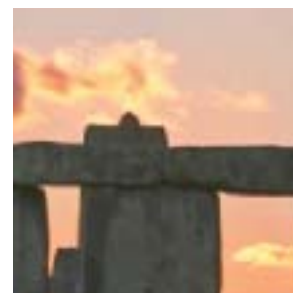


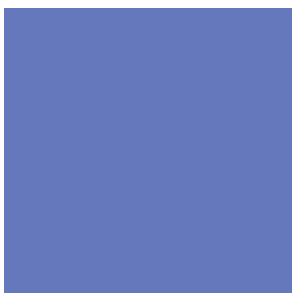
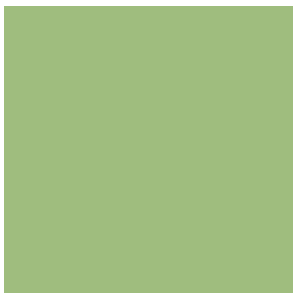
Nice church...
...great rocks



A tOURism sTRategy For SOUTH Wiltshire



Salisbury
& STONEHENGE
TOURISM PARTNERSHIP



Salisbury District Council

VISION and VALUES

Vision

In association with our South Wiltshire Strategic Alliance partners we have developed the following vision for Salisbury and south Wiltshire:

A place where a rich heritage, vibrant cultural life and magnificent environment is supported by:

- A thriving economy
- Caring, diverse and safe communities providing equal opportunities for all
- Strong public agencies and voluntary bodies cooperating in the delivery of practical support for those in need

Ambition

In support of this vision for the community Salisbury District Council's ambition is:

- To be a nationally recognised high performing council with a strong emphasis on partnership working and engaging the community.

Core values

In support of our vision and ambition we have a set of core values which form the foundation of everything we do:

- Excellent service
- Fairness and equal opportunity for all
- Meeting local needs especially those of disadvantaged groups and individuals
- Communicating, especially listening and responding
- A thriving local economy
- Being open and honest, continually trying to improve and learn
- Achieving practical results and giving excellent value for money through well motivated employees who enjoy working for a progressive employer
- Working together with other public, private and voluntary sector organisations to develop a better, more sustainable district

Political priorities

Following consultation with our partners we have identified seven political priorities, which we believe reflect public priorities. These are:

- Creating more affordable housing
- Maintaining council housing to a high standard
- Reducing household waste and improving recycling
- Making the district safer and reducing the fear of crime
- Reducing traffic congestion and improving public transport
- Improving services for our customers
- Creating better places to live



CoNtEnts

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FOReWoRd

We live in an area where 6,000 years of history stand proudly visible. We live among countryside of the utmost beauty and, in Salisbury, we have a remarkable city with a character and presence that is without equal. Our good fortune is recognised by the millions of people that visit each year. In south Wiltshire tourism is an integral part of our way of life.

The economic, environmental, social and cultural impacts of tourism affect us all, either directly if we work in a business that benefits from tourism, or indirectly as we simply go about our daily lives. We are doubly fortunate that we live in an area where visitors are still welcome and where the benefits of tourism far outweigh the costs.

The economic benefits of tourism are well documented and understood. Globally it is the world's fastest growing industry while locally, visitors to south Wiltshire spend more than £400,000 every day of the year in our shops, hotels, restaurants and other businesses.

Tourism also brings other benefits. Tourist spending helps protect our historic monuments and buildings, it helps small businesses survive and it ensures that Salisbury and south Wiltshire are known across the world. But tourism also brings problems. More and more visitors can lead to increased damage to both the built and natural environments and to increased congestion on the roads.

Tourism is sometimes described as a multi-faceted industry; a mix of different businesses often operating in isolation from each other across a range of activities, with the tourist or visitor being the one common factor that unites them. Tourism is also a dynamic industry. It is continually in the process of change; new products are being developed, new destinations are evolving and the demands of the visitor are becoming ever more sophisticated.

Within the tourism industry local authorities have traditionally taken on the role of destination marketing and of coordinating the activities of the local tourism industry. In south Wiltshire we have a strong relationship between Salisbury District Council and the local tourism industry through the Salisbury and Stonehenge Tourism Partnership. For the past 10 years we have worked together to market and promote Salisbury and south Wiltshire as a major destination for both domestic and overseas visitors. We need to work equally hard over the next 10 years if we are to ensure that Salisbury and south Wiltshire continues to develop and compete as one of England's premier visitor destinations.

This strategy is designed to help us do just that. It is a strategy produced and designed by the local tourism industry and it sets out what we plan to achieve together over the next 10 years.



Margaret Peach



Mary Webb

A handwritten signature in cursive script that reads "Margaret Peach".

Margaret Peach
Portfolio Holder for Planning and
Economic Development

A handwritten signature in cursive script that reads "Mary Webb".

Mary Webb
Chairman Salisbury and Stonehenge
Tourism Partnership

Executive Summary

Volume, value and significance

The South West, of which Wiltshire is a part, is the UK's most popular holiday destination. In 2003 it received nearly 25 million trips and total spending reached £5 billion. The region also had three entries in the top twenty major paid attractions list – the Eden Project in Cornwall, the Roman Baths in Bath and Stonehenge in south Wiltshire.

In Salisbury and south Wiltshire staying visitors made some 392,000 trips, stayed for 1.3 million nights and spent more than £60 million. Day visitors spent a further £86 million making Salisbury and south Wiltshire the sixth most popular day visit destination in the South West.

The local tourism industry supports some 4,300 jobs and overall tourism spend in south Wiltshire is higher than in any other area in Wiltshire, accounting for 32% of the county (excluding Swindon) total.

Marketing and branding

The *Salisbury & Stonehenge* brand is the key element in marketing south Wiltshire as a tourist destination. It builds upon the high level of recognition that these two major attractions have among potential visitors from both the UK and overseas and it helps to make visitors aware of everything that the district as a whole has to offer. The branding aims to encourage potential visitors to convert their interest into a visit. The *Salisbury & Stonehenge* brand will be further developed to ensure that south Wiltshire becomes, and is widely acknowledged as, one of England's premier destination areas.

Modern day tourism is about lifestyles as well as destinations. Marketing activity to promote south Wiltshire will also be linked to the brand clusters established by South West Tourism; ten themes that have been developed around what visitors to the South West are looking for - indulge yourself, romantic escapes, holidays for the under 5s, family holidays, interest and inspiration, wide open spaces, adventure and activities, explore our heritage, relax and recharge, and meetings and conferences.

Marketing will be clearly targeted at the right people in the right locations to ensure that budgets are used most effectively. But new and niche markets will not be ignored; they will be explored and developed to make sure that even more people are aware of what south Wiltshire has to offer.

Working in partnership

Tourism is a diverse and fragmented industry. Tourism is also operating in a competitive market in which local authorities are finding it more difficult to fund non-statutory activities such as tourism and private sector businesses are operating within tight financial limits. Working in partnership is, therefore, crucial to destinations such as Salisbury and south Wiltshire

and to the businesses that operate here. The Salisbury and Stonehenge Tourism Partnership is a 300 strong private/public sector organisation that was set up in 1995. Its members work together to promote the local area to UK and overseas visitors and inevitably it will play a most important part in helping to deliver this strategy.



Stonehenge

The new Wiltshire, Salisbury and Stonehenge Destination

Management Partnership (DMP) provides tourism businesses and local authorities in Wiltshire and Swindon with a unique opportunity. The DMP provides a framework that should enable us to work together, perhaps for the first time, in such a way that we are able to challenge the larger destinations in the South West and beyond.

Tourists do not recognise political boundaries and neither must the tourism industry. Where appropriate we will, therefore, work with other out-of-county destination areas to promote what we have to offer in south Wiltshire. Southern English Cities is a consortium of seven destinations across six counties of southern England. It was established in 2003 and by pooling resources it is able to more effectively reach the lucrative overseas markets that it would be impossible for each of its members to reach on their own.

ExeCuTive SuMMary

sustainability

Concern for the environment continues to be high on the political and social agenda. People are more aware of the fragility of the environment and of the detrimental effect that human activity, including tourism, can have on it. People value the environment and want it preserved so that future generations can also enjoy it.

In the South West the environment is a key part of the tourism product and the future success of the tourism industry is, in many ways, dependent on the long-term survival of the environment. This is as true in south Wiltshire as it is in any other part of the region. One of this strategy's key principles is to ensure that all parts of the tourism industry work in harmony with the natural environment; that the concept of sustainable development is applied to the implementation of this strategy so that we do not damage or destroy the very thing that people come here to enjoy.

Concern for the environment also provides us with the opportunity to develop an alternative 'green' tourism product based around environmentally friendly activities such as walking and cycling. The promotion of Salisbury and south Wiltshire as a car-free accessible destination will be one of our aims as will be the desire to work with local environmental organisations on the promotion of areas such as the Cranborne Chase and West Wiltshire Downs Area of Outstanding Natural Beauty. We will support *Towards 2015*, the regional tourism strategy by working with South West Tourism to deliver truly sustainable tourism.

We hAVe a
ReMarkABLE ciTy
wiTh a
ChAraCter
& PREseNCE
thaT is WiThout equal

Introduction

Tourism is the world's largest and fastest growing industry. In the UK, tourism revenue accounts for 6.4% of Gross Domestic Product (GDP) and 4.4% of Gross Value Added (GVA). It is the UK's third largest export earner and accounts for 4% of total exports. Tourism is also the UK's sixth largest industry, ahead of agriculture, financial services and transport.

In 2004 the UK attracted 27.8 million overseas visitors, a 12% increase on 2003. Spending was up 10% to £13 billion and in terms of international tourism earnings the UK was sixth in the world after the USA, Spain, France, Italy and Germany. Expenditure from domestic tourism totalled £23 billion from overnight-stays and £36 billion from day visits.

Value and benefit of tourism to the local community

Tourism is an essential part of the south Wiltshire economy. Direct spending in south Wiltshire in 2003 was just over £146 million of which 59% (£86 million) came from day visitors. Of the £60 million staying visitor spend, 70% (£42 million) was from the domestic market - people living in the UK holidaying in the UK - with the remainder coming from overseas.

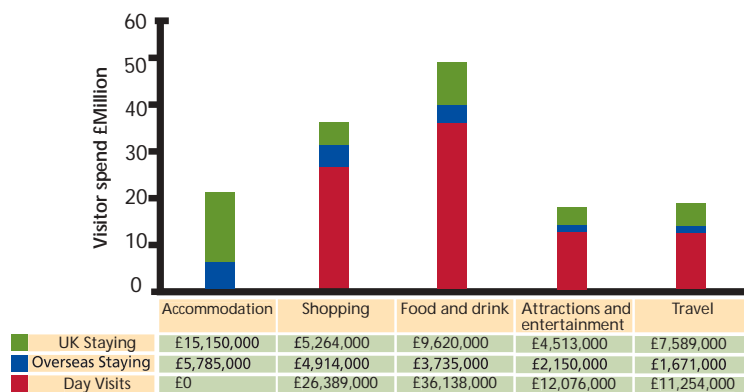
Including associated expenditure (predominantly spending by local residents when hosting friends and relatives), tourism activity in south Wiltshire accounts for approximately £158 million of total business turnover. This figure excludes expenditure by tourism businesses and other organisations such as the district council on product development and marketing activities. The local tourism industry sustains some 4,339 jobs or 8% of total local employment.

Tourism also brings major social and cultural benefits. The millions of visitors to our top tourist attractions, such as Salisbury Cathedral, Stonehenge, Stourhead, Longleat and Old Sarum, contribute to their maintenance and conservation and help protect them for future generations. Tourism also helps sustain our theatres, cinemas and a host of other businesses from taxi firms to cafés and restaurants.

Most importantly, more than half of all tourism day visit spend (£45 million) is spent in the countryside, helping the rural businesses in our market towns and villages.

The tourism industry is highly susceptible to changes in the local, national and global environments. This was particularly evident in 2001 when UK tourism was badly affected by foot and mouth disease at home and the terrorism attacks on 11 September in New York.

Visitor spend in south Wiltshire 2003



Overseas visitors to Salisbury were down by 43% on the previous year.

Tourism can also have a negative impact on local communities. Traffic congestion, crowded shops, increased levels of litter and a high number of holiday homes are just some of the detrimental side effects of tourism on our natural and built environment.

On balance, however, tourism is generally considered beneficial. A residents' survey carried out in 2004 showed that 88% of local people considered tourism to be good for Salisbury and south Wiltshire. Just 3% disagreed. Nearly 92% considered tourism to be an important part of the economy.

Regional and sub-regional tourism strategies

Early in 2005 South West Tourism (SWT) launched *Towards 2015*, its tourism strategy for the South West of England. This document contains a new vision for tourism:

By 2015, the South West of England will be internationally recognised as a model tourism destination. This will be achieved by creating a unique balance between its environment, communities, industry and visitor satisfaction, while earning long-term economic, environmental and social benefit for the whole region.

To help achieve this vision SWT have developed three key strategic aims that will form the basis of all future action:

- driving up quality
- delivering sustainable tourism
- effective destination management

Research for *Towards 2015* suggested that visitors to the South West are becoming as interested in the experience they expect to have, as they are in the destination they intend to visit. This has been developed by SWT into a marketing strategy based around 10 brand clusters. *Towards 2015* also recognises the importance of local authorities and local private/public sector partnerships in delivering the SWT vision for a 'successful, quality led tourism industry'. It suggests that this is best achieved via a smaller, more effective structure, which would require closer working together and the establishment of up to 10 Destination Management Partnerships (DMPs) managing a number of major destination areas or 'attack brands'.

Wiltshire, Salisbury and Stonehenge has been identified as one of these 'attack brands'. The others are Bath; Bournemouth and Poole; Bristol; Cotswolds; Isles of Scilly; Exmoor; Somerset; Devon; Dartmoor; English Riviera; Plymouth; Dorset; Forest of Dean.

During 2005 the Wiltshire and Swindon Economic Partnership (WSEP) tourism group commissioned

Bournemouth University to carry out some work on the development of a tourism strategy for Wiltshire and Swindon. This work was completed in September and included a proposal for the creation of a Wiltshire, Salisbury and Stonehenge DMP. The DMP is in the process of being established and once in place one of its first tasks will be to agree a tourism strategy for Wiltshire and Swindon.

South Wiltshire as a tourist destination

South Wiltshire covers an area of 400 square miles. It has a population of 116,100 of which 38% (44,175) live in the city of Salisbury area.

It is a largely rural area of exquisite beauty, with traditional country towns and villages, each with their own character and charm. There are wonderful river valleys, winding country lanes, thatched cottages and magnificent views at every turn. At the core of the district we have one of the world's most famous and recognisable monuments, Stonehenge, and arguably England's finest medieval cathedral, Salisbury.



Salisbury Cathedral

Other attractions include magnificent museums and country houses, gardens, farms and animal attractions, and a number of outstanding National Trust properties including Stourhead and Mompesson House. Not surprisingly many of the area's attractions are situated in or very close to Salisbury but there are many others spread throughout the district. Mere has a fine town museum, for example; Downton has its Moot, an 18th century landscaped garden beside the River Avon and there are popular animal attractions at Teffont and Cholderton.

Just outside the south Wiltshire borders are the New Forest National Park, Beaulieu Motor Museum, the Longleat Safari Park and a number of smaller but equally important other attractions such as Breamore House and Museum. The popular resort of Bournemouth and the cities of Southampton and Portsmouth are also within easy reach.



There are 20 major visitor attractions in south Wiltshire, of which 35% (7) are located in the city of Salisbury. Beyond south Wiltshire but within 20 miles of Salisbury there are at least 12 other attractions. Heritage type attractions account for 50% of the total available in south Wiltshire.

A study carried out by Bournemouth University in 2005 suggested that visitors feel that Salisbury does not provide a lot of leisure facilities or attractions such as cinemas but that they are generally happy with the situation. The study also showed that 74% of visitors would like a greater range of restaurants and other places to eat.

VisitEngland has a voluntary quality assessment service for visitor attractions - the Visitor Attraction Quality Assurance Service (VAQAS). This has been developed to provide attraction operators with the tools to help them identify and improve the quality of the service they provide. Within south Wiltshire and its immediate environs there are five members of VAQAS - Breamore House, Longleat, Salisbury Cathedral, Stonehenge and Wilton House.

South Wiltshire has a wide range of accommodation from campsites to hotels but the sector is dominated by serviced accommodation. Much of the accommodation is concentrated in Salisbury but the more rural areas are also well provided for particularly with bed and breakfast establishments.

Visitor attractions buy into the service, choosing the level of assistance they require. This varies from a 'Best Practice Guide' and 'Self Assessment toolkit' to an in-depth annual assessment linked to a one to one debrief and written report. The assessment is based on examples of best practice relevant to that sector of the attractions market. There are also other inspection or accreditation schemes for specific types of attractions, such as the museums registration scheme operated by the Museums Association as well as those run internally by organisations such as English Heritage and The National Trust.



Palladian Bridge, Wilton House

South Wiltshire Visitor Attractions

Type of attraction	Number in Salisbury city	Number elsewhere in south Wilts	Total number in Salisbury and south Wilts	Total % in Salisbury and south Wilts
Museum	2	0	2	10
Historic property	3	5	8	40
Farm/animal attraction	0	3	3	15
Gardens	0	3	3	15
Other	2	2	4	20
Total	7	13	20	100



Number and type of accommodation in south Wiltshire by grading

Serviced acc type	ONE		TWO		THREE		FOUR		FIVE		Total graded		No grade	Overall total
	★	◆	★★	◆◆	★★★	◆◆◆	★★★★	◆◆◆◆	★★★★★	◆◆◆◆◆	★	◆		
Hotels			3		6	2	2				9	4	7	20
B&B				5		32	52		3			92	59	151
Inns			1			2	7		1		1	10	21	32
Total	0	0	4	5	6	36	0	61	0	4	10	106	87	203

Self-catering acc type	ONE	TWO	THREE	FOUR	FIVE	Total graded	No grade	Overall total
	★	★★	★★★	★★★★	★★★★★			
Self-catering		2	15	27	1	45	37	82
Hostel	1		1			2		2
Camping/ caravan			3	1	1	5		5
Total	1	2	19	28	2	52	37	89

Note: The grading system for serviced accommodation will change during 2006. Camping and caravan sites grading system is stars or pennants.

An infrastructure evaluation of the accommodation and conference sector in south Wiltshire was carried out by Bournemouth University in 2005. This concluded that there was evidence to suggest a lack of supply in the budget and high quality leisure accommodation market relative to demand. The study also showed that Salisbury is less successful in attracting business visitors than comparable destinations and that it does not have the conference infrastructure for large events.

In 2003 there were just over 2,700 serviced accommodation bedspaces and 82 self-catering units providing a further 317 bedspaces. The district's two hostels provided 87 bedspaces while the five camping and caravan sites provided around 405 pitches in total.



Number of bedspaces in south Wiltshire by type of accommodation

Serviced acc type	ONE		TWO		THREE		FOUR		FIVE		Total graded		No grade	Overall total
	★	◆	★★	◆◆	★★★	◆◆◆	★★★★	◆◆◆◆	★★★★★	◆◆◆◆◆	★	◆		
Hotels			126		498	131	80				624	211	352	1187
B&B				34		353	486			16		889	330	1219
Inns			16			34	103			10	16	147	202	365
Total	0	0	142	34	498	518	669			26	640	1247	884	2771

Self-catering acc type	ONE	TWO	THREE	FOUR	FIVE	Total graded	No grade	Overall total
	★	★★	★★★	★★★★	★★★★★			
Self-catering		10	53	104	7	174	143	317
Hostel	18		69			87		87
Camping/ caravan			205	50	150	405		405
Total	18	10	327	154	157	666	143	809

Note: Camping and caravan data refers to the number of pitches.

The city of Salisbury is a popular and well-used shopping centre and is renowned for its high number of specialist independent shops, which sit beside many of the more recognisable national name retailers. Salisbury's position as an important sub-regional shopping centre is being increasingly threatened by new developments in Southampton, Bournemouth and Basingstoke. Other centres such as Andover, where access and parking are perceived to be better than Salisbury, and Winchester, where a major new development is planned, are also challenging Salisbury's importance and popularity as a retail centre.

The city boasts a modern leisure centre, arts centre, theatre, multi-screen cinema and a purpose built entertainment venue. It is also home to the long-established annual Salisbury International Arts Festival and the new Salisbury Food and Drink Festival. The city is famous for its pubs, many of which have a long and interesting history, and together with the city's diverse range of restaurants they provide visitors with a wealth of eating and drinking opportunities.

Tourism in Salisbury and south Wiltshire

Salisbury and south Wiltshire is one of the South West's premier tourist destinations with Salisbury being one of England's top historic cities. The area is also, due to Stonehenge, an international tourism destination with people visiting from every continent.

Regular research is undertaken in an attempt at measuring the importance, success and value of the tourism industry locally. The two most important pieces of work are the Value of Tourism to the South West Economy study and the Salisbury Destination Benchmarking Visitor Survey, most recently carried out by South West Tourism and Tourism South East in 2003 and 2004 respectively. These studies provide valuable information on the day visitor and staying visitor markets.

Day visitors

Salisbury and south Wiltshire is the sixth most popular day visit destination in the South West, beaten only by Bristol, South Gloucestershire, the Cotswolds, Bath and North East Somerset, and North Somerset. In 2003 a total of 3,357,000 day visits were made to south Wiltshire of which 63% were to the countryside. Day visit spend was £40.3 million (urban) and £45.5 million (rural). A typical day visitor to south Wiltshire will:

- have an ABC1 socio-economic profile (74%)
- probably be aged between 45 - 64 (35%)
- equally be male (51%) or female (49%)
- be visiting on their own (26%) or with one (50%) or two (12%) other adults
- live in Hampshire (28%), Wiltshire (22%), Dorset (18%) or Somerset including Bristol (9%) - if they live in the UK and are visiting from home
- live in Germany (9%), the USA (8%), Australia (6%), Italy (4%) or France (4%) - if they are an overseas visitor

- be likely to be staying in Wiltshire (excluding Salisbury) (28%), Hampshire (23%), Dorset (21%), Greater London (11%) or Somerset including Bristol (6%) - if they are visiting for the day on holiday but are not staying in Salisbury
- visit for 4.31 hours

Staying visitors

South Wiltshire is a popular and important destination for staying visitors, particularly for the overseas market. In 2003 there were 392,000 staying visitor trips and 1,304,000 staying visitor nights. This resulted in a total spend of £60.4 million. Overseas visitors accounted for 18% of trips, 40% of nights and 30% of spend. The average length of stay is 3.99 nights. A typical staying visitor will:

- have an ABC1 socio-economic profile (74%)
- probably be aged 45 - 64 (39%)
- slightly more likely to be female (53%) than male (47%), visit on their own (26%) or with one other adult (54%)
- live in Greater London (6%), East Sussex, Dorset, Somerset including Bristol, the West Midlands, Nottinghamshire or Scotland (3% each) if a domestic visitor
- live in the USA (8%), Italy (6%), Germany (5%), Australia (4%), Canada, France, Spain or the Netherlands (3% each) - if an overseas visitor
- stay for 3.47 nights - if a domestic visitor
- stay for 6.9 nights - if an overseas visitor
- stay in a B&B/Guesthouse (29%), with friends or relatives (21%), a hotel (15%), a youth hostel (10%) or will be camping (10%)



Longleat House

seasonality

There is a high degree of seasonality in tourism. This is particularly true for traditional UK seaside resorts, with most of their visitors arriving during a relatively short season - July and August - but with peaks at other times such as public holidays. City destinations such as Salisbury are less susceptible to this seasonal effect, particularly with the growth in short-break holidays, but it still occurs to a certain degree.

The extent of the impact of seasonality will vary between the different sectors. Visitor attractions, particularly those that are largely open-air based are probably the most affected and it is not unusual for an attraction to do 50 - 60% of its business during just four months: June - September. Many smaller attractions will have limited opening, for example, from Easter to September/October.

Business tourism helps to lessen the impact of seasonality in the leisure holiday market on accommodation providers. Typically, hotels and B&Bs will do 35 - 40% of their business during June - September. Public holidays and the Christmas/New Year period will also see accommodation providers particularly busy.

We will encourage more businesses to remain open all year and we will develop marketing campaigns aimed at lengthening the season by attracting more visitors to Salisbury and south Wiltshire in what are termed the *off* and *shoulder* seasons. We are not alone in attempting to do this, however, (it is undoubtedly the aim of almost every other destination) and we will have stiff competition.

The development of niche markets, such as walking, heritage and activity breaks, perhaps linked to South West Tourism's brand clusters, will be very important if we are to successfully make Salisbury and south Wiltshire an all-year-round destination.

Salisbury and Stonehenge Tourism Partnership

The Salisbury and Stonehenge Tourism Partnership (STP) was established in 1995 under the name of Tourism 2000. STP is a public/private sector partnership with approximately 300 commercial members from all parts of the local tourism industry. The partnership's work includes the production of an annual visitor guide together with a range of other publications, an annual national advertising campaign and a wide range of other marketing activities including a tourism website (www.visitsalisbury.com) aimed at promoting south Wiltshire as a tourism destination. Salisbury District Council provides STP with a significant contribution towards its revenue costs and provides staff time through the Marketing, Economic Development and Tourism service unit.



Salisbury Food and Drink Festival

The Salisbury and Stonehenge Tourism Partnership is structured around 14 Action Groups, each of which represent the different sub-sectors of the local tourism industry.

Salisbury District Council

It is widely acknowledged that tourism is an extremely diverse and fragmented industry. It is made up of five core sectors – accommodation, transport, attractions, travel organisers and destination organisations - and within any one destination these sectors will have dozens of sub-sectors which together are made up of thousands of businesses, many of them small and family run.

As a constituent part of the destination organisations sector, Salisbury District Council has a pivotal role in providing leadership and, in conjunction with the Salisbury and Stonehenge Tourism Partnership, of coordinating the public and private sector management and development of tourism locally. The council acts as a champion for tourism and represents and promotes the local tourism industry both regionally and nationally. The council also:

- provides an award winning Salisbury Tourist Information Centre and two smaller centres at Amesbury and Mere

- owns and operates the Guildhall, City Hall, Five Rivers Leisure Centre, Tisbury and District Sports Centre and Durrington Pool
- contributes funding to organisations such as the Salisbury International Arts Festival, the Salisbury Arts Centre and the Salisbury and South Wiltshire Museum
- manages the city's parks and gardens
- acts as the local planning authority
- funds and operates a tourism marketing team which carries out the work of the Salisbury and Stonehenge Tourism Partnership
- provides and maintains much of the public product infrastructure essential to tourism including signing, street furniture, car parks and public toilets.



Why do we need to produce a tourism strategy?



Café culture, Salisbury

This tourism strategy sits within a framework of other corporate and service-specific strategic documents beginning with the council's vision and its statement of priorities. In turn these documents are informed by wider national, south west regional and sub-regional strategies and by the strategic plans of our partners.

Destination branding

The principal geographical area covered by this strategy is the Salisbury District Council area, often known as south Wiltshire or Salisbury and south Wiltshire. This stretches from above Larkhill and Durrington in the north to the New Forest in the south. East to west the area stretches from Whiteparish to Mere and the Dorset border.

In 2005 the Salisbury and Stonehenge Tourism Partnership developed a new brand for the marketing of this area. This brand, *Salisbury & Stonehenge*, capitalises on the district's two most popular visitor attractions and uses them to attract visitors to the whole of the south Wiltshire area.

Tourism is **not**, despite the frequently used term, an 'industry' in the accepted use of the word, as applied to the electronics industry or the steel industry. The application of the term industry to tourism describes an often disparate collection of businesses that all, to one degree or another, rely on tourism for their income and long-term survival.

Tourism destinations, and particularly those like Salisbury and south Wiltshire that are primarily short-break, or day trip destinations, are in competition not only with each other but also with other 'real' industries. Very often the decision can be between taking a short break holiday in Salisbury and buying a new television or carpet, just as it can be between having a weekend in Salisbury or York or Prague or Dublin.

If we are to reap the undoubted social, environmental and economic benefits that tourism can deliver it is crucial that we plan and manage our tourism activity in a coordinated and professional way. It is essential that we present south Wiltshire as a credible and desirable destination to ensure that we continue to develop as one of the UK's premier tourist destinations and to make sure that the benefits from tourism are maximised and spread as widely throughout the local community as is possible.

Key principles

In developing this strategy it became clear that there are five themes that underpin everything we plan to do in making Salisbury and south Wiltshire a destination of choice. These are our key principles and they will guide the delivery of this strategy and the achievement of our two strategic objectives.

1 Customer focus

To be market led; to know our market and be aware of changing demands and evolving lifestyle patterns and of the increased competition from destinations overseas and in the UK.

2 Quality experience

To ensure that the expectations of visitors are exceeded before, during and after their visit to Salisbury and south Wiltshire.

3 Partnership working

To work in partnership with local tourism businesses, regional tourism boards, sub-regional organisations and national tourism bodies for the benefit of both visitors and local residents.

4 Sustainability

To ensure that all tourism development is sustainable; to protect the very things that people come here to enjoy so that they come back again. This will be achieved by applying the VICE principle - visitor, industry, community, environment - to everything we do.

5 Community benefit

To make sure that the social, cultural and economic benefits of tourism are spread as widely throughout the local community as possible.

Vision

Our overall aim for tourism and our vision is:

- for Salisbury and south Wiltshire to be recognised as a premier UK tourist destination

- to develop and promote the local tourism industry in a sustainable way that takes full advantage of our natural and cultural assets and of our heritage, such that visitors are provided with a quality experience which makes them want to return and recommend south Wiltshire to others
- for the benefits of tourism to be enjoyed by everyone in south Wiltshire.

Strategic objectives

To deliver this vision we have developed two strategic objectives:

- to continue to provide a quality tourism product and where appropriate introduce new products, with the aim of continuously improving the overall visitor experience
- to continue to increase both the value and, where appropriate, the volume of tourism to Salisbury and south Wiltshire and to strive to ensure that the whole of the district benefits from tourism growth.



The Medieval Hall, The Close, Salisbury

Our target markets

Salisbury and south Wiltshire is primarily a short-break destination with the average length of stay being 3.99 nights. This is a growing market nationally with trends showing that more people are taking more short-breaks (of up to 4 nights) at the expense of the more traditional one or two week holiday.

To ensure the best use of our marketing resources it is absolutely essential that we target our marketing activity at areas and people where we will obtain the maximum benefit. Research has shown that, within the short-break market, Salisbury is particularly attractive to professional older couples. Our domestic market for staying visitors is largely across central southern England whilst for overseas visitors the USA continues to be a key country of origin but the closer European countries are also important, as are Australia, New Zealand and Canada. Day visitors come from closer to Salisbury, generally within an hour's drive of the city.

Our marketing activity will, therefore, be targeted at:

Visitor demographic segment

- **Principal:** Affluent home owners and wealthy retired neighbourhoods
- **Supplementary:** Smaller private family homes and less affluent homeowners
- **Supporting:** Less affluent retired

Area of origin - Domestic staying visitors

- **Principal:** Southern England, the South West, Greater London
- **Supplementary:** West Yorkshire, East Midlands, North West (particularly Merseyside and Cheshire), Greater Manchester.
- **Supporting:** West Midlands

Area of origin - Overseas staying visitors

- **Principal:** USA, Germany, Netherlands
- **Supplementary:** France, Italy
- **Supporting:** Australia, New Zealand, Canada, Scandinavia

Area of origin - Day visitors from home

- **Principal:** Hampshire (particularly Southampton, Portsmouth and the New Forest), Wiltshire, Dorset (particularly Bournemouth and Poole), Somerset
- **Supplementary:** Greater London, Surrey, Berkshire
- **Supporting:** Central Southern England (particularly Oxfordshire), Sussex

Note: The local market is particularly important and we will target local residents (for visiting friends and family) and language schools

Area of origin - People on holiday making day visits

- **Principal:** Bath, Oxford, Greater London, Devon, Dorset, Hampshire, West Midlands, Kent, Essex
- **Supplementary:** Greater Manchester, Sussex
- **Supporting:** South Wales

Group travel

Group travel consists of four key sectors, each of which is important to Salisbury:

● Domestic UK group travel organisers

These are typically social and special interest groups. Though usually small groups (10-35 people) they generally have longer dwell times and higher levels of secondary spend; keen to offer their members something interestingly different.

● Coach tour operators

These are publicly advertised coach trips varying from a one-day trip to longer-stay holidays. They can be domestic and overseas.

● UK ground handlers

Organisations that put together all of the arrangements for visiting overseas groups, excluding travel to the destination. They are responsible for booking accommodation (if appropriate), sightseeing options and putting together all of the practical elements of the itinerary (often including coaches and guides). They are used because of their local knowledge and enable the

overseas organiser - often a tour operator or travel agent - to put together the complete package to sell to the customer with ease. The ground handler will often handle many tour operators with multiple trips each year. They sometimes have relatively little say in the itinerary or visits chosen.

● Day tour operators

Day trips or tours, mainly from London, that come regularly during the week, often with multiple coaches in the height of their season. The groups are predominantly overseas tourists that have booked the trip on arrival in the UK. This is a high volume sector. Though dwell time is short it is often the impression left after this initial visit that will influence a longer stay independent holiday at a later date.

The different sectors of the group market have different requirements and need to be treated very differently. A ground handler or day tour operator



Salisbury High Street

will typically want basic entrance and a guided tour at a reduced (often bulk) rate. Group travel organisers, and some coach tour companies, will buy pre-arranged packages and often want added value rather than necessarily a reduced cost. We will continue to develop our links with all sectors of the group market.

Emerging markets and developing trends

- We will continue to monitor trends so that we are able to re-adjust our marketing activity if it is thought beneficial. China, Russia, India, Eastern Europe and Japan, for example, are considered to be important emerging markets and we must be able to seize any opportunities that arise.

Niche markets and segmentation

- We will endeavour to maximise niche markets and to develop our product so that it is attractive to additional demographic segments or lifestyle activities such as culture, shopping, educational visits, walking, cycling and green tourism in general. These markets are particularly important if we wish to address the issue of seasonality. Wherever possible we will link our work to the brand clusters developed by South West Tourism, so that we can benefit from their promotional activity.



Waiters' race, Salisbury Food and Drink Festival

Major events

- In 2008 it is the 750th anniversary of the consecration of Salisbury Cathedral and we will work with the Cathedral to ensure that we jointly realise the tourism opportunities that this presents. We will also work to maximise the tourism potential of other regular local events such as the Salisbury International Arts Festival, the Salisbury Food and Drink Festival, the Larmer Tree Festival and the Downton Cuckoo Fair. The 2012 Olympic Games are being held in London and we will endeavour to maximise their tourism potential in south Wiltshire.

Partnerships

Salisbury and Stonehenge Tourism Partnership

The Salisbury and Stonehenge Tourism Partnership is one of the local tourism industry's major assets. As such it is key to the delivery of this strategy. We value the relationship that we have with local tourism businesses and organisations through the tourism partnership and we will continue to encourage and support its future growth and development. In particular we will support the Salisbury and Stonehenge Tourism Partnership in its aim to:

- represent the local tourism industry
- be acknowledged as the most successful private-public sector tourism partnership in the UK

Wiltshire, Salisbury and Stonehenge Destination Management Partnership

The Wiltshire, Salisbury and Stonehenge Destination Management Partnership was established in early 2006 as part of the South West Tourism programme to set up a series of

sub-regional DMPs. Its members include local authority and tourism trade representatives from the Salisbury, West Wiltshire, North Wiltshire, Kennet and Swindon areas and representatives from Wiltshire County Council, South West Tourism and the South West RDA. As a member of the DMP we will support and will work towards:

- the development of a countywide tourism strategy
- the adoption of a single destination brand, *Wiltshire, Salisbury and Stonehenge*

Our priority is to support tourism in Salisbury and south Wiltshire and we will ensure that our support of countywide initiatives such as the DMP does not compromise the work or success of the Salisbury and Stonehenge Tourism Partnership or the wider tourism industry in south Wiltshire. We will also work to make sure that it is to the overall benefit of our residents.

Salisbury Cathedral and Stonehenge

Salisbury Cathedral is the mother church of the Salisbury Diocese and its principal function is as a place of worship, a role that it has fulfilled for nearly 800 years. The Cathedral together with its Close is also a major part of the south Wiltshire tourism industry and together they attract over 600,000 visitors a year from all over the world.

Stonehenge is Britain's best known and most important ancient monument - one of the first to be listed as a World Heritage Site. An internationally recognised icon of England, it attracts more than 800,000 visitors every year, over half of them from overseas. English Heritage manages Stonehenge, and is promoting plans to improve the landscape setting of the Stones and to transform the visitor experience by providing new visitor facilities and access arrangements.

Salisbury Cathedral and Stonehenge are Wiltshire's biggest tourism assets and we are fortunate that they are located in south Wiltshire. Together they provide us with our greatest opportunity to achieve our vision for tourism in Salisbury and south Wiltshire. Where it is for the overall benefit of tourism in south Wiltshire we will, therefore, wherever possible support:

- Salisbury Cathedral in any plans that it may have to develop the Cathedral and Close for tourism; and
- English Heritage in its plans to develop a new Stonehenge visitor centre and to improve the visitor experience.

Southern English Cities

The Southern English Cities partnership was formed in 2003. Its members are Salisbury, Canterbury, Chichester, Winchester, Brighton, Guildford and Royal Tunbridge Wells and its main function is to market and promote our seven areas to overseas markets. The partnership specialises in putting together tailor-made itineraries for independent travellers,

tour operators and travel agents. The partnership is also working to build strong working relationships with ferry companies, airlines and hotel operators.

One of the most significant benefits of working as a consortium is the range of activities and opportunities that this provides but which would not be available to Salisbury working on its own. This is particularly true of the overseas market, which is often prohibitively expensive to reach.

sustainability

The responses received during the public consultation stage of this strategy clearly showed that the natural environment continues to be an increasingly important issue for many local residents and businesses. The environment is a key part of the tourism industry. Indeed many people argue that it is the most important part and that without an attractive environment tourism would barely exist.

It is, therefore, essential that we make sure that our actions in marketing and developing the local tourism industry do not harm the natural environment. It is for this reason that sustainability has been identified as one of the *key principles*, which underpin this tourism strategy. Sustainable development is also built into our Vision for tourism.

In marketing south Wiltshire as a tourism destination we will, wherever we can, promote the area as a destination that is easily accessible by public transport. We will take a positive and responsible attitude towards tourism's use of the natural environment by targeting niche markets such as walking, cycling and other environmentally friendly activities. We will encourage our partners to adopt the concept of sustainable development in everything they do and we will also work with local environmental organisations on the implementation of our action plan.



Market Square, Salisbury

Introduction

This publication is a strategy for tourism in Salisbury and south Wiltshire. It is a strategy for the tourism industry, for residents and for visitors. It is not a strategy for Salisbury District Council. Likewise the actions against each strategic objective are not actions that the district council or the Salisbury and Stonehenge Tourism Partnership can achieve on their own. They are actions that can only be achieved by the council and all of the businesses and individuals involved in tourism in Salisbury and south Wiltshire, working together.

If we successfully implement the action plan detailed here we will achieve our vision for Salisbury and south Wiltshire. We will have a tourism destination that is recognised throughout the world; a place where people are welcomed and where their expectations are continuously exceeded. We will also have a local tourism industry that makes a significant positive contribution to the local economy and to our way of life.

The implementation of the action plan leading to the fulfilment of our vision for tourism in south Wiltshire will help us achieve the three strategic objectives in the South West Tourism strategy *Towards 2015*.

Annual work programme

The Tourism Strategy action plan lists any major new actions that we are planning to undertake during the period 2006 - 2015. We also have an ongoing programme of tourism marketing activity that we carry out each year in conjunction with the Salisbury and Stonehenge Tourism Partnership. This activity supports the action plan and contributes to the achievement of our two strategic objectives. Throughout the period covered by this strategy we will, therefore, continue to:

- maintain a national, regional and local advertising campaign specifically aimed at our target markets
- produce an annual visitor guide and a range of other targeted supporting publications; attend domestic and international exhibitions and trade fairs
- maintain, develop, enhance and promote our tourism website, www.visitsalisbury.com

- carry out a research programme and ensure that the results of any such research are used to develop and improve our tourism product or marketing activity
- facilitate or provide appropriate training for local tourism businesses
- provide a visitor information service for people while they are in Salisbury and south Wiltshire.

Action Plan

The action plan detailed here shows how we plan to achieve our two strategic objectives and thus our tourism vision for Salisbury and south Wiltshire. A range of proposed actions, most of which have a measurable outcome or target, supports each strategic objective. The action plan also shows when each action will be achieved and who is responsible for it.



Many of the action points listed are aspirational in that the degree to which we can directly affect their implementation is limited. Where this is the case, our role and aim is to help create an environment that will influence and encourage others to deliver the actions shown. For example, by implementing a coordinated and targeted marketing campaign we plan to increase visitor numbers and the average length

of stay. Hopefully this additional demand will be sufficient to convince hotel owners and management companies of the need for extra bedspaces in Salisbury.

Monitoring and review

This strategy is for the period 2006-2015. The district council's tourism team will continuously monitor the action plan and our ongoing tourism marketing activity, and both will be reviewed annually. This review will check that we have done what we said we would and it will measure and record actual against anticipated outcomes. It will also check to see that our marketing activity is designed for and is being delivered to our particular target markets. Where appropriate each annual review will amend existing or add new actions to the action plan. These reviews will also examine the local, regional, national and international tourism environment to make sure that the vision and strategic objectives are still valid. Each annual review will be reported to the council's Cabinet and to the Salisbury and Stonehenge Tourism Partnership.

ACtion Plan

Strategic objective one

To continue to provide a quality tourism product and where appropriate introduce new products with the aim of continuously improving the overall visitor experience

Action Details	Action By	Outcome or Target or Intended Beneficiary	Lead Organisation (L) and Partners (P)
1 Accommodation			
<i>a To improve the quality of hotel accommodation</i>	2015	At least 100 x 4 star bed spaces	L: Salisbury District Council
		At least one high quality boutique hotel	P: STP; SWT
		Increase the number of hotels inspected from 71% to 100%	
		Increase the number of hotels 3 star or above from 42% to 62%	
<i>b To increase the number of hotel bedspaces</i>	2015	At least one 100 bed hotel to serve the group market	L: Salisbury District Council
		Overall increase in bedspaces by 24% - from 942 to 1,170	P: STP; SWT
<i>c To improve the quality of B&B accommodation</i>	2015	Increase the number of B&Bs inspected from 63% to 100%	L: Salisbury District Council
		Increase the number of B&Bs 3 diamond or above from 58% to 80%	P: STP; SWT
<i>d To increase the number of B&B bedspaces</i>	2007	Establish a B&B start-up programme	L: Salisbury District Council
	2010	Overall increase in bedspaces by 15% - from 1,043 to 1,200	P: STP; SWT
<i>e To ensure that there is a supply of good quality low-cost accommodation</i>	2015	A good supply of 2 star and similar accommodation	L: Salisbury District Council; YHA
		Supply of accommodation to meet the needs of the group market	P: STP
		Increase in number of good quality hostel type bedspaces by 34% - from 87 to 117	

Note: The national inspection and grading scheme for serviced accommodation is due to change in 2006. The outcomes detailed here will be reviewed following the implementation of any such changes.

Action Details	Action By	Outcome or Target or Intended Beneficiary	Lead Organisation (L) and Partners (P)
1 Accommodation			
<i>f To improve the quality of inn type accommodation</i>	2015	Increase the number of inns inspected from 24% to 60% Increase the number of inns 3 star or above from 21% to 50%	L: Salisbury District Council P: STP; SWT
<i>g To improve the quality of self-catering accommodation</i>	2010	Increase the number of establishments 4 star or above from 57% to 70% All self-catering to be 3 star or above	L: Salisbury District Council P: STP; SWT
<i>h To increase the number of self-catering bedspaces in the city of Salisbury</i>	2010	Increase in the number of self-catering bedspaces from 160 to 190	L: Salisbury District Council P: STP; SWT
2 Visitor attractions and leisure facilities			
<i>a To develop and improve the existing stock of visitor attractions</i>	2015	A range of attractions to suit a wide variety of markets	L: Salisbury District Council P: STP
<i>b Enhance the quality of visitor attractions</i>	2010	All attractions to be inspected or accredited under a recognised scheme	L: Salisbury District Council P: STP; SWT
<i>c Stonehenge</i>	2012	New visitor centre and much improved facilities for visitors	L: EH P: NT, Salisbury District Council
<i>d To raise awareness of the availability of leisure facilities and opportunities</i>	Ongoing	Ongoing improved promotion to visitors and in particular to the family market	L: Salisbury District Council P: STP
<i>e To support, where possible, the establishment of a new attraction of international significance</i>	2015	One major additional visitor attraction	L: Salisbury District Council P: STP
3 Restaurants, pubs and bars			
<i>a Improve the number, variety and quality of restaurants and other eating places</i>	2010	Increased visitor satisfaction with the variety and quality of eating establishments More eating establishments to obtain recognition through national schemes such as the Good Food Guide	L: Salisbury District Council P: STP, SCCM, SDCCI, FSB

Action Details	Action By	Outcome or Target or Intended Beneficiary	Lead Organisation (L) and Partners (P)
3 Restaurants, pubs and bars			
<i>b Raise awareness amongst end-users of local food and food producers</i>	Ongoing	Greater use of local food and food producers	L: Salisbury District Council P: STP
4 Retail			
<i>a To increase the number of national retailers in Salisbury</i>	2010	At least five new major national retailers	L: Salisbury District Council P: SCCM, STP; SDCCI, FSB
<i>b To support the growth and development of Salisbury as a home for independent retailers</i>	Ongoing	A strong independent retail base	L: SCCM P: SDCCI, FSB, SWEP, Salisbury District Council
5 Conferences			
<i>a To develop the conference market in Salisbury</i>	2010	To have professional high quality, flexible conference facilities capable of attracting medium to large conferences (250-800)	L: Salisbury District Council P: STP, SCCM, SDCCI, FSB, SWEP
6 Rural south Wiltshire			
<i>a To develop the district's rural product</i>	2008	To have an identifiable rural south Wiltshire product Greater promotion of walking, cycling, food trails and other countryside related activities	L: Salisbury District Council P: STP, NT, WWT
<i>b To support the Cranborne Chase and West Wiltshire AONB Partnership with the implementation of their management plan</i>	Ongoing	Greater awareness and use of the AONB for the development of sustainable tourism initiatives	L: CCWW AONB P: STP; Salisbury District Council
7 Public realm			
<i>a Improve signing in the city for pedestrians and cyclists</i>	2009	New city navigation scheme	L: Salisbury District Council P: WCC, STP, SCS
<i>b Develop district-wide interpretation plan</i>	2007	Improved heritage interpretation	L: Salisbury District Council P: STP, SCS, SBBG
<i>c Improve signing to the city and other destination areas in south Wiltshire</i>	2008	Revised policy on brown signing	L: Salisbury District Council P: HA, WCC, STP

Action Details	Action By	Outcome or Target or Intended Beneficiary	Lead Organisation (L) and Partners (P)
8 Events			
a <i>To support the development of events as a major attraction for visitors</i>	2010	Increased promotion of events	L: Salisbury District Council P: STP, SIAF, EH
9 Salisbury Tourist Information Centre			
a <i>To continue to provide a high quality TIC service in south Wiltshire</i>	2012	Increase in visitor numbers to the TIC and high satisfaction levels A new TIC at the new Stonehenge visitor centre	L: Salisbury District Council P: EH, NT



Strategic objective two

To continue to increase both the value and, where appropriate, the volume of tourism to Salisbury and south Wiltshire and to strive to ensure that the whole of the district benefits from tourism growth

Action Details	Action By	Outcome or Target or Intended Beneficiary	Lead Organisation (L) and Partners (P)
10 Market Development			
<i>a Further develop the short-break market</i>	2006-2007	Range of short-break propositions available, including lifestyle, packages with rail companies and links to major events; linked to SWT brand clusters where possible	L: Salisbury District Council P: STP, SCCM, SIAF, SW Tr, WT, SWT
<i>b Build up a database of email details of potential visitors</i>	2007	Regular targeted email marketing campaigns	L: Salisbury District Council P: STP
<i>c Support the introduction of a county-wide online accommodation availability service</i>	2008	Visitors able to book accommodation online	L: Salisbury District Council P: STP, WCC, SWT
<i>d Support accommodation providers in the provision of special rates for longer stays and off-season visits</i>	2007	More 4+ night stays Reduction in seasonality Longer average length of stay	L: STP
<i>e Promote Salisbury as an extended short-break destination</i>	2007	Longer average length of stay	L: Salisbury District Council P: STP
<i>f To promote sustainable tourism development</i>	Ongoing	Promotion of south Wiltshire as an accessible destination by public transport Greater promotion of cycling and walking Greater promotion of green travel options	L: Salisbury District Council P: ST2

Abbreviations:

EH	English Heritage
CCWW	Cranborne Chase and West Wiltshire Downs Area of Outstanding Natural Beauty
FSB	Federation of Small Businesses
HA	Highways Agency
NT	The National Trust
SBBG	Salisbury Blue Badge Guides
SCCM	Salisbury City Centre Management Limited
SCS	Salisbury Civic Society
SDCCI	Salisbury and District Chamber of Commerce and Industry
SIAF	Salisbury International Arts Festival
ST2	Salisbury Transport 2000
STP	Salisbury and Stonehenge Tourism Partnership
SWEP	South Wiltshire Economic Partnership
SWT	South West Tourism
SW Tr	South West Trains
VAQAS	Visitor Attraction Quality Assurance Scheme
WCC	Wiltshire County Council
WT	Wessex Trains
WWT	Wiltshire Wildlife Trust
YHA	Salisbury Youth Hostel

Appendices

Appendix one

Technical Supplement

The following documents and information were used in the preparation of this tourism strategy. As such they form the strategy's Technical Supplement. They can be accessed via the Salisbury District Council website.

www.salisbury.gov.uk

South West Tourism (2003)

Economic impact of tourism in Salisbury

Tourism South East (2004)

Salisbury destination benchmarking visitor survey

Bournemouth University (2005)

Accommodation facilities in Salisbury -
Infrastructure evaluation

Bournemouth University (2005)

Leisure facilities in Salisbury -
Infrastructure evaluation

Salisbury District Council (2005)

South Wiltshire economic assessment

Salisbury District Council (2005)

South Wiltshire tourism SWOT analysis

South West Tourism (2005)

Towards 2015 - Shaping tomorrow's tourism

Appendix two

Risk assessment

This strategy and the associated action plan have been assessed for risks using the council's risk assessment framework. This has been recorded in the risk register. A risk assessment of individual actions or projects will be carried out where appropriate.

Equalities and Diversity assessment

An equalities and diversity assessment of this strategy and the associated action plan has been carried out using the council's equalities and diversity assessment procedure. This has been recorded in the equalities and diversity register. An equalities and diversity assessment of individual actions or projects will be carried out where appropriate.

Photography courtesy of Steve Day, Jon Stone, Ian Jackson, Trevor Kearton, Salisbury International Arts Festival and Salisbury District Council.

Title of Strategy	Nice church... great rocks A tourism strategy for south Wiltshire
Corporate document register No.	0106/06
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Service unit risk register	TOU03/06
Service unit equalities and diversity assessment	MEDT11/06
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