





1.1 Contents

- 1. Contents and Foreword
- 2. Introduction
- 3. Executive Summary, highlighting the key conclusions from the Strategy
- 4. Purpose of the Strategy, explaining why we decided to undertake a visitor strategy
- Context, showing the local, regional and national context in which our visitor economy operates
- 6. Guildford's Current Position, focusing on the visitor experience we offer across Guildford Borough through our attractions, our rural tourist offer, town centre retail offer and our heritage, sports provision and arts
- 7. Research Methodology, outlining the background research we reviewed and the new research we commissioned and key findings
- 8. Monitoring arrangements
- Delivery Plan, presenting actions that will help deliver the aims of the strategy

1.2 Foreword

Foreword by Cllr Gordon Jackson, Lead member for economic development and tourism.

In developing our Visitor Strategy we have sought to bring together all those with an active interest in the visitor economy to share their thoughts and ideas on how to encourage people to regularly visit Guildford and to ensure that they enjoy the best possible experience.

This Visitor Strategy celebrates what makes Guildford borough a successful and dynamic place to live, work and visit and presents a vision building upon our strengths, making the most of the opportunities offered and tackling the challenges to deliver a sustainable future. Nestling in the heart of the Surrey Hills and close to the Thames Basin Heaths, Guildford, with its rich cultural heritage, and bustling historic town centre, has achieved much success as a visitor destination. The town is one of the top retail destinations outside London, has a regular farmers market, important heritage assets and a large variety of cafes, pubs and restaurants. Nearly 90% of Guildford borough is designated Greenbelt and there are a large number of popular visitor attractions, many of them world class, both within the borough boundaries and a short drive away. There is a vibrant and varied arts and festivals culture for visitors to enjoy. The borough has a rich offering of sports for all ages and abilities as well as outdoor activities such as walking, cycling, golf and many more.

Our strategic aim is to work together with key stakeholders and the local community to:

- Actively promote and sustainably develop the visitor economy of the town and the borough emphasising:
 - the wide variety of retail, cultural, leisure and heritage offerings; and
 - the close proximity of a number of world class visitor attractions
- Whilst capitalising upon Guildford's position as:
 - a gateway to the Surrey Hills Area of Outstanding Natural Beauty; and
 - an historic, riverside, county town and rural borough, with excellent links to London

I would like to thank everyone who has helped to develop the strategy – the sub groups of the Guildford Business Forum, the University of Surrey, Experience Guildford, Visit Surrey, Surrey County Council and Enterprise M3 LEP. We are also especially grateful to our local interest groups, all of whom have contributed to the strategy.



Gordon Jackson Lead Councilor for Business and Tourism

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2. Introduction

2.1 Introduction to the Visitor Strategy

This Guildford Visitor Strategy is primarily concerned to ensure that the town and surrounding area grows and flourishes as a visitor destination. It is not a tourism marketing plan although it does touch on marketing issues. Its rationale lies in a recognition that it is the quality of the total visitor experience that makes for a successful visitor destination - the welcome afforded to visitors, good customer service and well trained staff, ease of access, quality of accommodation, appeal of attractions, ambience and character, safety, maintenance of environment and supporting infrastructure.

Delivering the best possible visitor experience requires the active engagement and co-operation of a wide range of individuals and businesses. It is not something that can be done in isolation by Guildford Borough Council acting alone. The visitor strategy needs to link to other initiatives underway and also win the support of the various stakeholders involved including the tourism industry and the local community. This strategy is about establishing an agreed framework for working in partnership to achieve our strategic aim.

2.2 The Strategy is based on information drawn from the following sources:

- An analysis and review of available statistics and research on visitors to Guildford and the surrounding area
- A review of relevant strategies and policy papers pertaining to the area
- A series of workshops with different groups of stakeholders discussing visitor issues, sustainability and the branding of Guildford as a destination
- An online questionnaire survey of residents and visitors to the area
- A customer survey of 150 respondents on the High Street and at the Spectrum Leisure Centre
- A series of one to one interviews with key stakeholders in the tourism sector, local authorities and other agencies
- Feedback sessions at the Attractions and Conferencing sub-groups of the Guildford Business Forum

2.3 Links to Council and other partner strategies

The strategy is informed by and builds on a number of other studies and strategies including:

- The Guildford Economic Strategy (2013)
- Guildford Borough Councils Corporate Plan 2013-2016
- Guildford's Sustainable Community Strategy 2009-2026, October 2009
- Guildford Heritage Forward Plan (2013)
- The evidence base supporting the emerging Local Plan
- Visit Surrey Cambridge Impact Studies
- The Surrey Strategic Partnership Plan (2010) and Surrey's Rural Strategy 2010-2015
- Guildford's Cultural Strategy, 2008-2012
- Enterprise M3 LEP's Strategic Economic Plan, 2014
- Guildford Retail and Leisure Strategy 2011
- Tourism South East Report the Value of Tourism in Guildford Borough 2012





3. Executive Summary

The visitor economy is a sector with great potential and we have set ourselves an objective of increasing visitor spend by 50% by 2020. This strategy is intended to be a road map to unite all those working to support the local visitor economy to ensure that Guildford keeps pace with and indeed exceeds national growth. We want to increase the number of visitors coming to the borough, encourage them to stay longer and to spend more when they are here. To deliver this increase we will need a step change in the way the public, private and not for profit sectors work and plan together. We will need to maximise investment from all available sources and ensure that the overall return in investment benefits businesses dependent on the visitor economy and achieves this growth in a way that balances the needs of residents and the environment.

The visitor economy is a wider and more inclusive concept than tourism, embracing the total visitor experience and recognising that many visitors may be relatively local. It is not just about individual experiences and tourist businesses such as accommodation and attractions, although these are important aspects. The visitor economy is also about countryside, culture, heritage, sport and retail. It is about creating and maintaining a sense of place, delivering good service and communicating clear messages about the borough and the special experience we have to offer.

People visit Guildford for many reasons. While visitors are traditionally defined as short-stay, day visitors, or business or conference delegates, we also see local residents, students and their visiting friends and families as contributors.

Much consultation was undertaken for this strategy (section 7 research methodology) and it was generally recognised that Guildford's current visitor offer is wide and varied. Key stakeholders are very proud of the range and quality of what is on offer for visitors. Guildford's top USPs (Unique Selling Points) were identified as being:

- A rich heritage offer
- Great shopping
- Beautiful surrounding countryside with areas of outstanding natural beauty
- The river & canals
- The wide leisure offer (sports, arts and culture).

Many of those interviewed for the strategy, suggested that what is lacking is a coordinated programme of events to maximise the offer, along with a coordinated marketing strategy to focus attention on the areas that need more promotion.

Our Priorities

Our priorities are to:

- Improve the visitor experience to Guildford
- Develop a Guildford visitor economy that is cost effective, long-lasting, potentially self-financing and beneficial to the Borough
- Raise the profile of Guildford to local, domestic and international visitors to attract a larger share of the tourism market
- Celebrate a Guildford festival culture by developing a coordinated programme of events that strengthens the visitor economy
- Ensure Guildford's visitor businesses are influencing other organisation's plans to attract investment and enhance the borough visitor economy
- Develop the Council and town's heritage offer including development of the castle and museum site and creation of a heritage quarter

The Local Plan

Guildford's businesses have been keen to point out the importance of reflecting the needs of the visitor economy at a strategic level. They want the Council's emerging Local Plan to address spatial needs and the Draft Local Plan contains policies that seek to support the rural and visitor sectors. They want Guildford Borough Council to recognise the unique mix of retail, heritage and environment needed to grow the visitor economy, and want their development needs for diversification and alternative use of premises to be considered favourably where there is a good case to justify it.

Key Focus Points

- Take a lead to develop a shared long term marketing strategy for the Borough, with a strong brand and programme of events promoting the town and rural hinterland, taking more advantage of what is already on offer through attractions and festivals. This will help raise our profile in to a higher league.
- Give greater emphasis to the benefits of the visitor economy in the Council's planning process when considering applications from visitor businesses in the town and in the countryside.
- Better and more joined up branding and dedicated website for Guildford complementing that of Visit Surrey.
- Better signage in the town and on surrounding highways.

How will we get there?

Our key actions for the first year will be to:

Join up our marketing offer, developing a Guildford brand through the 'Visit Guildford' concept but working closely with Visit Surrey, capitalising on our well-developed and mature tourism product and giving consideration to our festival and event programme.

Develop a 'Visit Guildford' website that reflects a visitor brand and not that of a local authority, along with a good and reliable IT booking service and expanding the social media offer to reach new audiences

Find a mechanism to fund overall research and marketing material, gaining a more accurate profile of who visits Guildford and what they do when here, a better understanding of trend information on the sector, explore options on a new destination management organisation, one that will deliver real results in partnership with public, private and voluntary organisations involved in the visitor economy.

Develop the outline project and grant application to the Heritage Lottery Fund for the museum and castle development and heritage hub project.

Work with Surrey County Council to improve signage on major routes into the borough from the A3 and in the town itself.



4. The Purpose of the Guildford Visitor Strategy

4.1 Why develop a Visitor Strategy?

This strategy is being developed because the visitor economy is one of the fastest growing sectors in the borough and it is able to create new jobs quickly, meeting one of our key objectives of the current economic strategy. In addition, there is considerable pressure on Council budgets, and we need to be clear about our priorities and look at how we help to grow and develop our visitor economy through access to funding so that it strengthens Guildford's performance as a visitor destination, delivers economic impact, and enriches the quality of life that borough residents experience.

4.2 Reflecting the national picture

Nationally the visitor economy in England is worth £127bn and is the third largest employer in the UK supporting 2.7million jobs (or 9.1% of total employment). Domestic and inbound visitors spent over £84bn in England in 2012, a 10 % increase on 2011. Over the past two years since 2010, year on year growth has averaged 8.7%, against a projected target of 5%, and well ahead of performance in the wider economy. It is expected to grow by a further £12bn by 2020 and support an additional 225,000 jobs.

Tourism is a very important sector for Guildford's economy employing over 5,000 people and generating £305 million for local businesses in 2012. Total tourism related expenditure supports 6.3% of total employment in Guildford. Increasing our visitor offer and improving their experience is likely to bring additional wealth to the borough and help create more jobs for local people.

We want to mirror Visit England's compelling arguments about supporting the sector which are that:

- A thriving visitor economy generates visitor spend from outside the area on accommodation, retail, transport, food and drink and attractions.
- Visitor spend generated also helps to maintain an environment that people want to visit, live and work in. It can help build a strong sense of place and local identity making an area attractive for businesses to locate and invest in.
- Visitor spending supports future growth and preserving heritage and sustaining local communities, which is particularly important in rural areas.
- The Visitor economy can boost exports. International tourism is effectively about international sales activity.
- It is a misconception that the Visitor Economy is about 'holidays'. It is about businesses, employment, communities and the quality of life of local people.

4.3 Visitor statistics for Guildford

The last survey of detailed tourism spend in Guildford Borough was carried out by Tourism South East as part of its paper 'The Economic Impact of Tourism Guildford 2011, which showed that overnight visitors created 32 per cent of tourism spend and day visitors brought in 68 per cent. Although the data needs revision to 2012/3, there was some indication of a decline in the number of visitors, but with a higher spend per head, although this needs to be measured across a much wider timescale. Variables such as weather conditions (there have been a run of poor summers) and the overall economic environment would have an impact on this data.

The new Luxury Goods Survey (2013) identified Guildford as the premier location of luxury retail outside London with retail contributing £900 million to the Borough economy in 2012 (Experian).

Guildford Borough has an enviable range of assets for the visitor, without having one specific high profile attraction (with the exception of Wisley RHS gardens which attracted over 1m visitors last year (2013) and was ranked 14th most visited in the UK), but much more is possible with the right promotion, development and co-ordination. The table below provides a guide to some of the statistics collected by the sector, representing some, but not all, of the visitor attractions on offer across Guildford Borough.

Attractions - Visitor Numbers and Entry Fee

Local Authority: Guildford

			Nu	mber of Visit	ors		Entry Fee (£)
Description	Туре	2007	2008	2009	2010	2011	2011
RHS Garden Wisley	Gardens	802,179	814,220	964,212	803,986	1,032,872	9.50
Clandon Park	Historic Houses / Castles	46,769	43,013	50,703	47,855	49,359	7.70
Hatchlands Park	Historic Houses / Castles	50,014	50,550	57,723	55,893	59,463	6.30
Shalford Mill	Historic Houses / Castles	-	2,582	2,834	2,917	3,005	2.50
Army Medical Services Museum	Museums / Art Galleries	9,818	13,521	8,390	12,207	11,972	-
Dapdune Wharf	Visitor / Heritage Centre	-	15,633	16,900	17,211	19,769	3.50
The Spike Guildford	Visitor / Heritage Centre	-	-	1,020	-	1,152	3.50
	nnual Survey of Visits to Visito closed for renovation for part			mited visitor	access		
Watts Gallery*	Museum / Art Galleries	22,402	12,950	6,443	6,992	40,406	6.50

Local Authority: Guildford Heritage Buildings

			Nu	mber of Visit	ors		Entry Fee (£)
Description	Туре	2009 - 2010	2010-2011	2011 - 2012	2012 - 2013	2013 - 2014	
Museum	Museums / Art Galleries	10329	9780	13843	12662	12346	Free
Undercroft	Historic Houses / Castles	1921	1885	2319	3142	3176	Free
Castle	Historic Houses / Castles	7806	7218	10108	9674	10421	3.50 or £1.50 child/concession
Wanborough Barns	Visitor / Heritage Centre	No Information this year	2490	2000	3800	3800	Free
Guildford House	Visitor / Heritage Centre	102823	68044	135787	136473	127006	Free

4.3 Visitor statistics for Guildford (Cont.)

Overall, an estimated 315,000 staying trips were spent in Guildford in 2012, of which around 223,000 were made by domestic visitors (70%) and 92,000 by overseas visitors (30%). Compared to 2011, domestic overnight trips increased by 8.3% and inbound overnight trips increased by 2.2%.

Despite a growth in the volume of overnight trips spent in Guildford, the average duration of those trips shortened, leading to a fall in the number of actual visitor nights spent in Guildford. Staying trips resulted in an estimated 1,195,000 visitor nights in Guildford, a decrease of 1.5% compared to 2011. The average trip duration for a domestic overnight visitor reduced from 2.87 nights in 2011 to 2.65 nights in 2012. The average trip duration for a visitor from overseas reduced from 6.91 nights in 2011 to 6.58 nights in 2012.

Domestic overnight visitors spent more on their trip in 2012 than in 2011 leading to a 15.6% increase in trip expenditure (from an average of £163.30 per person per trip to £174.41 per person per trip). Overseas visitor expenditure increased by a smaller margin, up 2%. Overall staying visitors spent in total £84.6 million on their trip, up by 7.8% compared to 2011.

New data from the Great Britain Day Visitor Survey (GBDVS) and our own analysis suggest that approximately 4,470,000 tourism day trips were made to Guildford (lasting more than 3 hours and taken on an irregular basis) in 2012, 15.3% higher than the volume estimated for 2011.

4.4 How the Visitor Strategy supports other council strategies

The new visitor strategy supports several existing council strategies and those of other partners, including:

- a) Guildford's Community strategy
- b) Guildford's Economic Strategy and Corporate Plan
- c) Guildford's Local Plan
- d) EM3 Local Enterprise Partnership's Economic Strategic Plan

5. The Context for the Visitor Economy

It is important to understand the context in which the Guildford visitor economy operates. This section offers county, regional and national context for Guildford Borough's own position.

5.1 Surrey as a Visitor Destination

Surrey County Council commissioned some research on the visitor economy of the county in 2012 and is currently preparing a strategy to address the findings. The research points to the conclusion that Surrey is not perceived as a holiday destination because of its proximity to the London conurbation and historic perceptions of being 'suburbia'.

It suggests that three 'products' form the core of Surreys leisure visitor offer. North Surrey has a strong product centred around the River Thames; South Surrey is dominated by the Surrey Hills AONB (Area of Outstanding Natural Beauty) and extensive AGLV (Area of Great Landscape Value) that border it. It is encouraging to note that the research shows the third product to be 'The County Town of Guildford.

The research also notes the strong National Trust 'cluster' of stately homes and iconic open spaces, many of which are fortunately situated in Guildford Borough, plus a significant number of conference venues which have established Surrey as a venue of choice for many corporate events and functions and suggests these strong tourism products need to be thoughtfully differentiated and matched to the relevant consumer segments. They recommend a focused piece of consumer research testing product knowledge and interest to inform targeted marketing promotions in the future. Our delivery plan recognises this point and our plans for a marketing strategy include research into the needs of different interest groups including overseas visitors, businesses visitors etc. and designing and delivering specific campaigns to maximise opportunities.

5.2 Background and opportunities for Guildford's visitor industry within the Enterprise M3 Local Enterprise Partnership (LEP)

The LEP's main focus for the visitor economy is the provision of a Major Events Space to support business tourism. This resulted from its gap analysis within the Enterprise M3 area. Such venues can act as a key attractor to the region, bringing local, regional, national and international delegates to the area, ultimately generating a wide range of outputs and impacts beneficial to the area. It is unlikely that Guildford borough will be able to host such a venue, but its existence will offer further opportunities for Guildford's visitor facilities to attract business visitors to the borough and enjoy all it has to offer and local visitor businesses should be planning for its arrival. This is being tested by a LEP sponsored research study on demand and accommodation capacity that is due to be completed by December 2014.

5.3 Enterprise M3 and the rural visitor economy

However, there is another strand to the LEP's rural and visitor economy agenda that is ideal for Guildford borough's visitor businesses. Enterprise M3 as part of its £43 million of European Structural Funds Allocation has been allocated £4.3 million of European Agricultural Fund for Rural Development (EAFRD) funding for the area from 2014-2020. EAFRD is aimed at developing business and skills in rural areas and can be used to contribute to four main areas of activity:

- Building knowledge and skills in rural areas
- Funding new, and developing non-agricultural, micro, small and medium sized rural Business
- Funding small scale renewable and broadband investments in rural areas; and
- Supporting tourism activities in rural areas.

There are opportunities that businesses in the visitor sector might want to explore. An evidence based bid to the LEPs' local growth fund, demonstrating how it can support rural regeneration and provide further jobs focusing on some or all of the four areas of activity listed above should be considered. This is included in the strategy's delivery plan.



Albury Organic Vineyard

5.4 The value of heritage attractions to the visitor economy nationally

Research by Visit England shows that 40% of overseas leisure visitors cite heritage as the primary motivation for their trip to the UK – more than any other single factor. Figures show that £12.4bn is spent not just at heritage attractions (e.g. entrance fees, gifts and retail etc) but also broader spending 'motivated' by those visits (e.g. eating out or accommodation). Of that figure, £7.3bn is based on visits to the 'built' heritage attractions and museums and £5.1bn based on visits to natural heritage, including parks and the countryside. With its attractive built and rural heritage offer, Guildford Borough is ideally placed to increase its share of this market.

Guildford has a very strong heritage offer that drives economic growth in its own right and makes an active contribution to the visitor economy. In addition to regular public openings of heritage attractions, the borough runs a highly successful heritage open days event each year, with over 100 events in 2013.

Guildford Borough Council is developing a heritage quarter, centred on the castle and museum and stretching between Racks Close, the High Street, Quarry Street and Tunsgate. The concept plays a key role in the Guildford Town Centre Vision and includes the development of the castle and museum site, the subject of a bid to the Heritage Lottery Fund. This will create a combined attraction, entered through the Castle gardens, that will tell the town's story and signpost visitors to other heritage attractions. In time, the river offer could also be included. A broader compelling promotion of wider heritage and historical associations within the borough will be a key component of our overall destination marketing plan





5.5 Development and Planning considerations

This strategy is being produced at a very opportune time as Guildford Borough Council is developing its Local Plan that will consider the spatial needs of the borough for the coming years. The National Policy Planning Framework that guides the development of the Local Plan recommends that key players in the visitor economy seek a constructive dialogue with their local planning authority during the development of the Local Plan.

Guildford's visitor economy businesses have been keen to point out the importance of reflecting the needs of the visitor economy at a strategic level. They want the emerging Local Plan to address the spatial needs of the visitor economy and the Draft Local Plan does contain policies that seek to support the rural and visitor sectors. They want Guildford Borough Council to recognise the unique mix of retail, heritage and environment needed to grow the visitor economy, and want their development needs for diversification and alternative use of premises to be considered favourably where there is a good visitor economic case to justify it. This is included in the strategy's delivery plan.



6. Guildford's current visitor offer

What does Guildford have to offer?

Guildford is the Historic County Town of Surrey and is 27 miles southwest of central London on the A 3 trunk road, mid-way between London and Portsmouth. The town has Saxon roots and historians attribute its location to the existence of a gap in the North Downs where the River Wey was forded by the Harrow Way. The building of the Wey Navigation and the Basingstoke Canal connected Guildford to a network of waterways that aided its prosperity. In the 20th century, the development of University of Surrey and Guildford Cathedral were added to the town's attractiveness as a visitor destination.

In the 21st century Guildford is a bustling English town, with a High Street paved with granite setts often referred to as cobbles.

Guildford has a general street market on North Street held on Fridays and Saturdays. A farmers' market is usually held on the first Tuesday of each month on the High Street. The town has the only remaining Tourist Information Centre in Surrey. It is a Visit England Partner offering a full service.

Over 90% of Guildford Borough lies within the greenbelt including the Surrey Hills AONB and significant areas of lowland heath with Special Protection Status (SPA). This provides excellent opportunities for walkers, cyclists and eco-tourism. Guildford Borough has staged both the Tour of Britain and Ride London events and in the University of Surrey Sports Park has outstanding sporting and leisure facilities



Guildford Tourist Information Centre strikes Gold

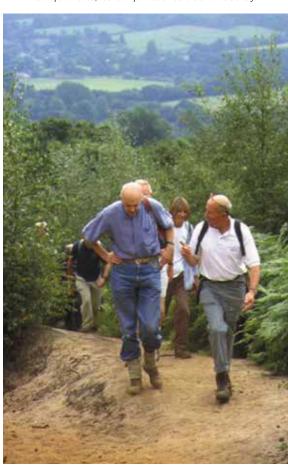
The Guildford Tourist Information Centre (TIC) is celebrating after recently winning Gold for Destination of the Year from the Tourist Network in spring 2014.

The Tourist Network Awards recognise attractions and destinations that are committed to providing the best service and hospitality and, of course, a fantastic experience for visitors.

Guildford House has achieved VAQAS accreditation, under Visit England's Visitor Attraction Quality Assurance Scheme.



Guildford House, Tourist Information Centre and Art Gallery



Newlands Corner in the Surrey Hills

6.2 Guildford borough attractions within and around Guildford town centre

Of Guildford's many attractions the following are of particular note.

- Dapdune Wharf (National Trust) with museum, visitor centre and half hour boat trips along the River Wey.
- Guildford Castle restored in 2004 with the installation of a first floor rooftop viewing platform. Managed by Guildford Heritage.
- Guildford Cathedral.
- Guildford Museum managed by Guildford Heritage.
- The Guildhall ICONIC 16th and 17th century building of great historic interest. Formally a courtroom and council chamber available for private hire.
- Guildford House Art Gallery the home of the Borough art collection and with a constantly changing programme of temporary exhibitions – craft shop, café and TIC.
- Guildford Spectrum and Lido one of the most important leisure centres in the southeast with 1.7 visitors last year. Owned by Guildford Borough Council and managed by Freedom Leisure.
- G Live Less than 3 years old, the entertainment centre can hold 1000 seated, and 1700 seated/standing. The flexible space is also perfect for exhibitions and available for corporate hire. G live attracts national and international artists to the area and covers music of all genre, comedy and musical shows.
- Yvonne Arnaud Theatre an eclectic mix of drama including their own renowned productions and touring shows (many pre-west end) with leading names and quality theatre.
- The Electric Theatre owned and managed by Guildford Borough Council is a vibrant community venue on the riverside, with a varied programme of theatre, film, music, comedy and family events.

6.3 Guildford borough attractions outside Guildford town centre

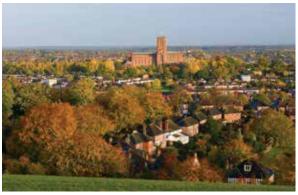
The rural hinterland surrounding the town also has a wide range of attractions to entice visitors. These include:

- RHS Wisley key national attraction with over 1 million visitors a year.
- Wey & Arun Canal part of a project to re-connect the Wey and Arun Canal Starts with the Wey-South Path by the Yvonne Arnaud Theatre and joins with the River Arun in Sussex.
- Watts Gallery a unique gallery built by G F Watts for his own work a collection of international renown (Obama used Watts' HOPE in this election campaign), also café, gift shop, Watts Cemetery Chapel and now mid-project to return Limnerslease to its former glory (George Watt's former home).
- Clandon Park National Trust Palladian Mansion once the home of the Onslow
- Hatchlands Park National Trust houses the Cobbe Collection of rare musical instruments
- Loseley Park privately owned mansion built in the reign of Elizabeth I, café, gift shop and rose garden

6.4 Other key attractions, outside Guildford Borough in neighbouring boroughs

Guildford in very fortunate with its location. As well as being close to London and enjoying easy access to attractions in the Capital, there are a number of other venues close by that attract visitors. Many of these visitors are also attracted by a trip to Guildford and more could be encouraged to do so in the future. The key attractions located close-by include:

- Hampton Court
- Virginia Water
- Windsor Castle
- Legoland
- Polesden Lacey
- The Lightbox Woking
- Thorpe Park
- Chessington World of Adventures
- Epsom Downs, Sandown Park, and Ascot Racecourses



Guildford Cathedral consecrated in 1961 and is important location for arts and music events







The RHS Wisley gardens is the second most visited paid entry garden in the UK



Polesden Lacey, a beautiful Edwardian house based in Surrey Hills surrounded by wonderful views and acres of countryside. Known for glittering Gold Room used to amaze kings and queens.



6.5 Culture, Festivals and Major Events

Guildford Borough boasts a wide range of festivals and events. The Tourist Information Centre runs a Box Office service for events large and small within Guildford Borough and the surrounding county, including the following:

- The biennial International Music Festival (held in 2013, and again in 2015)
- Guildford Spring Music Festival
- The International Surrey Hills Music Festival
- Guildford Summer Festival (runs from the end of June to early August)
- Guildford Fringe Festival (run since 2013)
- Surrey County Show
- Music festivals in Stoke Park
- Guildford Beer Festival
- Guildford Cricket Festival
- Guildford Book Festival October
- Surrey Hills Wood Fair



6.6 Sporting attractions

There are a number of major sporting events on Guildford Borough's annual calendar, including:

- Surrey Half Marathon (Mar)
- Prudential Ride London Surrey Classic
- Shere Hill Climb
- Womens Rugby World Cup in 2013
- Racketophon World Championship in 2015
- World Lacrosse Championships in 2017

6.7 Performances -amateur and professional

The area has a large number of professional and amateur groups of musicians, actors and choirs providing a rich choice of events. In addition to the main entertainment venues (G Live, Yvonne Arnaud and The Electric Theatre), Guildford Cathedral and Holy Trinity Church are frequently used for choirs and orchestras (and occasionally drama). The Boileroom and The Star Inn as well as other pubs and clubs have regular live music events. The borough has excellent outdoor settings for theatre such as Castle Grounds, Clandon, Hatchlands, Loseley House, Guildford Cathedral, The Law College and the town centre itself.

6.8 Hotels

Guildford has a good range of accommodation and is particularly strong in supplying the business market. However, capacity is quite stretched at peak times

	1	1	(
	Radisson Blue	183 rooms	4 *
	Mandolay Hotel	72 rooms	4*
	Angel Hotel	19 rooms	4*
	YMCA	116 rooms	4*
	Holiday Inn	168 rooms	4*
Guildford Urban Area	Asperion	4 rooms	4*
	Premier Inn	114 Doubles/ family rooms	Budget
	Travelodge	8 DB disabled 79 Double 65 Family rooms Total 152 rooms	Budget
	Legacy Hogs Back	65 rooms	4*
	Legacy Thatchers	87 rooms	4*
Elsewhere in the Borough	Asperion Hillside	15 rooms	4*
	Manor House Newlands Corner	50 rooms	3*

The University of Surrey has 1500 rooms available but only during university holiday times and not at term times. This allows venues such as Surrey Sports Park to hold big events out of term time as they have this accommodation on their doorstep for teams, and use the nearby Holiday Inn for VIPs. There are a number of Bed &Breakfast (B&B) options in the area too.

There is a distinct shortage of rooms within the town centre that would provide accommodation within walking distance of the larger conference facilities i.e. G Live and Mandolay (the latter can accommodate 500 delegates for a conference but only have 72 rooms). This shortage has been identified as an issue by stakeholders and is something they would like to see addressed through the Local Plan process. It is highlighted as a priority area in our action plan.

Theatres

Yvonne Arnaud seats: Maximum seats in theatre 600

Electric Theatre: Maximum seats 210. (Usually 180 then can provide another 30 if open up the band stand pit)

7. Research Methodology

Guildford borough's Visitor Strategy has been developed in close consultation with key stakeholders. The Council has worked hard to ensure that the voices of the local community, industry sectors, and businesses are heard and considered.

Existing information on Guildford's visitor economy was reviewed and studied. Local, regional and national reports and consultation material have informed the strategy and where there were gaps, new information was commissioned.

The Strategy was compiled taking account of both qualitative and quantitative research and the following research and key consultation exercises:

7.1 Our Research

Existing information from a wide range of relevant reports and research was reviewed including reports from Visit England, Enterprise M3 LEP, Surrey County Council, The Cambridge model analysis for Guildford (2012), and Guildford's Economic Strategy (2013). This national, regional and local information helped inform the context of the strategy.

The Marketing Guildford Benchmarking Survey (Feb 2006) was also revisited.

A visitor economy questionnaire was devised and used for 150 visitor interviews in the town centre and at the Spectrum leisure centre to gauge resident and visitor experience of the current Guildford offer. This helped us to see how perceptions and experiences of visitors had changed and to understand if new significant issues have arisen since the last study.

A further online survey was created and undertaken using the online tool, Survey Monkey. This was used to consult to a wider audience, including local residents. Links to the survey were also sent to Parish Councils, residents groups, housing associations and other local organisations.

7. Research Methodology and Findings cont.

7.2 The findings from the new research in 2014

Most of those surveyed came from the local area. Recurring themes from the previous survey in 2006 were that shopping was seen as good and often the reason for a visit to the town centre. Things that people valued about Guildford in 2006 and still do today include the excellent range of things to do in Guildford borough from leisure activities to arts and culture events. The main issues in need of improvement in 2006 were parking and congestion and they remained the top priorities in 2014. The countryside seems to be of higher importance in 2014 than it was in 2006 – but as the surveys are not directly comparable, it is not possible to draw definitive conclusions on this point.

Location of 134 respondents

67 Guildford Borough

48 Surrey

6 International

13 Outside Surrey



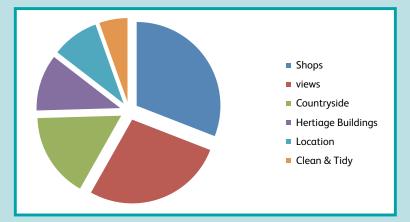
Respondents were asked about the best and worst things about Guildford and the findings were as outlined below:

The best things about Guildford:

Shops 17 %
Scenery 15 %
Countryside 9 %
Heritage buildings 6 %
Location/access to London 5 %
Clean & tidy 3 %

Other positive comments:

Cobbles (setts), Cathedral, Pretty town, Mix of attractions, Nice place to live, Arts & culture

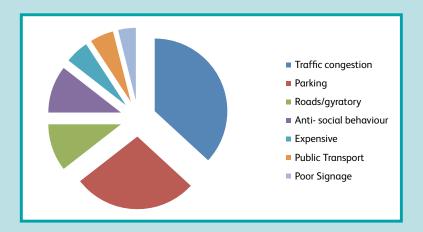


The worst things about Guildford:

Traffic congestion 28 %
Parking 21 %
Roads/gyratory 8 %
Anti-Social Behaviour 8 %
Expensive 4 %,
Public Transport 4 %
Poor Signage 3 %

Other comments:

Policies of the council such as planning or licensing, Too hilly, cleanliness, No John Lewis, Needs more open spaces.



Poor access into and around Guildford has been an issue for many years and Guildford Borough Council recognises this issue and is working with the authorities responsible for transport on projects to reduce congestion in the town and on the A3. Funds have already been secured through the LEP's 'Growth Deal'. Our priority is to ensure that the needs of this sector are made known to Surrey Council, Enterprise M3 LEP, and the Highways Agency. The negative impact of poor transport on the visitor economy is evident and Guildford Borough Council will reflect the importance of this issue to the visitor economy sector to responsible agencies in a bid to secure resources to improve transport infrastructure.

7.3 Consultation

A consultation event was held with key stakeholders at the Guildhall in April 2014 to gather their views. The group did a SWOT analysis of the sector in Guildford, an exploration of the USP of the borough and a critique of the key barriers to future success. 60 attended representing the public, private and voluntary sector.

Results of the SWOT analysis

Strengths identified: Countryside, heritage offer, shopping offer, safe clean town, the river, good transport links with London,

Weaknesses identified: Traffic congestion, confusing signage - especially for long-term parking and brown signs on A3, lack of strong branding/mixed brandings, poor image (commuterville),

Opportunities include: More joined up /professional branding project, better information about countryside offer, work with Travel Smart on better signage project, open up opportunities on the river, more/improve festivals and arts offer, more strategic approach to monitoring research/stats for Guildford's visitor economy, better use of the university and Sports Park for sporting events.

Threats include: Perceived as expensive, lack of budget accommodation bed space, lack of resources, poor perception of visitor economy by residents, lack of understanding/support of visitor economy in planning policies

Guildford's top USP (Unique Selling Points) were identified at the Consultation Event in April as being:

- Rich heritage and history offer
- A great shopping offer
- Beautiful surrounding countryside with areas of outstanding natural beauty
- The river
- The wide leisure offer (sports, arts and culture mentioned)

There were group discussions at the event. In answer to how can all stakeholders boost visitor numbers and spend, the following ideas were offered:

- Joining up our marketing offer, developing a Guildford brand through the 'Visit Guildford' concept, capitalising on our well developed and mature tourism product that is not always replicated in other UK areas but the joining up of some areas and sectors (such as heritage offering and accommodation and retail) to enhance its effectiveness in terms of marketing. Finding a mechanism to fund overall research and marketing material, gaining a more accurate profile of who visits Guildford and what they do when here, develop trend information on the sector, oversee the sector in partnership with public, private and voluntary organisations involved in the visitor economy
- Developing a 'Visit Guildford' website that reflects a visitor brand and not that of a local authority, along with a good and reliable IT booking service and expanding the social media offer to reach new audiences
- Improving signage on major routes into the borough from the A3 and in the town itself
- Getting local residents to be ambassadors for the town, surrounding countryside and all its varied visitor offers. Encouraging people to be proud of Guildford and tell visitors about it
- Improving the visitor experience (areas mentioned included Festivals, contemporary culture, capitalising on major sporting events) and expand the audience that Guildford appeals and reaches to providing an all year round, sustainable and high quality customer base, benefitting more of our partners

Several of the points raised have been reflected in the delivery plan including the need to work in partnership on a Guildford Brand, and organise a combined marketing strategy with all partners. Exploring the options for a jointly funded visitor management structure for Guildford also features in the delivery plan and models discussed include a Destination Marketing Organisation (DMO) a 'T'BID or a community interest company. Actions have also been included to provide a more joined up offer for the visitor through ICT, website and social media.

7.4 One to One interviews with key stakeholders

A series of one to one interviews led by the lead councillor was conducted with key stakeholders (16 businesses and organisations in total) during the period April to June 2014 to gather their inputs. These interviews were designed to learn more about their businesses, understand their priorities and any barriers to growth and testing our assumptions on what should be in our delivery plan.

The key findings from the one to one interviews are that businesses:

- Are feeling more optimistic about the future
- Are complimentary about Guildford Borough Council's support for the visitor economy
- Highlighted the impact of internet /mobile technology on their businesses

The barriers to growth identified by these businesses are:

- Difficulties with the planning system some think the response is too slow and that officers do not understand their issues
- The lack of funding and support for small and medium sized visitor businesses, as well as the tourist industry in general
- Confusion over who is responsible for what and the remit of different organisations
- An increase in competition some competitors are using the internet more aggressively and promoting themselves better than local attractions

The key requirements visitor economy businesses are seeking from Surrey County Council include:

- Better leadership on Rural and Visitor economy
- Better 'brown' directional signage (recognising that a review is underway)
- More investment and support for the visitor economy

The top priorities visitor economy businesses have for Guildford Borough Council are:

- Better branding and website for Guildford and Surrey
- Better signage for roads in the town and on surrounding highways
- Recognition of the importance of the Visitor Economy in the Local Plan

Several of the points raised have been reflected in the delivery plan including the need for all parties to be clear about their role in a marketing strategy to avoid duplication. Raising the profile of Guildford's rural food and wine producers to local and domestic customers has also been included in the delivery plan, as has preparing an evidence based business case for the Local Enterprise Partnership, the LEADER programme, and Surrey County Council to attract funding to support Guildford's growing visitor economy.

7.5 Presentations to Sub-Groups of the Guildford Business Forum

A number of presentations were given to relevant sub–groups of the Guildford Business Forum in May and June 2014 (Attractions and Conferences) to test the emerging vision and priorities, and seek their help in developing an action plan. The top four priorities identified at these meetings were:

- Improved 'brown signs' for Guildford (and signage generally)
- Create an overarching 'Brand' for Guildford Borough
- Improve infrastructure especially the Gyratory around town and A3 traffic issues
- Work together to support and develop the arts, festival and events' offer of Guildford borough

Guildford Borough Council's Economic Development team is very keen to work more closely with all council departments to streamline Council efforts to increase visitor numbers in the borough. A steering committee will be set up to monitor and progress the actions in the delivery plan and drive improvement to increase visitor spend by 100%.

7.6 Discussions on the Strategy's vision, priorities and action points with stakeholders

A further stakeholder event took place in in July 2014. This was an opportunity for the lead Councillor to share the strategic aims and priorities, the results of our research and to review our outline Delivery Plan. As a result of group discussions changes were made to the vision to include the importance of the riverside to the borough and the fact that people see Guildford as a gateway – to London, to the surrounding countryside, and to the south coast.

Stakeholders supported the priorities and offered suggestions for the delivery plan which have been included. Many were keen to see a stronger relationship with the University of Surrey on visitor matters and they were particularly keen to understand the profile of our visitors and use this information to target additional visitors.

8. Monitoring arrangements

The next section of the Visitor Strategy provides the delivery plan, showing what is required of all the relevant players to meet the needs of the Visitor Economy over the life of the strategy. It is suggested that many of the actions will be achieved within existing resources; however, this will depend on help and co-operation from many agencies and partners. Where additional resources are required they will need to be prioritised alongside other strategic aims of Guildford Borough Council and other partners.

It is likely when applying for funding from outside bodies that due to the pressures on the particular funds and the criteria set, not all the schemes will be successful during the early years of this strategy. Every effort will be made however to support and maximise the success of every application.

Monitoring and review will be continuous throughout the life of the Strategy. At the end of each year an update report will be produced and considered by a new informal body drawn from key local partners and the Council's Scrutiny Committees to see how far the targets set for the previous twelve months have been achieved. This report will be a public document, available to partners, stakeholders, clubs, organisations and the general public.





Delivery Plan













Priority 1 – Improve the visitor experience to Guildford

Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016 -2020)	Output & Target	Lead Responsibility, with others in brackets	Cost
1.1 Make access into Guildford easier by car, public transport, cycling, walking, access for all	Work with SCC Highways and EM3 LEP on allocation of LEP Growth Deal funding and Woking: Guildford Connectivity Project on identifying the economic impact of government investment into the A3 and key M25 Junctions	Local Economy Manager to input into Sustainable Transport Projects, GTAMS, and Town Centre Vision and the Council's Business Plan any other relevant documents to reflect importance to Visitor Economy	Delivery of projects and additional business cases developed for further rounds of funding. A specific proposal to improve cycling routes across Guildford's urban area and implementation of High Street setts replacement have been identified	Details included in Local Plan Secure funding for cycling route projects by March 2015 and substantial delivery 2015/16.	GBC Planning with Econ Dev and other key stakeholders including SCC and Highways Agency	A proposal has been submitted to the LEP for the new and enhanced cycle routes which will cost circa £700k with a local contribution of 25% identified from SANG budgets. This needs to be approved by councilors as part of the 15/16 to 18-19 business planning process. Replacement/ refurbishment of sets will be part of a SCC phased capital programme with local contribution all of which will require approval
	Achieve two major brown signs on the A3 to accurately reflect Guildford's visitor offer.	Create working party to develop project to implement two major brown signs on the A3 that accurately signpost the town's offer	Scope practicalities, costs and funding solutions for this project	Report outlining the project with costs and funding options Fully completed project by end of 2016	Brown Sign working party/ SCC Highways and Surrey Guildford Partnership Board and Highways.	Funding sources or requirements uncertain at present, but would need to be considered as part of Council's on-going business planning process.
	Improved signage for long term car parks and Park and Ride in town. Utilise new technologies such as payment or top up by Mobile to improve the visitor experience	Local Economy Manager to work with Parking Manager as part of Parking Service Review Board to scope out and implement improvements including pay by phone and other technology proposals		Depending on the outcome of the parking review deliver outcomes that support visitors by December 2015	Economic Development and parking teams /SCC	Costs (if any) will be identified by Parking Team. More strategic projects are linked to this such as the Town Centre Vision which are dealt with elsewhere
	Research the need for further Coach Parking, comfort facilities for users of coach park, info point at coach parking	Ensure the concept of having coach parking in the town is included in the Local Plan		Short report to be produced on needs analysis and benefits of coach parking by December 2015	GBC, SCC	Internal resource only

SCC - Surrey County Council GBC - Guildford Borough Council LEP - Local Enterprise Partnership

Priority 1 – Improve the visitor experience to Guildford cont.

1.2 Make it easy work minding systs in the mindput bend through the wild and people and frow floring systs in the mindput bend through the wild and people and for work minds from a several more floring by the work with 10 bendit the vistor and coch companies to find the wild for the first other castomers and for the cast floring by stations of the first wild for the first which are founded and for the first which is the contract or the cast floring and for the first which is the contract or the cast floring and for the first of the cast floring and for the first of the cast floring and for the first of the cast floring and for the cast floring and for the first of the cast floring and for the cast floring and for the first of the cast floring and for the floring and for the first of the floring and for floring and for the floring and for floring and flor							
Strategic Action Short term project (2014-15) Medium term project (2016-2020) Output & Target Lead Responsibility, with others in Drackets Involve Guildford BC's access Forum to accessibility strategy Access Forum in the visitor comment on accessibility or Tourism for All' and plan for rectification of issues and plan for rectification and the town the town Access Forum to accessibility or Tourism for All' and plan for rectification of visitor attractions and the town Access Forum to accessibility and plan for rectification of visitor attractions and the town Access for and plan for rectification of issues and plan for rectification of visitor attractions and the town Access for and plan for rectification of issues and plan for rectification of visitor attractions and the town Accessibility and plan for rectification of issues and coach companies to a fivility and for plan for a fraint to promote a project with First beautified of great Western South and coach companies to a fraint to promote a fraint to promote a for a fraint for their customers and promote the Guildford for a fraint for a fraint for their customers and promote the fraint for a fra	1.2 Make it easy to move around Guildford Borough	Continue to improve 'way finding' signs in the town centre and seek initial funding for public realm improvements that will benefit the visitor experience.	Delivery of new signage and map by the end of 2015. Growth Bid for Public Realm improvement budget		Improved Signage and town centre fabric	Travel Smart SCC (GBC Planning/Econ Development)	Costs will fall under SCC's remit, but further investment will be sought from BID team. Some budget will be submitted as part of Council's business planning process 2015/16
Involve Guildford BC's Ask the Access Forum to Access Forum to Access Forum in the visitor comment on accessibility or Tourism for All' strategy Access Forum in the visitor comment on accessibility or Tourism for All' with where budgets and the town the town the town the town and coach companies to Great Western/ South work with SCREF on Rail and coach companies to Great Western/ South work with SCREF on Rail funding for new Rail to Project and Economic offer to their customers acircular walks from stations Achieve and promote the Assessment August 2014 key indicators to maintain for key parks in Guildford and the maintained. In a status. Continue to maintain addition identify other population of Green Flag status as the properties and promote and population definition identify other properties. Accessibility group by Sept conducts with a cressibility group by Sept and of 2016 and accessibility group by Sept and of 2016 and accessibility group by Sept and of 2016 associated publicity and promote the Assessment August 2014 and accessibility group by Sept and of 2016 and accessibility group by Sept and of 2016 associated publicity and addition identify other and promote the accessibility group by Sept and of 2016 and addition identify other and promote the accessibility group by Sept and of 2016 and addition identify other and	Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016 -2020)	Output & Target	Lead Responsibility, with others in brackets	Cost
Work with local train and coach companies to and coach companies to enhance the Guildford Scope a project with First and coach companies to great Western/ South enhance the Guildford Identify Guildford rep to and coach companies to enhance the Guildford offer to their customers attains to promote and promote the Guildford and promote the Assessment August 2014 Identify Guildford rep to and coach component and coach coa		Involve Guildford BC's Access Forum in the visitor strategy		Work with 'Disabled Go' or 'Tourism for All'	Identification of issues and plan for rectification with where budgets and resources allow Make contact with accessibility group by Sept	Access Group and Econ Dev	
Achieve and promote the Assessment August 2014 On-going monitoring of Purple flag document Experience Guildford GBC status Continue to maintain Monitor key indicators to maintain for key parks in Guildford will be maintained. In addition identify other potential sites where a Green Flag status could be applied		Work with local train and coach companies to enhance the Guildford offer to their customers	Scope a project with First Great Western/ South West Trains to promote circular walks from stations	Identify Guildford rep to work with SCREF on Rail to Ramble/SCREF project	Scope project and seek funding for new Rail to Ramble set of leaflets and associated publicity Successful delivery of project by end of 2016	SCREF/Surrey Hills AONB project and Economic Development	TBC following scoping project
Monitor key indicators to On-going monitoring of Green flag documentation Parks and Countryside ensure Green Flag status status. In the maintained of the m	1.3 Help people to feel safe in Guildford	Achieve and promote the Purple Flag accreditation	Assessment August 2014	On-going monitoring of key indicators to maintain status	Purple flag document Successful bid for purple flag status	Experience Guildford GBC Economic Development	Small budget identified in current 2015/15 budgets for Purple Flag week in October 2014
		Continue to maintain Green Flag accreditation for key parks in Guildford	Monitor key indicators to ensure Green Flag status will be maintained. In addition identify other potential sites where a Green Flag status could be applied	On-going monitoring of key indicators to maintain status.	ntation is they	Parks and Countryside	Costs to be identified by Parks and Countryside Team in GBC



Priority 1 – Improve the visitor experience to Guildford cont.

1.4 Improve	Develop an ambassador	Provide information to	Recruit local people as	Number of ambassadors	Number of ambassadors Economic Development/ Internal resources	Internal resources
opportunities	scheme and ask other	ne	ambassadors with defined and volunteers and	and volunteers and	TIC	
for residents to	volunteer groups if	of the visitor economy,	projects and roles	numbers of hours		
be ambassadors	they would support this	and the role they can play		contributed in volunteer		
for the Visitor	initiative			time		
Economy.				Ambassador Scheme		
				delivered by the end of		
				2015		
1.5 further develop	Local Economy Manager	Forward Plan developed		Forward Plan delivered	GBC Economic	Internal resources
the use of the TIC	to work with Tourism	by March 2015		March 2016	Development Team	
to improve the	Manager and on outline					
visitor experience	plan					

Priority 2 – Develop α Guildford visitor economy that is cost effective, long-lasting, potentially self financing and beneficial to the Borough

Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016-2020)	Output & Target	Lead Responsibility, with others in brackets	Cost
2.1 Explore the idea of a DMO or a Tourism BID for the visitor economy or other method of stakeholder involvement.	Explore and evaluate ideas from other parts of the country that have experience of DMOs, or CICs for visitor economy	Work with partners to identify the pros and cons of a variety of management arrangements for visitor economies		Report on pros and cons of a T Bid for Guildford Borough or expansion of Experience Guildford Bid	GBC with representatives from visitor economy sectors	A growth bid proposal as part of the Council's business planning process has been submitted for consultancy cost to review this scenario
2.2 Attract LEP/ funding to further develop rural tourism in Guildford	Local Area Group(s) will develop project proposals in partnership with SCREF and GBC	Identify rural projects that are ready to start in 2016 that will attract LEP or reviewed on an annual LEADER funding basis	On going proposals for LEP and LEADER to be reviewed on an annual basis	Outline targets will be agreed with funders by Local Action Group covering number of successful projects, business start-ups etc. This will be confir med	GBC in partnership with LEP, SCC and the Surrey Countryside and Rural Enterprise Forum	Officer time. Some match funding may be required but not involving GBC
2.3 Raise the profile of Guildford food and wine producers to local and domestic customers.	2.3 Raise the profile of Guildford food and wine producers to local andSupport local food producers to grow their businesses through improved marketing & training opportunities	Support Surrey Hills Enterprise/SCREF Food and Drink project	Attract funding for rural initiatives in partnership with SCREF	Surrey Hills Enterprises Business Plan	Surrey Countryside and Rural Enterprise Forum (SCREF)	Officer Time

SCC - Surrey County Council GBC - Guildford Borough Council LEP - Local Enterprise Partnership

Priority 3 - Raise the profile of Guildford to local, domestic and international visitors to attract a larger share of the tourism market.

ObjectiveStrategic ActionShort (2014)3.1 Understand why people visit Guildford, and who they are they are anarketing strategy for Guildford'sDevelop a new sustainable strategy to monitor the visitor to monitor the visitor one a experience and capture target audience trends target audience trendsCentra Centra A marketing plan focussed on key target groups on key target groups from Attractions and from Attractions and	Short term project (2014-15) Refresh a Town centre	Medium term project (2016-2020)	Output & Target	Lead Responsibility, with others in brackets	Cost
the bevelop a new sustainable strategy to monitor the visitor experience and capture target audience trends A marketing plan focussed on key target groups and sectors with input from Attractions and	efresh a Town centre				
A marketing plan focussed tegy on key target groups and sectors with input from Attractions and	visitor survey arorig with one at Spectrum Leisure Centre, Jun 2014		Visitor survey findings to be included in the visitor strategy 120 responses from visitors	Visit Surrey	VS and Blue cap time
	Marketing Plan in place by March 2015	Annual Review of Marketing Strategy against key targets and outputs	Marketing strategy to which key partners have signed up to and funded.	GBC (support from EG, SCC, hotels, attractions) Corp Development Communications and Visit Surrey	Officer time and time from partners.
3.3 Provide a new mobile responsive web-based solution website that visitors can access easily			New website pages by 2015	GBC and Visit Surrey	A Growth bid has been submitted for £20k to cover development of the web-site that might include a separate business resource page.
3.4 Ensure all council attractions are contributing in a more joined up services way to the visitor strategy			Ensure all Service Plans have integrated outputs linked to our Strategy Clear GBC Marketing strategy for all departments with identified and measurable targets	GBC Economic Development , Heritage Services	Officer Time
3.5. Make it easy for people to book e-ticketing system Febru events in Guildford it is full intermination.	New System in place by February 2015 ensuring it is fully integrated with internal systems and communications		Improved efficiencies, but also increase surplus from ticket sales up to £60k	GBC Economic Development (Tourism Team)	£50k approx from IT Renewals Fund and small growth bid



AONB - Area of Outstanding Natural Beauty CIC - Community Interest Company

Priority 3 - Raise the profile of Guildford to local, domestic and international visitors to attract a larger share of the tourism market cont.

3.6 Influence new wider branding for Surrey with more effective suite of branded literature/ website	Promote Guildford as a key brand through a Surrey wide initiative	New 'Visit Guildford' has been identified and this to be integrated into wider marketing plans		Brand supports overall aims of the Strategy, but will be tested more fully with stakeholders and partners	Visit Surrey, SCREF/ GBC Officer Time Economic Development, EG	Officer Time
3.7 Increase visitor opportunities from domestic and international students	Work with the university Continue to attend to maximise opportunities Freshers Fair for mutual benefit such as University Purple Flag and other initiatives	Continue to attend Freshers Fair	Work on campaign for visiting friends and family		TIC manager with head of Marketing at University of Surrey	

Priority 4 – Celebrate a Guildford Festival Culture by developing a coordinated programme of events that strengthens the visitor economy

Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016-2020)	Output & Target	Lead Responsibility, with others in brackets	Costs
4.1 Improve the	Work together to set up		Linked to development of BI annual arts forum	BI annual arts forum	GBC Economic	Officer Time
range of events/	an Arts and Festival Forum costs and places to hold		a Cultural Hub in town as established to support		Development and	
content of events in	content of events in to drive all the actions in them	them	a showplace for events (in	a showplace for events (in cultural hub and platform	Parks and Countryside,	
Guildford	this section		Master Vision)	for securing arts funding University of Surrey	University of Surrey	
4.2 Understand the	4.2 Understand the Set up a regular arts link	Set up two pilot research			Arts Team and Economic Case studies to be	Case studies to be
contribution Arts	with the development	projects to access the			Development	identified. Officer time
make to the visitor	of a regular economic	benefits of investment in				required
economy	reporting tool for the	key festival/attraction for				
	Borough.	the borough				

SCC - Surrey County Council GBC - Guildford Borough Council LEP - Local Enterprise Partnership

Priority 5 - Ensure Guilford's Visitor businesses are influencing other organisations' plans to attract investment and enhance the borough's visitor economy and identify and work with funding providers to secure capital and revenue for on-going projects

Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016-2020)	Output & Target	Lead Responsibility, with others in brackets	Costs
5.1 Ensure Local Plan and Topic & Policy Papers take sufficient account of this Strategy & the needs of the industry	Review Draft Local Plan	Review town and rural policies are adequately considered in the Local Plan		Business Team to have established a mechanism for reviewing and supporting planning applications to support visitor businesses	GBC Economic Development (Business Team and Lead portfolio holder for Economic Development and Tourism)	Officer Time
5.2 Ensure Guildford visitor businesses influence Visit Surrey strategy	Be a key player in this social enterprise created to benefit the visitor economy sector in Surrey	Econ Dev team to offer ideas & actions for the New Strategic Plan for Visit Surrey that benefit GBC		Approved new Business Plan by March 2015	Visit Surrey CIC/ GBC and other LAs	Officer Time Annual £5k financial contribution is made to Visit Surrey to support their web-site
5.3 Ensure Guildford visitor Economy businesses influence SCC Tourism Strategy	Ensure the Guildford is a key partner in the development of Surrey CC Tourism Strategy	Offer relevant GBC tourism priorities to SCC		GBC strategy and action plan sent to key SCC officers and members and used by SCREF to develop SCREF Action Plan All GBC actions are included in SCC strategy when it is finalised. Date still to be confirmed by SCC	Lead officer at GBC Lead portfolio holder for Economy and Tourism and SCC Lead for Countryside and Environment	Officer Time
5.4 GBC to maximise opportunities identified in SCC Accommodation study.	GBC to work with M3 LEP/ SCC to identify best opportunities to develop accommdation sector in the borough	Identify lead officer to work with M3 LEP/SCC on Business Tourism Group.		Identified accommodation projects for M3 LEP if relevant for the borough. Delivery to agreed M3 LEP Action Plan - TBC.	GBC Economic Development (Tourism Team)	Officer Time



Priority 6 - Develop the Council and town's heritage offer including development of the castle and museum site and creation of a heritage quarter.

Objective	Strategic Action	Short term project (2014-15)	Medium term project (2016-2020)	Output & Target	Lead Responsibility, with others in brackets	Costs
6.1	Implement the castle and Submit a first-round HLF museum development bid project	Submit a first-round HLF bid	Undertake the project development phase	Combined and enlivened heritage attraction. HLF and other external funding secured Project completed	Heritage Services	£6m
6.2	Progress establishment of a town centre heritage quarter	Scope heritage quarter	Establish town centre heritage group and define combined offer and support		Heritage Services	
6.3	Increase the prestige and duality of programming Watercolour competition at Guildford House Gallery exhibition and other Heritage venues		Establish the Gallery as a venue for national touring draws a regional audience exhibitions and display of prestigious works An arts programme that draws a regional audience exhibitions and display of guildford House Gallery	An arts programme that draws a regional audience Increased visits to Guildford House Gallery	Heritage Services	

