



DORCHESTER HERITAGE JOINT COMMITTEE  
DORCHESTER TOWN COUNCIL

**DORCHESTER HERITAGE TOURISM STRATEGY**



## EXECUTIVE SUMMARY

Dorchester benefits from over 6000 years of history and has both in the recent past and is currently seeing significant investment in heritage assets in the north of the town. Yet the town's visitor offer remains hidden, and its heritage assets have not been acting as an attractor of visitors for the economic benefit of the visitor economy and the town.

There is therefore a real opportunity to promote the Dorchester visitor offer across Dorset and particularly to staying visitors in the BH postcodes. The town has the opportunity to grow its short break visitor, and particularly its day visitor appeal, using its cultural and heritage offer as an attractor. Dorchester has much to offer the "heritage" visitor, but the offer is not well defined or well known amongst its target market and target geography.

This strategy has been produced because of Dorchester Town Councils corporate plan intent to "Develop & Implement a Tourism strategy, with a strong Heritage focus".

It sets priority actions to create the right environment and structures for the Council, the local tourism industry (both accommodation providers and attractions), town centre businesses and relevant public and private sector partners and the community to benefit from the opportunities that exist for the growth in the value of tourism through the heritage and culture in our town, and to be able to take those forward.

Successful delivery of the strategy will require the establishment of a governing body, proposed as a formal partnership, with an established term of reference and resource to lead and coordinate the development of the tourism sector in the town including:

- Building a long-term vision for the growth of tourism in the town, engaging with and acceptable to both the residential community and the business community, particularly those engaged in the heritage and visitor sectors.

- Development of a marketing approach that considers websites, includes social media and traditional marketing methods, and establishes some brand principles and USPs.

- Supports the volunteers so important to some of the town's key attractions and events.

- Delivers the strategic actions paying due regard to climate change and sustainability.

- Identifies ways to enrich the visitor experience through both the product and stories the town can offer, and the experience provided across the town by all with whom visitors engage.

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## **A Introduction - What is the document for**

From 2015, Dorchester Town Council has had intent, in its Corporate Plan, to “Develop & Implement a Tourism strategy, with a strong Heritage focus”.

This strategy establishes why heritage is relevant, what we know about tourism and visitors to Dorchester, the role of others in developing and delivering tourism, and why we are doing this now. It considers the appropriate geography where actions should apply

The strategy looks to set priority actions that will create the right environment and structures for the Council, the local tourism industry both accommodation providers and attractions, town centre businesses and relevant public and private sector partners and the community to benefit from the opportunities that exist for the growth in the value of tourism through the heritage and culture in our town, and to be able to take those forward.

## **B The Town’s offer**

*(background papers B, D & G)*

Dorchester has existed at the heart of an agricultural area as an administrative and trading centre for centuries. This is a function it continues today with Dorset County Hospital, principal offices for Dorset Council, Schools serving the outlying villages, and with weekly general markets, periodic farmers markets and a town centre mix of independent and multiple retailers. Unlike most towns, it has a jobs to resident ratio close to 1, indicating a significant immigration of workers principally to the public administration, health and education services.

The town is not however well-known as visitor destination, and this is perhaps reflected in the low number of bed spaces available in the town, although recent additions such as the Premier Inn and the Duchess of Cornwall (and shortly the Kings Arms) with reputed high levels of occupancy suggest here is an opportunity to grow the number of bed spaces.

The towns visitor attraction offer is relatively small compared with other major Dorset destinations. Those most likely considered “Heritage” are very dependent on volunteers to fulfil a wide range of functions from stewarding to meet and greet and back office support.

The recent developments at Shire Hall and the County Museum, together with the growing interest in and attendance at local events (background paper B) suggest an opportunity for Dorchester to continue to maximise its staying visitor occupancy and become known and recognised as an excellent day visit and repeat visit destination, developing new experiences based on its heritage to improve visitor experiences and reasons to come back .

The town can tell stories from over 6000 years of history with an extensive catalogue of current and past people, places, and events including Maiden Castle, the Roman Town House, the “hanging” Judge Jefferies, Tolpuddle Martyrs, Thomas Hardy, and barracks for the military, together with significant archaeological remains under the town. It is also a town for today, with its developing new heritage at both Brewery Square and at Poundbury, both of which are already attracting visitor interest.

Much of this is in untold stories of the people and buildings including at random:

Birthplace and story of Frederic Treves  
Emigration to Massachusetts

Fire from Heaven  
Fighting Cholera with earth closets

First prorogation of Parliament

Castle and royalty

Multiple listed buildings displaying features from their past such as small glazed windows (former gunsmiths) and butchers hooks

Other elements of its history and heritage, particularly its archaeological heritage, are hidden beneath car parks, under buildings or modern facades.

It has a growing confidence in celebrating its heritage through the Thomas Hardy Victorian Fayre, and Heritage Open Dorchester event, together with the many other well attended events held in Maumbury Rings and the Borough Gardens.

It benefits from an extensive cultural programme of events from Dorchester Arts, embracing all tastes and with a full and comprehensive programme involving local to national and international artists. Dorchester Arts is heavily supported by volunteers as stewards and in the back office.

Opportunities exist to develop and enhance the visitor experience with new and additional ways of presenting and joining together the interesting people, buildings, places and events that are the background to modern Dorchester. This may involve new technological interpretation facilities and experiences.

## **C Why Now**

The 2020 Coronavirus outbreak, period of lockdown, and temporary closure of non-essential business (still in place at time of writing) has put significant strain on the local economies across the country, and placed an additional burden on many already fragile high streets. With the recent closure of the Marks and Spencer store in Dorchester (Feb 2020), and several long-term vacant properties, including the former TIC remises in Antelope Walk, Dorchester cannot consider itself to be a robust town centre.

With major investments in heritage assets recently concluded or completing in the near future, and growing experience of successful local events attracting '000s of visitors from near and far, Dorchester has a rare opportunity to maximise the benefits of tourism for the town from the new experiences currently offered or about to become available in the northern area of the town.

With the failure of some smaller airlines, and the major airlines forecasting much reduced foreign travel<sup>1</sup> in the near future, the interest in staycationing and UK holidays is likely to grow, as it did in the recession of 2008.

The Town has an embarrassment of heritage riches, that are not necessarily well known locally, regionally or nationally. It has a limited availability of bed spaces in the town. It does not have a dedicated tourism promotional website, or tourism forum or other tourism focussed industry group. However, it has the opportunity to attract "day" visitors (locals and staying visitors) from across Dorset and neighbouring counties, and from the growing cruise ship visits to Portland Port and Port of Poole once the cruise industry has recovered post COVID19.

This strategy, and its action plan, can contribute to the town centre recovery through the development of the town's visitor experience offer, and the potential for a greater interest in UK holidays. It can do

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<sup>1</sup> <https://www.bbc.co.uk/news/business-52462660>  
<https://www.bbc.co.uk/programmes/p08bz9nx>

this by building on the currently untold stories it has in depth, and to both provide and receive benefit from the heritage attractions, buildings and assets which have and are seeing significant investment.

## **D Heritage Tourism Market**

*(see Background Paper A)*

While the value and volume of tourism across other tourism areas has fluctuated in recent years, the value of heritage tourism is reported to have seen annual growth. It is also an area which has wide appeal with over 75% of the population visiting a heritage site at least once in a year, and over 66% reporting that the opportunity to make a heritage visit was a key influencer in deciding on a short break or holiday in the UK.

It is also clear that visitors, together more generally with town centre users, are seeking an active experience of a place as opposed to a passive experience.

Dorchester, with over 6000 years of history, fantastic heritage old and new, factual and fictional characters of international renown, and unique and exceptional examples of former lives, is well placed to grow its tourism visitor to the town offer through its heritage and related stories.

With several recently or soon to be completed major investments in heritage assets in the town there is a particular opportunity to raise the local national and international reputation and awareness of the town's visitor offer and heritage experience.

## **E Dorchester's Tourism Market**

*(see Background Papers B & D)*

While there is no data captured in Dorchester to enable a true picture of the volume, value and seasonality of tourism in the town, there are statistically robust analyses from national surveys that give an indication of the volume, value and seasonality of tourism in the town, and allow comparison with other destinations.

The sector locally follows the typical UK pattern, with peak occupancy close to capacity in the mid-summer months, and with year on year fluctuations resulting from many factors including political uncertainty, seasonal and unseasonal weather, global unrest, recession and staycation, Brexit and the exceptional weather in recent years. These fluctuations are likely to continue as the nation works out how to travel safely and manage life as a result of Coronavirus.

Dorchester's staying visitors are typically coming from a 2.5-3 hr. journey time predominantly from the Midlands, London and SE England. Foreign visitors are mostly from the Netherlands, Germany, Belgium and France, and particularly during the Thomas Hardy Festival from Japan and USA.

Anecdotally, local businesses confirm the seasonality of tourism locally, and the home locations of staying visitors. They also note that staying visitors are not aware of the Dorchester visitor offer.

Most visitor attractions are either resident or staying visitors from across the county, but visitors will travel much further for a "unique" experience or event.

There is a real opportunity to promote the Dorchester visitor offer across Dorset and particularly to staying visitors in the BH postcodes. The town has the opportunity to grow its short break visitor, and particularly its day visitor appeal, using its cultural and heritage offer as an attractor. Dorchester has much to offer the “heritage” visitor, but the offer is not well defined or well known amongst its target market and target geography.

## **F The Delivery of tourism locally**

*(Background papers C, D E & F)*

From the national tourism bodies promoting the UK nationally and internationally, through the Dorset LEP and Dorset Tourism Association strategies and sector representation, to Dorset Councils maintenance of the public realm, highways, car park operations and planning function to wide promotion of Dorset through its visit-Dorset channels and, and individual businesses promotion of their own enterprises, the promotion and development of tourism, and the maintenance of the supporting infrastructure is a complex picture.

Each has a role to play:

- international and national promotion,
- national and local product development,
- setting national and regional strategic direction
- sector representation and lobbying,
- grant fund prioritisation, application assessment and administration
- industry data gathering and analysis,
- Grant support to local organisations such as cultural organisations which are a key part of the local offer to visitors
- Supporting a positive visitor experience through maintenance of the public realm and protection of the natural environment

However, for these myriad organisations, “local” does not go below County level or prioritise any one local destination. Sustained relationships with the more local organisations will provide opportunity to represent the towns tourism needs and offer to those organisations and for those needs and offer to be reflected in their own activity.

At local destination or town level, and apart from local business own promotional activity, the only visitor promotion, public realm maintenance or visitor support currently provided exclusively for the town is through:

- Dorchester BID’s current programme of activity encouraging and supporting visitors to and within the town, and is just part of a wider remit within the BID business plan 2018-2023
- Dorchester TIC ‘s information and event booking services
- Dorchester Town Councils management of the Borough Gardens, Maumbury Rings, River Walks and open spaces, and the recent LEADER funded town centre signage

There is however neither one plan for coordinating or delivering the promotion and development of Dorchester as a visitor destination nor any formal or informal collaborative working.



Background paper D, concluded that staying visitors in the town had little awareness of the Dorchester offer prior to their visit, and that some staying visitors had spent a night for other reasons than to be a tourist in the town, and wished they'd stayed longer.

National websites have no Dorchester content currently, and while there is content on regional sites, their focus is more toward individual businesses (accommodation and attractions) which in turn are dependent on the business having a membership package on the site. It is often not easy to navigate to pages with detail about the towns visitor offer in a single place on regional websites, and their content is not often proactively and routinely maintained.

Town based websites exist for other purposes than promotion of the visitor economy and for a multitude of audiences with different needs. Where there is content about the visitor offer, it is not always easily to identify or locate.

Local businesses frequently do not have comprehensive content about the town's visitor offer.

There is a need clearly to improve the accessibility to and ease of search for visitor content for the town across websites at all levels. This may or may not be through a new dedicated website. However, with small numbers of tourism businesses in the town, most of whom are already paying a BID levy, it is unlikely that a commercial or exclusive membership approach to such a website will derive sufficient income to justify costs of debt collection and administration, or make a significant contribution to operating costs.

Social media activity is mostly carried out by larger organisations promoting Dorset generally, town centre offers or features of specific attractions. There is little social media activity amongst accommodation businesses.

There is an opportunity to increase social media activity and develop some common stories for all to share.

There is both opportunity and need to develop a marketing approach with a cost benefit analysis for the town's heritage tourism offer that:

- identifies and builds on the towns heritage USPs through a branding exercise;
- works to improve the quantity and quality of content on national, regional and local (town focused) websites;
- evaluates the options for a dedicated promotional website for the town;
- builds a coordinated approach to social media and traditional marketing based on the brand values

Opportunity should also be taken to establish new and sustain existing relationships with local and regional tourism representative bodies to ensure that the Dorchester's tourism needs and offer are included in their respective activities.

## **G Sustainability**

It would be inappropriate for this strategy not to address sustainability and green issues. The Town Council and Dorset Council have both signed up to a climate emergency and are making efforts to reduce carbon footprints in the delivery of their services.

Opportunities for considering sustainability in tourism include for example:

- Encouraging public transport for travel to the destination
- Encouraging park and ride options for travel into the destination
- Walking or cycling on arrival, leaving the car at the accommodation
- Encouraging the greater provision of electric vehicle charging points

A local green tourism charter for businesses that could include:

- encouraging elimination of single use plastics,
- sourcing locally,
- reducing print waste and only printing on recycled materials

The signing of a climate emergency by Dorchester Town Council, the potential impact of climate change on our town, and the need to ensure preservation of our heritage, require this strategy to ensure that its actions address sustainability and environmental issues.

## **H Governance and Delivery**

*(background paper E)*

The organisational structure to take the strategy forward should be appropriate to the scale of the local tourism sector and the capacity to fund and deliver. It is clear that no one size fits all, and that activity, structure and funding are dependent on the local situation, ambition and political aspiration to get involved. It is also clear that where there is intent to deliver support for tourism (marketing, product development, events coordination etc.) the council has dedicated staff resource to enable delivery.

Larger destinations have established CICs or Companies Limited by Guarantee. These are often supported by some large regional private sector organisations such as hotel groups, or regional transport bodies, and are often established to deliver several services (such as Inward Investment or sports facilities) or to act in a commercial trading environment. They all charge significant membership fees and have a large sector base from which to draw memberships and income. None researched have identified an advantage in their private sector status in securing grant funding as a result of their status.

Several smaller destinations work alone without any engagement with the private sector, while others work to a greater or lesser extent in partnerships.

Given the small size of the tourism sector in the town, and the existence of a Business Improvement District already charging a compulsory levy on most town centre businesses, the establishment of a private sector membership body to lead and deliver the strategy is not proposed in this strategy.

In a town the size of Dorchester, and in common with many of the smaller proactive destinations across the country, it may be appropriate to take a less formal structured approach to the governance and delivery of the strategy through the establishment of a town tourism partnership.

The town council has been the lead organisation in the development of this strategy through the towns Joint Heritage Committee. In the absence of any other group with a heritage and tourism locally focussed remit, it would be appropriate that the Committee continues to take a lead role in delivering this strategy and establishing a formal partnership with appropriate partners including Dorchester

Chamber, Dorchester BID, Visit Dorset/Dorset Council and the tourism sector in the town and that it maintains a connection to the Dorset Tourism Association. It is likely that this would require a dedicated member of staff part time to support the partnership and take a lead on appropriate actions from the action plan.

## **I The Vision**

Dorchester needs to establish a vision for its visitor offer, that encompasses the towns values and aspirations for the future growth of both the visitor economy and the towns economy generally. This should be developed collaboratively engaging with the visitor heritage economy sectors specifically, and with general town centre businesses and the community, and can be commenced by the tourism partnership once established. This could be a long term 5-15-year vision for the town and tourism in order to establish some higher value goals and ambition.

In the interim, the Dorchester short term (3-5 year) vision could be:

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 day visitor experience that encourages repeat visits.

The strategic vision will underpin the actions of the strategy and provide a benchmark against which to measure progress and success. The vision should be established with full engagement of both the residential and the business community.

## **J Strategic Objectives and Action Plan**

Research and analysis, presented in the background papers A-G together with a SWOT analysis (background paper H), along with the feedback from the businesses within the tourism sector locally has identified several strategic objectives presented below. Delivery timescales are presented in the action plan assuming that delivery commences once the strategy has been formally adopted by the Dorchester Joint Heritage Committee and Dorchester Town Council. Subject to consultation, adoption of the strategy could take place in Autumn 2020 so that delivery could commence from October 2020.

Strategic Theme – <b>Governance</b>								
The delivery of the strategy will need a suitable lead body to oversee and coordinate activity if the strategy is to achieve growth in the town’s visitor economy								
	Action area	Priority	DTC/DJHC Role Lead/Influence/ Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Indicative Timescale	Performance measure
<b>G1</b>	Establish a formal local delivery tourism partnership, and build communication amongst the tourism sector in Dorchester	1	Lead	Tourism businesses Dorset Council & Visit Dorset Dorchester Chamber Dorchester BID	Staff support  High	Consider terms of reference, membership, degrees of autonomy, relationship with DJHC	Oct-Dec’20	Partnership, ToR, degrees of autonomy, relationship with DTC and DJHC agreed
<b>G2</b>	Consider appointment of dedicated Heritage Tourism post within DTC	1	Lead		Ongoing salary  High	To support the partnership and deliver the strategy. Role and programme in addition to G1 determined by outcome of action plan activity	Jan-Jun’21	Post and budget agreed by DTC,
<b>G3</b>	Establish some key performance indicators against which change in the visitor economy can be measured, and comparisons made with other destinations	1	Lead	Dorset Council DJHC Dorchester Chamber Dorchester BID Tourism Sector	Staff  Medium	See section K	Jan-Sep’21	Data sources and data sharing principles agreed
<b>G4</b>	Maintain and sustain existing, and build new relationships with local and regional tourism sector bodies such as the Dorset Tourism Association, Visit Dorset and Visit England	2	Lead	Dorset LEP DTA Visit Dorset Visit England Historic Towns Forum (HTVF) Historic England	Staff  Low		Apr-Jun’21	Awareness raising, lobbying, influencing

<b>G5</b>	Carry out a long term 5-15 years visioning exercise to establish an aspirational vision for tourism for the town that is relevant to the attractions, accommodation providers and town centre businesses	3	Lead	Tourism Sector, Heritage Sector, Local businesses Community	Consultancy fee (£1200 committed DJHC January 2021) and staff support Medium	The Long-term vision, influenced by the branding exercise will guide and influence the actions of the strategy for the longer Ensure community engagement in the process	Jan-Jun'22	Long term vision established through business and community engagement

**Strategic Theme – Communication**

The strategy has identified that the town is not well known as a visitor destination. The communication aim should be to increase visitor numbers for both day visitors and for staying visitors by maximising the existing asset utilisation (bed spaces, travel and attractions visitor capacity etc), away from the peak season.

	Action area	Priority	DTC/DJHC Role Lead/Influence/Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Indicative Timescale	Performance measure
<b>C1</b>	Conduct Brand development exercise to define what the Dorchester visitor offer is	1	Lead	Tourism Sector, Heritage Sector, Local businesses Community	£3000 (already committed by DJHC 21.1.20)  Medium	To establish a brand identity for the town's heritage offer and some USPs, straplines. Images and iconography that can be used by all in town promotion and delivering a consistent image of Dorchester's visitor offer.	Jan-Sep'21	Specification agreed, consultancy appointed, brand agreed
<b>C2</b>	Investigate and evaluate cost effective means of improving visitor awareness of the Dorchester offer and develop and implement a costed marketing plan informed as below (2a-2d) and from the branding exercise				Outcome dependent  Medium	Principal focus should be on increasing day visits to the town and maximising the existing asset utilisation (away from peak season) for staying visitors. Consider commissioning a marketing review	Apr-Sep'21	Marketing options investigated, marketing plan agreed, resources identified
<b>C2a</b>	Evaluate cost and benefit of a dedicated Dorchester Heritage Tourism Website and social media activity, or strong partnership working with	1	Lead	Visit Dorset Dorchester BID	Staff resource  Medium	Options include a paid for satellite site from Visit Dorset, or dedicated town website	Apr-Sep'21	

	other notable local websites (such as Dorchester BID, Visit Dorset) and social media activists					Content informed by branding exercise.		
<b>C2b</b>	Evaluate cost and benefit of focussed Dorchester content and feature in printed area tourism guides such as Resort Dorset, and Visit Dorset's Explore Dorset, and Days out in Dorset publications	1	Lead	Visit Dorset, Publishing houses Local businesses	Staff resource  Medium	Options include content for editorial, and paid for advertising	Apr-Sep'21	
<b>C2c</b>	Evaluate cost and benefit through partnering or other, of town promotion along key access routes such as rail and motorway and road services	1	Lead	SW Trains First Great Western National Express	Staff resource  Medium	Options include posters at "stops" or on-board advertising	Apr-Sep'21	
<b>C2d</b>	Evaluate opportunities and cost benefits of town promotion via blogs, podcasts, newsletters	1	Lead		Staff resource  Medium	Informed by the brand exercise Use of appropriate channels, attraction of followers	Apr-Sep'21	
<b>C3</b>	Support improved Dorchester content in social media promotion by Visit Dorset, Dorchester BID and local businesses, including encouraging periodic "Dorchester focus" weeks	2	Lead	Visit Dorset Dorchester BID Local businesses	Staff resource  Medium	Informed by the brand exercise Led by tourism partnership Yr 1	From Jan'21 on and informed by C1	Agreement to share content reached, content agreed, timetable of soc media joined up working agreed and implemented

<b>C4</b>	Evaluate options for increased cruise ship passenger day trips from Portland and Poole.	3	Lead	Port of Poole Portland Port Dorchester BID Dorchester Chamber	Staff resource  Low	Options appraisal and resource identification Use of content from C3	Apr-Jun '22	Dependant on cruise ship industry recovery post COVID 19 and planned programme of calls to both ports
<b>C5</b>	Work with Visit Dorset to: <ul style="list-style-type: none"> <li>• support press familiarisation trips that include a visit to Dorchester</li> <li>• improve Dorchester content on Visit Britain and Visit England websites</li> </ul>	3	Influence	Visit Dorset	Staff resource  Medium	Informed by branding exercise As opportunity arises	Apr'21 on	Improving Dorchester content submitted in response to calls for press fam trips to Dorset
<b>C6</b>	Evaluate requirements and benefits of advertising in group travel publications such as Coach Drivers Club (CDC) Tourism yearbook and similar	3	Lead	Local tourism businesses Dorset Council	Staff resource  Low	Cost benefit analysis, informed by benefits seen in other destinations and towns ability to meet CDC visit expectations	Apr-Jun'22	Group travel options investigated, and benefits of engagement resolved
<b>C7</b>	Lobby for better signposting from the town bypass and from main routes (M5, A31) to the town and into the town	3	Influence and Encourage	Highways Agency Dorset Council DJHC Dorchester Chamber Dorchester BID	Staff resource  Low	Town approaches could have info boards on the approaches celebrating visually the towns heritage offer	Apr-Jun'22	Key contact in relevant agencies identified, lobbying approaches submitted
<b>C8</b>	Explore how the towns cultural offer could combine with the attractions to offer complimentary experiences - promoted jointly by social media	3	Influence and Encourage	Dorchester Arts Arts Development Company Local attractions	Staff resource  Medium	Connecting the theme of an arts performance with a display/artefacts/event  If you enjoy X, why not also look at Y	Apr-Jun'21	Key player actively developing and delivering options under banner of town tourism partnership





**Strategic Theme – Community**

The community of Dorchester is an important element in delivering an exceptional visitor experience, whether providing volunteers to work on attractions and at events, or as workers in the many business with whom visitors interact, or as guardians and exponents of the town’s heritage.

	Action area	Priority	DTC/DJHC Role Lead/Influence/ Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Timescale	Performance measure
<b>Co1</b>	Establish a volunteer support and development programme to support volunteers to deliver exceptional service as part of the visitor economy	2	Influence	Volunteering Dorset Attractions engaging with volunteers	Staff resource  Low	A resource to support volunteer recruitment and service industry skills development	Apr-Jun'21	Volunteering Dorset working with key attractions to implement a volunteer support programme
<b>Co2</b>	Welcome Dorchester - Develop a voluntary town “ambassador” programme to grow local people’s knowledge of the heritage offer in order that they may, through their own interaction with visitors, contribute to the visitor experience	3	Lead and Influence	Tourism businesses Dorchester Chamber Dorchester BID Visit Dorset and Dorchester TUIC	Staff resource, Grant funding or sponsorship  Medium	Self-instruction resources about Dorchester’s Heritage offer to visitors, where locals can develop their local heritage knowledge and share with visitors “if you liked... you’ll also enjoy...”	Oct'21-Mar'22	Business supportive, resources identified, programme requirements defined,
<b>Co3</b>	Long term vision - see Governance G5	3	Lead		Staff Resource  Medium	Ensure the community is engaged in the process	Apr'22 - Sep'23	

<b>Strategic Theme – Environment</b>								
Tourism can be a benefit for good, or negatively impact the environment (both natural and built). This strategy is celebrating the Heritage of Dorchester which includes the natural and built environment. The actions arising from this strategy should seek to make where possible a positive contribution towards environmental issues.								
	Action area	Priority	DTC/DJHC Role Lead/ Influence/ Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Timescale	Performance measure
<b>E1</b>	Ensure a common environmental message runs through marketing and promotional activity – minimising environmental impact	1	Lead	DJHC	Low	Consider material used, environmental impact of actions proposed, longevity, residual waste. Avoid disposable product or materials as much as possible	Apr'21 on	Inclusion in marketing messages
<b>E2</b>	Encourage more electric car charging points, making the town more attractive to the growing number of electric car owners	1	Influence	DTC Planning Committee Dorset Council	Low	Lobbying role through the planning process	From Oct'20	Consideration given in town council responses to planning matters (policy and development)
<b>E3</b>	Champion the state of the town's natural and built environment	1	Influence	DTC Planning Committee Dorset Council Property owners	Low	Litter free, plentiful hanging baskets, well maintained buildings, paving, signage etc	From Oct'20	Consideration given in town council responses to planning matters (policy and development)
<b>E4</b>	Support and encourage Dorchester BID in its promotion and growth in the free to access town centre Wi-Fi network	1	Influence	DTC DJHC Local businesses Dorchester Chamber	Medium	Increased awareness of and access to an improved mobile network access across a wider area will enable more technical solutions to improve the	From Jan'21	Dialogue commenced with Dorchester BID

						visitor offer and experience in Dorchester		
<b>E5</b>	Encourage the promotion of green travel planning for visitors to the town in promotional activity	1	Lead and Influence	DTC DJHC Visit Dorset Dorchester BID Local businesses	Low	Include references to Rail, Coach, Bus, National Cycle networks in promotional work	From Apr'21	Inclusion in marketing messages
<b>E6</b>	Support and encourage both the retention of existing and development of new serviced accommodation bed spaces to both maintain and increase the overnight visitor bed capacity	1	Influence and Encourage	DTC Planning DJHC Local businesses Dorchester Chamber	Low	Growth in visitor bed capacity identified in Blue Sail study	From Oct'20	Audit trail of comments on both spatial planning and development management processes Growth in bed spaces
<b>E7</b>	Explore the appetite within the tourism sector locally for the development of a local "Green Tourism Charter"	2	Influence and Encourage	DJHC Local businesses Dorchester Chamber DTA	Medium	Including local purchasing, local food, waste minimisation, no single use plastics	From Oct '21	

**Strategic Theme – Visitor Offer**

The strategy has and will identify a wealth of heritage on which to build the visitor experience, it also identifies the importance of “experience” in attracting and retaining town centre users and visitors. It is important that the existing and any new visitor offer positively contribute to the visitor experience and grows the reputation of the town as a must visit destination.

	Action area	Priority	DTC/DJHC Role Lead/ Influence/ Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Timescale	Performance measure
<b>V1</b>	Conclude the Heritage Audit to Determine the appropriate Heritage “assets” to support the development of Heritage Tourism in Dorchester, including the new heritage of Brewery Square and Poundbury	1	Lead	DJHC Dorset Council & TIC Local Businesses including those on Heritage Sector Community Civic Society and others Brewery Square Developments Duchy of Cornwall	£4900  Medium	Audit will identify the most appropriate assets on which to build new visitor experiences	Oct-Dec’20	Audit concluded; recommendations received
<b>V2</b>	Develop specifications and options for solutions to the new visitor experience products identified in the Heritage Audit	1	Lead	DJHC Dorset Council & TIC Local Businesses including those on Heritage Sector Community Civic Society and others Brewery Square Developments Duchy of Cornwall	Staff resource  High	This should include but not be limited by tech solutions and traditional print options	Jan-Sep’21	Specifications agreed, resources identified, Solutions commissioned
<b>V3</b>	Review, update and coordinate the existing town	2	Lead	DJHC Dorset Council & TIC	Staff resource	Review existing content for accuracy, determine	Jan-Sep’21	Need to review assessed,

	trails and supporting products including Poppy Trail, Discover Dorchester Guide and trails, Dorchester Visitor Guide (Dorset Council), Real Town Trail (DBID), Doradormouse website			DBID	High	and cost replacement, updated or new resources required (paper, tech, infrastructure)		requirements agreed, resources identified, solutions commissioned
<b>V4</b>	Determine appetite amongst attractions and visitor appropriate town centre businesses (e.g. cafes, taxis, gift shops) to participate in, and specify and cost an ongoing mystery shopper exercise to measure and improve the quality of our visitor experience	2	Lead and Influence	DTC Dorchester Chamber Dorchester BID Tourism businesses	Staff Resource  Medium	To measure progress in the improvement of the visitor experience	Jan-Jun'22	Discussions held, appetite determined, programme specified, resources identified, mystery shopper exercise programme commissioned
<b>V5</b>	Informed by the Heritage Audit, raise awareness of the opportunity of new food, culture and heritage focussed events in the town to attract town centre visitors, to potential events organisers/providers.	3	Influence and Encourage	Town Centre Attractions Hardy Society Civic Society Dorchester Chamber Dorchester BID Dorchester Arts Arts Development Company	Staff resource  Medium	Recent new events have proved increasingly popular after the success of Dippy on Tour in 2018. Consideration should be given to grow visitor numbers for both staying and day visitors away from the peak season	Oct'20-Mar'21	Food, Culture and Heritage sectors locally working together on new events

Strategic Theme – <b>Industry</b>								
The visitor experience of the town is dependent on the quality of the offer from its tourism industry. For the Heritage Tourism in the town to grow, businesses and events organisers need to have the skills and capacity to continue to deliver on and exceed visitor expectations.								
	Action area	Priority	DTC/DJHC Role Lead/ Influence/ Encourage	Partners	Resource Implication (if known) and impact	Note/Comment	Timescale	Performance measure
In 1	Determine industry skills requirements and lobby for improved access/local delivery and raising profile of local career opportunities	1	Influence/ Encourage	Dorchester Chamber Dorchester BID Weymouth College Dorset Growth Hub Dorset Gateway	Staff Resource  Medium	Initially support skills development in new communication technologies	From Apr'21	Dialogue with local businesses and learning establishments held, solutions identified
In 2	Work with event's organisers, attractions dependent on volunteers, and Volunteering Dorset to develop a support and development programme for new and existing volunteers supporting the Heritage Tourism sector	1	Influence/ Encourage	Volunteering Dorset Weymouth College Dorset Growth Hub Dorset Gateway	Staff Resource  Medium	Improved capacity for events organisers to host more bigger and better events to attract visitors to the town	Apr- Jun'21	Volunteering Dorset, and volunteer dependent attractions in dialogue, training needs and resources identified
In 3	Develop a resource library of images and videos for use by local tourism businesses in their own marketing	2	Lead	DJHC Visit Dorset Dorset History Centre Civic Society	Staff Resource  Low	Copyright free resources to help with a consistent message about Dorchester	Apr- Jun'21	Library developed, copyright issues resolved, images in use across platforms and users

In 4	Encourage collaborative working across the museum sector to achieve greater visits and visitor numbers across the sector from their complimentary exhibits and artefacts	2	Encourage	Heritage Attractions	Staff Resource  Low	To improve awareness of the local offer and increase day visitor dwell time and repeat visits	Apr-Jun'21	Museums in dialogue, maybe as subgroup of the tourism partnership
In 5	Look at how other destinations provide resources support for event's organisers including facilities/ equipment/ storage/ processes	3	Lead		Staff Resource  Low		Oct-Dec'20	

Actions identified as:

Lead – Those actions where the Town Council and or its employees will be directly involved in delivering

Influence – Those actions where the Town Council councillors, staff, or members of any established Tourism town partnership may bring influence in other fora where they are invited to comment or have representation

Encourage - Those where the Town Council councillors, staff, or members of any established Tourism town partnership can lend support or suggest new approaches to others working in or supporting the tourism industry locally

Impact

High – likely to require significant time and effort

Medium – Less time and effort

Low – Little time and effort, or not a role for the employed post, may be a position statement or policy approach of the council





## K Performance Measurement

The individual actions in the action plan each have a note regarding performance or key stages against which to measure progress with the chosen action. They do not however capture change in the visitor economy of the town.

Background paper B identifies the current range of statistics produced and published about tourism across the country, and notes the significant time lag between the data capture and publication of the analyses. It also notes that regional, county, and (when published) town data and reports are deductions from national studies using statistical methodologies, as opposed to on the ground data capture.

Key Performance Indicators should be established which measure effectiveness of activity, growth in visitor numbers, and if possible local sector health through comparison with other destinations capturing comparable data once some baseline data has been captured.

Options include:

### Effectiveness

#### Marketing - Numbers of and change over time in

- Unique visitors to established Dorchester visitor web pages on one or more websites
- Followers to Dorchester based visitor focussed social media pages

### Sector health

#### Visitor Experience

- Mystery shopper data
- TripAdvisor reviews and change over time

### Sector health and growth

#### Visitor numbers

#### Numbers of and change over time in

- Car park usage data
- Visitor numbers at selected attractions (suitably anonymised)
- Footfall (dependent on footfall counter technology)

The ability to capture much of this data will be dependent on reaching agreements to share data with key businesses and organisations in the town in order that baselines can be established, and future meaningful comparisons made.