipes, history and legends, language, customs, festivals and lifestyles as well as many other ingredients.

some industry abbreviations used in this strategy document

AONB	Area of Outstanding Natural Beauty. A small, rural part of the Winchester District lies within the East Hampshire AONB, which is likely to be incorporated into the proposed South Downs National Park.
BTA	British Tourist Authority. Formerly the name of the organisation responsible for marketing Britain abroad. In 2003, the BTA was renamed VisitBritain and took on the role of marketing England to the domestic market in addition to its overseas remit.
DCMS	The Department of Culture, Media and Sport. The government department responsible for tourism.
ETC	English Tourism Council. Formerly the strategic body responsible for developing tourism in England, now amalgamated with the BTA (see above).
HCC	Hampshire County Council, the county council with headquarters in the county town of Winchester, which has a strong but non-statutory involvement in tourism policy, issues and projects throughout the county.
SEEDA	South East England Development Agency.
TSE	Tourism South East, the regional tourist board responsible for the area in which the Winchester District is located. Tourism South East is the product of the amalgamation in 2003 of two former regional tourist boards: Southern Tourist Board and South East England Tourist Board.
WCC	Winchester City Council, the local council with a non-statutory responsibility for tourism management, development and promotion for the city and surrounding District.
WMAP	Winchester Movement and Access Plan. A strategy aimed at balancing the needs of motorists and non-car users in Winchester, jointly owned by Hampshire County Council and Winchester City Council.
VFR	(Tourists who are) visiting friends or relatives.
Visit	The destination management software system created by Hampshire County Council in partnership with local authorities. It consists of a sophisticated database which currently powers tourist information centre booking systems, websites and interactive kiosks. <i>Visit</i> is constantly developing, and Winchester has been an important player in informing and testing new features.

appendix two

winchester tourism's external partners in service delivery

Visitors do not recognise administrative boundaries: they recognise destinations, brands, activities and themes and experiences. Winchester Tourism understands this, and develops its tourism work with a range of appropriate partners. These include:

Within the District

Alresford Town Council Tourism Sub Committee
 Alresford Chamber of Commerce
 Bishop's Waltham Parish Council Tourism Strategy Group
 Conference Winchester (business tourism network)
 Discover Winchester (PR consortium)
 Local Strategic Partnership
 Winchester Area Tourist Guides Association
 Winchester Attractions Partnership
 Winchester 4 Business
 Winchester City Centre Partnership

Within the region

East Hampshire AONB Management Committee
 Hampshire County Council
 Hampshire Tourism Officers Group
 South Downs Sustainable Tourism Network
 Tourism South East and the TSE Hampshire Sub Region Committee
 Other local authorities

Nationally and internationally

Southern English Cities overseas marketing consortium (Brighton, Canterbury, Chichester, Guildford, Royal Tunbridge Wells, Salisbury, Winchester)
 Destination Performance UK best practice group (DP:UK)
 VisitBritain
 The *Visit* destination management partnership
 The Tourism Management Institute

appendix three

local research

In order to ensure that this strategy is appropriate to local needs, a significant programme of research and consultation has taken place over recent years. This has included:

Summer 2000	Winchester Visitor Survey and Destination Benchmarking 2003
January 2001	The Economic Impact of Tourism on Winchester District 2000
April 2001	The first Winchester Tourism Summit
September 2001	Winchester District Citizens' Panel survey
December 2001	Questionnaires to all parish councils in the Winchester District
Spring 2002	Local business satisfaction survey
December 2002	The second Winchester Tourism Summit
Feb/March 2003	Winchester image and marketing review (industry focus groups, visitor telephone research)
Summer 2003	Winchester Visitor Survey and Destination Benchmarking 2003 Winchester Tourist Information Centre Customer Satisfaction Survey
Spring 2004	The Economic Impact of Tourism on Winchester District 2003 Industry consultation on draft tourism strategy

Copies of the findings of these reports are generally available under the Facts and Figures section of the website www.visitwinchester.co.uk. Alternatively, you can request an electronic or hard copy, normally at a small charge, from:

Winchester Tourism, Winchester City Council,
 Colebrook Street, WINCHESTER, Hampshire SO23 9LJ
 Tel: 01962 848556 or Email: tourism@winchester.gov.uk

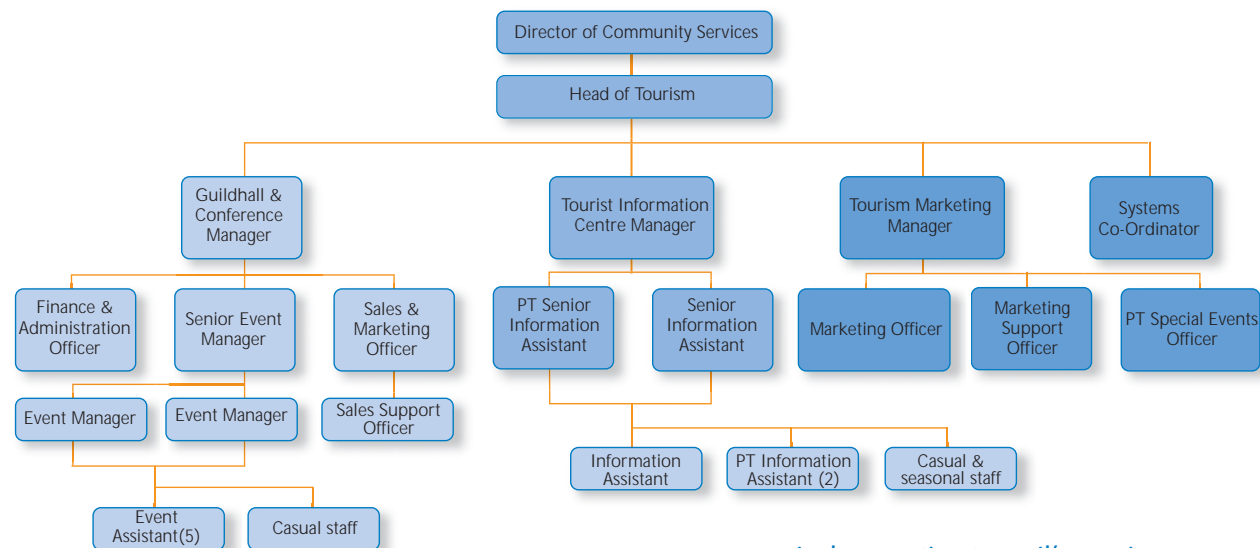
appendix four

winchester city council's key tourism resources

People

Within the City Council, tourism is firmly established as an inter-departmental responsibility. It enjoys a high profile among City Councillors and officers alike, with significant involvement from the Development Services Department (engineers, parking, estates, economic development, planning and other functions). However, policy-making and day-to-day activity in the areas of development, marketing and management are led by a dedicated tourism team. The Winchester Tourism service is divided into four units, as outlined below:

- ▶ The Marketing Unit is responsible for all aspects of tourism marketing in the UK and overseas, including the co-ordination and promotion of special events and co-ordination of the City Council's town twinning links.
- ▶ Winchester Tourist Information Centre provides the interface between Winchester Tourism and the majority of visitors to the District, handling over 220,000 enquiries per annum.
- ▶ Tourism Policy determines the long-term, strategic approach to tourism promotion, management and development, including ICT development.
- ▶ Winchester Guildhall provides a quality venue for a wide range of civic, community and corporate functions. It plays an important role in the cultural and commercial life of the District, and attracts business tourism from across the country. In addition, it houses the tourist information centre, the Guildhall Gallery and the Courtyard Café, all of which are open to visitors throughout the year.



Winchester City Council's tourism service establishment chart

Money

The City Council's commitment to tourism is indicated in the constant levels of funding allocated to the service. Recent years have seen hard times for other local authority tourism units, but Winchester City Council's tourism budget has so far been protected. It was one of the few to be allocated additional budgetary provision during the Foot and Mouth crisis in 2001. The majority of our residents believe that Council expenditure on tourism services represents good value for money when compared with annual spend in the District by visitors. However, in the coming years there will be increasing pressure to reduce running costs and ensure that tourism projects offer good value for money.

Further information about budgets can be found in the City Council's annual Budget Book or in the Community Services Business Plan, which sets out the principal targets to be met by the tourism service from the year's budget. During the life of this strategy, the tourism team will be actively encouraged to seek external sources of funding. The City Council appointed its first Partnership and External Funding Officer in 2003, and it is anticipated that the postholder's expertise will help to identify increased opportunities for doing this.

17. TOURIST INFORMATION CENTRE

Planned to be the flagship for the Council, the TIC is open six days a week in the summer and only in the winter and spring in excess of 2,000,000 visitors per annum. The TIC provides advice and assistance with comprehensive information on the city and surrounding area that helps to encourage the use of attractions, hotels, restaurants and shops in the Winchester District. Income is generated through the sale of tourist publications, souvenirs, and maps and leaflets. It also provides accommodation and travel services. The TIC was awarded 1% of the year in the District Council last month for 2005.

Key objectives for 2004/05 are:

- To increase expenditure on all equipment and software
- To ensure compliance with an ISO system for food products.

	2003/04 Actual	2003/04 Budget	2004/05 Budget	2004/05 Actual
Expenditure				
Equipment	148,000	150,000	150,000	148,000
Personnel	40,000	40,000	40,000	40,000
Travel and Services	10,000	10,000	10,000	10,000
Special Projects	1,000	1,000	1,000	1,000
Materials	10,000	10,000	10,000	10,000
Total Expenditure	219,000	221,000	221,000	219,000
Income				
Grant Income	170,000	170,000	170,000	170,000
Income	170,000	170,000	170,000	170,000
Net Expenditure	49,000	51,000	51,000	49,000
Net Income	200,000	200,000	200,000	200,000

14. GUILDHALL

The aim of the Guildhall is to provide a high standard of quality services to meet the needs of the Council, local community and organisations visiting to hold meetings and conferences in the City. The success of the Guildhall has a major impact on the well-being of the local economy. A new pricing structure has been agreed for 2004/05 to effect changes in the pricing of the Guildhall and to simplify the current structure.

Key objectives for 2004/05 are:

- The implementation of the new computerised event management system.
- A major increase in meeting volume and effectiveness to increase income.
- The production of improved marketing materials to secure a meeting income target.

	2003/04 Actual	2003/04 Budget	2004/05 Budget	2004/05 Actual
Expenditure				
Equipment	200,000	200,000	200,000	200,000
Personnel	100,000	100,000	100,000	100,000
Travel and Services	50,000	50,000	50,000	50,000
Special Projects	10,000	10,000	10,000	10,000
Materials	10,000	10,000	10,000	10,000
Total Expenditure	380,000	380,000	380,000	380,000
Income				
Grant Income	1,000,000	1,000,000	1,000,000	1,000,000
Income	1,000,000	1,000,000	1,000,000	1,000,000
Net Expenditure	620,000	620,000	620,000	620,000
Net Income	380,000	380,000	380,000	380,000

16. TOURISM MARKETING

The objective of this unit is to promote the City of Winchester District to attract and support the local economy and to manage the District in such a way as to protect and enhance the quality of life for local residents. Working closely with the Tourist Information Centre, Special Events and the Guildhall, the Marketing Unit actively promotes the District to:

- Attract research and projects
- Production of the Winchester District Study (2003) and other tourist products
- Development and promotion of promotional material and events to attract and secure potential local visitors
- Development of new products designed to increase revenue in the economy
- Co-ordinating District-wide events (e.g. Christmas)
- Organising new tourism initiatives to attract new

Key objectives for 2004/05 are:

- To continue the roll out of new marketing for 'winchester' tourism.
- To complete the fully integrated system of visitor products.
- To continue the successful promotional structure through the District Council (see previous)

	2003/04 Actual	2003/04 Budget	2004/05 Budget	2004/05 Actual
Expenditure				
Equipment	100,000	100,000	100,000	100,000
Personnel	50,000	50,000	50,000	50,000
Travel and Services	10,000	10,000	10,000	10,000
Special Projects	1,000	1,000	1,000	1,000
Materials	10,000	10,000	10,000	10,000
Total Expenditure	181,000	181,000	181,000	181,000
Income				
Grant Income	170,000	170,000	170,000	170,000
Income	170,000	170,000	170,000	170,000
Net Expenditure	11,000	11,000	11,000	11,000
Net Income	170,000	170,000	170,000	170,000

16. SPECIAL EVENTS

The special events team work in partnership with the Council, local community and organisations to provide a high standard of quality services to meet the needs of the Council, local community and organisations visiting to hold meetings and conferences in the City. The success of the Guildhall has a major impact on the well-being of the local economy. A new pricing structure has been agreed for 2004/05 to effect changes in the pricing of the Guildhall and to simplify the current structure.

Key objectives for 2004/05 are:

- To increase the volume of events to increase revenue and to increase income.
- To produce the fully integrated system of visitor products.
- To continue the successful promotional structure through the District Council (see previous)

	2003/04 Actual	2003/04 Budget	2004/05 Budget	2004/05 Actual
Expenditure				
Equipment	100,000	100,000	100,000	100,000
Personnel	50,000	50,000	50,000	50,000
Travel and Services	10,000	10,000	10,000	10,000
Special Projects	1,000	1,000	1,000	1,000
Materials	10,000	10,000	10,000	10,000
Total Expenditure	181,000	181,000	181,000	181,000
Income				
Grant Income	170,000	170,000	170,000	170,000
Income	170,000	170,000	170,000	170,000
Net Expenditure	11,000	11,000	11,000	11,000
Net Income	170,000	170,000	170,000	170,000

Pages from the City Council's Budget Book for 2004/05