

**C O N T E N T S**

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## ABOUT THIS REPORT

In 2006-07 Hampshire County Council (HCC) carried out<sup>1</sup> strategic development work to:

- clarify what should be the actions at the county level to support and manage the visitor economy over the next 5 years
- decide what should be the County Council's own priorities and role when it comes to the visitor economy
- communicate this across the County Council and to HCC's external stakeholders.

We have:

- used the 2000-2005 Tourism Strategy for Hampshire as our starting point
- looked at other relevant strategies and plans
- taken into account the key changes since 2000 that impact on Hampshire's visitor economy - including market trends, infrastructure developments and changes in public-funded tourism
- involved key stakeholders, drawing on their expert knowledge to help make decisions about priorities and roles.

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This report is deliberately brief. Its key purpose is to set out the recommended Strategic Priorities for Hampshire County Council, and to suggest draft priorities for Hampshire as a whole (Part Two of the report). Part One simply summarises the context.

There is more detailed information in the Working Papers, which cover:

- National tourism trends
- Facts & figures about Hampshire Tourism 2000-05
- Implications of changes since 2000
- Implications of the V.I.C.E. approach
- Hampshire's Tourism Strategy 2000-05 - a Summary.

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<sup>1</sup> With the support of destination consultant Amanda Shepherd of Blue Sail.

## EXECUTIVE SUMMARY

This report identifies the county-level Strategic Priorities for the development and management of the Hampshire visitor economy 2007-2012, and proposes specific Strategic Priorities for Hampshire County Council.

Visitors are vital to Hampshire life: they support over 50,000 jobs, plus services and facilities that local people would not otherwise have. The County Council's services have a huge impact on the visitor experience and visitor economy - from its transport investment and spatial planning role to its economic development activities, countryside management, rights of way, parks, heritage, culture and events.

Some 89% of visitors are day visitors: they bring about 60% of visitor spend into Hampshire, and are important contributors to local services. But without careful management and development, the volume of visitors can have a negative impact on communities and the environment.

The 11% of visitors who stay overnight account for 40% of the spend. We can't take them for granted: competition for higher-spending staying visitors is growing from better-resourced tourist areas - both in the UK and overseas. Consumers are becoming increasingly well-travelled and sophisticated, and new technology is having a huge impact on the way potential visitors source information and make their travel decisions. So Hampshire needs to take a sustainable approach if its visitor economy is to thrive: this means it needs an approach that focuses on value, not volume, and that satisfies visitors, the industry and the community, and safeguards the environment.

The 'visitor experience' is provided by a range of different organisations and calls for a significant level of partnership and cooperation between businesses large and small and the various public-funded agencies. Hampshire County Council is an essential part of this visitor 'infrastructure', and all local authorities have a 'place shaping' role which helps shape the visitor experience. It is essential that the various organisations and partners agree a common strategic approach, and this report is part of that process.

There is already a strong strategic context for this work: as well as Hampshire's Tourism Strategy 2000-2005, there is the regional Tourism Strategy, the sub-regional Statement of Priorities from the Hampshire Tourism Committee, and the Strategic Priorities of Hampshire Economic Partnership. Taking these and other strategies and plans into consideration, and looking at the issues and opportunities for Hampshire's visitor economy, the recommended Strategic Priorities for HCC are:

- Advocacy
- Sustainable Development
- Building Partnerships

This report is for Hampshire County Council to agree and adopt its strategic priorities for tourism. In parallel with this, Hampshire Tourism Committee is leading the process for the key partners to agree the Hampshire Strategic Priorities, including the implications for delivery and resource allocation.

### 1. Background

#### The impact of visitors

Visitors make a significant contribution to Hampshire life. They spend an estimated £1.85 billion a year, supporting some 50,000 jobs in the visitor economy. Visitor spend helps to improve the quality of life for local people by supporting not only jobs but also local services and facilities they would not otherwise have. And the county's positive profile as an attractive place to visit helps to attract and maintain investment in other industries, supporting further jobs in other sectors and the economy overall.

#### The importance of sustainability

Of course, a sustainable approach to tourism is essential - especially in this highly populated region, where numbers of visitors can diminish the attractiveness of destinations and so need to be managed effectively. Sustainability means making sure that tourism development and management satisfies Visitors, the Industry, the Community and the Environment<sup>2</sup> as follows:

- Visitors - want a satisfying visit that meets their needs and expectations, so that they will repeat and recommend to others
- Industry - needs profitable customers so that businesses can thrive and invest, including investing in the workforce
- Community - need visitor spend that supports year-round local facilities, services and quality jobs, and visitors who respect and contribute to residents' quality of life
- Environment - must be protected from the potential negative impacts of visitors.

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<sup>2</sup> These are the four elements of the nationally recognised V.I.C.E. model of sustainable tourism, developed by Anthony Climpson of the New Forest District Council and the Tourism Management Institute with the English Tourism Council

## The need for partnership / role of public agencies

Of all industry sectors, the visitor economy has a particular need for partnership between public and private sectors because:

- The 'product' that the visitor consumes - the 'visitor experience' - is almost always provided by a number of different suppliers, a mix of the public sector (such as English Heritage, Royal Armouries, Historic Royal Palaces and the national museums) and the private sector (and many of the latter are micro and small businesses). Cooperation between suppliers is needed in order to develop and market the product in a highly competitive market place - and the facilitator or catalyst for that cooperation is often the public sector.
- Much of the visitor experience is actually provided, managed or funded by public-funded agencies - from historic houses, conference and cultural venues, events, museums, information centres and parks, to the transport infrastructure, town centre management, resort and countryside management, signs, lighting, car parks and public toilets.
- The public sector has a major impact on the visitor experience through the decisions it makes - for example planning, development, conservation, transport issues, and through its environmental health, trading standards and licensing roles, as well as policing and safety.

For these reasons there is a network of public-funded tourism support - from the tourism team at DCMS (Department of Culture, Media & Sport) and the national tourism body VisitBritain, to the Regional Development Agencies (with a strategic responsibility for tourism), regional tourist boards, sub-regional partnerships and local authority tourism services - all seeking to work together and with the private sector to protect and strengthen the positive impacts for local people.

It is essential that these various organisations agree their strategic direction and have clearly defined and agreed roles, to make sure that the visitor economy thrives and that public money is well spent.

## Hampshire County Council's tourism role

Discussion of the County Council's tourism role often focuses exclusively on the Tourism Section, which delivers direct tourism services and also coordinates/facilitates most countywide tourism initiatives and partnership work - both within the county council area and across the wider geographic county of Hampshire. But several other HCC services also have a far-reaching impact on the management and development of the visitor economy:

- Highways, Public Transport, Signs (see next section)
- Libraries, Museums and Archives, Arts
- Environment and Ecology
- Spatial Planning
- Trading Standards

- Countryside Service - including Rights of Way, Country Parks, Events, Long-distance trails
- Economic Development - including Business support, Market Towns Initiative, Hampshire Fare, Conference Hampshire, Film Hampshire.

### **The importance of HCC's transport role**

The County Council's transport policy, investment and management has a pivotal role in encouraging or discouraging visitors.

It can have a significant positive impact on the visitor experience - both in improving the visitors' experience of travelling to and around the destination, and in improving the quality of the environment. HCC's Local Transport Plan 2006-2011 includes a number of commitments that should improve the visitor experience:

- Reducing congestion
- Improving rural accessibility
- Improving the pedestrian environment in urban areas (through 20 town-centre action plans)
- Better public transport and public transport links
- Better information and signs - including real-time and variable signs
- Walking & cycling improvements
- Pioneering car-free tourism initiatives in the New Forest.

## 2. The Strategic Context

There has been a significant amount of strategy development in recent years that directly impacts on the development and management of Hampshire's visitor economy. We have used the following as the starting point for this current work:

### Hampshire's Tourism Strategy 2000-2005

Published by HCC in 2000, its broad principles and recommendations are still valid today. It proposes a Vision for tourism in Hampshire as an activity which:

- Generates jobs and creates business opportunities
- Diversifies and supports the local economy
- Adds to the variety of local life and widens opportunities for culture and recreation
- Offers a rewarding experience for the visitor and creates a positive image of Hampshire
- Draws on the environmental quality of Hampshire and celebrates its distinctive character.

The Strategy 2000-2005 says this Vision is only achievable if tourism is properly managed and channelled, and with the active cooperation of all the agencies and organisations involved in tourism. It proposes five themes or principles which should form the basis for county-level initiatives and policies on tourism:

- Safeguard Hampshire's environment and community interests
- Increase economic benefit
- Provide a quality product and experience
- Work together to create marketing impact
- Develop a better understanding of tourism.

### Tourism ExSEllence - the Regional Tourism Strategy

Published by the regional tourist board Tourism South East (TSE) in 2004, Tourism ExSEllence proposes a vision for the region as one that:

- Competes with the best
- Exceeds visitors' expectations

- Invests in products and service quality
- Fosters profitable tourism businesses
- Welcomes visitors and embraces tourism.

There are three strategic objectives for the region's tourism:

- Promote a 'must visit' region
- Provide an unrivalled experience for visitors
- Establish effective management and organisation.

### **Hampshire Tourism Committee - Statement of Priorities**

Taking the regional objectives and looking at the issues and opportunities for the sub-region of Hampshire, the Hampshire Tourism Committee<sup>3</sup> has published its Statement of Priorities (and is delivering an Action Plan) under three headings:

- Effective Marketing
- Improving Product Development/Quality
- Developing Strong Partnerships.

HTC is now updating its priorities and reviewing its set-up and operations, using the draft Hampshire priorities from this report as a starting point.

### **Hampshire Economic Partnership - Strategic Priorities**

Taking the South East Regional Economic Strategy as its framework, and with the objective of increasing the county's relatively low rate GVA (Gross Value Added - a key indicator of wealth), Hampshire Economic Partnership (HEP) has developed the following strategic priorities to achieve economic growth:

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<sup>3</sup> When TSE was set up in 2003, it committed to administrative sub-regions, each of which would have an independent committee, and staff resource. The chairs of each sub-region have a seat on the Board of TSE. In Hampshire, the tourism sub-group of Hampshire Economic Partnership became the sub-regional body overseeing TSE's work: the Hampshire Tourism Committee (HTC). It comprises representatives from both the public and private sectors. Its chair is HCC's Head of Arts, Tourism & Marketing.

- Meeting the workforce needs of business
- Providing appropriate land use and availability - for employment and for housing
- Delivering effective transport & infrastructure solutions
- Driving sustainability
- Delivering effective support for business
- Driving growth through 6 key trade sectors (including tourism)
- Promoting innovation & enterprise.

HEP says that, to drive growth, the key issues for tourism are:

- Sustainability
- The quality of the tourism product
- Making the best use of existing resources.

### **National Park and AONB Management Plans**

The five Plans - New Forest National Park Interim Management Plan 2003; Chichester Harbour Management Plan 04-09; Cranbourne Chase Management Plan 04-09; North Wessex Downs Management Plan; South Downs Management Plan Consultation Draft 06 - highlight the importance of:

- tourism in sustaining the local economy in these areas
- developing recreation strategies that promote activities that support the conservation and enhancement of natural beauty and raise awareness of local culture
- identifying the best locations for visitor facilities, especially in the New Forest
- partnership working to engage community and business networks in the development of sustainable tourism
- integrating tourism with other aspects of the rural economy such as farming
- reducing dependence on the car and developing and promoting alternative modes of transport.

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We have also taken into account these national, regional and county-level strategies and plans, as part of this strategic development work:

- 'Looking after Hampshire, Looking out for you' - Hampshire County Council's Corporate Strategy
- Hampshire Local Transport Plan 2006-2011
- Hampshire County Council's Cultural Strategy
- PUSH (Partnership for Urban South Hampshire) Economic Drivers & Growth Phase 3 Report
- Tourism South East Regional and Sub-Regional Tourism Skills Strategies
- South East England Development Agency's (SEEDA) Regional Economic Strategy 2006
- South East England Regional Assembly's (SEERA) Regional Plan 2007
- Tomorrow's Tourism Today - DCMS 2004; Welcome Legacy - DCMS (in draft).

### 3. The Market Context

When planning how to support the visitor economy from now to 2012, we need to take into account the following market conditions and trends:

#### Social and market trends

- The UK population is ageing: 25% of the population is now 55+; 31% will be 55+ by 2021.
- Baby boomers are now empty nesters, in their 50s and 60s - this huge bulge in the population are also the people with the time and the inclination to take domestic short breaks. The 'new seniors' are better travelled than previous generations and are more active ('60 is the new 40'). The Henley Centre for Forecasting says 20% of over 60s take 3 or more holidays a year.<sup>4</sup>
- People are having children later: families with small children are another key market for domestic leisure trips - albeit more tied to peak times. The trend towards older parents again means they have more money, are better travelled and have higher quality expectations than previous generations of parents with young children.
- People in the UK are increasingly 'middle-class', with higher quality expectations than in the past. According to Henley, increasing affluence means 'People can afford to look beyond material necessities and consider what *experiences* they want out of their lives'. Travel can fulfill this need and this impacts on the way that travel is marketed.
- People are increasingly conscious of the environmental impact of their consumer choices: 'green' is becoming mainstream, and 'green credentials' could be a significant selling point for domestic destinations.
- There is increasing competition for leisure spend: shopping has become a leisure pastime, with increasing opportunities (as well as encouragement) to shop, in-home entertainment (from satellite/cable TV to home cinemas, computer games and online activities) has become big business, eating out is now a regular leisure activity for many more people.
- And there is increasing competition in the travel world: cheap flights and the strong pound continue to fuel outbound tourism, while the emergence of the UK metropolitan cities as successful destinations has impacted on historic cities, towns and rural destinations.
- While numbers of inbound tourists continue to increase, average spend per trip has dropped significantly. Increasing numbers come from lower-spending markets such as Eastern Europe, while numbers from the much-higher-spending USA have dropped since 2001.
- Conferences are getting shorter, but delegate numbers and conference budgets are increasing.

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<sup>4</sup> But NB for longer-term planning: with the pensions crisis looming, and people waiting till their 30s and 40s to start a family, some commentators question whether new retirees in 15 years' time will have the same levels of disposable income as 60 year olds today.

## Buying behaviour trends

- The increase in short breaks and decline of longer domestic holiday continues: two out of three domestic holidays are now short breaks
- The internet is now a mainstream way to find travel information - over 60% of people in the UK are online. Only 10% of travel bookings are currently made online, but that is expected to grow to 50% within the next 10 years. 86% of British internet users over 50 have visited a travel site in the last year
- Lead times continue to shorten - online travel info and booking is helping this trend towards last minute and impulse buys
- Empowered by access to comparative prices and great deals on the internet, consumers now believe that low prices are 'a right, not a privilege'
- The internet is helping to fuel the trend towards independent and special interest travel
- Within the next 5 years, we will see 'convergence' technology revolutionise information provision (convergence of voice, text and moving images on PCs, mobiles and TVs).

## Visitors to Hampshire<sup>5</sup>

- Only 11% of visitors are staying visitors, but they account for 40% of the visitor spend
- Some 12% of staying visitors are from overseas, but they account for nearly 25% of staying visitor spend
- 35% of staying visitors are business visitors - the percentage is particularly high in North Hampshire and Southampton (79% and 52%)
- Hotel occupancy in the county has remained fairly stable since 2000, despite a significant increase in supply
- Attractions have seen a 20% increase in visits since 2000
- The destinations with highest awareness and positive recognition among UK consumers (i.e. the 'destination brands') are: the New Forest, Winchester, Portsmouth, Southampton, the South Downs and Hampshire - in that order.

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<sup>5</sup> From the TSE's 'The Economic Impact of Tourism on Hampshire' June 06; TSE/HCC Hampshire Tourism Trends 2000-2005 Report; TSE Brand Research 2005  
HCC's Strategic Priorities for the Visitor Economy 2007-2012

#### 4. Key issues and opportunities for Hampshire's visitor economy

These are the key issues or opportunities for Hampshire's visitor economy over the next 5 years; some of the following are both an issue and an opportunity. See 'Working Paper 3 - Implications of Change' for more information:

##### General

- Increasing competition from better-resourced destinations
- More demanding, better-travelled and more 'marketing-savvy' consumers
- The explosion in the use of the internet for information and booking travel
- More UK consumers making 'green' choices - from the distance and way they travel, to the experiences they look for and the businesses they buy from
- London 2012 boosting international tourism in the years before and after the event
- Growth in watersports and other outdoor pursuits
- The growth in the Cruise industry

##### In Hampshire

- One new National Park, and another likely to be designated
- The boom in hotel investment in Hampshire - with a growth in corporate hotels
- Substantial investment in Hampshire attractions and culture since 2000
- Significant growth in passenger numbers at Southampton and Bournemouth Airports
- South Hampshire has been earmarked for significant economic growth and urban development over the next 20 years

##### Tourism support

- New regional and sub-regional tourism structures set up in recent years (SEEDA's tourism role, TSE and HTC)
- Local authority budgets for tourism services are increasingly under pressure.

### 5. Introduction

To arrive at these Strategic Priorities for (1) Hampshire's visitor economy and (2) Hampshire County Council, we have:

- √ Reviewed Hampshire's Tourism Strategy 2000-2005, identifying the elements that are still relevant for 2007-2012
- √ Concluded that the Strategy's Vision (see page 6) holds true today
- √ Looked at the data and statistics we have about tourism business performance since 2000
- √ Assessed the implications of changes and trends since the year 2000 and those forecast to happen between now and 2012
- √ Taken into account other relevant strategies and plans (see Part One Section 2)
- √ Listened to key stakeholders' views on what is needed
- √ Identified where Hampshire County Council should focus its resources
- √ Applied the V.I.C.E. model of sustainable tourism as an overarching principle.

We have also discussed with stakeholders the difficulties of setting SMART Objectives (specific, measureable, achievable, realistic and time-limited) for the visitor economy at this stage, due to the unreliability of current tourism statistics and difficulties of measuring impacts on the visitor economy, especially measuring quality-of-life impacts. For this reason, Hampshire Strategy Priority 1 is to 'establish a strong evidence culture for the visitor economy', and the setting of SMART Objectives will be part of the next stage of work for HCC and its partners.

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The Strategic Priorities for **Hampshire's** visitor economy will be delivered in partnership by a number of organisations, so we must get Hampshire Strategic Priority 4 (Ensure effective, joined-up and properly resourced delivery) and HCC Strategic Priority 3 (Building Partnerships) right if the rest of these priorities are to be achieved.

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## 6. Towards the Strategic Priorities for Hampshire

These long-term strategic priorities for Hampshire encapsulate HCC and other stakeholders' aspirations for the county, and have helped to shape the Strategic Priorities for HCC (Section 7). They are not the sole responsibility of HCC; they need to be adopted and delivered by a range of organisations.

### Hampshire Strategic Priority 1: Establish a strong 'evidence culture' for the visitor economy

#### *This means*

- Making sure we have a good sense of how the Hampshire visitor economy is performing, so that we can understand where intervention and investment is needed
- Measuring ourselves against the competition
- Making sure that we share the evidence with our stakeholders across the county
- Using the evidence to ensure better product development, better marketing, guidance for investors and planners, to support our advocacy and partnership work and to enable us to set SMART targets for our work
- Making sure we understand our visitors and potential visitors - niche as well as mainstream markets - and how to reach them
- Keeping track of market and consumer trends
- Understanding Hampshire residents' attitudes to tourism, including the local impacts and issues
- Monitoring the impact of tourism on the natural environment, especially the protected areas.

### Hampshire Strategic Priority 2: Develop a strategic, market-focused approach to product<sup>6</sup> development, 'place shaping'<sup>7</sup> and destination management

#### *This means*

- Making sure that we put our resources into developing - and supporting investment in - the sort of places, products and experiences that our target markets want

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<sup>6</sup> product in this case means the many things that go to make up the visitor experience provided by public and private sector

<sup>7</sup> 'Place shaping' was proposed as a central role for local government by the Lyons Inquiry 2006

- Using market information to foster inspiring and industry relevant school and college courses, shape and improve recruitment and retention policies including provision of apprenticeships, and encourage workforce development and training. so that our visitor-facing people and businesses reach the high standards of quality and customer service that people expect
- Finding ways to differentiate us from the competition, by making sure that our places/products/experiences have a distinct essence or edge - events, culture and local food & drink are examples of this
- Investing in our rural tourism - including our villages and market towns - so that we can attract higher-spending, environmentally aware, staying visitors, year-round
- Supporting our cities and urban areas in developing their appeal as visitor destinations
- Providing the evidence and support to attract investment in the right things for our strategic, sustainable growth - across all sectors and for niche markets as well as mainstream markets
- Managing visitors well: taking a planned approach to visitor management - from the efficient movement of visitors around and through the county (with alternatives to the car where possible), to the design of urban areas and public spaces, to good signs, interpretation, information and facilities (loos, parking etc) for visitors, to targeting markets most likely to visit outside peak times - to ensure maximum benefits and minimum negative impacts for local communities
- Supporting businesses and other suppliers of the visitor experience through: investment advice, marketing support, quality initiatives, sustainable business practice and green tourism business schemes, workforce development, support with recruitment & retention, and help to source products locally

### **Hampshire Strategic Priority 3: Plan and deliver 'smart' marketing**

#### *This means*

- Planning and delivering more sophisticated, market-focused destination marketing
- Focusing resources on attracting key target market segments, particularly those who will visit outside peak times, and those who will spend more and stay longer
- Communicating and keeping in touch with visitors at every stage of the 'Visitor Journey'<sup>8</sup> - from dreaming then planning and booking, to travel and the visit itself, to returning home, reminiscing, recommending and repeating
- Developing a strategic approach to e-marketing: this means developing new expertise and skills, finding ways to provide 'rich' visitor information online, and helping tourism businesses (especially smaller independent businesses) to develop their use of new technology
- Strengthening and leading with the 'destination brands' identified in TSE's branding research, and adopting strategies to ensure that 'the rest of Hampshire' benefits from this market-led approach

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<sup>8</sup> © Live Tourism

- Finding opportunities for joint marketing with transport operators and with other partners, including market-relevant destinations, themes/product clusters beyond the administrative boundaries, and the national park(s)
- Applying sustainable principles to our marketing activities in the messages we promote and the methods we use.

#### **Hampshire Strategic Priority 4: Ensure effective, joined-up and properly resourced delivery**

##### *This means*

- Working closely with the organisations (such as district, borough and unitary authorities) and professionals responsible for economic development, inward investment and regeneration, countryside management and sustainable development to make sure that tourism objectives are part of the mainstream economic and environment agendas, and that they are built into and support plans for future economic growth and environmental management
- Pooling resources to achieve more for our money
- Being clear about roles & responsibilities - i.e. who does what - particularly the respective roles of HCC and the Hampshire Tourism Committee
- Re-focusing the Hampshire Tourism Committee and making sure the key destination partners are committed to building the partnership
- Making sure that local authorities recognise the value of tourism and their key role in the visitor economy - especially as part of their place shaping role - and communicating the benefits of tourism to Hampshire residents
- Encouraging public-funded bodies to be market-focused when planning and supporting the visitor economy
- Developing the links between the major destination brands and 'the rest of Hampshire'.

## 7. Strategic Priorities for Hampshire County Council

As its contribution towards the Hampshire-wide Strategic Priorities, the three Strategic Priorities for HCC to support and develop the visitor economy in 2007-2012 are Advocacy, Sustainable Development, and Building Partnerships:

### HCC Strategic Priority 1: Advocacy

*This means:*

- 'Mainstreaming' tourism within the County Council, so that services across the council recognise the importance of visitors and take into account visitor economy priorities in their plans, resource allocation and delivery. This includes providing regular briefings for members about the visitor economy.
- Building evidence and making the case for tourism externally to other local authorities, local communities and to influential bodies, including influencing Local Area Agreements to reflect the needs of the visitor economy, and influencing regional and national agendas re planning, transport, environment, rural policies, skills and workforce development etc
- Making sure that Hampshire and the Hampshire destinations benefit from national tourist board/DCMS visitor economy initiatives related to London 2012 (eg pre- and post-event international marketing, accommodation quality initiatives, joint work with transport operators)
- Close communication between HCC tourism service, highways and public transport operators to facilitate transport provision for visitors - particularly in peak visitor periods - and provide improved facilities for visitors arriving by public transport
- Working with partners to secure funding from external bodies for tourism support programmes
- Continuing to work with the MOD to encourage visitor-related use of facilities and visitor-oriented development of disposed sites
- Promoting (eg through best practice seminars, online information etc for stakeholders) the principles of sustainable tourism - that is, the principles of managing tourism and tourism development so that it meet the needs of Visitors, Industry, the Community and the Environment - and leading by example (see Priority 2 below for specific actions).

### HCC Strategic Priority 2: Sustainable Development

*This means:*

- Taking a lead on tourism development studies, making the links between planners, transport, environment, investors, local communities and the visitor markets, and helping to create a positive environment for investment
- Supporting rural tourism development for our countryside, villages and small towns, especially the Market Towns Initiative and sustainable tourism programmes that will clearly benefit protected and non-protected rural areas

- Making sure that there are the closest possible links between the Local Transport Plan and tourism, and work with businesses to make sure that 'green' travel choices are developed
- Managing, developing and promoting publicly accessible HCC-owned assets (including arts centres, museums, country parks etc) and the Rights of Way network with visitors in mind
- Coordinating a strategic approach to visitor management and support for major events, working across administrative borders with unitaries and districts, and with the transport authorities
- Championing differentiated tourism 'product' that will appeal to our key target markets
- Supporting local supply chains and local produce
- Working with tourism businesses to increase sustainable business practices, especially through green accreditation
- Focusing on markets that are most likely to visit outside peak times.

### **HCC Strategic Priority 3: Building Partnerships**

*This means:*

- Enabling and facilitating partnerships among local authorities, the protected area organisations, other public-funded agencies and local communities
- Working with the districts to achieve market-focused economies of scale and maximum effectiveness, for example developing a joined-up approach to the provision of visitor information, and the current collaborative work on the Visit Destination Management System
- Representing the districts' interests when the destination brands meet
- Making the links across and between strategies and groups - internally within HCC and externally across the (geographic) county
- Supporting the development and delivery of protected area management strategies related to tourism.

## Appendix A

We would like to thank the following individuals for their help in the development of these priorities

Appleby	Ms. Eloise	Head of Cultural Services	Winchester City Council
Bateman	Mr. Andrew	Tourism Manager	Hampshire County Council
Andrews	Ms. Rachel	Area Manager Hants & IoW	SEEDA
Brock	Mr. Tim	Manager	Hampshire Fare
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Pocklington	Ms. Jo	North Hampshire Visit Manager	North Hampshire Tourism
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Rees-Evans	Mr. John	Head of Economic Development	Hampshire County Council

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Robinson	Mr. Ken	Principal	Leisure, Recreation & Tourism
Scott	Ms. Juliette	Tourism Officer	Gosport Borough Council
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Spiers	Mr. John	Curator	Light Infantry Museum
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Stokes	Mrs. Frances	Business Development Manager, Economic Development	Hampshire County Council
Thorne	Mrs. Shirley	Corporate Customer Services Manager	Hampshire County Council
Vodden	Ms. Debbie	Economic Development Officer	East Hampshire District Council
Wallace	Sir. Christopher	Chairman	Winchester's Military Museums
Webborn	Ms. Sue	Proprietor	Butts Guest House
Willatts	Mrs. Hannah	Premises Management Officer	Hampshire County Council
Wood	Mr. David	Tourism Manager	Southampton City Council
Woodhall	Cllr. Michael	Executive Member for Economic Development	Hampshire County Council