



**REPORT TO CABINET MEMBER FOR DECISION**

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Discretionary	(a) Be entirely within cabinet's powers to decide YES		
		(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinets powers –	NO	
Lead Member: Councillor David Pope E-mail: <a href="mailto:Cllr.David.Pope@west-norfolk.gov.uk">Cllr.David.Pope@west-norfolk.gov.uk</a>		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Tim Humphreys E-mail: <a href="mailto:tim.humphreys@west-norfolk.gov.uk">tim.humphreys@west-norfolk.gov.uk</a> Direct Dial:01553 616643		Other Officers consulted: Ostap Paparega – Regeneration and Economic Development Manager Ray Harding – Chief Executive		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO	Risk Management Implications NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				
Date advertised:11/03/13		Date decision to be taken:15/03/13		
Deadline for Call-In:22/03/13				

***NORTH NORFOLK COAST AND COUNTRYSIDE – DESTINATION MANAGEMENT ORGANISATION***

**Summary**

This report considers the opportunity to support and be involved with the development of new additional marketing activity in a partnership between the tourism businesses and supported by the both the Borough Council of King's Lynn & West Norfolk and North Norfolk District Council to develop new joined up marketing of the full coastal area from around Heacham in West Norfolk through to Horsey in North Norfolk.

This additional marketing will be undertaken by a new Destination Management Organisation. A company 'Visit North Norfolk Coast and Countryside Ltd' has been established and will for the first time in many years provide a consolidated approach to marketing the coast, across northern Norfolk. This would complement the marketing already undertaken by the Borough Council to promote the wider tourism offer across West Norfolk

**Recommendation**

- 1) That the Borough Council supports the further development of the new Destination Management Organisation (DMO) 'Visit North Norfolk Coast and Countryside Ltd'.
- 2) That The Borough Council agrees that £5,000 per annum, (to be reviewed annually) will be provided to contribute to the work of the Destination Management Organisation. This contribution will be met

from the existing tourism and publicity budget.

- 3) That the Borough Council takes a seat on the Board of Directors. The seat will be taken by the Portfolio Holder for Leisure and Operational Assets, to be deputised where necessary as determined by the Portfolio Holder.

#### **Reason for Decision**

It is important at this stage that the Borough Council recognises the opportunity provided by the new potential marketing approach and confirms its intent to support the further development of work which would be undertaken through the new Destination Management Organisation.

This would support the Borough Council's corporate strategy which identifies the need to 'promote and support our tourism offer', and in particular responds to the Borough Council's business plan for 2012/13 which states that the Borough Council will 'develop new partnership arrangements to promote the Borough's tourism offer'.

## **1 Background**

- 1.1 In the autumn of 2011, The North Norfolk Tourism Forum in conjunction with the West Norfolk Tourism Forum, North Norfolk District Council (NNDC) and the Borough Council of King's Lynn and West Norfolk (BCKLWN) commissioned a consultant to carry out consultation and research to establish the views of industry leaders about the opportunity of establishing a Destination Management Organisation (DMO) to provide a joined up visitor marketing approach for the full Norfolk coast including Hunstanton in the west and Cromer in the east.
- 1.2 Many visitors and businesses consider the Norfolk coast as a single destination, which transcends the administrative boundary between The Borough of King's Lynn & West Norfolk and North Norfolk District. However, to date it has been promoted as two separate parts in West Norfolk and North Norfolk. For businesses in the north of the borough, whilst it continues to be important to be promoted as part of the West Norfolk Tourism Product, the concern is that they have been missing out on being promoted as part of the 'north Norfolk coast' destination. It is important for the Borough Council to take an enabling role to support businesses develop this potential.
- 1.3 The final report was reviewed and discussed by a working group of West and North Norfolk representatives from the private sector and Tourism Officers from the respective District Councils. This proposal to create a DMO was discussed again with a broader cross section of tourism business leaders in the area. The conclusion from these comprehensive consultations was that a DMO should be formed with the aim of strengthening the marketing of the destination. This is compatible to the pronouncement in the Government Tourism Policy to *"modernise and update local tourism bodies to become focused and*

*efficient DMOs which are led by and, increasingly, funded through partnership with the tourism industry itself.”*

- 1.4 A new company, Visit North Norfolk Coast and Countryside Ltd (VNNC&C Ltd) was formed and registered with Companies House on 28 March 2012. It is a not for profit company with charitable objects. Currently, the Board of Directors of the company are representatives taken from five local tourism businesses. They will receive no remuneration. Within North Norfolk District which represents approximately 75% of the product area, it is intended that through the development and implementation of a service level agreements with North Norfolk District Council, the company will deliver in partnership with the NNDC future tourism services for the district.
- 1.5 In relation to West Norfolk, it is intended that the company would ensure that the marketing of the north Norfolk coast and countryside would include the destinations and businesses within the borough which would benefit from also being included in marketing undertaken by the company.
- 1.6 The primary area that the company aims to serve and work with is the coast stretching from Heacham in the west to Horsey in the east, with an inland (southern) boundary that is not rigidly defined but which is likely to include Sandringham, Fakenham, Holt, Aylsham and North Walsham dependent on which businesses want to be involved and wish to invest in the marketing undertaken.
- 1.7 **Destination Management Organisation (DMO) Funding**

North Norfolk District Council have recently confirmed that a total of £35,000 per annum (£25,000 per annum from the Community Fund and £10,000 per annum from the Economic & Tourism Development Service budget) is being released for three years 2012/13, 2013/14 and 2014/15 to implement and deliver the tourism marketing activities of the DMO over the next three years.
- 1.8 In respect of the Borough Council of King’s Lynn & West Norfolk, it is proposed that a sum of £5,000 per annum for three years is paid to the DMO from the existing tourism and publicity budget. This would be in respect of the DMO ensuring that the marketing of the north Norfolk coast and countryside destination would include the destinations and businesses in West Norfolk as agreed by the Borough Council.
- 1.9 It is expected that the DMO would actively pursue additional sources of funding and potential grant funding in future to increase the marketing budget.

## Proposed DMO Capitalisation

	2012-13	2013-14	2014-15	Total
NNDC Direct Contribution	£10,000	£26,000	£26,000	£62,000
NNDC Community Fund	£25,000	£25,000	£25,000	£75,000
BCKLWN Direct Contribution	£5,000	£5,000	£5,000	£15,000
Pathfinder	£0	£7,500	£7,500	£15,000
FLAG	£0	£15,000	£15,000	£30,000
Private Sector membership	£50,000	£84,000	£86,000	£220,000
<b>Total</b>	£90,000	£146,500	£148,500	£385,000

- 1.10 VNNC&C Ltd (the DMO) will aim to ensure that the coast and countryside product of coastal Norfolk grows in stature as a key destination within Norfolk, the region and nationally. In accordance with Central Government policy and that adopted by the New Anglia LEP this DMO will provide a major channel for communication, support and access to market, for the tourism industry. Without the support from the Borough Council, along with North Norfolk District Council, the DMO will find it difficult to establish itself as the platform for the private sector to take a greater responsibility for destination management in future years.

## 2 Options Considered

### Option 1 – As recommended

For the Borough Council to support the further development of the new Destination Management Organisation (DMO), providing £5,000 per annum from existing budgets to support the work of the (DMO) and to take a seat on the Board of Directors.

This option supports the Borough Council's tourism objectives in the corporate business plan. It responds to the views expressed by businesses, is supported by the executive committee of the West Norfolk Tourism Forum and develops partnership working with the industry and North Norfolk District Council. It will support the opportunity for businesses in West Norfolk's tourism economy to take part in marketing of the north Norfolk coast.

### Option 2

Liaise with the Destination Management Organisation (DMO), but not provide any financial contribution or be represented on the Board of Directors of the DMO.

This option would significantly reduce the ability of the Borough Council to ensure that the work of the Destination Management Organisation is complimentary to and avoids duplication of the on-going West Norfolk marketing undertaken by the Borough Council. The lack of any financial contribution would reduce the likelihood of the DMO being able to develop the level of business support necessary to make it sustainable in the longer term.

### **Option 3**

Not have any direct involvement with the work of the Destination Management Organisation.

This option would be contrary to the Borough Council's business plan objectives of 'developing new partnership arrangements to promote the Borough's tourism offer'. It would also be contrary to Government and New Anglia LEP policy of supporting the development of new channels for communication, support and access to the market, for the tourism industry.

### **3 Policy Implications**

There are no policy implications.

The recommendations will support the Borough Council's corporate strategy which identifies the need to '*promote and support our tourism offer*', and in particular responds to the Borough Council's business plan for 2012/13 which states that the Borough Council will '*develop new partnership arrangements to promote the Borough's tourism offer*'.

### **4 Financial Implications**

4.1 The direct contribution of £5,000 per annum would be met from the existing Borough Council's tourism and publicity budget. The impacts of the resultant reduction in West Norfolk marketing spend of £5,000 per annum will be offset by the increased marketing for businesses in the borough, brought about by the marketing undertaken by the DMO

4.2 Although many businesses will wish to continue to participate in West Norfolk marketing it would be expected that there may be some reduction in the level of advertising income which businesses invest in West Norfolk marketing. At this stage it is difficult to predict the actual levels in question, however, the position will need to be reviewed regularly.

### **5 Staffing Implications**

None

### **6 Statutory Considerations**

None

### **7 Equality Impact Assessments (EIA's)**

None

Pre screening report attached

### **8 Risk Management**

8.1 There could be confusion from tourism businesses in West Norfolk regarding the role of the new DMO and the on-going role of the Borough Council to promote the tourism product throughout West Norfolk. It is imperative that the West Norfolk Tourism Forum and

officers from the Borough Council are closely engaged in the work of the DMO as this develops.

- 8.2 There may be a risk that the DMO may not be able to grow the level of financial support from the private sector over the first three years of activity so that the level of marketing activity will need to be reduced in future years.
- 8.3 The formation of the DMO and new approach proposed responds to the government tourism policy and has been developed in consultation with key representatives of local businesses. If the Borough Council chooses not to support the development of the DMO, it could increase the likelihood that the DMO could fail to achieve its key objective of promoting coastal Norfolk.

**Background Papers**

EIA pre-screening report attached.

Signed: .....

Cabinet Member for .....

Date .....

# Pre-Screening Equality Impact Assessment

Borough Council of  
**King's Lynn &  
West Norfolk**



Name of policy/service/function	Supporting tourism marketing undertaken by the North Norfolk Coast and Countryside Destination Management Organisation				
Is this a new or existing policy/ service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	Support new joint marketing of the north Norfolk coast so that parts of West Norfolk's tourism product can benefit from additional marketing				
<b>Question</b>	<b>Answer</b>				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Gender			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Other (eg low income)			X	
<b>Question</b>	<b>Answer</b>	<b>Comments</b>			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No				
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<b>Actions:</b>			
		<b>Actions agreed by EWG member:</b> .....			
<b>Assessment completed by:</b> <b>Name Tim Humphreys</b>					
<b>Job title – Tourism Manager</b>	<b>Date 27-02-2013</b>				



