

# DESTINATION MANAGEMENT PLAN

2015 – 2020

## ACTIONS



VISIT  
**WINCHESTER**  
AND THE HEART  
OF HAMPSHIRE



**Winchester**  
City Council

# AIM 1

## We will further the interests of the tourism industry locally by developing the destination

The Destination Management Partnership operates by consulting with key tourism stakeholders in the public and private sectors to develop an agreed action plan that delivers significant positive impacts locally. We will increase engagement in national initiatives to raise our profile by building inbound and domestic tourism markets. And seek to foster partnerships with businesses and authorities across the area. Our aim is to increase the economic value of the visitor economy and to sensitively develop tourism in a way that impacts positively on local people.

ACTIVITY	OBJECTIVE	GOAL	HOW EVALUATED	RESPONSIBILITY
Work closely with Visit England, Visit Britain, Tourism South East and other tourist destinations to attract new visitors from new market sectors.	Open the area to larger target markets by tapping into national and regional campaigns.	Partnership work in at least 3 campaigns over 5 years. <b>2015:</b> VE/WCC Home of Sport campaign. <b>2016:</b> China developments Chinese Website TSE Go China! Advertising. <b>2016:</b> Legacy of HLF/Discover England Fund bid in 2016 – Discover England: US Connections	Via the measurement criteria set out in the specification documents relating to specific campaigns.	<ul style="list-style-type: none"> <li>• Visit England Marketing team</li> <li>• Tourism South East</li> <li>• Head of Tourism / Tourism Marketing &amp; Development Officer WCC</li> <li>• Tourism Manager HCC</li> </ul>
Link in with SDNP, EM3 and Solent LEPS and LEADER where possible, with particular regard to cultural and rural tourism.	Improve communications with both LEPS regarding rural and cultural tourism development and promotions that will benefit the area in terms of economic growth. Continue to work with the SDNP where appropriate.	At least one campaign over the next five years that is developed in conjunction with either the Solent or EM3 LEP or the SDNP. <b>2015:</b> SDNP/WCC/EHDC/LSTF Bus routes <b>2016:</b> SDNP/TSE Great British Pubs & Drink. <b>2017:</b> Winchester >Chawton< Petersfield bus links improvements.	Via the measurement criteria set out in the campaign specification documents.	<ul style="list-style-type: none"> <li>• Tourism South East</li> <li>• Hampshire Cultural Trust</li> <li>• SDNP Sustainable Transport Lead</li> <li>• Head of Tourism / Tourism Marketing &amp; Development Officer WCC</li> <li>• Stagecoach Manager</li> </ul>
Reposition Winchester as a key area for conference activity and increase business tourism to the area in partnership with other local interests.	Improve business turnover from the lucrative conference tourism market.	Up-to-date website with improved critical mass of product. Involvement in TSE campaign 'Meet Beyond London' and PA Executive Magazine <b>2017:</b> Rebranded as Meet in Winchester. <b>2018:</b> PA & bookers FAM trip. <b>2018:</b> Support development of more conference and meetings facilities at Northington Grange and University of Winchester <b>2018:</b> Develop relationship with Hampshire Conference Bureau via FAM trip.	Engagement with venues via Meet in Winchester networking/business feedback sessions – over 20 businesses engaged.  Increased business tourism to the area.	<ul style="list-style-type: none"> <li>• TIC Manager WCC</li> </ul>
Work with city centre partners, including the BID to improve traffic and parking issues at busy times.	To improve the customer journey.	Parking Special measures at Christmas.  Online Events calendar mapped in March onwards.	Via feedback to TIC/ media.	<ul style="list-style-type: none"> <li>• Head of Tourism WCC with Head of Parking WCC</li> <li>• BID</li> </ul>
Foster partnerships with InterCruises, CLIA, European Cruise Service and Cruise Advisor Magazine to encourage excursions to the area to feature in cruise itineraries.	Attract more cruise passengers to the area.	At least 4 FAM trips for cruise industry in 2018.	Increased footfall and spend across Winchester.  Increased requests for foreign language tours – especially German tours.	<ul style="list-style-type: none"> <li>• TIC Manager WCC</li> </ul>

# AIM 2

## We will drive results from our marketing and PR activities

We will use product development within the Visit Winchester and the South Downs National Park brands to promote the area effectively, directly supporting businesses.

ACTIVITY	OBJECTIVE	GOAL	HOW EVALUATED	RESPONSIBILITY
Promote the offers of both destinations more dynamically and to new audiences using social media, Apps, PR and an improved website presence via solo destination and shared footprint campaigns.	Build on the appeal we have to 'cosmopolitans', families, outdoor tourists and niche interest groups, creating a new generation of well informed tourists to the area.	A 25% increase in social media followers by 2020. Direct benefits to particular business sectors. <b>2015:</b> VE #RealTime Travel. <b>2016:</b> Dan Snow Quiz Trail App launched at Great Hall 10 Winchester trails. Dovetailing with Feet First WCC campaign Rain Jane for JA200 launching Winchester October via social. <b>2016:</b> Mini King Alf weekly Facebook feature. <b>2018:</b> Visit Winchester tourism app in development. Launch of new Visit Winchester website. Appointment of new PR agency (PR Media Co).	Using Twitter, YouTube, Pinterest, Flickr, Instagram and Facebook audience volumes and performance statistics. Increased income generation through banner advertising opportunities on new Visit Winchester website. Google Analytics. AVE and engagement with press measured by number of press trips to the district.	<ul style="list-style-type: none"> <li>Tourism Marketing &amp; Development Officer WCC</li> <li>VE PR Manager</li> <li>Destination PR Manager TSE</li> <li>Sustainable Tourism Lead SDNPA</li> <li>PR Media Co</li> <li>WCC Business Analyst &amp; Project Manager</li> </ul>
Raise the profile of the cultural/events scene across the area using online and customer-facing channels.	Increase the visibility of the cultural aspects and heritage of both Winchester and the SDNP in order to encourage new visitors. Support rural market towns with a rich community events programme.	An improved website presence for events. <b>2015:</b> <a href="http://www.festivalsinwinchester.co.uk">www.festivalsinwinchester.co.uk</a> <a href="http://www.christmasinwinchester.co.uk">www.christmasinwinchester.co.uk</a> <b>2016:</b> Royal Blood campaign and talking King Alf/#sALFies plus re-enactments in city centre from HCT <a href="http://www.visitwinchester.co.uk/poster-sites-on-Broadway">www.visitwinchester.co.uk/poster-sites-on-Broadway</a> . <b>2016 –2017:</b> HCT/WCC/HCC/Visit England Jane Austen 200. <b>2017:</b> Bookable window poster sites available along The Broadway. <b>2018:</b> Support members with promotion major events and openings including Marwell's new Tropical House, Cathedral developments – Great Screen Clean, The Stone Festival, Festival of Flowers, restored Presbytery, Winchester City Mill and Gilbert White's House. <b>2018:</b> TIC Box Office introduced – customers can purchase tickets for Guildhall events and themed walking tours online and in person. Rolled out to other event organisers later in the year.	Positive feedback from the Festivals in Winchester group, Attractions Partnership, Christmas Steering Group and rural market towns/villages. Click-through rates to What's On pages on Visit Winchester increasing by 20% over 5 years. Increased ticket sales for Guildhall events and themed tours via new TIC Box Office.	<ul style="list-style-type: none"> <li>Tourism Marketing &amp; Development Officer WCC</li> <li>HCT innovations Lab Manager</li> <li>Executive Officer, Winchester BID</li> </ul>
Measure the results of the DMP investments via a regular survey reviewing the <i>Economic Impact of Tourism</i> .	Ensure value for money for businesses. By conducting the survey annually.	10% increase in the economic value of tourism over 5 years. <b>2014:</b> £350m <b>2015:</b> £358m	Via the <i>Economic Impact of Tourism</i> report.	<ul style="list-style-type: none"> <li>Tourism South East</li> <li>Head of Tourism / Tourism Marketing &amp; Development Officer WCC</li> <li>SDNP research</li> </ul>

# AIM 3

## We are committed to enhancing quality, service and visitor experience

The Destination Management Partnership is looking to support businesses to broaden the range and improve the quality of the product offer and visitor services in Winchester. This will in turn improve overall levels of visitor satisfaction. We are committed to enhancing the visitor welcome locally and will represent the industry in consultations relating to access and infrastructure; and work with the industry to encourage the use of accreditation and assessment. We also aim to retain the nationally recognised expertise within Winchester Tourist Information Centres as a key service provider in terms of dealings with residents, visitors, partners and businesses.

ACTIVITY	OBJECTIVE	GOAL	HOW EVALUATED	RESPONSIBILITY
Improve the welcome to visitors and services offered via the tourist information centre.	Refurbish Winchester TIC and engage with locals, businesses and visitors.	Launch a new TIC in the spring 2018 offering an accessible digital interface – including ticket sales via physical and online channels – and an improved retail offer for visitors. Increase spend in the TIC with an aim for self-sustainability within the next five years.	Footfall, revenue generation, ticket sales and increased use of digital channels.	<ul style="list-style-type: none"> <li>TIC Manager WCC</li> </ul>
<p>Ensure that the tourism potential arising from new developments is explored: Including Winchester Central Regeneration and Station Approach developments and a potential major Visitor Attraction at the old RLPC site.</p> <p>Gateway to the South Downs' initiatives at Winchester City Mill, Petersfield Station and Lavant Street are also supported.</p>	<p>Visitor welcome to future developments is a considered factor.</p> <p>Attraction of new shopping, welcome leisure, food &amp; drink product in new developments.</p>	<p>At least one tourist information point/hotel development in both destinations.</p> <p><b>2015:</b> Winchester City Mill gateway to SDNP launched.</p> <p><b>2016:</b> SDNP/WCC Winchester TIC staff training event to deepen knowledge of SDNP.</p> <p>Broadway welcome improvements including new Bus Station signage and improved parking signage/ Christmas welcome at Guildhall and Abbey House.</p> <p><b>2017:</b> New WCC policy for signage.</p>	Via assessment of these target criteria in 2020.	<ul style="list-style-type: none"> <li>Corporate Director WCC</li> <li>Sustainable Tourism Lead SDNPA</li> <li>Head of Tourism WCC with Head of Historic Environment WCC</li> </ul>
Maintain our commitment to embracing, promoting and rewarding low carbon practices.	Decrease carbon footprint of both destinations and optimise green credentials as a key selling point.	30% increase in businesses engaged in low carbon business practice schemes.	<p>WCC – Green Impact Scheme launched in 2016 (replaced Carbon Smart Scheme).</p> <p>SDNP &amp; TSE – Green Tourism Business Scheme.</p>	<ul style="list-style-type: none"> <li>Sustainable Tourism Lead SDNPA</li> <li>Head of Economy &amp; Arts, WCC</li> </ul>
Continue to monitor and explore the realistic potential for hotel investment locally.	<p>Offer more beds for visitors to Winchester as numbers grow, particularly in the high end of the market.</p> <p>Increase the provision of high quality tourism accommodation in the SDNP.</p>	<p>One more luxury hotel in the Winchester District in five years.</p> <p>Increased rural self catering provision in Hampshire area of SDNP.</p> <p><b>2016:</b> Approach from Asian investment group.</p>	Via target criteria in 2020.	<ul style="list-style-type: none"> <li>Head of Estates WCC</li> <li>Sustainable Tourism Lead SDNPA</li> </ul>

# AIM 3 continued

## We are committed to enhancing quality, service and visitor experience

The Destination Management Partnership is looking to support businesses to broaden the range and improve the quality of the product offer and visitor services in Winchester and East Hampshire. This will in turn improve overall levels of visitor satisfaction. We are committed to enhancing the visitor welcome locally and will represent the industry in consultations relating to access and infrastructure; and work with the industry to encourage the use of accreditation and assessment. We also aim to retain the nationally recognised expertise within Winchester Tourist Information Centre as a key service provider in terms of dealings with residents, visitors, partners and businesses and ensure that local businesses are aware of and benefit from the quality of local produce.

ACTIVITY	OBJECTIVE	GOAL	HOW EVALUATED	RESPONSIBILITY
Support and advise events organisers ensuring that visitors experience safe, memorable and well organised events.	Maintain the reputation for Winchester as a good destination for a fun day out and target new cosmopolitan sector visitors.	Satisfaction from events goes. A shift in profile in the media. <b>2015:</b> Coca Cola Truck visit in city centre.	Post event feedback via organisers and attendees.	<ul style="list-style-type: none"> <li>Head of Environmental Health and Licensing WCC</li> </ul>
Encourage partners and members to commit to making the destination accessible for all.	A more comfortable experience for disabled, elderly and family visitors.	A more comfortable experience for disabled, elderly and family visitors. <b>2017:</b> Wheelchair trail update.	Annually by advertising criteria submissions.	<ul style="list-style-type: none"> <li>Tourism South East</li> <li>Tourism Marketing &amp; Development Officer WCC</li> <li>TIC Manager WCC</li> </ul>
Showcase local food & drink, supporting businesses who make efforts to source local ingredients for their menus and who use Fairtrade products.	Raise the profile of the quality of Hampshire Produce. Explore possibility of South Downs Wine/ Hampshire Wine brand. Promote Fairtrade venues more effectively on and offline.	Raise the profile of the quality of Hampshire produce via the South Downs Food Portal and PR. <b>2017-6:</b> SDNP/WCC/Hampshire Fare Food & Drink campaign. <b>2016:</b> PR campaign around local developments including Gin, champagne etc. Sunday times Best Places to Live in the UK article submitted. <b>2018:</b> PR campaign: Gastronomic Winchester.	Media coverage tone and value, sector growth. Member involvement in Gastronomic Winchester and success of PR activities surrounding this campaign.	<ul style="list-style-type: none"> <li>Sustainable Tourism Lead SDNP</li> <li>Head of Tourism / Tourism Marketing &amp; Development Officer WCC</li> <li>Hampshire Fare</li> <li>EHDC Economic Development Officer</li> <li>PR Media Co</li> </ul>



