



Tourism ExSEllence

The Strategy for Tourism in the South East



Regional Overview

TOURISM
SOUTH EAST

Tourism ExSEllence



This strategy for tourism has been prepared by Tourism South East on behalf of the region. It has been subject to substantial consultation and discussion in order to take into account the views of stakeholders across the entire region. Tourism South East has taken the lead with the active involvement and endorsement of the South East England Development Agency (SEEDA) which has the statutory responsibility for tourism strategy in our region.

Our intention is to give an overarching vision and sense of purpose to a vital industry made up of diverse interests and stakeholders. To compete we need to harness the energy of the industry and work together to provide the high levels of service and product quality which customers increasingly expect.

This document is a regional overview which sets out a direction for tourism in the South East for the next 3 to 5 years. It will be augmented by a suite of sub regional frameworks, to form a dynamic and adaptable strategy subject to regular review and evaluation.

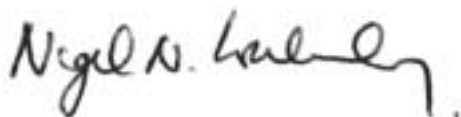
To succeed we must have a clear sense of direction and a unifying vision for the future. Tourism is very important to this region. It generates in excess of £10 billion per annum, supports over 225,000 jobs and plays a vital role in the powerhouse economy of the South East, generating wealth and supporting investment for the future.

The key tasks facing us are:

- » making the most of our locational advantages
- » co-ordinating public and private sector resources to best effect
- » building real partnerships
- » improving product quality and standards of service
- » concentrating marketing on those brands which mean most to consumers
- » developing the vital role of training for the people working in our industry.

Tourism has the potential for further sustainable growth. Realising this and translating strategy into action will require the active involvement and engagement of all stakeholders.

We commend this strategy to you and look forward to working with you to achieve the ambitions of Tourism ExSEllence.



Nigel Walmsley
Chairman
Tourism South East



A vital business sector



“Tourism is a vital business sector throughout the South East, an essential element in both rural and urban economies, a force for regeneration and a prime contributor to the region’s quality of life.

The achievement of sustainable growth is our shared objective. The successful delivery of this regional tourism strategy is, therefore, important to us all. I commend it to everyone involved with tourism in any way to engage with Tourism South East and its sub-regional partners in taking it forward.”

James Brathwaite CBE
Chairman
South East England
Development Agency



Summary

We aim to maximise the benefits that tourism brings to the South East region. **Our vision** is therefore to achieve Tourism ExSEllence to create a region which:

- Competes with the best.
- Exceeds visitors expectations.
- Invests in product and service quality.
- Fosters profitable tourism businesses.
- Welcomes visitors and embraces tourism.

Our mission is to deliver a **step change** in the performance of the industry. This means together we must :

- **Change...** the way we present ourselves to the outside world
- **Change...** the quality and type of experiences we offer visitors
- **Change...** the way in which we manage and organise tourism

To achieve our vision and make this step change we have identified **three key objectives**:

- I Promoting a ‘must visit’ region.
- II Providing an unrivalled experience for the visitor.
- III Establishing effective management and organisation.

The issues and problems facing the region are widely recognised and understood - the emphasis of the strategy therefore is on the action that is required rather than an exhaustive analysis of the current and past situation. Reflecting this we have identified 14 priority areas which will form the focus for this action and these are described in detail in the centre fold-out section of this document.

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The Needles, Isle of Wight

Introduction and Overview

Few parts of the region are untouched by tourism. Tourism is not just about people on holiday; it also embraces leisure day visits, visits to friends and relatives, and business and conference tourism. It generates significant numbers of jobs, impacts on local communities, provides a lifeline to large numbers of businesses, and is a powerful tool for regeneration. It also, of course, brings benefits and enjoyment to those who take part.

We believe that tourism in the South East has the potential to compete with the very best. Although we start with enviable strengths, there is considerable work to do to achieve this ambition. We may have rested on our laurels for too long. This strategy sets out how within the next 5 years we can begin to achieve Tourism ExSEllence and turn our vision into a reality. The key ingredients for success will be real partnerships and constructive change embraced by all partners.

Tourism is an integral part of the region's economy, and the broader sector encompasses travel, tourism and leisure. Tourism will be a critical component of the region's future success and prosperity:

- **An economic force to be reckoned with.**
Tourism is currently generating £10bn of spending equivalent to 7% of regional GDP, and with potential for sustainable growth.
- **Generating jobs and supporting businesses.**
Tourism already supports an estimated 225,000 jobs.
- **Making the region a better place to be.**
Tourism is a force for economic regeneration, helps support community and cultural facilities and projects a positive image for the region.
- **Potential for growth.**
Tourism will continue to grow and the South East is well placed to benefit from this.





Links with the wider strategic framework for the region

Tourism has strong relationships with land-use planning, transport, regeneration, labour issues, sustainability and cultural activities. What happens in these areas is likely to have significant implications for tourism and vice versa.

Tourism helps deliver the wider economic agenda

The tourism strategy will support and help deliver SEEDA's five key objectives:

- Competitive Businesses
- Successful People
- Vibrant Communities
- Effective Infrastructure
- Sustainable Use of Resources.

Key studies and policy reports which have linkages to this strategy include:

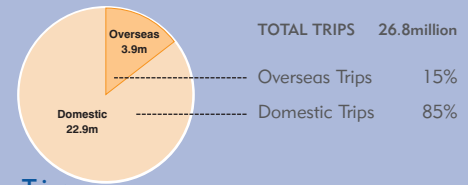
- Destination South East (SEERA)
- Enjoy England – England Domestic Marketing Strategy (Visit Britain)
- The Cultural Agenda (SECC)
- Regional Economic Strategy for South East England 2002- 2012 (SEEDA)

In addition we have reviewed a wide range of other strategies and documents prepared by partner organisations and stakeholders across the region.



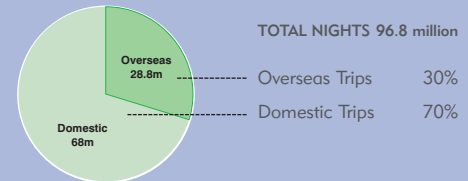
Overseas visitors – a high spending market for the region

South East Region
Domestic / Overseas Staying Visitors 2002



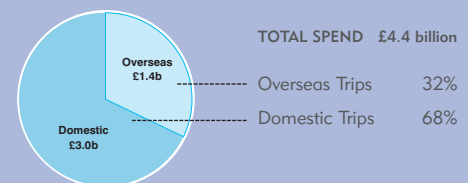
TOTAL TRIPS	26.8 million
Overseas Trips	15%
Domestic Trips	85%

Trips



TOTAL NIGHTS	96.8 million
Overseas Trips	30%
Domestic Trips	70%

Nights

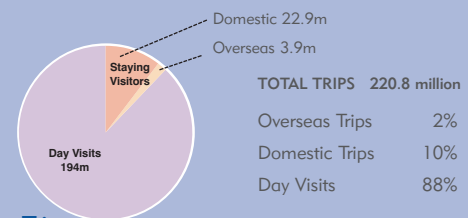


TOTAL SPEND	£4.4 billion
Overseas Trips	32%
Domestic Trips	68%

Spend

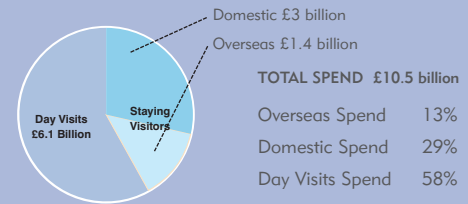
Day visitors – over 50% contribution to tourism revenue

South East Region
Staying / Day Trip Visitors 2002



TOTAL TRIPS	220.8 million
Overseas Trips	2%
Domestic Trips	10%
Day Visits	88%

Trips



TOTAL SPEND	£10.5 billion
Overseas Spend	13%
Domestic Spend	29%
Day Visits Spend	58%

Spend

Working together ...

This strategy sets a direction for the next five years. It is a plan for all tourism stakeholders in the region not just TSE and SEEDA. It is aimed at tourism businesses, tourism associations and trade bodies, the 'not for profit' sector, local authorities and communities, regional agencies and government. Tourism by its very nature crosses boundaries and sectors. All of the above have a role to play in shaping the future of tourism. Joined-up thinking and action is essential if we are to realise our true potential.

Many people across the region have already contributed to the production of this strategy either by responding to the original consultation exercise or participating in one of the six sub-regional planning workshops. This involvement has been invaluable in shaping the final document and the process will continue to ensure the strategy remains current and relevant.

Tourism ExSEllence

Where we want to be - our vision for tourism

Our ultimate aim is to maximise the benefits that tourism brings to the South East Region for the people who live and work here and also for our visitors.

We will do this by developing a high quality, thriving, competitive and sustainable tourism industry in the region which generates wealth, promotes environmental quality, enriches the quality of life and brings enjoyment to visitors.

Our vision is of a region which:

- Competes with the best.
- Exceeds visitors expectations.
- Invests in product and service quality.
- Fosters profitable tourism businesses.
- Welcomes visitors and embraces tourism.

in short... **Tourism ExSEllence**

Where we are now

This is a successful region. We have some considerable strengths in tourism terms, with a large and dynamic tourism sector, an appealing mix of high quality countryside and attractive towns, a rich and often sophisticated product and an enviable location as the gateway to England and proximity to London. However despite these attributes, lead indicators show we are losing market share to the rest of the UK and Europe in the valuable short break market.

There is everything to play for. Tourism worldwide will almost certainly continue to grow over the next ten years and, all things being equal, we might expect to share in this growth. This will mean more jobs and more prosperity for the region.

This will not just fall into our laps. Internally, we face a number of problems and threats such as skills and labour shortages, variable product quality, a low awareness of what we have to offer, pressure on public sector resources, development constraints, and a fragmented industry.

Our Main Challenges

There is huge and growing competition from new products and destinations both at home and abroad, our customers are becoming more demanding and discerning, whilst the internet is providing new channels of communication and fresh challenges.

A collection of brands and destinations

The region is too big and too diverse to be perceived as a single coherent destination. Past consumer research shows that the region is best seen as a collection of destinations and brands, some of which are well known and others much less so.

Artificial brand names score quite poorly amongst consumers, and a handful of town and county names tend to dominate. Recent research shows that whilst half of UK respondents would consider taking a holiday or break in the region, there is a relatively low level awareness of places in the South East. This is even more true for people living outside the UK. Brand recognition varies according to the market sector – business visitors have different perceptions from short break takers. We must work to our strengths and identify those brands which make sense to the consumer.

Some high quality and distinctive environments

Much of the region is highly attractive.

Key elements comprise:

- beautiful countryside, a third of which consists of distinctive and protected landscapes
- a long and varied coastline from the Thames Estuary to Hampshire and the Isle of Wight
- numerous attractive historic cities and towns.

Not all parts of the region, however, come up to these standards. The quality of post war development has often been poor and in common with much of the country there has been an erosion of local distinctiveness. For many people outside the region the over-riding image is one of congestion and over-development rather than environmental quality.



The organisation of tourism is fragmented

There are large numbers of organisations with an interest in tourism. These include local authorities, many of which are involved in running visitor attractions, TICs and tourism marketing. In addition there are a host of regional agencies and a plethora of tourism associations and development partnerships operating at the local level. Inevitably there is some duplication and overlap between these partners and in a situation of declining real resources it is imperative that we review working arrangements to make more effective use of these resources to make a real impact.

An accessible location

A unique strength is the role of the region as a major gateway to (and from) Britain with ferry services at Dover, Portsmouth, Southampton and Newhaven, major international airports at Gatwick and Heathrow (just inside London) and access to the Channel Tunnel. Cruise ships also call at Dover and Southampton. Two thirds of UK overseas visitors enter through these ports although only a quarter of them stay in the region. Proximity to London is also a significant strength which acts as both a generator of visits and adds to the range of attractions the region can offer.

Travel within the region, however, is not easy and can be tortuous and often congested. There is an extensive rail network but quality and reliability is poor and travel to and from London is easier than cross-regional travel. Transport services tend to be geared towards the needs of residents rather than visitors.

Labour supply is a constraint to growth

The tourism and hospitality sector has major problems in recruiting and retaining staff plus finding people with the right skills. This is partly to do with the image of the industry linked to pay and conditions, but is also to do with competition from other sectors in a buoyant regional economy.

People employed in the tourism sector tend to be less well qualified and lower skilled than in other sectors and the industry has a poor record in developing training and career development. These are serious problems which constrain the growth of the sector and also result in poorer quality of service to visitors.

The situation is compounded by the nature of the industry which is dominated by large numbers of micro businesses. Training courses are available but generating participation and interest is an uphill struggle.

The Need For Change

Our vision, mission and objectives reflect an urgent need to generate a step change to meet the challenges facing us... this means:

- Focusing more on our visitors
- Providing a total quality experience
- Offering something different and special
- Foreseeing and adapting to change
- Looking inwards as well as outwards
- Securing a step change

Our mission is to deliver a **step change** in the performance of the industry. This means together we must:

- **Change...** the way we present ourselves to the outside world.
- **Change...** the quality and type of experiences we offer visitors.
- **Change...** the way in which we manage and organise tourism.

Reflecting this...

The Strategy has therefore been built around **THREE KEY OBJECTIVES:**

I A 'Must Visit' Region

Promoting a 'must visit' region which people aspire to visit.

II An Unrivalled Experience

Providing an unrivalled experience for the visitor whilst they are with us.

III Management & Organisation

Establishing effective management and organisation of tourism support.

Under each of the key objectives we have identified a number of priority areas (14 in all) which will form a focus for action. These priorities build upon the strengths and opportunities whilst addressing the weaknesses and threats identified within this document.

SWOT Analysis

The first part of this document has looked at the nature and scale of tourism in the region and highlighted the main issues that need to be addressed. In this section we review the strengths, weaknesses, opportunities and threats facing us. This analysis then leads us to identify 14 priority areas for action under each of the three key objectives.

The region has major strengths

- **A large and dynamic tourism sector** - the region already attracts more tourism than any other English region outside London.
- **A rich, varied and sophisticated product**, with a balanced portfolio of tourism assets including some icons of international significance, set in a landscape of great beauty. Its tourism mix is well balanced and it is not over-dependent on any one sector.
- **An enviable location**. We are uniquely placed, economically and geographically, to thrive in tourism terms. We are the gateway to Britain, on the doorstep of one of the great world cities and the most affluent and prosperous region in the UK.

But also suffers from significant weaknesses

- **The region is a collection of destinations, brands and experiences** - some widely recognised, others less so. It does not have the strong identity of some other smaller regions. To make an impact, marketing effort must be focused around brands which make sense to the consumer. The internet is providing new channels of communication and fresh challenges.
- **Awareness of what the region has to offer is low**. Although the region is familiar to almost everyone, few people know it really well or appreciate the depth and richness of what it has to offer. Much of it is a closed book to outsiders and also to residents and waits to be discovered. We need to release the full potential of what we have.
- **A lack of co-ordination and integration**. The tourism sector is highly fragmented with large numbers of small operators all working to their own agendas and more than a hundred public agencies with an involvement in tourism. There are huge dividends to be gained from closer integration and the identification of a common purpose.
- **Reductions in public sector resources** are putting pressure on marketing budgets as well as essential support services which underpin the tourism experience. We need to pool efforts and make better use of increasingly scarce resources.
- **A product of variable quality**. Whilst the region can offer experiences which match the best anywhere, it is not uniformly good. Some of our destinations,

Tom Wright - Chief Executive, VisitBritain

“The South East is a major gateway to Britain”

accommodation stock and facilities are old and outdated and badly in need of investment to meet the needs of tomorrow's visitor. We need to give more thought to providing a total quality experience.

- **Significant constraints to expansion** of tourism in the region. These include labour shortages which handicap business performance and expansion, the difficulty and cost of finding development sites, and resistance to tourism and lack of political will. We have to address these issues if tourism is to realise its potential.
- **The industry is still recovering** from a difficult period where tourism has been depressed due to the strong pound and the impact of events such as foot and mouth disease, September 11, and the Iraq war. We need to identify a way forward which will enthuse and motivate people.

The wider operational environment poses threats to prosperity and opportunities for sustainable growth

- Tourism, world-wide and in the UK, is expected to grow but tourism is volatile and subject to external shocks.
- Economic growth will fuel demand for leisure activity but not all groups will benefit. Tourism abroad may benefit more than domestic tourism.
- Competition is getting stronger and the South East will have to fight harder to retain its share of tourism.
- New technology has changed forever the way in which people access tourism products whilst new and lower cost forms of transport are opening up new markets and destinations.
- A changing population structure and changing lifestyles will create new patterns of demand. The market is more fragmented and less loyal.

Understanding and satisfying consumer needs is the key to future success. We have to respond to demands for - shorter holidays booked at the last minute, flexible and tailored packages, special offers to entice streetwise travellers, enriching and active experiences, quality accommodation and good service.



Key Objective I - Promoting a ‘must visit’ region

We have been underselling ourselves and have lacked focus and impact. Our aim is to raise the level of interest in the region, make it a desirable and exciting destination which people aspire to visit. We believe there is potential and capacity to attract more visitors but above all we want to get better value, and a bigger and more stable economic contribution from those that do come. This does not mean marketing the region as a single entity. It is about stimulating interest in those places, products, experiences and themes where the region has strengths and in becoming more focused and selective in what we do.

Jeremy Aspinall - Group Director, Senior King Communications Group

Brands make business sense”

To achieve this we must:

Focus marketing on strong brands and destination

This means:

- Identifying and understanding which brands and products are meaningful to consumers and putting realistic resources behind these. This process has already begun.
- Making more use of iconic and high profile events, places and associations that make the region special and distinctive.
- Identifying and building up emerging brands or products which can strengthen our offer.

Develop compelling themes and experiences

We will develop thematic and experiential brands to create a critical mass of interest and provide a marketing platform for lesser-known places or smaller attractions. We need to concentrate on areas where the region has real strengths and product depth as well as market appeal (e.g. coast, gardens, walking) and work with other regions and England Marketing where it makes sense to do so. We will not be parochial – the test is what works!

Develop the potential of all sectors of tourism

Holidays and breaks are the single biggest sector of tourism in the region and we will defend our share of the long holiday market whilst improving our performance in the buoyant short break sector. However, we must not neglect other sectors of tourism where the region has strengths and which are critical to maintaining a thriving tourism infrastructure. In future we will give more attention to stimulating:

- Overseas tourism where we will continue to work closely with VisitBritain and key partners to exploit our unique position.
- VFR tourism which is driven by the local population and provides a large market for attractions, retail and catering.
- Leisure day trips, where the region can benefit from its large catchment population and proximity to London.
- Business and conference tourism, vital for the economic success of the region.
- Niche markets where the region has an advantage including language learning and yachting.

Capitalise on the region’s location

We must find ways of benefiting from the region’s unique position as the gateway to England and its proximity to London. We will aim to capture more transit traffic, both domestic and overseas. We will work closely with Visit London to promote London as part of our assets and see ourselves as part of London’s accommodation base.

Exploit new channels of communication

We must make full use of new media to get our message and product across to an increasingly internet literate market and to benefit from the reduced costs that e-commerce and e-marketing offers. This does not mean abandoning traditional media entirely – in some markets it is still the most sensible route; but unless we are equipped and encouraged to take advantage of the opportunities that ICT technology brings we will fall behind our competitors.

Action Points

- Promote the region using the destination brands that research has shown us have meaning and relevance for the customer.
- Promote the region using themes and experiences which satisfy the changing needs and aspirations of customers.
- Exploit a wide range of markets to ensure balanced demand.
- Exploit the region’s location as the gateway to Britain and the playground for London.
- Take full advantage of the internet revolution.



Key Objective II - Providing an unrivalled experience for the visitor

Developing and improving the product on the ground is essential if we are to remain competitive and meet the changing demands of our visitors. This is not just about the bricks and mortar of new facilities but is also about providing and packaging new experiences and equipping people to deliver a quality service. This is crucial to attracting visitors in the first place, getting them to return and building our reputation. It needs informed and professional staff, profitable businesses which can invest in the future, quality products which provide special experiences, and places which are attractive and well cared-for.

Anthony Climpson – President, Tourism Management Institute

“Local authority engagement is key to successful destination management”

To achieve this we must:

Invest in people and service quality

People provide memorable experiences – whether it is the warmth of the welcome, the quality of service or an efficiently run operation. Getting this right is crucial to success. Excellent products rely on good people. We must find ways to:

- Solve problems of recruitment and skill shortages.
- Develop products which are less labour intensive.
- Improve career opportunities in the industry.
- Promote a learning environment to increase competence and professionalism.
- Improve the welcome we give to visitors.

Provide excellent facilities and products

We must become more customer-driven, research what customers want and translate this into new products and services.

We need to:

- Identify gaps and weaknesses in the provision of accommodation and other facilities and take steps to remedy these.
- Support quality assurance schemes and drive up standards.
- Support innovation, adaptation and change where it is market driven.
- Allow and encourage facilities which are failing and cannot recover to close down.
- Signpost business advice and support and make it more relevant to industry needs.

Make places more appealing and inviting

The region’s countryside, coast, towns and villages are a major draw for people and the backdrop against which tourism takes place. Maintaining and improving the character, appeal and vitality of these places is key to success. We need to:

- Retain and celebrate those elements which make the region distinctive and help differentiate it from elsewhere.
- Think about the total visitor experience and benchmark against other destinations.

- Invest in places to create new areas of visitor activity and interest. Use tourism as a force for regeneration and support in urban and rural locations.
- Manage visitor pressures and flows in sensitive areas to enhance the quality of what we have.

Improve information & access

Quality facilities and experiences will only impact on tourism if visitors are aware of them and can access them. We need to:

- Provide information about what is available using all appropriate means.
- Increase access and facilitate booking arrangements.
- Improve access to all members of the community.
- Make it easier for people to move around the region by improving transport arrangements for visitors.
- Support local authority/industry partners in maintaining an efficient and effective TIC/MIC network.

Action Points

- Invest in people, welcome and service.
- Strive for product quality and continuous innovation.
- Undertake sustainable destination management to maintain customer appeal.
- Provide comprehensive real time information to consumers.



Key Objective III - Establishing effective management & organisation

The tourism sector is both highly fragmented and very interdependent. To a large extent we sink or swim together and if we are to achieve a step change in tourism we have to find ways of working together more effectively. It is only by doing this that we will be able to generate sufficient resources, make a real impact in the marketplace and attract wider stakeholder support. Public and private sector co-operation is more critical in tourism than any other sector.

Richard Tibbott - Chairman Locum Destination Consulting

“Partnerships must add value not cost”

partnerships
add value

To achieve this we must:

Develop strong partnerships and networks

Because of the size of the region, it is essential that people come together at a more local level to co-ordinate and undertake activity through trade bodies and local tourism associations, as well as through the TSE. The formation of strong and active sub-regional partnerships is essential to the delivery of this strategy. Having said this, we must not be constrained by artificial administrative boundaries. In future, marketing and product development activity should be focused around strong brands and destinations.

Make better use of resources

There is an enormous amount which needs to be done and limited resources available. There is no excuse in these circumstances for duplication of effort. We need to:

- Be more selective about what we do in the light of the available resources. We should aim to do less better.
- Agree who is best placed to do what. Beware of over complicating arrangements and creating partnerships instead of action.
- Be tougher on weeding out duplication and overlap.
- Share and pool resources wherever possible to create a bigger impact.
- Attract new sources of funding.

Become more evidence driven

We must become more disciplined at measuring the impact of what we do and learning from our experiences. More of our activities need to be grounded in research about the market and its requirements. We must become better at sharing and disseminating intelligence and collaborating on research activity.

Create a positive climate for tourism

Tourism needs wider acceptance and political support if it is to flourish. We need to:

- Develop better relationships with wider stakeholders and increase the profile, acceptance and understanding of tourism.
- Create the right legislative and regulatory environment for tourism.
- Behave responsibly as an industry, so that tourism is seen as a positive asset to the region, not a burden.

Promote innovation and a step change

If we are to realise the potential of tourism in the region we need to question the accepted wisdom, explore new ways of doing things and be more inventive and resourceful. We are looking to create a step change in the management and performance of tourism in the South East.

Action Points

- Build real and effective partnerships based on trust.
- Ensure that tourism support services are complementary rather than competitive.
- Use evidence and insight to improve results.
- Champion the tourism industry and the benefits it can bring.
- Achieve a step change in the performance of the tourism industry in the South East.

Making the Strategy Happen

The key to the successful realisation of the strategy is the concept of partnership – different interests working together and pooling resources and expertise to drive the strategy forward. These partnerships need to be real, based on trust and teamwork.

The success of this strategy will depend on the combined efforts of a wide range of organisations – everyone has a role to play.

Tourism South East

TSE has the prime responsibility for co-ordinating and developing tourism at regional level. This includes providing strategic direction for tourism development, marketing and brand architecture. Engagement at sub-regional level will be vital, working with partners to devise action programmes at local level.

SEEDA

The South East England Development Agency, in its role as sponsor of TSE and the strategic economic development body for the region, has a particularly influential role to play by ensuring that tourism is treated as an important strand in the Regional Economic Strategy.

Local Authorities

Local authorities play a vital role through the direct support they provide to the industry and the way they shape the environment in which the sector operates. Many are actively involved in destination marketing and managing tourism within their areas. Local authority support is vital for the future success of tourism in the region.

Regional Agencies

The activities of a wide range of other agencies including those sponsored by DCMS; working together as the Cultural Consortium, Learning and Skills Councils, SEERA etc, have a major impact on tourism. It will be important to continue to build stronger working partnerships to capitalise on resources and expertise across agencies.

The Private Sector

Tourism enterprises are at the sharp end of delivery with direct contact with the visitor. Maintaining investment in product and service quality is vital. Without the commitment and support of the industry the strategy will not be implemented on the ground.

Opposite: Extreme Sports Festival, Isle of Wight

Working in partnership

“SEEDA, as the agency with overall responsibility for tourism strategy in the South East, has worked with Tourism South East in the development of this strategy as a means of realising the growth potential of the industry for the further benefit of the wider regional economy. We now look to Tourism South East and its sub-regional partners for its successful implementation.”

James Brathwaite CBE

Chairman

South East England Development Agency





The Strategy Process: Summary Chart





River Thames at Windsor

Sources of further information

This is an overview of the evolving tourism strategy. The detailed document which will be subject to continuing adaptation to meet changing circumstances and market conditions can be downloaded together with supporting evidence at www.visitsoutheastengland.com.

Some useful websites

Arts Council England, South East	www.artscouncil.org.uk
British Hospitality Association	www.bha-online.org.uk
British Resorts Association	www.britishresorts.co.uk
Countryside Agency	www.countryside.gov.uk
DCMS	www.culture.gov.uk
English Heritage	www.english-heritage.org.uk
Government Office South East	www.go-se.gov.uk
Holiday Care Service	www.holidaycare.org.uk
Local Government Association	www.lga.gov.uk
National Trust	www.nationaltrust.org.uk
Screen South	www.screensouth.org
SEECC	www.culturesoutheast.org.uk
SEEDA	www.seeda.co.uk
SEERA	www.southeast-ra.gov.uk
SEMLAC	www.semlac.org.uk
Sport England	www.sportengland.org
Star UK (tourism statistics)	www.staruk.org.uk
Tourism Management Institute	www.tmi.org.uk
VisitBritain	www.visitbritain.com
VisitEngland	www.visitengland.com
Visit London	www.visitlondon.com

Glossary

TSE	- Tourism South East
SEEDA	- South East England Development Agency
SEERA	- South East England Regional Assembly
SEECC	- South East England Cultural Consortium
DCMS	- Department Culture Media and Sport
SEMLAC	- South East Museum Library and Archive Council



The Strategy Linkages

THE REGIONAL TOURISM STRATEGY

Full version available on website www.visitsoutheastengland.com

REGIONAL OVERVIEW

(This document)



Sub Regional Frameworks

Launched Autumn 2004

Kent

West Sussex
Surrey

East Sussex
Brighton

Berks, Bucks
Oxon

Isle of
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