



# DORCHESTER TOWN COUNCIL

Council Offices, 19 North Square, Dorchester, Dorset. DT1 1JF  
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**Adrian Stuart, Town Clerk**

13 January 2021

You are invited to a virtual meeting of the **DORCHESTER HERITAGE JOINT COMMITTEE** will be held in via the **ZOOM VIDEO CONFERENCING PLATFORM** on **TUESDAY 19 JANUARY 2021** commencing at **7.00pm**.

You will be able to join the meeting by using the link - <https://us02web.zoom.us/j/88356548218>

A handwritten signature in black ink, appearing to read 'Adrian Stuart'.

Town Clerk and Secretary to the Committee

## **Declaration of Interests**

Members are reminded that it is their responsibility to disclose pecuniary or non-pecuniary interests where appropriate. A Member who declares a pecuniary interest must leave the room unless a suitable dispensation has been granted. A Member who declares a non-pecuniary interest may take part in the meeting and vote.

## **Membership**

Dorset Council: R. Biggs, A. Canning, L. Fry, S. Jones and D. Taylor

Dorchester Town Council: S. Biles, F. Hogwood, G. Jones, F. Kent-Ledger and R. Major

The following Members may attend and speak but not vote:

A Chisholm (Ancient and Honourable Guild of Town Criers), Mr B Murphy (Duchy of Cornwall), T. James (Dorchester Civic Society), M. Woodgate (Dorchester Chamber for Business), Vacancy (The Keep Military Museum), L. Poulsen (Dorchester Local Nature Reserve), J Murden (Dorset Natural History and Archaeological Society), T Loasby (Blue Badge Tourist Guides) M Rice (Dorchester Association), Maria Gayton or S. Johnson (Dorset History Centre), Hannah Jefferson (National Trust (for Max Gate and Hardy's Cottage)), A King (Shire Hall)

## **AGENDA**

### **1. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2. **MINUTES**

To read, confirm and sign the Minutes of the Meeting of the Committee held on 20 October 2020 (copy enclosed).

3. **MEMBERSHIP**

(a) Members will be asked to agree an amendment to the Committee's terms of reference so as to include Keep 106 Community Radio within the non-voting membership of the Committee. If agreed to welcome Mr Andy Worth from Keep 106.

(b) The Committee will be informed of the death of John Smith who represented the Dorchester Association on the Committee for a number of years to 2018.

4. **THE MAYOR OF CASTERBRIDGE**

The representative from Keep 106 to inform the Committee of exciting plans from the New Hardy Players for an indoor production of The Mayor of Casterbridge to be performed as a collaboration with Dorchester Arts during October 2021.

5. **CORNHILL CONSULTATION**

The Town Council is working with an urban design company called Feria Urbanism to restore the Cornhill area which has become a lesser version of what it once was and can appear cluttered and somewhat neglected.

The Committee will be asked whether it has any specific views on improvements that could be made to the area.

Further information about the project can be found at <https://dorchester-cornhill.com/>  
The original press release from last year is also enclosed.

6. **HERITAGE TOURISM STRATEGY**

To consider the following reports:-

(a) Strategy Development Progress report (enclosed).

(b) Strategy Governance and Delivery report (enclosed).

(c) Tourism Budget report (enclosed).

(d) Visitor Experiences report (enclosed).

7. **THOMAS HARDY VICTORIAN FAIR - 2021**

The Chairman to update the Committee on the proposals for a Thomas Hardy Victorian Fair event in 2021.

8. **PROPOSAL FOR A DORCHESTER HERITAGE MAGAZINE**

To consider a proposal for a quarterly Dorchester Heritage Magazine from Miranda Woodgate (via The Resourcery rather than the Dorchester Chamber for Business). Draft proposal attached.

9. **DORCHESTER TIC**

The Deputy Town Clerk will update the Committee on the outcome of the Town Council's Policy Committee discussions on the future of Dorchester TIC. The Policy Committee meets the evening before the Heritage Committee.

10. **QUESTIONS**

To receive questions submitted by Members in writing to the Dorchester Town Clerk and in respect of which the appropriate notice has been given.

11. **URGENT ITEMS**

To consider any other items that the Chairman decides are urgent.

## **DORCHESTER TOWN COUNCIL**

### **DORCHESTER JOINT HERITAGE COMMITTEE HELD VIA THE ZOOM VIDEO CONFERENCING PLATFORM**

**20 OCTOBER 2020**

At a virtual Meeting of the Dorchester Joint Heritage Committee held on 20 October 2020:

#### **PRESENT:**

Dorchester Town Council

Councillors: S. Biles  
F. Hogwood  
G. Jones (Chairman)  
F. Kent-Ledger  
R. Major

Officers: S. Newman  
T. Hedger

Dorset Council

Councillors: R. Biggs  
L. Fry  
S. Jones

In attendance

M. Chutter for Minute No. 16  
S. Douglas and B. Lane RKE for Minute No. 17(i)

Ancient & Honourable Guild of Town Criers  
Blue Badge Tourist Guides  
Dorchester Association  
Dorchester Chamber for Business  
Dorchester Civic Society  
Dorchester Local Nature Reserve  
Shire Hall Museum  
The Keep Military Museum

A. Chisholm  
T. Loasby  
M. Rice  
M. Woodgate  
T. James  
L. Poulsen  
A. Brown  
L. Gardner

#### 13. **APOLOGIES**

Apologies for absence were received from Councillors A. Canning and D. Taylor (Dorset Council).

#### 14. **MINUTES**

The minutes of the meeting held on 21 July 2020, a copy of which had been circulated, were confirmed and signed.

The Deputy Town Clerk updated Members in respect of discussions with Dorset Council about the Thomas Hardy Trail. The Heritage Tourism Project Manager reported that he was

meeting with the Secretary to the Thomas Hardy Society and would raise the matter of the trail in those discussions.

15. **DECLARATIONS OF PRE-DETERMINATION**

There were no declarations of pre-determination.

16. **SALISBURY FIELDS - MOULE INFORMATION BOARD**

The Committee had before it a draft board in respect of Fordington Vicarage. Members felt that the design of the new board was excellent and some Members had some suggestions for alterations to the text. Members were asked to send any suggestions for change to the Deputy Town Clerk. The working group would give consideration to the amendments and then present the final draft to the Dorchester East Councillors for approval. It was noted that the board did have a QR code and additional information could be placed on the website which linked to that code.

Members felt that Salisbury Fields itself might benefit from having its own information board and this was agreed as a future project.

The Committee wished to thank Mark Chutter and Laura Gardner for all their work in producing the board.

**RESOLVED**

That any suggestions for amendments be sent to the Deputy Town Clerk for consideration by the working group. The amended board to be approved by the Dorchester East Councillors.

17. **HERITAGE TOURISM STRATEGY**

(i) **Draft Final Report from Red Kite Environment**

The Committee considered a report by the Heritage Tourism Project Manager which enclosed the final draft report from Red Kite Environment on its heritage audit and suggested opportunities for improving the contribution of heritage assets to the overall visitor experience.

Red Kite Environment then made a detailed presentation to the Committee on its report and responded to Members detailed questions.

The Committee felt that the town and surrounding area also had a lot to offer in respect of the Bronze Age period, sport tourism – football / cricket and that the History Centre could also be a draw for some visitors. Members also felt that the words slow or quiet should not be used for marketing the town although the Committee did understand the concept of that tourism niche.

In regard to the consultation Members felt that it was a shame that it had not proved possible to get more views from the Town's young people. Members also felt Dorchester Arts could play a significant part in the town becoming a cultural hub in the future.

## **RESOLVED**

That, subject to the comments set out above, the final draft report from Red Kite Environment be agreed.

### (ii) Heritage Tourism Project Progress Report

The Committee considered a report by the Heritage Tourism Project Manager which updated it on the progress of the project and reported on the next steps. Members were pleased to note that that over 900 copies of the 'Lets Explore Dorchester' publication had been given to local schools.

## **RESOLVED**

That the progress report be noted.

### (iii) Draft Heritage Tourism Strategy – Consultation Outcomes and Proposed Changes

Members had before them a report by the Heritage Tourism Project Manager which set out the results of the public consultation on the draft Heritage Tourism Strategy. The report summarised all of the responses and set out the changes proposed to the draft Strategy resulting from those responses.

It was noted that Blue Badge Guides had not been included within the Steering Group and it was considered important that they be included in the future development and implementation of the Strategy. The Chairman confirmed that a wide range of interested parties would be involved in the partnership arrangements going forward.

Members felt that the future threat to the natural environment of the proposed housing development north of Dorchester should be addressed in the Strategy. The Chairman confirmed that he would write, on behalf of the Committee, objecting to the proposed development in the strongest possible terms.

The Committee also felt that coach tourism should not be discounted completely as a part of the Strategy and also consideration should be given as to how an apprenticeship partnership with tourism providers might be possible.

The Heritage Tourism Project Manager reminded Members that they had previously agreed a sum of £900 to produce a professionally designed summary of the final version of the Strategy for online publication and reference. It was now proposed that the summary be produced in-house and be made available via the Town Council website and elsewhere as a downloadable pdf document. The Committee was agreeable to this but wished for some printed copies to be made available.

## **RESOLVED**

- (1) That, subject to the comments above, the changes to the draft Strategy set out in the report be agreed with the final wording being approved by the Chairman.

- (2) That the Strategy summary document be produced in-house house and be made available via the Town Council website and elsewhere as a downloadable pdf document but with some paper copies also being made available.

18. **DORCHESTER HERITAGE OPEN DAY 2020 - REVIEW**

The Committee received a report by the Chairman on the Town's Heritage Open Day held on Sunday 13 September 2020. Members wished to thank the Chairman and the delivery team which had pulled together an excellent, covid safe, largely online, day very quickly. It was also noted that the delivery team had given their time for free which had allowed the three sponsors contributions to largely cover the cost of the event.

The Chairman informed Members that work would soon be commencing on organising the 2021 Thomas Hardy Victorian Fair and that if any Member wished to help with the organising to please let him know.

**RESOLVED**

That the report be noted.

19. **DATES OF FUTURE MEETINGS**

Members noted the dates for meeting of the Committee in 2021 as follows:-

- Tuesday 19 January 2021 at 7.00pm
- Tuesday 20 April 2021 at 7.00pm
- Tuesday 20 July 2021 at 7.00pm
- Tuesday 19 October 2021 at 7.00pm

20. **QUESTIONS**

No questions had been received.

21. **URGENT ITEMS**

There were no urgent items.

Chairman.....

**PRESS RELEASE 28.10.20**

## **CORNHILL IS CHANGING**

### **Community are invited to redesign historic Cornhill site in Dorchester**

The Cornhill, or commonly known as the town pump area in the heart of Dorchester has often been a central meeting point for markets, festivals, and parades. Over recent years, Cornhill has become a lesser version of what it once was and can appear cluttered and neglected according to the Dorchester community and local businesses alike.

Dorchester Town Council has therefore appointed a Dorset based urban design studio, Feria Urbanism to restore the Cornhill site and they are keen to involve the local community to take part in its redevelopment.

Councillor Susie Hosford says, *“Over recent years Dorchester Town Council has delivered significant improvements to the public realm of the town centre, including new paving and street furniture in lower South Street and New Street, new paving in upper South Street, the full resurfacing of the Town Walks, and a new pedestrian wayfinding scheme across town. The next piece in the jigsaw is Cornhill. Today’s layout of Cornhill is the result of incremental creep; it was never planned to function and appear the way it does today. As the acknowledged historic centre of the town the space needs to act as a social hub, and as a natural link to cultural venues to the north of High West and High East Street, such as Shire Hall, County Museum, Corn Exchange, to more fully present and promote the town and its events programme.”*

To date, the project team have been conducting interviews with key stakeholders across the town and have visited the site a number of times to gather feedback and insights about the space from the public. Most recently, the team were experimenting with life-sized blocks of foam at the site. This experimentation helped the team understand issues of scale, size, and location of new objects in the space. It also revealed a demand for more seating in this area, but not necessarily more benches. This experimentation has led to a concept design that is now available to view on the project website [www.dorcheser-cornhill.com](http://www.dorcheser-cornhill.com)

The team now wants to invite more people to share their ideas about how to redesign the site to best serve the local community. A physical 3-D model has been prepared to allow the project team



to explore ways to improve this area and to better understand the needs of the community and local businesses. The model is located in the reception area of Dorchester Town Council at 19 North Square. The model is interactive and provides an opportunity for the people of Dorchester to draw a new design for the space and then insert this into the model and take a photograph. Comment forms are also available alongside the model and will be in place until 5pm on Wednesday 18th November for the public to share their ideas.

Richard Eastham, Director at the urban design studio adds, *“We understand that this is an important local landmark and, potentially, a key focal point at the heart of the town. Therefore, our approach to design is to work, first and foremost, with local people and stakeholders, using their ideas and input to inform concepts and decisions. The 3-D model is a way for people to share their ideas in a safe, socially-distanced way. Please visit the model and get creative!”*

Feria Urbanism is working alongside experienced landscape architects from UBU Design and internationally renowned lighting designers at Michael Grubb Studio. They plan to deliver a new town square for Dorchester that takes the conversations from the street and creates a social space for chance encounters, public events and potentially a place to draw water and refill bottles.

The final project outcome will be a new public space for the town, which is expected to be delivered onsite in 2021. To find out more visit [dorchester-cornhill.com](http://dorchester-cornhill.com)

**ENDS**

### **Notes to Editors**

*Feria Urbanism, a Bournemouth-based urban design studio, has been appointed by Dorchester Town Council to undertake the redesign of the Cornhill area. It will be working alongside landscape architects UBU Design, lighting designers Michael Grubb Studio and local creative agency Støriie. For more information on the project team contact [richard@feria-urbanism.eu](mailto:richard@feria-urbanism.eu)*

**DORCHESTER HERITAGE JOINT COMMITTEE**  
**19 JANUARY 2021**  
**PROGRESS REPORT – FOR INFORMATION**

**Background**

1. In 2015 Dorchester Town Council resolved to include in its corporate plan, intent to:
  - Develop & Implement a Tourism strategy, with a strong Heritage focus
  - Carry out an informal heritage sites audit for the town

This information report updates members on progress made in developing the strategy and progressing the action plan.

**Progress**

**2. Strategy**

Following the October 2020 meeting of this Committee, the Chairman has signed off the minor changes to the strategy as agreed by the Committee, and the strategy is now published on the Dorchester Town Council website, together with its background papers at <https://www.dorchester-tc.gov.uk/Services/Heritage+Tourism+Project>.

The Committee also agreed to produce a short, illustrated summary of the strategy for mostly on-line distribution and this too has now been published on the Town Council website.

**3. Heritage Audit and Visitor Experiences**

Following Red Kite Environment's presentation of the final Heritage Audit Report to this Committee in October, the Chairman has subsequently agreed the minor changes and additions to the Heritage Audit report as requested by this Committee. This is now published in the town council website

A project brief to develop a new visitor trail for Dorchester, informed by the Red Kite report, working with final year History Students at Bournemouth University has been submitted to the University. If the brief is accepted by the University and selected by a group of students, research and development work will take place between February and May 2021 in a suitably COVID secure manner.

**4. Let's Explore Dorchester publication**

Three outlets continue to sell copies to visitors to the town, and 1065 copies have been distributed to 5-11-year-old pupils at 5 local schools.

**5. Marketing**

Website options are now being evaluated and costed for consideration in the first quarter of 2021.

"Stories" for a possible collaborative social media campaign linked to heritage tourism events for early 2021 are being explored by a small working group of the Town Council and local businesses.

## 6. Next Steps

- a) Continue discussion with businesses and key partners on the delivery of the strategy, partnership, and action plan
- b) If the tourism budget is agreed by the Council, commence recruitment of partnership members, and arrange first meeting of the partnership; commence recruitment of the Tourism Development Officer post.
- c) If selected by a student group, develop the project proposal with the Bournemouth University students,
- d) Conclude website evaluations to present to the partnership and Dorchester Joint Heritage Committee.
- e) Conclude social media campaign options with the small working group and encourage participation by all businesses and partners across Dorchester with an interest in the growth of the visitor economy.
- f) Explore and suggest possible key performance indicators to measure both the effectiveness of the strategy and the changes in the visitor economy in the town

Trevor Hedger  
Tourism Project Manager

**DORCHESTER HERITAGE JOINT COMMITTEE**  
**19 JANUARY 2021**  
**STRATEGY GOVERNANCE AND DELIVERY**

**Background**

1. In 2015 Dorchester Town Council resolved to include in its corporate plan, intent to:
  - Develop & Implement a Tourism strategy, with a strong Heritage focus
  - Carry out an informal heritage sites audit for the town

The Strategy and action plan, which includes a section on Governance, was agreed at the October 2020 meeting of this Committee.

2. The Governance elements in the action plan have the following proposals to:
  - G1 - Establish a formal local delivery tourism partnership, and build communication amongst the tourism sector in Dorchester
  - G2 - Consider appointment of dedicated Heritage Tourism post within DTC

The delivery partnership and tourism development officer post are the subject of this report.

**Partnership**

3. The Strategy identifies the need for an appropriate governance structure to guide and manage delivery of the strategy and action plan. A wide-ranging review of how over 40 towns and cities approach the delivery of tourism for their destination has not resulted in a majority best practice model (see Strategy background paper E). However, most are working collaboratively on a formal or informal basis through a variety of structures with varying degrees of autonomy. The strategy therefore proposes the establishment of a “formal local delivery tourism partnership”.
4. After reviewing several other sets of reference documents for tourism partnerships, a draft Terms of Reference has been prepared for consideration by the Council. This is attached at appendix 1 and addresses:

i) Purpose and Objectives	vi) Decisions
ii) Status	vii) Meetings and papers
iii) Role	viii) Conflicts of interest
iv) Membership	ix) Relationship with the Town Council
v) Chair	x) Media Relations

5. Following recent and ongoing discussions with many local businesses and heritage and tourism organisations active in the town, there has been strong support for the partnership proposal with (at the time of writing) 18 businesses and organisations interested in being an active member of any partnership formed, and the remainder wanting to remain informed via agendas and minutes of the partnership activity.
6. The partnership terms of reference propose that a town councillor from the Joint Heritage Committee becomes a member of the partnership.

7. If agreed, it is intended to host an initial meeting of the partnership in early/mid-March, and for subsequent meetings to be held two weeks prior to this Committee to avoid delay between the partnership meetings and any subsequent referrals to this Committee for decision.

### **Tourism Development Officer**

8. The Strategy proposes a tourism development officer post to both support the partnership and enable delivery of the Strategy. There are several other town councils who have employed tourism posts. Some Councils have roles for which tourism is a part, and others are dedicated often part-time positions. As there is no equivalent position or complementary part time role currently with the Councils staffing, it is proposed that a part tourism development officer is recruited.
9. A job description has been prepared, together with a person specification, and this is attached at appendix 2.

### **Finances**

10. As part of its budget setting, the Town Council is being asked to consider £30,000 per annum allocation for an initial three-year period to fund both the development of the strategy through a tourism development post together with a modest revenue budget to fund relevant projects. If agreed, it is proposed that an annual revenue budget of initially £6000 be made available to the partnership to support delivery of the strategy according to the terms of the partnership terms of reference, and without referral to this committee.

### **Recommendations**

11. The Committee is asked to:
  - a. Agree the Partnership Terms of reference
  - b. Agree the Tourism Development Officer post job description
  - c. Agree the allocation of £6000 per annum to the Partnership for use in delivery of the strategy, in accordance with the proposed Partnership Terms of Reference
  - d. Invite Dorchester Town Council to nominate a councillor to join the partnership.

Trevor Hedger  
Tourism Project Manager

**Dorchester Tourism Partnership  
Draft Terms of Reference**

1. Purpose and Objectives

To be the industry led body taking a proactive lead on delivering the Dorchester Tourism Strategy and achievement of the vision:

To become known as a progressive and welcoming town in Wessex, passionate about and celebrating its wonderful and extensive heritage and its environment and offering an exceptional visitor experience that encourages repeat visits.

To lead, participate in, support, and advise on all aspects of the delivery of the Dorchester Tourism Strategy.

2. Status

The Dorchester Tourism Partnership is an un-constituted voluntary group drawn from across the visitor economy and heritage interests of the town.

The partnership shall be a specialist delivery subgroup of the Dorchester Joint Heritage Committee or other successor Town Council Committee.

The Partnership reports and makes recommendations to and has representation on the Dorchester Joint Heritage Committee or other successor Town Council Committee.

The Partnership has autonomy over:

- Any financial assets that the Dorchester Town Council may resolve to provide to the partnership to enable delivery of the Dorchester Tourism Strategy.
- Actions taken within its available budget in support of the Dorchester Tourism Strategy Action Plan

The Partnership may request other resources available to the town council, to be considered as in-kind support, such as but not limited to:

- Video services
- Audio presentation equipment
- Premises
- Outdoor services team

The Partnership will make recommendation to the Dorchester Joint Heritage Committee or other successor Town Council Committee:

- Where submission is to be made to external bodies for funding
- Where contractors or consultants are to be appointed for a specific task or project
- To fund activity beyond its delegated resource
- When requested for comment by the committee
- Where an action or issue is a matter of policy for the Town council

The Partnership is supported by the Town Council appointed part-time Dorchester Town Tourism Development Officer. The Tourism Development Officer will be empowered to deliver the actions of the partnership in delivering the strategy, and in accordance with all town council established procedures.

The Partnership will have the ability to make decisions in relation to delivery of the strategy and use of any allocated financial resource made available by the Town Council to support delivery of the strategy.

The Partnership will regularly report its activity and progress made in delivering the strategy to the Dorchester Joint Heritage Committee or other successor Town Council Committee.

Dorchester Town Council will be the accountable body and budget holder for any funds associated with delivery of the strategy. Town Council procedures and practices shall apply in all financial and procurement matters.

### 3. Role of the Partnership

To lead, participate in, guide and influence delivery of the Dorchester Tourism Strategy with particular emphasis on:

#### Governance

- Monitoring appropriate accessible Key Performance Indicators to record the effectiveness of the strategy action plan
- Leading and participating in the development of a long-term vision for tourism for the town

#### Communication

- Agreeing and leading a communications plan, including brand development, web content and a coordinated social media programme

#### Community

- Developing/supporting a voluntary Dorchester Ambassador Programme

#### Environment

- Ensuring an environmental theme runs through marketing activity, including green travel planning
- Development of a Green Tourism Charter

#### Visitor Offer

- Development/implementation of new Visitor experiences from the recently completed audit and review
- Monitoring the quality of the visitor experience through internet published reviews such as TripAdvisor.
- Encouraging cooperative activities across the town's visitor economy

#### Industry

- Informing a volunteer support/development/induction programme for volunteers in the visitor economy
- Contributing to a shared media resource library
- Encouraging cooperative activities across the town's visitor economy

Where appropriate the Partnership will explore and pursue opportunities to participate in the wider Dorset tourism offer and activity with other towns, Visit-Dorset and county wide partnerships.

#### 4. Membership

The membership of the partnership, which is voluntary, shall comprise at least one representative from the following core organisations:

Accommodation Providers – preferably serviced and self-catering representatives	
Heritage Attraction operators	
Brewery Square	Dorset History Centre
Dorchester Arts	English Heritage
Dorchester BID Board	Food and beverage operator
Dorchester Chamber for Business - Executive	Guiding Services
Dorset Council - Roman Town House	Learning Provider
Duchy of Cornwall	Retailer – preferably an independent
Dorchester TIC	Visit Dorset/Dorset Council
Dorchester Town Councillor from the Dorchester Joint Heritage Committee (not the chairman)	Volunteering Dorset
Community Representative	Poundbury business community
Dorchester Thomas Hardy Society	

In addition, all papers and minutes will be distributed to, and attendance welcomed on an as needs basis from the following associate representatives:

- Dorchester Civic Society
- Arts Development Company
- Dorset Tourism Association
- Thomas Hardy Country Group
- Dorset LNP
- Conservation Team Leader Dorset Council
- Dorchester Association

Members will be encouraged to take a lead role in development of a project or activity, calling meetings of any task and finish groups as required.

It is considered that the Nolan Principles of Public Life (see annex 1) should apply to members of the partnership.

While individuals may be able to represent more than one segment of the membership, they will be required to identify with only one organisational membership.

Individuals are representing the organisation, or sector, not just themselves.

#### 5. Chair

The Chairman of the Partnership shall be drawn from the core representatives except for any Town or Dorset Council representative.

#### 6. Decisions

Decisions will be by majority of the core attendees present at the meeting.



A quorum shall be at least 7 representatives from the core membership.

#### 7. Meetings and Papers

The Partnership will meet at least quarterly, at least two weeks prior to the Dorchester Joint Heritage Committee or other successor Town Council Committee.

Reports will be distributed to all core and associate members at least 5 working days prior to the meeting.

All meetings will be fully documented, and minutes published on the town council website. Draft minutes, together with any matters requiring a decision, will be presented to the next meeting of the Dorchester Joint Heritage Committee or other successor Town Council Committee.

#### 8. Conflicts of Interest

The Chairman of the Dorchester Joint Heritage Committee or other successor Town Council Committee shall not be a member of the partnership, allowing the Chairman of the Heritage (or other) Committee to fulfil an arbitration or dispute resolution role should the need arise.

No core or associate member of the partnership may participate in any discussion or vote on any matter in which they may have a direct or resulting pecuniary or other interest.

#### 9. Relationship with and reporting to Dorchester Joint Heritage Committee or other successor Town Council Committee

The Partnership shall be a specialist delivery subgroup of the Dorchester Joint Heritage Committee or other successor Town Council Committee.

The Partnership shall submit minutes of all meetings to the Heritage Committee or other successor Town Council Committee.

The Dorchester Joint Heritage Committee or other successor Town Council Committee may grant delegated authority over a budget to the partnership such that the partnership does not need to seek further authority to fund activities.

#### 10. Press and Media

The Dorchester Tourism Partnership, as the specialist delivery subgroup for the Dorchester Tourism Strategy of the Dorchester Joint Heritage Committee or other successor Town Council Committee, shall adhere to the Dorchester Town Council media protocols. Any comment made to the press will be given by the chairman of the partnership as representing the partnership.

#### 11. Review of this document

This document shall initially be reviewed after 6 months, and then biennially.

Annex 1  
Nolan Principles of Public Life

**1. Selflessness**

Holders of public office should act solely in terms of the public interest.

**2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**6. Honesty**

Holders of public office should be truthful.

**7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**DORCHESTER TOWN COUNCIL****Name:****Post:** Tourism Development Officer**JOB DESCRIPTION****Objective of the Post**

To manage delivery of the Dorchester Tourism Strategy through:

- Leading on the projects for which the Town Council is the identified lead
- Supporting the projects where others may take the lead
- Working with, reporting to, and acting as administrator and support officer for the Dorchester Tourism Partnership, a specialist delivery subgroup of the Dorchester Joint Heritage Committee or any successor Town Council Committee.
- Reporting to the Dorchester Joint Heritage or other Town Council Committee.

**Main Accountabilities**

1. To lead delivery of the Dorchester Tourism Strategy, with a particular emphasis to:

- Deliver and coordinate social media and other marketing campaigns
- Support encourage and deliver improved relevant web content in local sites working with partners, and manage and maintain any specific town website developed from this strategy
- Work with local businesses and partners to develop and deliver new visitor experiences and enhance the towns existing offer, taking every opportunity to secure partner and external funds
- Support volunteer development with Volunteer Dorset and local attractions
- Develop and monitor locally measured KPIs to monitor progress and growth in tourism in the town and quality of the visitor experience
- Support others to enable the design and delivery of new Heritage related or other appropriate events in the town
- Develop and implement both a brand for the town, and a long-term tourism vision to which all can relate.

2. To support the Dorchester Tourism Partnership, a specialist delivery subgroup of the Dorchester Joint Heritage Committee or any successor Town Council Committee by:

- Encouraging and maintaining the vitality of the Dorchester Tourism Partnership membership and supporting members ability to participate
- Reporting on the success of action, and taking guidance and securing commitment on future activity
- Supporting and encouraging members of the partnership to take a lead on action
- Coordinating activity amongst partnership members and the town's visitor economy

3. To work with relevant partners such as Dorset Tourism Association, Visit Dorset/Dorset Council, Dorchester Chamber for Business, and Dorchester Business Improvement District.
4. To manage any financial resource made available for the project by the Dorchester Town Council in accordance with the town councils' financial regulations. To act in an open and transparent manner in matters of procurement, in accordance with any town council procurement or other strategy.

### TERMS OF APPOINTMENT

Duration of post:	3-year initial fixed term post
Salary:	£27309-£30833 pro rata (=£15500-£17500) SCP 22 – 24 £27,041 to £28,672 (Pro rata - £15,348 to £16,273)
Hours:	21 Hours per week – variable and will require attending evening meetings of the Dorchester Town Council Committees and other groups/organisations
Reporting to:	Deputy Town Clerk
Responsible for:	None

### PERSON SPECIFICATION

Criteria	Requirement	Essential/ Desirable
<b>Skills</b>		
Project Management	Able to manage a complex multi-client project, including management of resources and priorities. Able to manage budgets and deliver projects to cost.	Essential
Partnership working	Ability to build and maintain relationships within multi-organisations public and private partnerships	Essential
Negotiating and Influencing	Able to manage intra-stakeholder and stakeholder-supplier relationships	Essential
Communication	Ability to communicate effectively with stakeholders with a diverse range of interests and needs	Essential
Listening and Analytical	Able to absorb data and information from a range of sources and analyse it efficiently to aid development of the project	Desirable
Presentation	Ability to write and present precise and unambiguous documents in a lucid and enthusiastic way	Desirable
<b>Knowledge &amp; Experience</b>		
Marketing	Knowledge and experience of using social media for marketing activity, writing content for websites including search engine optimisation techniques, and producing successful press releases	Essential

Local	Knowledge of Dorchester and how the partner organisations in the town work and wider area together	Essential
Governance	Understanding of local government governance arrangements and how they need to be observed. Experience of procurement processes	Desirable
Business	Understanding of the needs and motivations of businesses and how to encourage them to take advantage of Heritage tourism opportunities	Desirable
Tourism Development	Experience of development of new tourism products and experiences, both directly and indirectly	Desirable
Fundraising	Experience of preparing fundraising bids for government, lottery and related bodies	Desirable
<b>Personal</b>		
Flexible	Willing to work flexibly to meet the needs and resource peaks and troughs of the project	Essential
Confident	Able to project the ambitions of the project confidently and in a way which inspires confidence. Willing to challenge existing practices. Able to work alone and unsupervised.	Desirable
Personable	Creating a positive atmosphere which encourages stakeholders to engage with the project	Desirable
Enthusiastic	Personally interested in the outcome of the project and its long term potential	Desirable

## DORCHESTER HERITAGE JOINT COMMITTEE

19 JANUARY 2021

### TOURISM BUDGET

#### Background

- 1 In 2015 Dorchester Town Council resolved to include in its corporate plan, intent to:
  - Develop & Implement a Tourism strategy, with a strong Heritage focus
  - Carry out an informal heritage sites audit for the town

In preparing to develop the strategy and audit, the Town Council secured a budget of £100,000, being equal contributions from the Town Council and West Dorset District Council.

£50000 of this budget has been identified to fund development work for the strategy.

- 2 To date, the Committee has committed and spent a total of £6675 on the Heritage Audit, and design of the Strategy summary, leaving a balance of £43325. The Committee has further agreed £3000 towards Brand Development (January 2020) but has not yet commissioned delivery.

#### Tourism Budget Proposal

- 3 It is proposed that the following budget plan is used to guide investment by the Committee and the proposed Tourism Partnership.

Strategy Action Area	Activity from Action plan	Budget Allocation
1. Governance	Develop Vision	£2000
2. Communication	Brand Development	£3000 – already agreed
	Website development	Up to £10000
3. Community	Develop vision - see above	-
	Dorchester Heritage Tourism Ambassador programme research and design	£7500
4. Environment		Nil
5. Visitor Experience	Development of at least 3 new visitor experiences	£15000
6. Industry	Resource Library	£1000
Unallocated		£4825
<b>Total</b>		<b>£43325</b>

It is anticipated that:

- these budget allocations will, where possible and appropriate, be used to secure private sector, sponsorship, or external grant funding to support delivery of the tourism action plan
- be determined by the Committee in response to proposals from the tourism partnership

### **Recommendation**

- 4 The Committee is invited to agree the budget proposals

Trevor Hedger  
Tourism Project Manager

**DORCHESTER HERITAGE JOINT COMMITTEE**  
**19 JANUARY 2021**  
**VISITOR EXPERIENCES**

**Background**

1. The Strategy action plan, agreed by this Committee in October 2020, has actions to both review the existing “experience” offer, and to produce new experiences informed by the identified themes from the Red Kite Report.

**Opportunity – New Town Trail**

2. Initially introduced to the Bournemouth University History Unit by the Dorset History Centre, the Tourism Project Manager has established a relationship with the History Unit at Bournemouth University. Each year the Unit seeks projects for its year three students to complete, that are appropriate for their degree studies and beneficial to the client. In the past students have produced a Frederick Treves trail for the town, presented as an audio trail on the GeoTourist app. Geotourist is a free to use app hosting walking trails in locations across the UK and Europe, capable of including rich audio and visual content, and available in i-phone and android formats.
3. The University recently issued a call for potential projects for small groups of students to work on – noting that neither the University nor students have funds to invest in developing the project beyond their time and expertise. It is anticipated that the “client” might contribute toward or cover any transport, publication or reprographic costs associated with the project.
4. After discussions with the Dorset History Centre, linked to theme 6 from the Red Kite audit (*Vibrant town with specialist shops and markets, and attractive inns and cafés*), a project has been submitted to the University for students to produce a circular town centre trail, developed around a number of interesting (because of their current or past use, importance to the community, design, or notable past resident) properties from which stories can be developed, supported with rich content and capable of both presentation on the Geotourist app, and production as a pdf to download or print.
5. The brief expects the students to work with the Dorset History Centre, and town museums, and to consult and engage with Blue Badge guides in the town, the Civic Society and Dorchester Association. The museums and organisations have been advised of the project proposal. The Dorset History Centre and the Shire Hall Historic Court House Museum have an expressed support for the project, a desire to be involved, and have contributed to the project brief. The Blue Badge Guides, Civic Society and Dorchester Association have also expressed support for the project.
6. If accepted by the University, and selected by the students during January, the Town Council proposal will be worked on between February and May 2021 in a COVID safe manor.



## Recommendations

7. The Committee is asked to consider funding from the visitor experience pool (see budget report) for both projects:
  - a. That the sum of £1500 is agreed to support the student project, of which at least £800 is for design work, and all expenses are both agreed in advance and evidenced

Trevor Hedger  
Tourism Project Manager

## **Dorchester Heritage Magazine**

*Initial Pilot Magazine but planned as Quarterly Publication*

### **Aims**

To showcase Dorchester's heritage

To support rollout of Dorchester's Tourism & Heritage strategy

- Provide information on activities, events, involvement of local businesses

To engage and provide information of Dorchester's heritage for locals and visitors

To raise awareness and provide marketing opportunities for local heritage organisations and town events

- Letterbox delivery to Dorchester residents to increase local awareness and interest in Dorchester's heritage and to encourage involvement
- Available from Tourist Information Centres (county-wide)
- Put into local cafes, shops and other appropriate outlets
- Pdf available online (LoveDorch website and other appropriate websites also link on local accommodation/businesses websites)

### **Content**

Chair of Heritage Committee to write introduction on page 3

Each of the following to be invited to have a page or column

- Dorset Museum
- Shire Hall Historic Courthouse Museum
- Keep Military Museum
- Roman Town House
- National Trust (Max Gate, Hardy's Birthplace)
- Dorchester Civic Society
- Dorchester Association
- Dorset History Centre

Additional Features

- Town event(s) (i.e. THVF, HOD, Victorian Cracker)
- Heritage news/update
  - Volunteer opportunities

### **Frequency**

- Quarterly - To coincide with local major events
  - May (THVF in June),
  - August (HOD in September)
  - November (Victorian Cracker in December)

- February (Spring events)

**Size**

- A5 Portrait
  - 12 pages if no adverts
  - 24 pages or larger ... if includes advertising (*Preferred option*)

**Quantity**

- 5,000 or 10,000 (dependant on funding)
- Pdf version (unlimited)

**Funding**

- Self-funded
  - 12 pages - Sponsorship
  - 24 pages or more – Sponsorship and advertising