

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



Regeneration and Development Panel

Agenda

Wednesday, 25th November, 2015
at 4.00 pm

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn
PE30 1EX**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Tuesday 12th November 2015

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 25th November, 2015 at 4.00 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Please note that Members of the Panel have been invited on a tour of the Arts Centre Prior to the Meeting. Members wanting to participate in the tour should meet at the Arts Centre at 3.00pm.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 7 - 20)

To approve the minutes of the previous meeting.

3. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part

of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business

To consider any business which, by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence

If any.

7. Matters referred to the Panel from other Council Bodies and responses made to previous Panel recommendations/requests

To receive comments and recommendations from other Council bodies, and any responses subsequent to recommendations, which the Panel has previously made.

At the Cabinet meeting on 3 November 2015, the following responses were made to the recommendations from the Joint Panel Meeting on the 28th October 2015, on the following items:

Cabinet Report – Review of Hackney Carriage and Private Hire Licensing Fees

PANEL RECOMMENDED: (i) That an update on the ability for private hire operators to sub contract to another local authority operator be provided to the Panel in 12 months time.

(ii) That the Regeneration and Development & Environment and Community panel support the recommendations to Cabinet as set out in the report.

CABINET RESPONSE: The comments of the Panel were taken into consideration when Cabinet considered the item.

Cabinet Report – Gambling Act Policies

PANEL RECOMMENDED: That the Regeneration & Development and Environment & Community Panel supported the recommendations to Cabinet as set out in the report.

CABINET RESPONSE: The comments of the Panel were taken into consideration when Cabinet considered the item.

Cabinet Report – Licensing Act Policies

PANEL RECOMMENDED: That the Regeneration & Development and Environment & Community Panel supported the recommendations to Cabinet as set out in the report.

CABINET RESPONSE: The comments of the Panel were taken into consideration when Cabinet considered the item.

8. **Norfolk Rural Development Strategy Update and Local Strategy for the West Norfolk LEADER Programme** (Pages 21 - 26)

To receive an update from representatives from Norfolk County Council.

9. **Arts Centre Redevelopment**

10. **Destination Management Plan** (Pages 27 - 81)

11. **Work Programme and Forward Decisions List** (Pages 82 - 84)

To consider the Work Programme.

In considering the Work Programme Members' attention is drawn to the Cabinet Forward Decision List.

12. **Date of the next meeting**

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on **6th January 2016** at **6.00pm** in the Committee Suite, King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX.

To:

Regeneration and Development Panel: Mrs J Collingham, C Crofts, M Chenery of Horsbrugh, M Howland, P Kunes, Mrs K Mellish (Chairman), M Shorting, J M Tilbury, A Tyler, Mrs E Watson, D Whitby and Mrs A Wright (Vice-Chairman)

Portfolio Holders:

Councillor N Daubney
Councillor Mrs E Nockolds

Officers:

Chris Bamfield, Executive Director Commercial Services
Mark Fuller, Principal Project Surveyor
Ray Harding, Chief Executive
Tim Humphreys, Tourism Manager

By Invitation:

Eliska Cheeseman, Norfolk County Council
Vince Muspratt, Norfolk County Council

**Executive Directors
Press**

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK
JOINT MEETING OF THE REGENERATION & DEVELOPMENT AND
ENVIRONMENT & COMMUNITY PANEL

Minutes from the Meeting of the Joint Meeting of the Regeneration & Development and Environment & Community Panel held on Wednesday, 28th October, 2015 at 6.00 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: C Sampson (Chairman)
 Councillors L Bambridge, A Bubb (substitute for Mrs J Westrop),
 Mrs J Collingham, Mrs S Collop, P Colvin (substitute for C J Crofts),
 Mrs S Fraser, G Hipperson, M Hopkins, M Chenery of Horsbrugh, M Howland,
 P Kunes, Mrs K Mellish, P Rochford, M Shorting, T Smith, Mrs S Squire, A Tyler,
 Mrs E Watson, D Whitby and Mrs A Wright

Portfolio Holders

Councillor A Lawrence, Portfolio Holder for Community
 Councillor Mrs E Nockolds, Portfolio Holder for Culture, Heritage and Health

Officers:

Chris Bamfield, Executive Director Commercial Services
 Martin Chisholm, Business Manager, Leisure and Public Space
 Laura Hampshire, Regeneration Project Officer
 Ray Harding, Chief Executive
 Steven King, THI Project Officer
 Cara Jordan, Barrister
 Ostap Paparega, Regeneration and Economic Development Manager

RD&EC68 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Beales, C Crofts, N Daubney, M Tilbury and Mrs J Westrop.

RD&EC69 MINUTES

RESOLVED: The minutes from the meeting held on 30 September 2015 were agreed as a correct record and signed by the Chairman.

RD&EC70 DECLARATIONS OF INTEREST

Councillor Mrs Collop declared that a relative had sent a letter in response to the Hackney Carriage and Private Hire Licensing Fees consultation (RD&EC76).

RD&EC71 URGENT BUSINESS

There was none.

RD&EC72 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

RD&EC73 **CHAIRMAN'S CORRESPONDENCE**

There was none.

RD&EC74 **MATTERS REFERRED TO THE PANEL FROM OTHER COUNCIL BODIES AND RESPONSES MADE TO PREVIOUS PANEL RECOMMENDATIONS/REQUESTS**

There was none.

RD&EC75 **EVENTS**

a **Hanse Festival**

The Regeneration and Economic Development Manager provided the Panel with an overview of the Borough Council's involvement in Hanseatic activities.

The Panel was provided with the history of the Hanseatic League which, during medieval times, consisted of over 200 towns and cities around the North Sea and Baltic Sea. It was an economic and trade alliance which historically had political power.

The Regeneration and Economic Development Manager explained that in 1980 a new group of 43 former Hanseatic League members reinstated the Hanse Union. England currently had three members; King's Lynn, Boston and Hull. The new Hanse League currently has members from 184 cities and 16 countries.

Business Hanse was created in 2013 and the Borough Council was one of the co-founding members. There were over 142 members in 9 European countries and 112 businesses involved in Business Hanse. The aim of Business Hanse was to encourage export and trading across the Hanse Economic Area.

The Panel was informed that the Borough Council's reason for involvement in Hanse was to promote the heritage of the area and encourage tourism, assist in meeting corporate priorities within the corporate business plan and encourage trade.

The Regeneration and Economic Development Manager explained that the Borough Council had been promoting King's Lynn's Hanseatic Heritage for several years through events celebrating international Hanse Day. He explained that international Hanse Day was an annual event with over 100 towns and cities participating.

2015 was the 10th Anniversary since the King's Lynn had joined the Hanse League so a Hanse Festival and Business Convention had been held to promote the heritage of King's Lynn.

The Business Convention included representatives from local businesses, UK Trade and Investment, Local Enterprise Partnerships and Growth Accelerators. Workshops, funding hubs and one to one advice was available throughout the convention. A business reception was also hosted by the Borough Mayor.

The Hanse Festival was held over a weekend in May 2015 and included activities for children, medieval activities, musical entertainment and the chance to go on board a 14th century replica Hanseatic Kogge which was docked at the Pontoons.

Children from local primary schools had also been engaged in a 'Crazy Composers' project. Workshops had been delivered in the school and pupils then performed at the Minster and King's Staithe Square.

King's Lynn Civic Society also held a community breakfast which had been well attended and well received.

The Chairman thanked the Regeneration and Economic Development Manager for his report and invited questions and comments from the Panels, as summarised below.

Councillor Baron Chenery of Horsburgh asked for clarification of who was the Lord High Admiral of the Wash. The Chairman explained that King's Lynn Conservancy Board would be able to advise accordingly.

Councillor Tyler informed those present that he had spent a lot of time helping to promote the connections with Hanse. He felt that it presented an opportunity to promote the heritage and history of King's Lynn. Councillor Tyler explained that a book on King's Lynn's involvement in Hanse would be published and the intention was to use it in schools. He hoped that it would be available as part of the education of young people. Councillor Tyler asked the Regeneration and Economic Development Manager if he believed that the local economy and businesses would benefit from links and connections with the Hanse League. The Regeneration and Economic Development Manager explained that the businesses around the Waterfront had recorded record sales over the Hanse Festival weekend and footfall in the town centre was up. He explained that UK Trade and Investment and the Borough Council worked with

Businesses and inward investment enquiries to assist them where possible.

The Executive Director explained that research had shown that town centres could not thrive on just retail; they needed to capitalize on the heritage offer to draw in visitors to the town.

In response to a question from Councillor Mrs Squire, the Regeneration and Economic Development Manager explained that the Business Hanse only came into being two years ago so it was difficult to measure its benefits, however, the Council did deal with lots on enquiries through the network.

In response to a question from the Vice Chairman, the Regeneration and Economic Development Manager confirmed that the costing of the business event did include the Mayor's reception. He explained that work was ongoing to look at proposals for the next three years event package and bids for funding would be made for a programme from 2016 to 2019. The Regeneration and Economic Development Manager confirmed that staffing costs had not been included in the figures presented in his report.

The Vice Chairman explained that it was important for events to be adequately marketed and promoted. The Regeneration and Economic Development Manager explained that press releases had been sent and the events had been promoted through the local media. The Vice Chairman commented that events should be publicised nationally.

The Chairman commented that he felt events were publicised well through the local media.

Councillor Shorting commented that all entrances to the town centre should have posters or billboards displaying event information.

Councillor Mrs Nockolds, Portfolio Holder for Culture, Heritage and Health explained that the Council did have a display at the Sandringham show and at Hansetag days, so that they could promote King's Lynn nationally and internationally.

The Executive Director explained that as part of the Heritage Lottery Funding for the Town Hall a four year activity plan would be provided which would incorporate some of the Hanse Festival events.

Councillor Mrs Mellish thanked the Regeneration and Economic Development Manager for a good report. She explained that the cost of the event needed to be compared to the economic benefit. She was disappointed that the Business benefit had not yet been realised and asked if the same could be achieved if the Council did not have the links with the Hanse and the associated costs. Councillor Mrs Mellish commented that the report did not show costs of flights and subsistence relating to the Hanse.

Councillor Mrs Wright explained that she was on the Hanse Committee who dealt with organising the events and she felt that the Council's involvement in Hanse had really helped to 'bring the town alive'. All of the activities combined delivered a unique experience. She reminded those present that King's Lynn housed the only surviving Hanseatic Warehouse in the Country. She highlighted the tourism and business benefits of showcasing King's Lynn's unique Heritage and stated that King's Lynn's future was in its past.

RESOLVED: The report was noted.

b

General Events

The Commercial Services Business Manager provided those present with a quick review of events held in 2015.

He explained that the Borough Council had organised a detailed and elaborate events programme over the Spring and Summer. A minimum of one major event every fortnight had been planned. The ethos behind this was to contribute towards the Council's Corporate Strategy by developing a vibrant town centre, stimulate business growth and interest and help people value their cultural heritage. The Council worked with many partners and organisations to deliver the events. Details were provided of the following events:

- 27th March – Lumiere Festival of Light
- 3rd May GEAR and mini-GEAR. Highest ever entries recorded this year.
- 15th to 17th May – Hanse Weekend.
- 30th May – Sports Activity Day.
- 13th and 14th June – Magna Carta 800th Anniversary.
- 27th June – Festival Too Fireworks
- 3rd, 4th, 10th, 11th July – Festival Too.
- 5th July – Extra daytime Festival Too event.
- 18th July – Spitfire trail Launch/RAF Cadets Freedom Parade
- 19th July – 40's day
- 25th July – King's Lynn Festival Street Entertainment
- 1st, 15th, 29th August – Covent Garden Street Entertainment
- 9th August – Mods and Rockers
- 22nd and 23rd August – Water Ski Racing
- 23rd August -Fairy Tales and Legends
- 12th and 13th September – Beer Barbers and Butchers
- 13th September – Heritage Open Day organised by King's Lynn Civic Society and Classic Car Show.

The Panel was provided with footfall statistics which showed the difference in footfall on event days compared to the same day the previous year. Detail of the cost of each event was also provided.

The Business Manager explained that a budget was available for 2016/2017 events, but what would be available in future years was unknown. Work was ongoing to put together an EU funding bid for a

programme of events from 2017 to 2019. The Business Manager informed those present that the King's Lynn Town Centre Partnership was also progressing proposals for a Business Improvement District. If the Business Improvement District came into fruition funds would be available and those involved in the Business Improvement District would choose how they were spent. He explained that the King's Lynn Town Centre Partnership had acknowledged that activities drive footfall in the town centre.

The Business Manager informed those present of events planned for the rest of the year which included Fawkes in the Walks on 6th November and the Christmas Lights switch on, which this year had been changed to a Sunday to make it a more family friendly event. The switch on event would take place on 22nd November.

The Panel was informed that a schedule of events for 2016 was currently being planned using feedback and statistics from the events held in 2015.

The Chairman thanked the Business Manager for his report and invited questions and comments from the Panel, as summarised below.

Councillor Smith commented that the footfall figure for GEAR was not included in his report. The Business Manager agreed to make the figures available.

Councillor Shorting commented that an international angling event was to take place next year in King's Lynn. The Business Manager asked Councillor Shorting to pass on the details to him.

Councillor Bubb explained that he was disappointed that some of the eating establishments in the town centre had not been open during the events. The Business Manager explained that he shared this concern. Events were well publicised and businesses were made aware of the events through the King's Lynn Town Centre Partnership. He explained that he was surprised that the businesses would not want to make the most out of the opportunities for increased trade. The Business Manager explained that the availability of food would be looked at when planning future events.

Councillor Kunes congratulated all those involved in the events programme as he felt that all events were excellent, especially the Water Ski weekend which he had attended and noticed a significant increase in footfall.

In response to a question from Councillor Howland, the Business Manager explained that the spitfire models used in the spitfire trail would be auctioned off for charity on 3rd December at the town hall.

Councillor Hopkins congratulated all those involved in the events and referred to the application to bring the weeping window of poppies into

the town. The Business Manager explained that some of the poppies which had been used at the Tower of London were on tour, and the Council had made an application for them to come to King's Lynn. Nothing had been confirmed at present.

Councillor Mrs Squire asked if the weather had been recorded on event days and if this had an impact on footfall. The Business Manager explained that there was currently no weather recording equipment in King's Lynn, but acknowledged that the weather was an important factor in relation to the success of the events.

The Portfolio Holder for Culture, Heritage and Health, Councillor Mrs Nockolds commented that she felt that there had been a fantastic summer of events and she was still receiving positive feedback. She stressed the importance of keeping the town lively and vibrant. She referred to an article on King's Lynn which had recently been published in the Daily Mail. She explained that King's Lynn was also promoted on the Visit England website and regularly in the local media. The Portfolio Holder thanked all those involved in making the events successful.

RESOLVED: The report was noted.

RD&EC76

CABINET REPORT - REVIEW OF HACKNEY CARRIAGE AND PRIVATE HIRE LICENSING FEES

The Barrister presented the Cabinet report explaining that the Deregulation Act 2015 had introduced changes to hackney carriage and private hire legislation. Changes included the duration of hackney carriage and private hire driver's licences to three years, the duration of private hire operator's licences to five years and the ability for private hire operators to sub contract bookings to a private hire operator licensed by another local authority.

The Barrister explained that the introduction of the new licence durations required a fee to be set. The last review of fees was in 2011 so the Licensing Department had reviewed all hackney carriage and private hire fees at the same time. The proposed fees and how they had been calculated was set out in the report.

The Barrister referred to the appendices contained within the report which included objections from members of the trade in relation to the increase in fees.

The Chairman thanked the Barrister for her report and invited questions and comments from both Panels, as summarised below.

Councillor Smith commented that he had read through all of the correspondence and felt that a lot of the objections could have been

avoided if information had been made available at the outset on how the figures had been calculated.

Councillor Smith referred to the legislation which allowed for operators to sub contract out to operators licensed by another local authority. He asked if the operators would have to adhere to the Borough Council's standards and if there was a difference in the standards set between different local authorities. The Barrister explained that there would be variations in the requirements of different local authorities, but they should all follow the same standard requirements such as the fit and proper test and take account of the guidance available and case law.

The Chairman commented that one of the differences could be the age and mileage of vehicles which were allowed to be licensed.

The Barrister explained that any complaints received would be considered and action could be taken against the driver if required.

The Chairman reminded those present that this was a new piece of legislation and Members would have to monitor its impact. If significant problems arose, Members could lobby the relevant Minister and Local MP's.

The Chairman reminded those present that the recommendations set out within the report were to approve the new fee structures. The ability for private hire operators to sub contract bookings to a private hire operator licensed by another local authority was set out in legislation so had been included within the report for information.

Councillor Bubb asked why the fees had increased as a longer duration licence should take no more time to administer. The Barrister referred to the report which set out the reasons why the fees had increased.

Councillor Smith requested that the Panel be kept updated on the impact of the new fees be provided to the Panel in 12 months' time.

Councillor Kunes suggested that the meter rates could be increased which would cover the increase in fees. The Portfolio Holder for Community, Councillor Lawrence explained that there needed to be a balance and not all members of the trade may want to see the meter rate increased as they could lose business.

Councillor Mrs Squire asked if there were statistics available on the amount of new licenses granted in the last 12 months and the Barrister agreed to circulate the information.

RESOLVED:

(i) That an update on the ability for private hire operators to sub contract to another local authority operator be provided to the Panel in 12 months time.

(ii) That the Regeneration and Development & Environment and Community Panel support the recommendations to Cabinet as follows:

1. The Council approves the new fee structure for drivers of hackney carriages and private hire vehicles;
2. The Council approves the new fee structure for private hire operators.
3. The Council approves the new fee structure for vehicles and other sundry matters attached in the fee structure.

RD&EC77

CABINET REPORT - GAMBLING ACT POLICIES

The Barrister presented the Cabinet report and explained that the Gambling Act 2005 required all local authorities to publish a Statement of Principles each three year period. The Borough Council's current policy was approved by Full Council on 29th November 2012.

The report set out the organisations and individuals who had been consulted on the revised Statement of Principles and the Barrister explained that the draft Statement had been available on the website and comments had been invited.

The changes to the Policy were set out in the report and related to Local Area Profiling and Small Society Lotteries.

The Barrister explained that the consultation had ended on 9th October 2015 and no responses had been appended to the report.

The Chairman thanked the Barrister for her report and invited questions and comments from the Panels, as summarised below.

Councillor Smith referred to Local Area Profiling and asked if the Council carried out checks to ensure that they were mitigating risks. The Chairman explained that checks would be carried out.

RESOLVED: That the Regeneration and Development & Environment and Community Panel supported the recommendation to Cabinet as set out below:

That the Council be invited to adopt the Statement of Principles in accordance with the requirements of the Gambling Act 2005.

RD&EC78

CABINET REPORT - LICENSING ACT POLICIES

The Barrister presented the Cabinet report and explained that Section 5 of the Licensing Act 2003 required licensing authorities to prepare and publish a statement of licensing policy every five years. A review of the statement had been carried out, taking into account new revised guidance issued by the Secretary of State for the Department of Culture, Media and Sport and guidance issued by Local Government Regulation.

Proposed changes to the policy were set out in the report. The Panel was informed that before determining the policy the Act stated that the Council must consult with certain individuals and organisations. The details of the review were also published on the Borough Council's website.

The Chairman thanked the Barrister for her report and invited questions and comments from the Panels. There were no questions from the Panel.

RESOLVED: That the Regeneration and Development & Environment and Community Panel support the recommendations to Cabinet as set out below:

That the Council be invited to adopt the revised Statement of Licensing Policy in accordance with the requirements of the Licensing Act 2003.

RD&EC79

RIVERFRONT DELIVERY PLAN

The Regeneration and Economic Development Manager presented the report which outlined the rationale and process for preparing a Delivery Plan for the regeneration of King's Lynn riverfront, its key components, expected outcomes and timetable.

Those present were provided with a map of the area that the Delivery Plan would cover, which had been broken down into three areas. The Regeneration and Economic Development Manager informed those present that most of the site was within the St Margaret's and St Nicholas Conservation Area. He explained that the report outlined the potential development issues and constraints such as flood risk and ground conditions.

The Regeneration and Economic Development Manager explained that the largest land owner within the study area was the Borough Council, however several sites were in third party ownership and the preparation of the Delivery Plan would engage with land owners to identify development opportunities.

The Regeneration and Economic Development Manager highlighted the recommendations as set out in the report and explained that the procurement of an architect-led professional team would help to deliver a comprehensive scheme for the long term economic sustainability of the town centre.

The Panel was referred to part two of the report which looked at the options which had been considered and the Regeneration and Economic Development Manager reminded those present that at this stage no solutions had been drawn up. The report was to engage with the organisations as appropriate to develop proposals and solutions to

achieve something transformational which would benefit the town centre.

The Panel's attention was drawn to part 4 of the report which set out the next steps and indicative timetable to complete the Delivery Plan. It was hoped that the Delivery Plan would be completed by September/October 2016.

The Chairman thanked the Regeneration and Economic Development Manager for his report and invited questions and comments from the Panels, as summarised below.

Councillor Tyler commented that he could not see any problems with the idea philosophy but the 'devil would be in the detail'. He referred to the members of the public who were present at the meeting and their concerns. He asked if the Regeneration and Economic Development Manager could provide information on what sort of projects would be included in the Delivery Plan. The Regeneration and Economic Development Manager explained that no projects had been agreed as yet; this would form part of the Delivery Plan. He acknowledged that there were several key stakeholders in the area and they would all be considered in the consultation process. The Panel was informed that a Project Board would be established to oversee the preparation of the Delivery Plan. It had also been proposed that a key stakeholder forum would also be considered to ensure that key stakeholders were kept informed of progress and had the opportunity to provide input into the process at key stages.

The Chairman reminded those present that they were considering the endorsement of developing a Delivery Plan and no plans or projects had been agreed as yet. Options would be considered during the creation of the Plan.

The Regeneration and Economic Development Manager explained that once a professional team had been appointed more detailed timescales could be prepared and all of the relevant stakeholders would be notified. He explained that the financing of any projects and proposals realised through the Delivery Plan would be subject to separate agreement. The scale of the project could not be quantified at this stage.

Councillor Kunes asked if consideration had been given to increasing the Delivery Plan area further north to incorporate Common Staithe Square and how this could be linked to the South Quay. The Regeneration and Economic Development Manager explained that options could be considered when preparing the Delivery Plan and noted Councillor Kunes comments.

Councillor Bubb referred to the mixed ownership of the site. The Regeneration and Economic Development Manager explained that

there were some areas where the ownership was currently unknown but detailed site investigations would be carried out.

The Vice Chairman stressed the importance on ensuring that key stakeholders were kept informed and consulted on proposals.

In response to a further question from the Vice Chairman, the Regeneration and Economic Development Manager explained that nothing had been pre-determined at the moment.

Councillor Mrs Mellish felt that it was important to keep up momentum and referred to car parking in the area. The Regeneration and Economic Development Manager clarified that all three areas would be included in the Delivery Plan.

Councillor Smith referred to part 3.5 and 3.6 of the report and commented that he hoped that the architect engaged would be sympathetic to the history and heritage of the town centre. The Regeneration and Economic Development Manager agreed that they would definitely need the right calibre of architect and tender criteria would be produced, each tender would be scored and weighed.

The Executive Director suggested that the Regeneration and Economic Development Manager come back to the Panel with an update once the architect had developed draft proposals.

Councillor Rochford asked for an update on the proposals for parking at the South Quay and the Executive Director agreed to provide him with details.

RESOLVED: 1. That the Panel:

- a. Endorses the preparation of a Regeneration Delivery Plan for King's Lynn Riverfront area.
- b. Endorses the procurement of an architect-led professional team to prepare the King's Lynn Riverfront Regeneration Delivery Plan.

2. That the Panel be kept updated on progress.

RD&EC80

EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 or 3 of Part 1 of Schedule 12A to the Act.

RD&EC81

EXEMPT - DERELICT LAND AND BUILDINGS GROUP AND TOWNSCAPE HERITAGE INITIATIVE UPDATE

The Regeneration and Economic Development Manager and the Regeneration Project Officer provided the Panel with an update on the work of the Derelict land and Buildings Group. The Terms of Reference of the Group was provided to the Panel. The purpose of the Group was to co-ordinate a corporate proactive approach to tackling borough-wide issues with regard to derelict land and buildings including bringing empty sites and buildings back into use and improving the overall appearance of properties, land and public areas in the borough. The Regeneration and Economic Development Manager clarified that the Group did not deal with empty homes unless they were derelict.

The Regeneration Project Officer provided detail on the current status of derelict land and buildings in the borough which had been included in the Groups Action Plan.

The Townscape Heritage Initiative Project Officer provided an update on the Townscape Heritage Initiative. He reminded those present that the project was funded by the Borough Council, Heritage Lottery Fund and private investment. Three critical, 20 priority and a further 68 reserve properties within the St Margarets and St Nicholas Conservation Area were included in the project. The Townscape Heritage Initiative also contributed towards the Saturday Market Place enhancements. As part of the project complementary activities were being carried out including training, education and events.

The Townscape Heritage Initiative Officer provided those present with details of the critical and priority projects.

The Chairman thanked the Regeneration and Economic Development Manager, the Regeneration Project Officer and the Townscape Heritage Initiative Project Officer for their presentation and invited questions and comments from the Panel.

In response to a question from Councillor Howland, it was confirmed that empty Listed Buildings were exempt from Council Tax and Business rates. Other empty properties, after a grace period, were subject to Council Tax and Business rates.

RESOLVED: The Panel noted the update.

RD&EC82

WORK PROGRAMME AND FORWARD DECISIONS LIST

The Chairman informed those present that if they had any suggestions for items to be added to the Work Programme they could email him or the Chairman of the Regeneration and Development Panel at any time.

RESOLVED: The work programme and forward decision list was noted.

RD&EC83

DATE OF THE NEXT MEETING

The next meeting of the Regeneration and Development & Environment and Community Panel was scheduled to take place on Wednesday 25 November 2015 at 4.00pm in the Wembley Room, Lynnsport.

The meeting closed at 8.47 pm

Background briefing note to accompany presentation to Regeneration & Development Panel on 25th November 2015

Norfolk Rural Development Strategy

- An economic strategy for Norfolk 2013 – 20, commissioned by Norfolk County Council to focus growth programmes benefiting rural businesses and communities.
- Designed to lever funding and influence policy by providing the evidence base
- But also the response of the private sector, to public sector cuts
- A result of public consultation (200 businesses, individuals and organisations)
 - Published October 2013 (launch event) and update on activity given at conference in January 2015
 - [The full strategy can be found here.](#)
 - [The dataset to accompany the strategy can be found here.](#)
 - [Alternatively, an Executive Summary can be found here.](#)
- Overseen and owned by private sector steering group (see below)

Top 10 Actions

1. Increasing **growth** in the agri-tech, engineering, and manufacturing sectors
2. Increasing the quality and number of **rural jobs**
3. Increasing the number of rural business **start-ups**
4. Delivering superfast **broadband**
5. Improving **mobile phone coverage**
6. Increasing **skills** attainment in rural schools
7. Driving **innovation** by linking research with business development
8. Doubling the rate of build of **affordable housing**
9. Increasing private **water storage** capacity
10. Increasing the area of land in **environmental management**

Funding the strategy

Funding to deliver the strategy will come from:

- Influencing mainstream funding (local authority, NHS)
- Project specific funding from UK & EU funding streams (E.g. LEADER, stewardship schemes)
- Structural Investment Fund allocations held by Local Enterprise Partnerships
- Grant schemes such as Coastal Community Fund
- Commercial investment and community fund raising

NCC (Eliska Cheeseman) supports the group by facilitating the action plan, making links with local authority colleagues, providing a direct route to Local Action Groups, facilitating bid consortium, facilitating bid writing for EU funds.

Achievements to date

1. Secured £9m to run LEADER delegated grant scheme, 100% of rural Norfolk covered
2. Digital Divide group campaigning for broadband and mobile improvements
3. AgriTech sector development

Priorities for next 18 months

- Silver pound / healthy ageing – commercial opportunities
- Green Infrastructure
- Building Communities for the Future

Rural Development Strategy Steering Group

Delivery of the strategy is overseen by the RDS Steering Group who recognise that NCC can't deliver the strategy alone, it has to be done in partnership. Steering group meets quarterly (2 hour meetings, typically at Anglia Farmers, Honingham Thorpe)

Current members:

Chair: Richard Powell OBE (Healthy Ambitions)

Other members:

- Andrew Alston (Broadland Water Abstractors Group & LEADER LAG Chair)
- David Henley (Easton and Otley College)
- Sheila Childerhouse (ex EEDA/NHS, now public health consultant)
- Jonathan Clemo (Community Action Norfolk)
- John Newton (National Farmers Union, Norfolk)
- Alastair Rhind (New Anglia LEP)
- Clarke Willis (Anglia Farmers)

More information:

Eliska Cheeseman

Partnership & Delivery Manager, Economic Development & Strategy

Tel: 01603 228827

E-mail: eliska.cheeseman@norfolk.gov.uk

LEADER funding programme FAQ's

Norfolk County Council applied to Defra on behalf of West Norfolk Local Action Group ('LAG'), for LEADER funding. The West Norfolk LAG has been awarded £1.9m by Defra, available to 2020. There are 4 other LAGs in Norfolk managed by NCC, with a total award of £9m.

What does this mean for your local area? Below are some FAQ's, and a list of people who can help.

Who can apply for funding?

LEADER funding is available to local businesses, communities, farmers, foresters and land managers contributing to the creation of jobs and economic growth in a Local Action Group (LAG) area.

How long is the funding available for?

The LEADER programme runs from 2015 – 2020. We've been working with potential applicants since January this year, in anticipation of application forms being released in the next couple of weeks.

What is the funding for?

Exactly what the funding can be used for will depend on the local strategy for the Local Action Group area, but all projects must support one or more of the 6 national LEADER priorities.

These are to:

1. support micro and small businesses and farm diversification
2. boost rural tourism
3. increase farm productivity
4. increase forestry productivity
5. provide rural services
6. provide cultural and heritage activities

The strategy for a local area is published here: <http://bit.ly/1AzZb3J>

What will be delivered across Norfolk?

West Norfolk LAG will be expected to deliver the following targets t of the total award

- 79 jobs created
- 69 projects supported

See [Appendix 1](#) for all LAG outputs.

What is LEADER?

LEADER is part of the Rural Development Programme for England (RDPE). It's a French acronym which roughly translates as 'Liaison among Actors in Rural Economic Development'. Leader is an established bottom-up approach to community development in rural areas.

What are Local Action Groups (LAGs)?

LAGs decide which projects they will fund in their area. A LAG is made up of people from the local community and the local public and private sector. The West Norfolk LAG is chaired by Lynn Collison (Collison & Associates) and the vice chair is Peter Cousins (Walpole Water Gardens).

Where can I find the Local Action Group or Local Development Strategy (LDS) for my area?

There are five LAGs in Norfolk (and into North Suffolk) and between them they cover all of rural Norfolk.

A map of the Norfolk LAGs and each strategy (an LDS) is published here: www.norfolk.gov.uk (including West Norfolk's).

What grant funding rate can projects apply for?

Businesses can typically be funded up to 40% of the project they are applying for. For community projects and projects of wider benefit, the grant rate can be higher.

The funding rate will depend on the type of activity and the need for the grant.

How much is available in each area?

The amount of grant funding awarded to each area is below (2015-2020).

LAG	Award
Broads	£1.513
Brecks	£1.755
Waveney Valley	£1.764
West Norfolk	£1.921
Wensum & Coast	£2.061
TOTAL	£9.014

What sort of activity can be funded?

The following are just examples of the types of projects that could be funded. Activities must fit with the priorities of the local strategy.

- Farm diversification activities
- Businesses adding value to food
- Projects that extend the tourist season
- Sustainable access to rural services
- Support for businesses that add value to forestry products

Each local strategy contains examples of the types of activity the LAG is looking to support.

What help is there to apply?

The programme funds a facilitator to guide applicants through the application process and develop a project application. The facilitator takes the application through the two-stage process – the outline application and the full application. The Local Action Group decides whether to fund the application. Potential projects can find out more at the website for Norfolk Local Action Groups www.norfolklags.co.uk which also has a downloadable project enquiry form or contact their local facilitator Carol Allen carol.allen@norfolk.gov.uk

Who do I contact?

All initial project enquiries can be made to: leaderteam@norfolk.gov.uk. Tel 01603 222930.

The programme manager is Eliska Cheeseman Tel 01603 228827

Where can I find out more information or direct potential projects to?

www.norfolklags.co.uk

<https://www.gov.uk/rural-development-programme-for-england-leader-funding>

Appendix 1

LEADER Policy Priority	Relevant CMES output indicators for LDS application	Brecks	Broads	Waveney Valley	Wensum and Coast	West Norfolk	End of programme forecast (by December 2020)
Support for increasing farm productivity	Number of projects supported	10	8	9	14	14	55
	Jobs created (FTE)	5	4	5	7	6	27
Support for micro and small enterprises and farm diversification	Number of projects supported	21	22	30	34	32	139
	Jobs created (FTE)	36	36	51	57	53	233
Support for rural tourism	Number of projects supported	9	8	9	10	10	46
	Jobs created (FTE)	9	8	9	10	10	46
Support for culture and heritage activity	Number of projects supported	5	5	5	3	3	21
	Jobs created (FTE)	2	2	2	1	1	8
Provision of rural services	Number of projects supported	6	6	3	4	4	23
	Jobs created (FTE)	4	4	2	3	3	16
Support for increasing forestry productivity	Number of projects supported	6	3	2	4	4	19
	Jobs created (FTE)	2	1	2	1	1	7
Totals	Number of projects supported	57	52	58	69	67	303
	Jobs created (FTE)	58	55	71	79	74	337

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Information report	Portfolio(s): Culture, heritage and health.
Will be subject to a future Cabinet Report:	YES
Will be need to be recommended to Council:	NO
Author Name: Tim Humphreys	Consultations: Chief Executive, Economic Development & Regeneration Manager, tourism businesses and organisations represented through the West Norfolk Tourism Forum.
Tel: 01553 616643	
Email: tim.humphreys@west-norfolk.gov.uk	
OPEN	

Regeneration and Development Panel

Date: 25th November 2015

Subject: West Norfolk Destination Management Plan

Summary

The West Norfolk Tourism Forum, with support from the tourism section at the Borough Council has developed a new Visitor Economy Destination Management Plan for West Norfolk.

The plan has been developed to provide a framework of objectives and actions over the next five years for increasing the value that visitor spending can make to the local economy throughout the Borough of King's Lynn & West Norfolk. The plan aims to provide:

- A clear assessment of what the issues and opportunities are for maximising the benefit of the visitor economy.
- Proposals on how the overall destination, locations and products can be branded and promoted.
- To provide West Norfolk's understanding of how other destination management organisations and tourism bodies can work to meet the needs of the visitor economy in west Norfolk.

Recommendations

- 1) That the Borough Council considers and endorses this plan as the tourism industry's assessment of the issues and opportunities for sustainably increasing the contribution that visitor spending makes to the economy of the West Norfolk.
- 2) That annually, the Borough Council receives a presentation and report on progress and any changes to the Destination Management Plan.

Background

Over recent years, Government, Visit England and the Local Enterprise Partnerships have encouraged local destination management organisations with strong representation from the business community to develop Destination Management Plans to acknowledge local priorities for the visitor economy. The importance of King's Lynn and West Norfolk having a destination management plan was also emphasised in the recommendations made through Borough Council of King's Lynn & West Norfolk Corporate Peer Challenge undertaken in February 2014.

The West Norfolk Tourism Forum has been the representative body for the visitor economy throughout West Norfolk for 26 years. It has an executive committee which includes representatives of trade associations and local business groups, borough and town councils as well as representatives of individual businesses. The Borough Council's tourism section provides secretariat and professional guidance to the executive committee.

The development of the plan has been managed through a series of meetings of the West Norfolk Tourism Forum Executive Committee and through a consultation event at the 2014 West Norfolk Tourism Forum Annual General Meeting.

The plan has been developed through a series of stages:

Section 1 – Executive summary

Section 2 - Overview

Section 3 - Evidence gathering and review of the product including:

- Tourism facilities – (*accommodation, catering, attractions, activities, events, retail*)
- Heritage and culture – (*Historical connections, traditions, specific sites, arts & crafts and cultural festival and events*)
- Landscape and countryside – (*Appeal and distinctiveness of landscape, routes, trails, wildlife features and seaside/beach management*)
- Built environment – (*Features, architecture, parks and gardens, public realm*)
- Access and transport – (*Links to and within the destination*)
- Visitor services – (*Marketing, signposting, information and facilities*)

Section 4 - Assessment of current performance including:

- Key drivers in the visitor economy
- Local performance of the visitor economy
- Business performance.
- Market research and market intelligence
- Identifying local issues through local policies
- Assessment of external trends and competitor destinations

Section 5 – setting direction

Based on the evidence gathering in stage 3 and 4, a comprehensive assessment of strengths, weakness, opportunities and threats (SWOT) was undertaken. This aimed to distil out fundamental issues for the visitor economy, suggested changes to existing activity, priorities and themes.

From this SWOT the plan has developed:

- A vision statement
- Identified 4 key aims
- 12 objectives to help achieve these aims.

Section 6 - action plan

For each objective the action plan identifies between 1 and 6 actions which will contributed towards the objective.

The plan is developed for an initial 2 year period, 2016 and 2017. This 2 year plan will be reviewed and rolled forward annually.

The West Norfolk Tourism forum supports the Borough Council of King's Lynn & West Norfolk taking the lead on marketing activities. Where actions are reliant on the work of other organisations, the Tourism Forum would support the Borough Council's tourism team taking the lead in liaising with those organisations to work towards achieving the outcomes.

Section 7 – Industry indicators

Three sets of indicators are identified:

- Barometer indicators of the estimated overall volume and value of the visitor economy – These are influenced by many factors outside the scope of the destination management plan.
- Barometer of local indicators of usage and footfall
- Marketing performance indicators with specific annual targets

Measuring progress and continuing development

The plan would be reviewed 6 monthly by the Executive Committee of the West Norfolk Tourism Forum at its spring and autumn meetings and a summary review provided at the Annual General meeting in November.

It is suggested that annual updates would be provide to the Borough Council – Regeneration & Development Panel.



West Norfolk Destination Management Plan 2016 – 2020





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1 EXECUTIVE SUMMARY

The West Norfolk Destination Management Plan 2016 – 2020, provides a framework of objectives and actions for increasing the value that visitor spending can make to the local economy throughout the Borough of King's Lynn & West Norfolk.

The plan has been developed through the West Norfolk Tourism Forum. The Forum has around 500 members served by an executive committee and has been active for 26 years in representing the needs and interests of the visitor economy throughout West Norfolk. The tourism division of the Borough Council of King's Lynn and West Norfolk provides secretariat to the Tourism Forum and has prepared this destination management plan on behalf of the Tourism Forum. The Borough Council tourism section undertakes strategic tourism marketing for the destination and this will be guided by the destination management plan.

The visitor economy in West Norfolk is estimated to be worth around £496 million to the wider economy. Around 482,000 staying visitors spend an estimated £111 million per annum. Around 7.8 million day visitors spend around £259 million. Recent trends have seen the estimated number and value of staying visitors remaining broadly stable whilst the number of day visitors has been steadily increasing. The visitor economy supports around 17% of jobs in the economy.

Strategic policy recognises the considerable importance of the visitor spending in the wider local economy. It also recognises the opportunity for additional visitor spending to contribute further to the economy throughout the Borough. With this in mind the destination management plan identifies four key aims which future action plans and investment should be based on.

- 1 To exploit opportunities to ensure that the visitor experiences and locations in West Norfolk are promoted as effectively as possible through clear branding and marketing by Visit West Norfolk and support marketing by its partners.
- 2 To achieve increased spend by staying visitors by attracting increased visitor numbers, increasing length of stay and by increasing return visits.
- 3 To capitalise on the increasingly large numbers of day visitors attracted to West Norfolk, by working to increase spend per head and by converting day visits into future staying visits.
- 4 To broaden the geographical and seasonal spread of visitors throughout West Norfolk by capitalising on and developing the considerable heritage and natural environment assets of the area.

As a result the plan seeks to increase the level of visitor spend into the local economy, supporting business sustainability and development, employment and the financial viability of services and facilities used by local residents and visitors alike.

The plan particularly focuses on increasing spend per visitor, supporting increased spread of spending throughout the year and to encourage geographical spread of visits through the local economy, including King's Lynn.

The destination management plan has been developed through a staged process.

- Review of tourism product, strengths, weaknesses, opportunities and threats.
- Review of current industry performance, business performance, market intelligence and external trends.
- Completion of a SWOT analysis based on the review undertaken.
- Development of a vision, aims and objectives.

The plan includes a rolling two year action plan. This has been developed for 2016 and 2017 and will be reviewed annually and rolled forward to continue to provide a two year plan. It is anticipated that many of the actions identified in the plan would be developed by the Borough Council in consultation with the West Norfolk tourism Forum. The plan also identifies some initiatives which are reliant on the work of other organisations. In these cases the Borough Council's tourism team will take the lead in liaising with those organisations and supporting work to achieve the desired outcomes.

Section 7 of the plan identifies a range of performance indicators. Overall estimates of the volume and value of visits and spending to West Norfolk which have been referred to in this plan are produced using the Cambridge Economic Impact model. The annual data from this model will of course be monitored regularly. However it relies on extrapolating trends from national visitor surveys, so changes year on year will not necessarily be a direct reflection of work undertaken at the local level.

The plan also identifies a number of barometer indicators such as town centre footfall, car park usage and Tourist Information Centre visits which, whilst not wholly or directly attributable to the action identified in the action plan are useful indicators.

A number of specific outputs from the action plan are included. These will be updated annually in line with the action plan.

2 Overview

2.1 The destination

The tourism industry is a major economic sector to the economy of West Norfolk. The administrative borough covers a large area of 550 square miles. The principal town and service centre is King's Lynn, with two other towns of Hunstanton to the north and Downham Market to the south. The destination is diverse with distinct geographical areas and visitor experiences. These include, the Norfolk Coast Area of Outstanding Natural Beauty, the Estuarine coastline of the Wash, the resort of Hunstanton, the heritage town of King's Lynn, large areas of rolling Norfolk countryside, The Fens and the market town of Downham Market.

The destination enjoys around 50 miles of coastline encompassing significant parts of the Wash as well as around 30 miles of heritage coast which is also part of the Norfolk Coast Area of Outstanding Natural Beauty. The northern coastline from Snettisham round to Holkham provides an outstanding coastline with many fine beaches. The resort of Hunstanton and neighbouring Old Hunstanton is a well-established resort although it needs to develop and diversify its product to attract wider audiences beyond its role as a family summer resort and to attract more visits and spending from people visiting other neighbouring parts of West Norfolk.

The principal town and service centre is King's Lynn. The town has a good range of leisure and cultural facilities and an extensive retail offer. As a service centre, it is estimated the town serves a catchment population in excess of 200,000. The town's historic core, represents a very significant range of historic building and fine built heritage. Opportunities to enjoy and experience the town's history and heritage have to date been relatively limited although there are a wide range of small visitor attractions and recently developed heritage trails to explore. Parts of the historic waterfront (tidal River Great Ouse) were restored around 2000. To date there have been a lack of facilities or venues to attract visitors to the waterfront. The development of new boating pontoons and opening of two heritage/catering venues as well as some art installations is starting to address this however the areas around South Quay and Purfleet Quay provide more potential.

The rural area which includes the market town of Downham Market provides a diversity of landscapes. To the north and east of King's Lynn the rural areas provide attractive countryside and villages, valued by visitors and with a moderately developed range of attractions and recreational facilities. To the south and to the west of King's Lynn the landscape and the extensive waterway network of the Fens provides a distinctive destination for visitors, particularly for those interested in activities such as bird watching, cycling and fishing.

2.2 The scale and nature of the visitor economy

The volume and value of tourism industry in West Norfolk is based on estimates derived using the Cambridge Economic Impact Model (2). Estimates for west Norfolk are produced as part of a result set of the county of Norfolk as a whole. The figures quoted in this plan refer to the calendar year 2014 which were published in October 2015.

The amount of spending generated by the visitor economy in West Norfolk is estimated to be £496 million and supports around 9,699 jobs within the district.

70.1% of direct spending is generated by 7.8 million visitors on day trips to West Norfolk. Around 29.9% of all spending is generated by 482,000 visitors staying at least one night. This compares with around 66% from day visitors and 34% from staying visitors across Norfolk. The estimated number of day visitors across Norfolk has increased quite significantly over recent years.

It is estimated that 38% of visitor spending takes place on purchasing food and drink in restaurants, pubs and caf  s and 24% of spending takes place on shopping. This compares with around 9% of spend taking place in accommodation and 12% on entry to attractions and entertainment. Spending on food and drink is slightly higher than the average for Norfolk and spending on accommodation is slightly lower than Norfolk.

Staying visitors of course spend longer in the economy. Although 9% of all spending is on accommodation staying visitors do contribute significantly to other forms of expenditure. That said significance of spending by day visitors is considerable.

In terms of accommodation used, the proportion of spending is above national averages for self-catering accommodation and caravan/Campsite/Chalet parks but less for serviced accommodation. Use of self-catering accommodation in West Norfolk is proportionately higher than Norfolk as a whole but use of caravan/Campsite/Chalet parks is slightly lower than across Norfolk.

2.3 Customer perceptions

During 2014 Visit Norfolk commissioned consumer research (2) to establish a comprehensive understanding of how visitors and non-visitors view Norfolk. Whilst it is county based research, it does provide valuable insights to help identify the opportunities to match West Norfolk's products with consumer perceptions, but also identifies issues which may need to be addressed in future marketing.

In terms of recognition and awareness of destinations in Norfolk, the results suggests that unprompted, people are more likely to name the urban areas including King's Lynn as being part of Norfolk. People are also much more likely to name these locations rather than rural locations when asked where they visited. When prompted visitors are more likely to recall rural locations such as The Fens and Thetford Forest.

Consumers value and strongly associate the quality of the coastline, natural environment and wildlife habitats with Norfolk. West Norfolk is particularly well positioned to offer these qualities and capitalise on this consumer interest. Indeed West Norfolk can offer visitor experiences, which match many of the core values and qualities which visitors interested in Norfolk are seeking. Research suggests that consumers are less convinced about what the area has to offer in terms of historic houses and heritage attractions, the range of things to do and places to eat. For West Norfolk which strongly offers these qualities, this suggests there is opportunity to focus on promoting these attributes and influence perceptions.

Compared with other key destinations in the UK whilst people said they liked Norfolk they generally named other leading destinations as being more appealing. Overall the research suggests that whilst Norfolk does have a great deal to offer, it is not broadly seen as being different or offering unique experiences. Emphasising areas of distinctiveness for West Norfolk need to be addressed.

3.0 Reviewing the product

As part of the research and decision making which influenced the development of this plan, a detailed assessment of the tourism product was undertaken. (1) This covered a wide range of issues which encompass the many different aspects of the visitor product, the natural and built qualities of the location, the facilities and services which are provided and the way information about these are communicated to visitors or prospective visitors. This review aimed to identify any gaps in supply, opportunities for improved co-ordination of facilities, or unexploited opportunities.

The key facts, main issues and conclusions from that review are summaries in section 2 and section 3 here of the Destination Management Plan.

3.1 Visitor facilities

This includes Visitor accommodation, Food and food establishments, Visitor attractions, Events and Activities

3.1.1 Visitor accommodation

The assessment identified around 410 accommodation businesses. Service accommodation accounts for around 44% of these businesses, around 35% are self catering holiday homes, around 20% holiday parks and camping and caravan sites and 1% hostels.

Limited occupancy data suggests that accommodation occupancy levels in West Norfolk have tended to be above the average for Norfolk. In terms of spending on accommodation, around 25% is by people staying in serviced accommodation, around 21% in holiday parks, camping and caravan sites and around 10% in self-catering accommodation. 32% staying with family and friends. Spending from visitors using Holiday parks, camping and caravan parks in Norfolk is significantly above the national average, although slightly below the Norfolk average. In West Norfolk spending from visitors in self catering accommodation at 10% is somewhat higher than Norfolk overall at 7%.

Around 6% of trips are by overseas visitors. They account for around 12% of all staying visitor spend and around 3.7% of all visitor spending. Around 64% of this spend by overseas visitors is people staying with family and friends. In terms of commercial accommodation used by overseas visitors, by far the largest spending is from people staying in self catering accommodation.

Taking account of length of stay the greatest spend per person making a trip to West Norfolk is from people using self catering accommodation at around £386 per person. Spend per trip from people using serviced accommodation (£264) and Holiday parks & camping and caravanning (£245) are similar. Spending from people staying with family and friends is much lower at around £132.

In terms of accommodation businesses engaging/advertising with Visit West Norfolk relative to volume of spend by visitors using this accommodation, the holiday park camping and caravan sector is less represented than should be expected.

3.1.2 Food establishments

Around 38% of all visitor spending is estimated to be on food and drink. Indeed around 10% of day trips can be primarily for the purpose of eating out. There are around 620 pubs, bars, restaurants, cafés, hotels, guest accommodation and 'take aways' serving food which are likely to be used by visitors.

To date Visit West Norfolk has not provided any structured marketing or information and food and drink establishments. There is clearly an opportunity for this to be addressed.

Food festivals and events are an increasingly popular way of promoting local producers and establishments serving food. The Norfolk Food Festival provides umbrella marketing for these events. The North Norfolk Food Festival and North Norfolk Restaurants Week promote businesses in the north of the West Norfolk Destination. 'Around the World in 80 Dishes' has become well established in King's Lynn however this is predominantly enjoyed by local people.

3.1.3 Attractions

West Norfolk has a large number of attractions. However, with the exception of Sandringham House and the attraction of the coast, visits to West Norfolk are not commonly driven by consumers wishing to visit any single site of regional or national renown.

Of around 60 attractions (ecclesiastical buildings and art centre & galleries are additional to this) the vast majority are primarily heritage based attractions with a significant number also focused of animals and natural environment. These are areas of strength which can be more strongly promoted.

Beyond the scope of the family entertainment based attractions in Hunstanton, the range of other attractions aimed primarily at children/families is limited to around 5 locations.

Consumer research has suggested that potential visitors are unsure of the range of attractions and things to do in Norfolk, so there is a priority to ensure this uncertainty is addressed for West Norfolk.

The very large number of day visitors is an important potential source of visits to attractions. National research - GB Day Visits 2013 (4) highlights that day visits which include a visit to an attraction, generate significantly higher spend per person than day visits for other reasons (shopping excluded). Promoting West Norfolk's range of attractions to potential day visitors must be a priority.

3.1.4 Activities

For many visitors, activities will be an integral part of a visit to West Norfolk. However in some cases they can be the prime motivator for a visit. The review has considered what West Norfolk's competitive position may be in terms of promoting different activities, whether they can a prime motivator for a visit as opposed to an informal part of a more general visit and also the economic opportunity provided by different motivations for visit.

Water sports. The coastline running from Heacham towards Wells provides excellent natural conditions for water sports. At Hunstanton the development of commercial services such as Hunstanton Water Sports and the development of new services at Hunstanton Sailing Club provide a good basis for development.

Boating and Sailing. The development of visitor pontoons at King's Lynn and joint marketing of Sail the Wash have given impetus to attracting pleasure boaters from the sea and the inland waterways. The longer term ambitions of the Fen Waterways Link Project and opportunities for enhanced facilities at Denver Sluice could give added impetus to attracting visits from the inland waterway network.

Watching wildlife / bird watching. A significant proportion of trips and day visits can be motivated by bird watching & wildlife watching. West Norfolk is very well positioned to promote this product and it is also a product popular with media writers to cover.

Walking. Walking tourist activity can be divided into 3 categories; centre based walking, short walks up to 2 miles and longer walks/rambling. More people identify going for a long hike or ramble as part of a day visit than either short walks or centre based walks. The GB Day Visits Survey (4) clearly demonstrates the significance of this market, with more people estimated to make a day trip for a long walk than visiting heritage attractions.

West Norfolk benefits from offering walking trails, including the Norfolk Coast Path and Peddars Way National trails plus regional trails The Nar Valley Way, Fen Rivers Way and Peter Scott Walk.

As part of the English Coast path project, current plans to extend the Norfolk Coast Path to King's Lynn, provide a very significant opportunity to promote King's Lynn and Hunstanton as gateways to Norfolk Coast Path. Work with businesses within the footpath corridor is important to enhance the product presented to visitors as well as continued and wide promotion of the walking product.

Cycling. West Norfolk benefits from having two of the National Cycle Trails Running through it. National Route 1 (Hull to Harwich, which is also part of the North Sea Cycle route) runs right through the destination whilst National Route 11 connects with National route 1 at Watlington and runs south via Downham Market toward Ely, Cambridge.

Whilst these route are important to casual cycle use, it may be that these routes can be promoted more effectively to touring cyclists who will bring significantly greater yield to the economy (It is estimated that day cyclists spends £16 in the economy whereas a staying cyclist may spend £65. Continued promotion of cycle hire centres and potential development of new centre are important.

Clearly there are many other activities that visitors will participate in, but these represent the most significant strategic opportunities for West Norfolk.

3.1.5 **Events**

The review has considered two main ways in which events can play a role in the visitor economy. Events can be prime attractors to the destination or more commonly enjoyed on a casual basis. Visit West Norfolk features well over 1000 events on an annual basis, the vast majority of which focus on arts and heritage based events. Other events including sporting events appear to less well represented. New events will clearly have more economic value if they can draw new visitors or repeat visitors into the area, especially if they are linked to wider anniversaries of celebrations attracting wider media attention.

Promotion and building awareness of events is crucial. There are a large number of on line guides which promote events in the area. Whilst it is maybe unrealistic to consolidate these there is clearly an opportunity to cross promote these sources to increase audiences and awareness.

3.2 **Heritage and culture**

This considers issues around West Norfolk's heritage and culture including historical themes and connections, famous people, anniversaries and events which are or can be exploited to enhance the visitor experience.

3.2.1 **Historical themes and connections**

Historical connections, traditions, specific sites, arts & crafts and cultural festival and events can all be used to develop new aspects to the visitor experience. The review has focused on connections where West Norfolk has significant if not unique historical connections and where there are specific accessible locations or events where visitors can experience these connections.

King's Lynn's **Hanseatic** connections are celebrated by an increasingly popular annual festival and a Hanseatic trail interprets locations in King's Lynn linked to this heritage. King's Lynn was the UK's first member of the modern Hanse network and has a strong profile in that international network. Domestically, popularity would increase if there was wider awareness of Hanseatic Heritage.

Maritime Trade is a very strong theme for King's Lynn. The King's Lynn Maritime Trail now provides a physical trail for visitors to explore. The theme would have more potential if there was a major attraction in King's Lynn linked to the theme. The development of The Stories of Lynn at King's Lynn Town Hall will add to the product and play an important role in linking and cross promoting sites linked to the theme.

Explorers and navigation - Captain George Vancouver is the most celebrated of several navigators and explorers connected with King's Lynn. Their links are highlighted in the King's Lynn Maritime Trail and have more recently been celebrated in 'Night Sailors' illumination on the Custom House. Lord Nelson has connections to West Norfolk at his birthplace in Burnham Thorpe. There is some interpretation at the church and Lord Nelson Pub but there aren't any other significant physical locations connected with him.

The Draining of the Fens. Although West Norfolk represents only about 20% of the land area of the Fens, it has arguably its most significant location linked to story of drainage at Denver Sluice near Downham Market. Opportunities to develop interpretation and other recreational facilities at the Denver Sluice site are being considered by the Environment Agency in connection with the Ouse Washes Landscape partnership project and could provide an important destination appealing to wide range of interests and activities.

3.2.2 Famous people

West Norfolk's royal connections in a particular with Sandringham House are a considerable asset for the area. The house and estate is of undoubted appeal to visitors including overseas visitors. It must of course be recognised that Sandringham is the royal family's private home and a careful balance needs to be maintained between celebrating this long standing relationship with West Norfolk and respecting the privacy of the royal family.

The review has considered other notable people connected to West Norfolk including Lord Nelson, Captain Vancouver, John Rolfe, Dr Charles Burney, Sir Robert Walpole, Frederick Savage and St Edmund. Whilst all are of interest, for reasons of profile or lack of physical connections, further and significant attempts to exploit these links would require careful assessment. That said the connections of Robert Walpole to Houghton Hall are strong and these were very successfully exploited in the Houghton Re-visited exhibition held in 2013.

3.2.3 Anniversaries and events

Promotions based on anniversaries have much more potential if they can be linked in to national celebrations and events. Looking ahead the 400th anniversary of the death of William Shakespeare – April 2016 (links to St George's Guildhall), 100th anniversary of the formation of the Royal Air Force – April 2018 (links to RAF Marham), 100th anniversary of the end of World War 1 – November 2018 may offer some potential.

3.3 Landscape and countryside

This considers the special qualities of the different landscape and coastline areas, the opportunities these present for attracting visitors and providing activities & facilities for visitors, specific management considerations and the ways in which consumers appear to perceive these areas.

3.3.1 **The Fens**

Although a very distinctive landscape, formal recreational opportunities in the Fens are relatively limited. The areas can be promoted for particular activities including bird watching, walking, cycling, boating and angling in particular although greater integration of accommodation, food and retail services with these recreational opportunities would enhance the overall visitor experience. Although recent research has shown that consumer recognition of the Fens as a Norfolk destination does not match that of the Broads or North Norfolk coast, it is significantly greater than other areas such as the Brecks of Waveney Valley.

3.3.2 **The North Norfolk Coast:**

Much of the coastline in West Norfolk from King's Lynn through to Holkham, is part of the Norfolk Coast Area of Outstanding Natural Beauty. This outstanding coastline is increasingly popular with visitors, although the landscape management issues associated with more intensive use of the natural and social environment do need to be borne in mind. Visit North Norfolk Coast and Countryside was established in 2012 to provide an overarching marketing focus for the entire coast and surrounding countryside areas from Heacham in West Norfolk through North Norfolk to Sea Palling and Horsey on the east coast. The coast especially the resort of Hunstanton and neighbouring Heacham are important parts of the West Norfolk product and will benefit from specific West Norfolk marketing in addition to the north Norfolk coast marketing.

3.3.3 **The Wash:**

The Wash is the largest estuary system in the United Kingdom and is a very important location for haven for bird watching. The only significant areas of recreational activity on the West Norfolk side of The Wash occur from Hunstanton and Heacham with water sports, coastal tours and wildlife trips and safaris.

3.3.4 **Countryside:**

Extending inland from the coast to the north and east of King's Lynn, the gently undulating countryside is a very attractive patchwork of open countryside and picturesque villages. The area hosts a good range of historic houses and heritage attractions. The area is traversed by the Peddar's Way national trail and to the south the Nar Valley Way. The characteristic villages appeal to visitor's appetite for casual browsing and eating in pubs and restaurants which is a significant area of visitor expenditure.

3.3.5 **The Brecks**

To the south and eastern edge of West Norfolk, the Brecks represents a distinctive landscape of Forest and heathland.

3.4 **Built environment**

The review of the built environment has considered the qualities of the built environment both within the urban areas and at other specific locations and the way in which these contribute to the visitor experience.

3.4.1 **Urban environments**

King's Lynn

King's Lynn's built environment is outstanding but awareness and appreciation by visitors has been limited because of the locations of the historic core of the town in relation to main access routes, the retail area and limited commercial activity in the areas around the historic old town and water front.

A number of developments have taken place or are planned which should bring more visitor movement into the historic areas of town and the waterfront.

- Refurbishment and landscaping of Tuesday Market Place.
- Restoration and development of new visitor facilities at St Nicholas's Chapel
- Development or extension of eating establishments on the South Quay and Purfleet.
- Installation of new pontoons for visiting boats on South Quay.
- Re-design and landscaping of Saturday Market Place.
- Development of 'The Stories of Lynn' at King's Lynn Town Hall to provide a new gateway introduction to the history and stories of King's Lynn.
- Development of the Townscape Heritage Initiative to support the conservation and refurbishment of historic buildings in part of the historic St Margaret's Ward of King's Lynn.
- Development of new art and landscape installation including a new buildings illumination project 'Lynn Lumiere' as part of the Art Cities Landscape Partnership project between King's Lynn and Amiens in northern France.

These developments and sites mentioned above complement the heritage attractions and services already provided by The Custom House, Lynn Museum, True's Yard Fisherfolk Museum, St George's Guildhall and King's Lynn Arts Centre, the Corn Exchange, Red Mount Chapel, South Gate, Greyfriars Tower and Tower Gardens, King Lynn guided walks as well as trails including the King's Lynn Maritime Trail, Hanseatic walking trail and Pilgrimage Trail

The development of a new 'Stories of Lynn' mobile phone app and the development of new interpretation at key sites will add to the role that King's Lynn's historic buildings and sites can play in attracting visitors to the town. Other opportunities include the development of a trail linking the extensive range of 'Green Plaques' commemorating connections with key people or events.

Over a long period of time suggestions have been made that the area around the Outer Purfleet including Purfleet Quay (includes The Custom House) and King Staithe Square could play a more significant role as a key visitor site. A new attractor for visitors to this location could help improve connectivity to the waterfront.

These of course are complemented by the development of existing and new events, especially the King's Lynn Heritage Open Day.

The promotion of King's Lynn's heritage product has been co-ordinated through the development of the Discover King's Lynn promotion which has continued to grow in popularity.

Hunstanton.

Hunstanton has very distinct origins as a Victorian seaside resort having been the vision of Henry le Strange who started building the resort in the 1840's. Although the seafront itself does not display many signs of this Victorian heritage, the Hunstanton Civic Society have developed a series of 3 heritage walks. The Civic Society have also developed the Hunstanton Heritage Centre, currently situated on Greevegate adjacent to The Princess Theatre. New pedestrian signposting in the town centre was installed in 2015 and a project proposal 'Hunstanton Heritage Gardens' celebrating the vision of the town's creator Henry Styleman le Strange is being submitted to the Heritage Lottery fund.

Downham Market

One of Norfolk's oldest market towns, Downham Market provides an attractive built heritage in the town centre. Regular markets and art and craft markets take place in the attractive setting of the Town Square. This is adjacent to the Town Hall which is also home to the Downham Market Heritage Centre. The town organises a number of events which add to the enjoyment of the town centre environment.

Other built heritage sites throughout West Norfolk

There are many buildings of historical significance. Many are open to the public and provide a strong heritage product which can be increasingly promoted. Key sites include Sandringham House, Houghton Hall, Castle Rising Castle, Castel Acre Priory, Castel Acre Castle, Creake Abbey, Bircham Windmill, Denver Windmill as well as Holkham Hall, Oxburgh Hall and Peckover House just on the periphery of the area.

Many of West Norfolk's villages display attractive building and architecture and are popular with visitors. West Norfolk's characteristic illustrated signs could be utilised to create a themed trail

3.5 Access and transport

This considers and perceived issues in connection with access to and from West Norfolk along with specific issues contributing to or affecting the experience of visitors and local residents when they are in West Norfolk.

3.5.1 Inbound links.

In terms of car based access, improvements to the A10 and most especially improvements to the A47 to the west of King's Lynn would improve travel times and most importantly perception of access to West Norfolk.

In terms of rail access into Downham Market and King's Lynn the development of half hourly services will improve the importance and potential use of this service. The recent enhancements and conservation works at King's Lynn station will have helped add to the consumer experience of using the King's Lynn service.

In terms of bus transport, the enhancements to King's Lynn bus station will enhance the arrival and departure experience for people arriving by bus in King's Lynn and for people using local services.

3.5.2 Transport links within the area

The Coasthopper Bus service has developed as a very popular and highly regarded service linking the rail connections in King's Lynn with Hunstanton and then key villages along the coast. The continued provision of the service throughout the year is important to the visitor experience as well as providing non car based transport alternatives.

Road access to Hunstanton does present issues at peak visitor times and at weekends. Delays at the junction of the B1454 and A149 (Heacham traffic lights) is regularly identified by businesses as an access issues. Investigation of additional or alternative transport links to Hunstanton have been suggested and a feasibility study would have support from some Hunstanton businesses.

3.6 Understanding local issues

Existing plans and policies such as the Local development framework have been developed to identify and take account of local issues and considerations of local residents and businesses. This section of the review has aimed to draw out key issues which specifically relate to the visitor economy from this policy framework.

3.6.1 Local Development Framework (LDF) - core strategy

The LDF provides comprehensive and detailed policy to guide the development and promotion of tourism facilities. Specific actions identified in the destination management plan should be considered in the context of the plan, however the key policies relating to the development of tourism, comprise:

6.2 King's Lynn – Policy CS03 places emphasis on protecting and enhancing the historic environment, ensuring design for new developments respects and enhances the wider historic surroundings and supports the visitor experience

6.3 Downham Market – Policy CS04 – supports the town focusing on strengthening the evening economy, improving the local arts and culture offer and promoting the town's role as a wider visitor centre.

6.4 Hunstanton – Policy CS05 – emphasise that the town should develop its position as a service hub for the local area whilst strengthening its role as a tourist destination with support for additional sustainable tourism & leisure facilities which extend the season by providing diverse year round activities.

It also highlights the importance of improvements to public transport, increasing frequency and reducing journey times from Hunstanton to King's Lynn, supporting more frequent services along the coast, and strengthening public transport in rural areas.

6.6 Coastal Area – Policy CS07 - emphasises the need to balance the sensitive nature of the coastal area with the need for economic and social development. In so doing the policy is to protect and enhance the historic and environmental qualities of the coast, whilst supporting services which attract visitors throughout the year and provide for the local community.

7.3 The Economy – Policy CS10 – Tourism - identifies that the public consultation showed that the tourism industry was considered to have an important role to play in development, but that care is needed when considering locations for growth and in considering how to build upon the existing tourism offer and facilities. Policy CS10 continues to build on the measures to promote opportunities to improve and enhance the visitor economy including policy towards the development of new tourist accommodation.

A wide range of other strategies plans and policies are relevant to the Destination Management Plan. Most of these were taken into account during the development of the Local Development Framework so are not detailed in this plan, but will include:

- West Norfolk Local Strategic Partnership – Transforming West Norfolk – sustainable community strategy.
- Town and parish plans
- Plans of neighbouring local authorities
- Strategic regional guidance
- Norfolk County Council Plans
- A wide range of other local strategies and plans

Other key plans highlighting specific local issues include:

3.6.2 Hunstanton Master plan

The Hunstanton Town Centre Master plan developed in 2008, set the context for developing Hunstanton as:

- An active town – by expanding the existing water sports and activities offer.
- A Local Town – which meets the needs of its residents with an expanded retain core.
- A More Attractive Seaside destination where visitors stay longer and spend more.
- A Town that respects its heritage whilst looking to the future.
- An environmental town – making the most of the town's natural assets.

Since 2008, a number of initiatives have been undertaken to enhance facilities especially around the sea front. Projects to develop and promote the water sports and activities offer, in particular the extension of facilities, events and training courses offered from Hunstanton Sailing Club are of key importance.

3.6.3 King's Lynn Town centre Action Plan

The King's Lynn Town Centre Action Plan proposes 3 key areas that the town should focus on:

- Utilising the heritage assets to broaden the overall town centre offer
- Enhancing the quality of the public realm and increasing activities and places for people to socialise.
- Developing the markets to broaden the products and offer.

The plan categorises potential actions into 6 key themes contained in the King's Lynn Urban Development Strategy. Many of these actions are underway and give a clear direction to the way in which the town can develop which will appeal to visitors and residents alike.

3.6.4 Corporate Peer Review feedback

In February 2014 The Borough Council organised a corporate peer challenge. Whilst with a corporate wide remit the review particularly focused on how the Borough council could effectively use King's Lynn's tourism, arts, culture and heritage. Key recommendations included

- Development of a destination plan and formalising or refocusing the Destination Management Organisation
- Considering new ways to commission and co-ordinate cultural activities and manage the development of events.
- Be creative about way-finding including lighting and art installations to draw people into the heritage area and on towards the waterfront, complemented by the development of activities and the food/refreshment offer.
- Use the Town Hall project as a catalyst to develop more information and interest about the town's heritage product particularly through mobile technology.

3.6.5 Norfolk Coast Area of Outstanding Natural Beauty management plan

Within the 2014 – 2019 action plan a number of initiatives are recommended in connection with access and recreation. These include:

- Undertaking site surveys to understand recreational pressures
- Promoting information on the Norfolk Coast cycleway
- Completing an audit of visitor facilities and prioritising improvements
- Updating information on site sensitivity and providing this information to partners and the public.

- Reviewing feasibility of potential initiatives to generate income from visitors to support projects to mitigate visitor pressure.
- Develop new partner initiatives to encourage the public to use sustainable transport.
- Produce and distribute the annual Norfolk Coast Guardian newspaper.
- Promote awareness and use by tourism businesses of your local coast

3.6.6 **New Anglia Local Enterprise Partnership Growth Plan**

The plan for Norfolk and Suffolk emphasises the role of key natural assets including the North Norfolk Coast, Fens and Brecks. It highlights the strong tourism offer in King's Lynn along with Norwich, Bury St Edmunds and Ipswich. It highlights the role of the Visit Norfolk as the public/private partnership promoting Norfolk and its relationship with local Destination Management Organisations. It particularly seeks to support the cultural sector to establish a portfolio of must see cultural highlights that will increase visitors by 5% per year.

Greater Cambridge & Greater Peterborough Local Enterprise Partnership strategic economic plan

The plan for the economic partnership area including King's Lynn & West Norfolk recognises the visitor economy to be £20 million to the economy. Although the plan does not identify priority areas specifically targeted at the visitor economy, measures targeted at business growth, skills development and transport have relevance to West Norfolk's visitor economy.

3.7 **Visitor services and marketing**

This part of the review has considered key areas including:

- The way in which the branding and marketing of the destination links to and complements other marketing.
- How the destination and its constituent parts are branded.
- How information is provided to visitors.

3.7.1 **Branding**

Over a considerable number of years the area has consistently been branded as 'West Norfolk'. Because of the mix of products, town, rural coast, resort, countryside, Fens the approach has been to generically promote themes linking the different products.

In 2012 Visit North Norfolk Coast and Countryside was set up to promote the north Norfolk coast brand and provide a new single marketing campaign to promote the area of coast and countryside stretching from around Heacham in West Norfolk across to Horsey in the east. For Hunstanton and Heacham and other businesses along the coast, it has been important to provide access to that brand, whilst also recognising that many visitors to Hunstanton are attracted by a more specific Hunstanton and West Norfolk brand.

West Norfolk has been an active partner in the Visit Norfolk partnership. Visit Norfolk's marketing is focused on reinforcing 'brand Norfolk' and attracting visitors to Norfolk ahead of other competing destinations. Visit Norfolk has tended to identify the north Norfolk coast as one sub destination and King's Lynn and the Fens as another. A more consistent approach between West Norfolk's marketing and Norfolk marketing should be developed.

More locally the organisation 'Discover West Norfolk' continues to promote the identity of the destination as West Norfolk.

West Norfolk's previous tourism strategy developed in 2005 identified the need to raise the profile of King's Lynn as a key location in the destination. Since that time, marketing of King's Lynn has been placing more emphasis on recognising its heritage as a historic Hanseatic trading centre and member of the modern day Hanse and there is an increasing aspiration that the number of visitors to King's Lynn should be increased. There is a strong case that overall awareness of King's Lynn and recognition of it as an attractive visitor destination needs to be increased.

A fundamental question to raising the profile of King's Lynn is in respect of the overall branding and identify used to promote the destination. Consideration should be given as to whether the destination name 'West Norfolk' should be adjusted to 'King's Lynn and West Norfolk'.

3.7.2 West Norfolk marketing

Visit West Norfolk

The Borough Council of King's Lynn & West Norfolk supports and works in partnership with the West Norfolk Tourism Forum to provide the Destination Management Organisation for West Norfolk. This DMO structure has been in place for 25 years.

Since 2005, marketing has been guided by the 2005 West Norfolk Tourism strategy and subsequent marketing plans. This has included promotion of 'West Norfolk' as the destination through production of the West Norfolk Holiday guide, organisation of a brochure lead generation campaign, re-development of a new Visit West Norfolk website in 2012, promotion of day visits focused around the distribution of the guide *Where To Go & What To Do in West Norfolk* as well as the publication and distribution of a series of information guides covering the towns of Downham Market, Hunstanton and King's Lynn and well as themed trails and promotion of heritage based activities including the King's Lynn Guided Walks programme, Heritage Open Day and the organisation of events such as the King's Lynn Hanse Festival.

During 2014 and in respect of 2015 the decision has been taken to make some reduction to the proportion of the marketing budget spent on generating and fulfilling requests for the West Norfolk Holiday Guide, and redirecting part of that resource to undertaking PR activity, promotion of the website and development of a West Norfolk mobile App.

3.7.3 Partnership marketing

Visit Norfolk

Visit Norfolk is a partnership working to support the marketing of Norfolk as a visitor destination. Two partners Norfolk County Council and The New Anglia LEP let a contract for the provision of a core staff and administrative function to deliver marketing. An annual marketing budget is provided by the other partners supplemented by commercial income. Marketing is delivered by the brand manager in consultation with an industry based marketing advisory group. Funding of core costs is currently planned to be reduced to zero over a 3 year period to March 2018 as commercial membership income is increased. The on-going challenge for Visit Norfolk is the need drive up commercial income and investment by businesses.

Successful marketing of Norfolk is vitally important to the visitor economy of West Norfolk. The Visit Norfolk website www.visitnorfolk.co.uk is effective as the primary gateway site for Norfolk. Collective marketing has for the first time over the past 2 years delivered national advertising campaigns for Norfolk and is also providing valuable market intelligence to help improve targeted marketing.

Visit North Norfolk Coast & Countryside

Visit North Norfolk Coast & Countryside was established as a new destination management organisation (DMO) in 2012.

North Norfolk is a well-recognised destination amongst the public, travel trade and media. It has been important for West Norfolk to support the (DMO) to ensure that businesses and the visitor economy in the north of the West Norfolk area including Hunstanton, Heacham and other coastal locations can participate in and benefit from the marketing and branding of North Norfolk. The development of sustained increases in commercial income and membership investment from businesses is an on-going challenge for the (DMO).

Discover West Norfolk

Discover West Norfolk is a membership organisation with approximately 50 members predominantly representing visitor attractions, which operates a website a local leaflet distribution scheme.

Visit East Anglia

Visit East Anglia is a commercial company which has been recognised as the body to give strategic representation of the visitor services industry in Norfolk and Suffolk and provides professional expertise and management services on behalf of a number of organisations (currently including Visit Norfolk, Visit North Norfolk Coast and Countryside and Visit Suffolk).

Visit England

In addition to its strategic functions, Visit England has been organising a series of major campaigns in partnership with local destinations. West Norfolk has participated in three of these campaigns which have provided national media coverage for the destination.

Sail the Wash

The marketing partnership includes the management of the Sail the wash website and production and distribution of a Sail The Wash guide. The campaign promotes the Wash as a sailing destination and currently features the visitor mooring facilities at King's Lynn, Wisbech and at Fosdyke Bridge.

3.7.3 Visitor Information Services

Tourist Information Centres

There are two main Tourist Information Centres in King's Lynn and Hunstanton. The centre at King's Lynn is run and managed by the Borough Council. The centre at Hunstanton is run by Hunstanton Town Council with financial support from the Borough Council via a management agreement. At Downham Market a Tourist Information service is provided in the Council information Centre although telephone enquiries are handed by King's Lynn Tourist Information Centre. An independent Tourist Information Centre service is also provided at Burnham Deepdale in conjunction with hostel, back-packers hostel and camping site.

Information and arrival boards

New map based visitor information boards were installed in all the car parks and at the bus station in Hunstanton in 2012. These are very important for directing visitors, who have not used any other marketing channels or information services to the products and services available in the town. In Hunstanton the possibility of organising visitor Ambassadors has been suggested to ensure visitors to the seafront are helped to find the facilities and services they require.

In King's Lynn, plans are in place to replace existing car park based information boards with new updated map based information boards. 49

Directional pedestrian signposting

A new scheme of pedestrian signposting was installed in King's Lynn in 2013. These used existing posts and fingers but with a new scheme based on directing visitors to key areas of town and then directing people to individual locations.

In Hunstanton a new scheme of signing within the town centre was installed in the summer 2015.

In Downham Market a good range of pedestrian signposting is in place, some most recently installed following the landscaping and refurbishment works to the Town Square and Market Place.

Road traffic signing

Most visitor signing for road users is installed and organised through the framework of Brown Traffic sign regulations, controlled and managed by the County Highways Authority and the Highways Agency. The most significant issue identified with regard to road traffic signing is in connection with signposting for King's Lynn from the A47 King's Lynn by-pass and on the main approach to the town from the Hardwick roundabout. There is a strong argument that clear signing is required to ensure visitors are aware of the range of attractions in King's Lynn and clearly directed to the preferred route to enter the town.

Web based information services

The West Norfolk website provides a considerable amount of detailed information about the locations, history, attractions, events, activities and other visitor services available in West Norfolk. A new mobile phone app is being developed to provide information more specifically on the services and facilities available at any location within West Norfolk



4 Understanding current performance

This section of the destination management plan considers key drivers in the visitor economy, current performance, market intelligence and external trends. As with section 3, the key issues raised in section 4 are based on the detailed assessment product and performance undertaken (1).

4.1 Key drivers

The Government Tourism Policy was published in 2011. It identified a wide range of issues affecting future performance of the tourism industry. Emphasis was placed on Visit England to developing destination based marketing campaign in partnership with local destinations. There was also emphasis on supporting and developing industry led local tourism bodies to increase involvement from business in the marketing and decision making process. This reflects the underlying emphasis on reducing investment from the public sector at all levels. It should be noted that The Borough Council of King's Lynn and West Norfolk has remained firmly committed to supporting the visitor economy with a significant investment still made in supporting marketing activity, visitor services and organising events. The approach for Visit Britain was for it to become more specifically focused on marketing to selected overseas markets.

The Visit England strategic framework for Tourism 2010 – 2020 set a target for achieving a 5% year on year increase in tourism expenditure in England (From domestic staying visits, day visits and inbound visitors). To date the overall trajectory of growth is close to this level, however the significant majority of growth has come from domestic day trips and overseas visits.

Following decreases in domestic tourism in 2010, there was a dramatic increase in domestic tourism nationally in 2011. During 2012 domestic staying trips in the East of England increased significantly. In 2013 domestic spending fell back before increasing again in 2014. These changes in 2013 and 2014 were mainly due to changes in nights stayed and spend per trip rather than the number of trips themselves.

4.2 Local performance of the visitor economy

The Cambridge Economic Impact model (2) which is used to estimate the volume and value of visits and visitor spending to tourism destinations, indicates that in 2014, West Norfolk attracted 482,000 staying visitor trips, staying 2.13 million nights and spending £111 million. It was estimated that there were almost 7.8 million day trips accounting for £259 million of spending. The total value of visitor expenditure to the economy including supplier and income induced expenditure was estimated to be £496 million.

Compared with 2013 there was a slight reduction in staying trips and nights with staying visitor spend up by around 9%. The number of day visitor trips was up by 10.7% whilst spend was up by 8%. This reflects the county and regional pattern.

The overwhelming pattern is a continued increase in estimated day trips.

Trip volumes

94.2% of trips to west Norfolk are day trips and 5.8% are staying trips

70.1% of spending on trips to West Norfolk is made by day visitors and 29.9% by staying visitors

West Norfolk accounts for 15.6% of staying spend in Norfolk and 19.1% of day visitor spend.

Types of expenditure

Spending on food and drink and shopping accounts for around 62% of direct visitor expenditure. (41% of staying visitor spend and 72% of day visitor spend).

Purchases of food & drink in restaurants, pubs and café's (38%) - accounts for 44% of day visit spend and 26% of staying visit spend.

Shopping (24%) - accounts for 28% of day visit spend and 16% of staying visit spend

Travel (17%) - accounts for 16% of day visit spend and 17% of staying visit spend

Attractions & entertainment (12%) - accounts for 12% of day visit spend and 12% of staying visit spend

Accommodation (9%) - accounts for 30% of staying visit spend

4.3 Understanding Business performance

Some information on issues behind business performance specifically regarding visitors is available through the Norfolk and Suffolk Tourism Business Survey. Latest annual results were published in late autumn 2014.

The key factors which business thought would affect their business in future were:

- | | |
|--|-----|
| • The state of the UK economy | 56% |
| • The weather in the region | 50% |
| • Lack of profitability in the sector | 38% |
| • Lower Vat rates in other European destinations | 33% |
| • Cheaper European holidays | 30% |
| • Finding longer term funding and investment for my activity | 21% |

More locally, broadband speed was considered to have more of a negative effect than a positive effect, as were national campaigns by other UK locations. Mobile phone coverage is frequently raised as a barrier to business amongst tourism businesses as well as reputational issue.

4.4 Understanding performance – Market Intelligence

Anecdotal information and experience of businesses and especially Tourist Information Centres can provide useful insights about current visitors, however more objective information about current visitors and non-visitors are key to determining policy and direction for branding and marketing the destination. A number of sources have been considered of which the 2014 Visit Norfolk Survey is most significant.

The Visit Norfolk survey (3) was conducted in May – July 2014 using 1600 respondents from a consumer panel. The survey addressed questions specifically about different areas of Norfolk as well as Norfolk wide questions.

Unprompted people were most aware of urban areas including Norwich, Great Yarmouth and King's Lynn & West Norfolk as well as the Broads. When prompted, there was also reasonable awareness of rural areas including Fens and Thetford.

Although people were more aware of urban areas and said they had visited them more than other areas, the most positive attributes identified by people were 'lovely beaches and coastline', 'beautiful countryside', 'the Broads' and 'scenery'. People also identified visiting the coast/ beaches and countryside as the most popular attractions. The opportunity or challenge for the industry or is

to align awareness of the urban centres with the attractiveness of the coast, countryside and rural activities.

People were asked to suggest the most and least appealing attributes for destinations they have ranked either most of least appealing. For the destinations linked to west Norfolk, these were

Destination	Most appealing	Least appealing
King's Lynn & West Norfolk,	Historic Market towns Countryside	Run down Urban Not much to see/do
North Norfolk	Bird watching Coastal Countryside	Boring Too far to travel Hard to get too
The Fens	Quiet Scenery Wildlife	Not much to see/do Flat Boring

For Norfolk as a whole when asked 'The worst thing about Norfolk' the most common responses were 'the poor road network too and within' and 'the wet, windy, cold weather'. This negative perception about the climate of Norfolk is at odds with the reality of Norfolk enjoying a dry and sunny climate relative to the rest of Britain and is something that needs to be addressed through continued PR and marketing.

Based on the home locations of respondents, people from the East Midlands were most likely to have ever visited followed by East of England, South East England, London and Yorkshire. Unsurprisingly the likelihood to visit increases closer to the destination. 71% of visitors came from within what they considered to be less than 3 hours' drive time of Norfolk.

When asked which other destinations people compared Norfolk too, other coastal destinations predominated, including Suffolk and Lincolnshire as well as Cornwall, Devon, Kent and other south coast counties. When asked to compare Norfolk with other key destinations including Suffolk, Yorkshire, Lake District, Peak District Cotswolds, Dorset and Cornwall people generally identified other locations as having more appeal, although Norfolk was quite strongly favoured over Suffolk.

When asked about their attitudes or perceptions to a number of questions, ie 'great local produce' versus 'poor local produce' or 'boring' compared with 'interesting', responses across the board were largely neutral. This also reflects concern that people do not have strong views or strongly identify particular attributes about Norfolk. This reflects the relatively poor net promoter scores (The likelihood of someone actively recommending the destination to others



5 Setting the direction

5.1 Setting the direction – Summarising evidence (SWOT)

Based on the evidence gathering analysis undertaken in section 3 and 4 of the plan, the following SWOT analysis considers the key issues raised, and particularly focuses on opportunities which can be capitalised on, or where threats can be addressed. This SWOT analysis informs the action plan (section 6) which will be used to address the aims and objectives for developing the value of the visitor spending in the destination which are described in section 5.3 and 5.4.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
VISITOR ACCOMMODATION	A well-balanced spread of accommodation provision across the serviced, self-catering and camping, caravan and holiday park sectors.	Camping & Caravan sites attract significant visitor spending but are less engaged with W. Norfolk marketing than other accommodation types.	Work to ensure marketing of holiday accommodation experiences promotes and includes all sectors of accommodation.	Competition from other destinations.
FOOD and EATING OUT ESTABLISHMENTS	Promotion of eating out W. Norfolk has a good range of quality food establishments	Easily accessible information on the range of businesses should be expanded	Clear opportunities to develop a strong on-line content for places to eat via the website and via a mobile phone APP	Consumer being attracted to other competitor destinations by better publicity and marketing.
	Promoting food & produce Development of the Norfolk Food & Drink Festival, North Norfolk Food Festival, Brecks Food Festival, North Norfolk restaurants Week.	Research suggests that potential visitors do not identify Norfolk as having an especially strong food offer.	Opportunities to increase the promotion and profile of these events in West Norfolk and seek ways of extending coverage further into West Norfolk	Consumers being attracted to other competitor destinations.
VISITOR ATTRACTIONS	Heritage attractions West Norfolk has a very wide range of historic and heritage attractions.	Research suggests that potential visitors do not identify Norfolk as having a strong heritage offer.	There is opportunity to do more to promote West Norfolk as one of the key heritage locations In Norfolk	Competition from leading heritage destinations
	Wildlife & animal attractions A good range of nature and wildlife sites with strong recognition of this amongst visitors	None specific	Opportunities to emphasise West Norfolk as the leading Norfolk destination for wildlife and bird watching.	Care is needed to balance publicity and demand with capacity and seasonal variations.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
VISITOR ATTRACTIONS (Continued)	Appeal to families & children A large number of attractions offer products predominantly appealing to adult visitors.	A limited range of attractions targeted at children/families, outside the Hunstanton area.	There may be opportunity to work with attractions to emphasise and develop their family focused facilities.	Consumer being attracted to other competitor destinations.
		Research suggests that potential visitors do not strongly identify Norfolk as having a wide range of attractions.	Opportunities could be developed to increase promotion emphasising the range of attractions on offer in West Norfolk.	Consumer being attracted to other competitor destinations.
		West Norfolk does not have a single major attraction to attract significant visitor numbers		
ACTIVITIES	Boating West Norfolk's waterways provide access to the inland waterways network	Some limits to access between the River Great Ouse and Old River Nene. Tidal access from Denver to King's Lynn	Working with the Environment Agency and other providers/users to develop & promote facilities & access to the inland waterway navigations.	Cost of investment to develop new facilities and improve accessibility.
	The new visitor pontoons at King's Lynn are accessible to boats from the sea and inland waterways.	There are some limits to access to the inland waterways via the tidal River Great Ouse	Continue to build on promotion and awareness of the new King's Lynn visitor pontoons.	Balancing higher weekend demand with lower mid-week occupancy
	Partnership working with neighbouring marina's to promote Sail the Wash.	There is a need to build awareness of King's Lynn and the Wash as an attractive sailing/cruising destination	Opportunities could be explored to work with new partners, potentially linking with new facilities at Boston and to increase promotion of 'Sail the Wash'	
	Water sports Opportunities for learning, taking part and watching water sports on the coast and especially at Hunstanton are developing to provide a leading water sports destination.	Some facilities are still in the process of development.	Increased promotion of water sports/active sports around Hunstanton in conjunction with the development of new facilities at Hunstanton Sailing Club.	Competition from other destinations

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ACTIVITIES (Continued)	Walking & cycling West Norfolk features two national walking trails, and two National cycle routes as well as medium distance & local routes.	West Norfolk's long distance walking routes may not present the challenge presented by competitor destinations.	Opportunity to increase promotion and awareness of long/medium distance walking trails especially within the day visitor catchment area.	Competition from other destinations and limited opportunities to follow established circular routes.
		Provision of information on routes across print and on-line formats is fragmented	Ensure the proposed extension to the Norfolk coast Path (English Coast Path) is matched by improved provision of information.	Limited financial resource to continue to produce route information.
	Bird watching West Norfolk offers outstanding opportunities for bird watching.	None specific	Continue to exploit media interest in bird watching & wildlife experiences,	Possible over concentration on one or two key coastal sites.
EVENTS	Promoting events Well over 1000 events are promoted annually via www.visitwestnorfolk.com	There are a large number of websites all promoting events but using different data sources	Opportunities for greater cross promotion between event websites and improved sharing of information.	Fragmented approach to promotion of events reduces awareness & success of events.
	Types of events Heritage and cultural event are far better represented on www.visitwestnorfolk.com than other events	Sporting and activity events do not appear to use existing on-line event guides as well as heritage events.	Opportunities to work with sports and activity event organisers to increase coverage	Insufficient numbers of people attending events to enable them to develop and be self-sustaining.
	Creating new events There is a growing annual programme of events in King's Lynn.	The need for large scale events appealing to a broad range of people and interests.	To promote King's Lynn as an established location to visit to enjoy regular events.	Pressure on long term financial sustainability of events.
HISTORICAL THEMES	The Hanse King's Lynn was a Hanseatic trading centre and was England's first member of the modern day Hanse network.	Physical evidence of the Hanseatic heritage for visitors including Hanseatic food and heritage are relatively limited, but being developed.	Continue significant work that has been taking place to increase events and information that build awareness of King's Lynn's Hanseatic heritage.	There is limited awareness of Hanse heritage within the main UK market.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
HISTORICAL THEMES (Continued)	<p>The story of the Fens West Norfolk features some of the most significant locations in the story of the draining the Fens.</p>	<p>More work is required to create accessible experiences for visitors to discover the story of the Fens.</p>	<p>Opportunity to capitalise on projects being developed through the Ouse Washes Landscape partnership including plans at Denver Sluice.</p>	<p>Need to ensure that experiences adequately meet consumer expectations of an engaging and enjoyable experience.</p>
	<p>The story of Pilgrimage King's Lynn has a story to tell in the historical story of Pilgrimage to Walsingham. King's Lynn has a Pilgrimage trail.</p>	<p>Links between King's Lynn and Walsingham to develop the pilgrimage theme have not been developed.</p>	<p>Need to explore opportunities to develop linkages to Walsingham and built awareness of the pilgrimage story.</p>	<p>Competition from other more established Pilgrimage destinations.</p>
FAMOUS PEOPLE	<p>Connection to notable people Lord Nelson, Captain Vancouver, Sir Robert Walpole, John Rolfe, Dr and Frances Burney, St Edmund and Frederick Savage have connections to West Norfolk.</p>	<p>There is limited public awareness of West Norfolk's historically notable people with the exception of Nelson, who is celebrated at numerous other UK locations</p>	<p>Continue promotion of key maritime and trading figures through the King's Lynn maritime trail. Use the Hunstanton Wolf Trail to celebrate St Edmund's connections to Hunstanton.</p>	<p>Decisions to invest in celebrating notable people should be carefully assessed against the ability to attract significant new visitor numbers.</p>
ANNIVERSARIES AND EVENTS	<p>Capitalising on events 400th anniversary of the death of William Shakespeare in 2016 and 100th anniversary of formation of Royal Air Force 2018, offer some potential.</p>	<p>There don't appear to be any major anniversaries with a particular and specific focus on West Norfolk during the next 5 years.</p>	<p>Local celebration of national anniversaries can give opportunities to achieve media coverage in national features covering those anniversaries.</p>	<p>Decisions to invest in celebrating anniversaries should be carefully assessed against the ability to attract significant new visitor numbers.</p>
LANDSCAPE & COUNTRYSIDE	<p>Coastline Over 35 miles of coastline much of it 'The Norfolk Coast Area of Outstanding Natural beauty'.</p>	<p>The impacts of locals and visitors concentrated in key areas of the coast at key times can create pressures & raise management issues.</p>	<p>Encourage tourism businesses to use 'Your Norfolk Coast Marketing Toolkit' to promote visits to local facilities, reducing car based journeys and supporting local economic activity.</p>	<p>The provision of information and use of management tools should be maintained to reduce potential pressures of sensitive locations and communities in the coastal area.</p>

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
LANDSCAPE & COUNTRYSIDE (Continued)	The Fens The Fens is a landscape with a distinctive character and history. Research suggests there are fair levels of awareness and recognition of it as a part of Norfolk.	There is limited development of recreational facilities and services for visitors to use when exploring rural areas of the Fens.	The development of new recreation & service facilities and events exploiting the assets of the Fens in particular the waterway corridors could increase visitor spending.	Investment in facilities needs to be matched by marketing to attract visitors to use the facilities and make them financially sustainable.
	Coast & wetland habitats The coast and the Fens provide special landscape habitats, well known amongst consumers and the media.	Media awareness tends to concentrate on 2 key sites on the coast, with less emphasis on other inland sites.	The natural habitats and wildlife in West Norfolk are strong attractors for visitors. Marketing should continue to develop interest in this product	Over concentration of emphasis on specific sites.
BUILT ENVIRONMENT	King's Lynn's architecture King's Lynn has outstanding built heritage which is being enhanced through a range of restoration projects.	The key historic areas of King's Lynn are not immediately evident to casual visitors.	Build on recent improvements to signing and find more ways of informing and directing people to key historic areas of town	The absence of a single site to act as a major attractor to the historic areas, results in the need for more marketing and way finding.
	King's Lynn's historic locations A number of trails, guided walks and attractions are available in King's Lynn. These are promoted through Discover King's Lynn promotion.	Despite the range of trails/attractions available, these need to be more prominently promoted.	The Stories of Lynn project, focused on the Town Hall must be used as a focus and catalyst to enhance promotion of heritage sites throughout town.	Sustaining the financial viability of heritage sites.
	King's Lynn's waterfront King's Lynn's waterfront area has had physical enhancement in recent years and is being increasingly used for leisure, including events, boating and food and drink facilities.	Attractors are required to bring people to the waterfront area. The area around the Purfleet would benefit from the introduction of additional visitor and recreational facilities.	The Art, Cities & Landscape project demonstrated the opportunity to introduce new attractions. New facilities in the Purfleet would help attract people to the waterfront and draw people though the historic areas of town.	Lack of development may result in declining use of these areas.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ACCESS & TRANSPORT	Inbound rail links King's Lynn and Downham Market benefit from a good rail service to Cambridge and London.	Rail access from the Midlands is far more restrictive.	Work closely with operators of the London – King's Cross line to promote easy access to King's Lynn from London and south east.	Missed opportunities to emphasise the benefits of the service to King's Lynn and Downham Market
	Inbound road links	Road links from the south, the midlands and the north can be perceived to be poor.	Opportunities to improve road links, especially the A47 from Peterborough to King's Lynn should be supported both in terms of actual and improved reductions in journey times.	Lack of investment compared to improvements on routes to other destinations.
	Transport links within the area. The Coasthopper bus provides an excellent service. Public transport connections at King's Lynn with Hunstanton are important.	Road travel delays to Hunstanton at peak can be perceived as a barrier to visiting the town.	Opportunities to enhance travel services or carry out feasibility into alternative transport methods to Hunstanton should be supported.	Sustainability of the Coasthopper service
LOCAL ISSUES	Hunstanton There is strategic support for developing Hunstanton's role as a diversified year round destination and service centre	Historically Hunstanton has not been perceived to attract business from visitors staying in the coastal area.	Continue to develop and promote Hunstanton's water sports offer to extend the season and attract new visitors.	Retaining appeal to existing customers whilst developing the profile & visitor offer to attract new customers.
	King's Lynn There is strategic support for capitalising on King's Lynn's built heritage and cultural offer.	More work is needed to raise awareness and develop perceptions of King's Lynn as an attractive historic town destination.	Develop the profile of King's Lynn as a base for exploring the natural and cultural heritage of West Norfolk.	Failure to develop awareness and attract visitors will not support investment in existing and new visitor facilities.
	Downham Market There is strategic support for developing the tourism offer in Downham Market especially the arts and cultural offer.	Downham Market does not benefit from an individual service or facility which naturally draws visitors to the town.	The town has an attractive centre, interesting independent retailers, regular general and crafts markets and good rail access.	The town needs a new specific offer in town, or a general uplift in visitors to the area for it to develop its role as a service centre.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
MARKETING	<p>Marketing Norfolk Visit Norfolk provides strong branding and marketing for Norfolk as a competitor to other leading UK destinations</p>	<p>Research suggest that whilst consumers compare Norfolk with other leading destinations, they generally identify them as more distinctive or attractive to visit than Norfolk</p>	<p>Visit Norfolk's marketing including on-line and PR work should continue to be supported by West Norfolk.</p>	<p>Financial sustainability of the current business model for delivering a Visit Norfolk marketing service.</p>
	<p>Marketing the Coast The Visit North Norfolk DMO provides consolidated marketing of the whole north Norfolk coast area including businesses in West Norfolk as part of the 'north Norfolk' brand.</p>	<p>The DMO is reliant on developing membership for its financial sustainability. The number of members in West Norfolk could be increased.</p>	<p>Establishment of the DMO was a positive move forward. It should be supported in continuing to promote and spread visitor spending to the broadest possible cross-section of businesses within the coastal area.</p>	<p>Ability to develop membership to support the financial sustainability of the current business model.</p>
	<p>Marketing West Norfolk West Norfolk's Tourism marketing is planned through a well-established partnership between the Borough Council and the West Norfolk Tourism Forum. The Borough Council has provided consistent investment in marketing</p>	<p>West Norfolk's mix of quiet coast, resort, heritage town & country is good, but efforts to represent each aspect in branding the destination can weaken the impact. There is also inconsistency over the destination name and how West Norfolk is branded by partner organisations.</p>	<p>Consumer research has identified that consumers have relatively strong awareness of the destination when the term 'King's Lynn' is used as part of the destination name. There is an opportunity to work towards achieving a more consistent naming/identify for the destination.</p>	<p>Continued inconsistency about the naming of the destination will reduce the ability to raise awareness and demand to visit the destination.</p>
	<p>Marketing materials West Norfolk has continued to provide a mix of printed and on-line communications to promote the destination.</p>	<p>West Norfolk needs to respond to the opportunity to inform and influence visitor behaviour by the availability of mobile phone applications.</p>	<p>West Norfolk would benefit from developing a geo location based mobile phone APP, with content for a wide range of tourism facilities and services throughout the Borough.</p>	<p>Failure of West Norfolk to lead on developing this facility, may lead to fragmented development of similar services which do not reinforce the destination identity.</p>

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
ECONOMIC DRIVERS	Day visitors Whilst volumes of staying trips nationally, regionally and locally have fluctuated, the volumes of day trips have significantly increased over recent years.	Excluding staying visits to family and friends, spend per head on average for day visitors is lower than staying visitors.	Consider opportunities to convert existing day visitors to future staying visitors.	Emphasis on work to increase staying visits should not overshadow the need to continue to attract day visitors.
	Staying visitors Despite some negative perceptions about travel time, West Norfolk is accessible to large markets for short breaks as well as longer stays.	Staying visitor numbers in winter and shoulder season could be increased to achieve stronger year round business	Opportunities to raise awareness and build demand for year round breaks particularly focusing on the environmental, wildlife and heritage attractions of the destination should be sought.	Competition from other destinations
BUSINESS PERFORMANCE	From the latest tourism business performance survey for Norfolk, the majority of businesses reported increasing turnover in 2014 and anticipated an increase for 2015.	Major issues concerning business are at national economic & policy level or competition from overseas destinations. Locally the effect of broadband speed and advertising campaigns by competitor destinations were perceived to have greatest impact on business.	Support initiatives from enhanced broadband speed and mobile phone coverage. Support national advertising campaigns such as those through Visit Norfolk.	Limits to consumer spending power. Price competitiveness compared with overseas destinations. Loss of business to competitor destinations.
CONSUMER PERCEPTIONS	Latest research West Norfolk offers strong environmental attributes and clean beaches, highly valued by visitors to Norfolk.	Research also suggests that consumers are unsure what makes Norfolk distinctive	Emphasise the distinctive environmental characteristics of West Norfolk particularly through imagery and PR	Loss of business to competitor destinations.
	Research suggests that consumers have good un-prompted awareness that King's Lynn is a key location in Norfolk.	Some perceptions of King's Lynn do not focus on the positive build heritage and historic qualities of the town.	Consider emphasising the wording 'King's Lynn' in the branding of the destination.	Ensuring positive messages about King's Lynn outweigh any negative perceptions which may exist.

KEY AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
CONSUMER PERCEPTIONS (Continued)	West Norfolk has one of the driest and sunniest climates in the UK.	Research suggests consumers consider Norfolk to be cold, wet and windy.	In conjunction with Visit Norfolk to emphasise the positive attributes of West Norfolk's climate.	Failure to address perceptions.
DESTINATION COMPETITORS	Research suggests that consumers liken and compare Norfolk to other leading English destinations, especially leading coastal destinations such as Dorset, Devon and Cornwall	Research also suggests that consumers find these leading competitors more appealing and are unsure what is most distinctive about Norfolk.	Work to ensure that marketing captures the most distinctive qualities of Norfolk/West Norfolk.	Failure to emphasise what is distinctive about Norfolk and West Norfolk may miss opportunities to attract additional business.



5.2 Vision

King's Lynn and West Norfolk is blessed with some stunning coastline, high quality countryside and natural environment plus outstanding heritage both in King's Lynn and throughout the destination. A wide and diverse range of organisations and predominantly small to medium sized businesses provide a diverse range of facilities and services used by visitors. The tourism industry performs very well, however, there is scope to achieve increased economic benefit by seeking to increase average spend per visitor and spread that spend throughout the seasons and the destination.

Through the King's Lynn & West Norfolk Destination Management Plan, the local tourism industry seeks to increase the level of visitor spend into the local economy, supporting business sustainability and development, employment and the financial viability of services and facilities used by local residents and visitors alike.

The plan particularly focuses on increasing spend per visitor, supporting increased spread of spending throughout the year and to encourage geographical spread of visits through the local economy, including King's Lynn.

5.3 Aims

- 1 To exploit opportunities to ensure that the visitor experiences and locations in West Norfolk are promoted as effectively as possible through clear branding and marketing by Visit West Norfolk and support marketing by its partners.
- 2 To achieve increased spend by staying visitors by attracting increased visitor numbers, increasing length of stay and by increasing return visits.
- 3 To capitalise on the increasingly large numbers of day visitors attracted to West Norfolk, by working to increase spend per head and by converting day visits into future staying visits.
- 4 To broaden the geographical and seasonal spread of visitors throughout West Norfolk by capitalising on and developing the considerable heritage and natural environment assets of the area.

5.4 Objectives

(Contributing to Aim 1)

1 **Branding the destination**

The objective is to adapt the naming and branding of the destination to ensure that it reflects consumer recognition of the key localities and sites available including King's Lynn.

2 **Building support for the destination brand**

The objective is to work partner organisations, both in Norfolk and further afield to ensure the refreshed branding of the destination is consistently reflected in their support marketing activity.

(Contributing to Aim 2)

3 **Attracting more staying visitors**

The objective is to attract additional staying visitors by developing more targeted marketing to targeted consumer groups, by developing and promoting suggested itineraries and demonstrating to potential visitors that the destination does have a very wide range of things to see and do.

4 **Increasing length of stay**

The objective is to encourage increased length of stay by increasing exposure and information on the full range of sites, services, facilities and events to existing and potential staying visitors.

5 **Increasing recommendation and repeat visits**

Strong levels of recommendation are key for the destination to attract increased visits. The objective is to engage particularly with recent visitors as well as businesses and residents within the area to actively promote and recommend holiday experiences in the destination.

(Contributing to Aim 3)

6 **Increasing day visitor spend per head**

Average spend per day visitor varies significantly depending on the reason for their visit or activity undertaken. The objective here is to encourage day visitors to spend more per head, by promoting higher yield activities such as visiting attractions and attending events.

7 **Increasing awareness of services and facilities**

The objective is to encourage increased day visitor spend per head by improving access to information on services and facilities such as food establishments, shops, activity providers and events available throughout the destination.

8 **Encouraging day visitors to return as staying visitors.**

The objective is to develop techniques for communicating with day visitors to encourage them to return to the destination as staying visitors.

(Contributing to Aim 4)

9 Promoting seasonal spread

The objective is to attract increased staying visits during off peak periods by increasing marketing and supporting the development of visitor experiences which can be enjoyed during autumn, winter and spring.

10 Developing King's Lynn's role as a visitor destination

It is widely agreed that King's Lynn has potential to develop its role as key location to visit or stay in when visiting the destination. The objective is to support development King's Lynn's role as a visitor destination through increased marketing and product development.

11 Promoting the destination's heritage product

West Norfolk enjoys a good range of heritage sites and attractions. The objective is to raise awareness of this heritage and attract more visitors to experience the heritage product across the destination.

12 Promoting natural environment attractions and bird watching

Visitors value Norfolk's natural environment and wildlife habitats. The objective is to capitalise on the destinations leading environment and wildlife attractions to attract more visitors to experience them particularly in the shoulder season.



6 Action Plan

2016 and 2017 (A two year rolling action plan, reviewed and rolled forward annually)

This action plan identifies actions which will directly contribute towards the 12 objectives listed in section 5.4 of the Destination Management Plan. It focuses specifically on actions which can be developed or require direct input over the first two years covered by the Destination Management Plan. It will be reviewed and rolled forward on an annual basis.

Responsibility for actions

The West Norfolk Tourism Forum supports the Borough Council of King's Lynn & West Norfolk taking the lead on implementing all the marketing activities undertaken in this plan. Where actions are reliant on the work other organisations the Borough Council's tourism team will take the lead in liaising with those organisations and supporting work to achieve the desired outcomes.

Objective 1 – Branding the destination			
Action		Target / impact	Timescale
1	Change the destination name in all marketing from 'West Norfolk' to King's Lynn & West Norfolk	Increased consumer recognition and awareness of the destination.	Complete during 2016
Objective 2 – Building support for the destination brand			
Actions		Target / Impact	Timescale
2	Develop a tool kit of facts and images which re-enforce the key attributes and brand personality of the destination.	This will provide a resource for businesses and organisations to use in their own marketing which will be help re-enforce the destination marketing	Complete toolkit by March 2016.
3	Work with partners including Visit Norfolk, Visit East Anglia, Visit England & Visit Britain to re-enforce the destination name 'King's Lynn & West Norfolk'	The target is to ensure that initially Visit Norfolk and latterly a much wider range of organisations actively use the destination name 'King's Lynn and West Norfolk'	Achieve consistency by December 2016.
4	Work with and support Visit North Norfolk Coast & Countryside Ltd so that locations north and east of Snettisham are included in marketing undertaken by the company.	This will ensure that businesses in the coastal area have the opportunity to be included in North Norfolk marketing as well as King's Lynn & West Norfolk marketing.	On - going
Objective 3 – Attracting more staying visitors			
Actions		Target / impact	Timescale
5	To develop up to six suggested itineraries based on attractions, activities and events.	The itineraries will be used to give added emphasis to the destinations key themes to be promoted to both individuals and groups	3 itineraries in 2016 and 3 in 2017.
6	Produce the King's Lynn & West Norfolk Holiday Guide and organise a lead generation and distribution campaign.	The Holiday Guide continues to meet demand by consumers and businesses for a hard copy guide to the destination.	2016 brochure printed by 8 January 2016.

Objective 4 – Increasing length of stay			
Actions		Target / impact	Timescale
7	Develop and promote a King's Lynn & West Norfolk mobile phone APP to increase access to information about shops, food outlets, attractions, activity providers and events throughout West Norfolk.	Increased exposure to tourism services and facilities throughout West Norfolk will encourage visitors to stay and spend more in the economy. Success and on-going development would be led by usage statistics	Version 1 of APP by March 2016.
9	Undertake extensive Search Engine Optimisation on the West Norfolk website to achieve growth in traffic.	This will increase performance across a range of search terms and contribute to an increase in site visits.	On-going. Performance and targets reviewed annually in January
10	Revise the design of the West Norfolk website and develop a new responsive version.	The redesign will aim to produce a simple user experience and quicker access to product facility information. This must be a responsive site to meet mobile user needs and respond to changing Google search criteria.	Refreshed design by spring 2016.
Objective 5 – Increasing recommendation and repeat visits			
Actions		Target / impact	Timescale
11	Concentrate on developing social media following and particularly through industry Blogger outreach	Relationship building with industry bloggers will increase the profile & recommendation of visitor experiences in King's Lynn & West Norfolk.	On-going. Performance and targets reviewed annually in January
12	Develop and utilise PR to increase 3 rd party recommendation of West Norfolk experiences.	The PR campaign targeting local and regional media will aim to build regional recognition of King's Lynn & West Norfolk's key visitor experiences.	Develop PR brief by March 2016. Run initial PR programme during 2016.
13	Develop opportunities for relationship building with recent visitors to increase the likelihood of recommendation and to increase the destination's Net Promoter Score.	The aim is to increase the likelihood that recent visitors will positively recommend West Norfolk to their family and friends. Visit Norfolk research indicated negative net promoter scores for Norfolk in 2014.	Achieve '0' NPS for visitors visiting West Norfolk in 2016.
Objective 6 – Increasing day visitor spend per head			
Actions		Target / impact	Timescale
14	Undertake geographically targeted advertising in day visit catchment areas, focusing on the promotion of attractions and events to attract higher spending day visitors.	Develop a 'Top Twenty' attractions and events campaign, promoted within 90 minute travel time of King's Lynn.	On-going
15	Work with attractions to promote family focused facilities and activities which can be promoted to family group day visitors.	Linked to '14' above, the aim is to ensure that family friendly attractions and events are prominently promoted to attract higher spending day visitor family groups.	On-going

Objective 7 – Increasing awareness of services and facilities			
Actions		Target / impact	Timescale
16	Continue to produce and distribute hard copy information guides (mini guides) focused around the 3 main centres of Downham Market, Hunstanton and King's Lynn.	This aims to ensure that the attractions and facilities in and around Downham Market, King's Lynn and Hunstanton are clearly and comprehensively promoted to visitors once they are in area.	Annually
17	Work with providers of 'What On' information to increase cross promotion of event guides.	The development of reciprocal links between on-line event guides will add to the promotion and awareness of events throughout the destination.	Spring 2016
18	Continue to produce and distribute the guide – 'Where to Go & What To Do in King's Lynn & West Norfolk'	The distribution of this guide to a catchment area of 90 minutes travel time will promote West Norfolk's attractions and events to day visitors from home and people visiting neighbouring areas.	Annually
Objective 8 – Encouraging day visitors to return as staying visitors			
Actions		Target / impact	Timescale
19	Develop a loyalty scheme and increase contact with existing day visitors.	Increase the numbers of people (especially day visitors) signing up for news and offers.	2016 campaign
Objective 9 – Promoting seasonal spread			
Actions		Target / impact	Timescale
20	Undertake seasonal marketing to promote activities including walking, cycling and water sports which can be enjoyed in spring and autumn.	Themed e-shots with information linked to the accommodation and food offer will aim to attract additional visits, especially staying visits in spring and autumn.	Spring & autumn 2016.
21	Support the development through the Norfolk Trails Partnership of the extension of the Norfolk Coast Path through to King's Lynn.	The extension of the coast path from Hunstanton to King's Lynn would provide significant new opportunities to promote long distance walking, linked to public transport.	On-going
22	Package information and promote long distance walking experiences focusing on King's Lynn and Hunstanton as arrival and starting points	Develop on-line content (including information on transport, accommodation and meal stops) to promote and recommend short break walking holidays in West Norfolk.	Spring 2016
23	Support the development of water sport facilities along the coast and particularly in Hunstanton to support its development as a water sports hub.	The development of enhanced dedicated on – line content featuring the range of water sport facilities and events is necessary to help position the area as a key water sports destination.	Spring 2016
24	Continue to promote inland waterway and sea-going boating access into the destination, and support initiatives to increase access and facilities.	Continued promotion of 'Sail the Wash' through on-line and hard copy content will be used to promote the areas as a boating destination.	On-going

Objective 10 – Developing King's Lynn's role as a visitor destination			
Actions		Target / impact	Timescale
25	Adapt and strengthen the promotion of 'Discover King's Lynn' in line with the completion of the Stories of Lynn project based at King's Lynn Town Hall.	The new Stories of Lynn attraction opening spring 2016 will provide a major new opportunity to strengthen the Discover King's Lynn campaign linking heritage sites in King's Lynn.	Spring 2016
26	Support the development of and promote a new 'King's Lynn heritage APP' being developed as part of the 'Stories of Lynn' project aimed at promoting visits to heritage sites across King's Lynn.	Work to ensure there are strong linkages between the stories of Lynn product and the 'King's Lynn Heritage APP' with other King's Lynn promotional information.	Spring 2016
27	Continue to promote King's Lynn's distinctive maritime history and Hanseatic heritage including the promotion of the King's Lynn Maritime Trail and Hanse Trail as well as exploring opportunities for adding new information and interpretation along the route.	The maritime trail should continue to be promoted as the premier self-guided, way-marked trail for exploring King's Lynn. Promotion of King's Lynn's Hanseatic heritage, can be exploited to add to the distinctiveness of the town as a heritage destination.	On-going
28	Support promotion and organisation of heritage, cultural and sporting festivals and events in King's Lynn.	Promotion of an increasing programme of events in King's Lynn will strengthen its appeal for staying visits and day visits	On-going
29	Support development of schemes in the waterfront and Purfleet area which bring additional leisure and recreational activity onto the waterfront area.	King's Lynn's visitor product would be enhanced by appropriate leisure and recreational opportunities being developed in the waterfront area.	On-going
30	Pursue opportunities for improving signage and identification of the heritage values of King's Lynn on the road network leading to and by-passing King's Lynn.	Awareness of King's Lynn's heritage qualities could be significantly enhanced by the introduction of signage visible to traffic approaching or by-passing the town.	To be confirmed
Objective 11 – Promoting the destination's heritage product			
31	Develop a 'Top 10 or Top 20' promotion of the destination's leading heritage attractions.	This will provide a quick access guide, designed for promotion to third party organisation as well as individual and group visitors.	Spring 2016
32	Investigate the development of a Pilgrimage trail linking King's Lynn with Castle Acre and Walsingham Abbey.	This would add value to the King's Lynn Pilgrimage trail and attract a wider audience.	Spring 2017
Objective 12 – Promoting natural environment attractions and bird watching			
33	Undertake dedicated seasonal marketing campaign's promoting short breaks to experience the destinations leading wildfowl and wildlife attractions and experiences.	West Norfolk's outstanding wildfowl and wildlife product can be used to promote more seasonal staying visits throughout the destination and especially from autumn through to spring	Spring and autumn 2016.

<p>34</p>	<p>Support the work of the Ouse Washes Landscape Partnership in connection with development of events, facilities and activities to experience the distinctive Ouse Washes and Fen landscape around Denver and to the south of Downham Market.</p>	<p>The development of new facilities and events especially focused on key locations would make it more viable to promote specific activities and experiences which capture the distinctive character of the Fens.</p>	<p>On-going</p>
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7 INDUSTRY INDICATORS

7.1 Volume and value indicators

Estimates of the overall volume and value of visitors to West Norfolk are based on economic impact models which use a combination of local product data and national/international visitor survey data. These figures are very useful for demonstrating the expected patterns of visitor behaviour, types of spending and to understand the relative economic importance of different sectors of the visitor economy.

This data can be commissioned yearly to give comparative annual change from year to year. However, changes are most likely to reflect changes and trends identified from national surveys, and not necessarily be a direct reflection of activities at local level. It is very difficult to attribute cause and affect linkages between local marketing activity and national statistics.

BAROMETER MEASURES	WEST NORFOLK	NORFOLK
ANNUAL TRIPS 2014 (% change from 2013)		
Staying trips		
UK staying trips	454 (-2%)	2,813 (-1%)
Overseas staying trips	28 (+8%)	195 (-5%)
Total trips by staying visitors (000's and % change from previous year)	482 (-1%)	3,008 (-1%)
Staying nights		
UK staying nights	1,881 (-2%)	11,750 (-2%)
Overseas staying nights	247 (-3%)	1,563 (-2%)
Total staying nights (000's and % change from previous year)	2,128 (-3%)	13,313 (-2%)
Staying visitor length of stay.		
UK staying visits length of stay	4.41 (-1%)	4.43 (-2%)
Overseas staying visitor length of stay (nights and 5 change from previous year)	8.82 (-10%)	8.01 (-8%)
Staying visitor spend		
UK staying visitor spend	£97,626 (+7%)	£621,000 (+9%)
Overseas staying visitor spend	£13,706 (+24%)	£90,910 (+21%)
Total staying visitor spend (000's and % change from previous year)	£111,332 (+9%)	£711,910 (+11%)
Day Visitors (000's and % change from previous year)	7,841 (+11%)	39,982 (+11%)
Day visitor spend (000's and % change from previous year)	£259,450 (+8%)	£1,359,621 (+8%)
Total direct visitor spend	£372,272 (+8%)	£2,071,531 (+9%)
Total value of tourism (000's and % change from previous year)	£496,101 (+7%)	£2,961,044 (+8%)
Estimated actual employment	9,699 (+8%)	59,671 (+9%)
FTE employment	7,202 (+8%)	44,674 (+9%)
% of all employment	17% (+6%)	17% (+7%)

7.2 Local indicators

A number of indicators are included in section 6.4 which record a number of local attributes which can be measured locally. Here again changes to the figures from year to year, may change due to a wide range of factors, including actions identified in the Destination Management Plan although direct cause and effect linkages cannot be established.

Local indicators	2014	2015
Visitors to King's Lynn Tourist Information Centre	92,818	
Visitors to Hunstanton Tourist Information Centre	52,295	
Kings Lynn town centre footfall	8,300,772	
Hunstanton car park users	257,986	
Paid admissions to King's Lynn heritage attractions	22,646	

7.3 Marketing performance indicators and physical outputs

There are a number of marketing indicators directly linked to the action plan as well as project specific outputs listed below.

Marketing performance indicators			
Website traffic	Base year 2014	2015 Estimate	2016 Target
www.visitwestnorfolk.com Annual website visits	101,394	121,673 (+20%)	152,091 (+25%)
Twitter followers@visitwnorfolk	812	1,137 (+40%)	1,591 (+40%)
Total people registered for e-newsletter	2326	3,326 (+1000)	4,8,26 (+1500)
Development of destination branding toolkit			1 kit produced
Development of suggested itineraries			3 itineraries produced
Production of West Norfolk holiday guide			2016 edition produced
Development of King's Lynn & West Norfolk mobile phone APP			1 APP Produced
Production of re-designed responsive destination website			New version of website goes-live
New PR campaign run			Campaign run
Production & distribution of Discover King's Lynn			Revised format & design introduced
Production & distribution of Hunstanton mini guide			Revised design introduced
Production & distribution of Downham Market mini guide			Produced

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Increase the number of individual event views of on www.visitwestnorfolk.com	21,777	26,000	34,000
Production & distribution of Where To Go & What To Do in West Norfolk			Produced
Promote and increase visitors to Sail the Wash website	14,262	17,114 (+20%)	20,537 (+20%)
Development of new 'Stories of Lynn – King's Lynn heritage APP'			New mobile phone App launched
Development of new 'Pilgrimage trail' linking King's Lynn with Walsingham.			Trail developed



8 Information sources

- 1) *West Norfolk Destination Management Plan 2016 – 2020 – Evidence gathering*
(Borough Council of King's Lynn & West Norfolk on behalf of the West Norfolk Tourism Forum)
- 2) *The economic impact of Tourism – West Norfolk 2014*
(Destination Research Ltd – October 2014)
- 3) *Norfolk Tourism SWOT research – Research findings for Visit Norfolk 2014*
(Insight Track Ltd – August 2014)
- 4) *GB Day Visits Survey – 2014*
(Visit England, Visit Scotland, Visit Wales – April 2015)

Prepared by the Borough Council of King's Lynn & West Norfolk on behalf of
The West Norfolk Tourism Forum
(The Destination Management Organisation for West Norfolk)



REGENERATION & DEVELOPMENT WORK PROGRAMME 2015/2016

25 November 2015 at 4.00pm – meeting to be preceded by a tour of the Arts Centre at 3pm

- Arts Centre Redevelopment
- Destination Management Plan – Tim Humphries
- Norfolk Rural Development Strategy Update and Local Strategy for the West Norfolk LEADER Programme – Vince Muspratt and Eliska Cheeseman – Norfolk County Council

6 January 2016 – 6.00pm

- Update on the works to the Town Hall

27 January 2016 – 4.00pm

- Capital Programme
- Budget
- Hunstanton Heritage Gardens HLF Stage 2 submission – Laura Hampshire

24 February 2016 – 6.00pm

- Highways works – Quentin Brogdale – Norfolk County Council

23 March 2016 – 4.00pm – meeting to be preceded by a tour of the Town Hall – time to be confirmed

- Update on Town Hall Works

20 April 2016 – 6.00pm

To be confirmed

- Tour of the NORA Housing site and King's Lynn Innovation Centre.

FORWARD DECISIONS LIST

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
1 December 2015	Hackney Carriage & Private Hire Licensing Conditions & Procedures Review		Non	Council	Community Exec Director – G Hall		Public
	Freebridge/Council Liaison Board		Non	Cabinet	Housing and Community Chief Executive		Public

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 January 2016	Final Council Tax Support Scheme 2016/17		Key	Council	Leader Asst Exec Dir – L Gore		Public
03	Council Tax Support Discretionary Hardship Fund 1016/17		Key	Council	Leader Asst Exec Dir – L Gore		Public
	Switched on - Transformation Strategy		Non	Council	Exec Dir – D Gates Leader		Public
	Community Infrastructure Levy		Key	Council	Housing and Community Exec Director – G Hall		Public
	The Statement of Community Involvement		Non	Cabinet	Development Exec Director G Hall		Public
	Smoke and Carbon Monoxide Alarm Regulations 2015		Non	Cabinet	Housing and Community Chief Executive		Public
	Corporate Business Plan 2015-19		Key	Council	Chief Executive		Public
	Electoral Review		Key	Council	Leader Chief Executive		Public
	Affordable Housing Company		Non	Cabinet	Housing & Community Chief Executive		Public
	Proposed Surgery Development – King's Lynn		Key	Council	Regeneration & Industrial Assets Exec Dir – C Bamfield		Private- Private - Contains exempt Information under para 3 –

							information relating to the business affairs of any person (including the authority)
	Charging Policy for Electric Vehicles		Non	Cabinet	ICT Leisure & Public Space and Environment Exec Dir – C Bamfield		Public

Date of meeting	Report title	Description of report	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
2 February 2016	Budget 2016/17		Key	Council	Leader Asst Exec Dir – L Gore		Public