

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



# **Environment and Community Panel**

## **Agenda**

**Tuesday, 19th July, 2022**  
at 4.30 pm

in the

**Assembly Room, Town Hall, King's Lynn**  
**and available for the public to view on**

**[WestNorfolkBC on You Tube](#)**



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

Monday 11<sup>th</sup> July 2022

Dear Member

**Environment and Community Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 19th July, 2022 at 4.30 pm** in the **Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies for absence**

To receive any apologies for absence.

**2. Minutes (Pages 5 - 11)**

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 an 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 Chair proposed 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 Chair of their intention to do so and what items they wish to be heard before a decision on that item is taken.

**6. Chair's Correspondence**

If any.

**7. Presentation from Ely Drainage Board - 40 minutes (Verbal Report)**

Covers the Internal Drainage Boards for East of Ouse, Polver and the Nar, Downham and Stow Bardolph, Littleport and Downham, Southery and District, Stringsides and Stoke Ferry.

**8. Cabinet report - West Norfolk Investment Plan for Shared Prosperity Fund - 40 minutes (Pages 12 - 27)**

To receive a presentation on the report and make any appropriate recommendations to Cabinet.

**9. Tourism Development Plan - 2022/2026 - 30 minutes (Pages 28 - 70)**

**10. Portfolio Holder Question and Answer Session - 15 minutes**

Members should submit any questions to [democratic.services@west-norfolk.gov.uk](mailto:democratic.services@west-norfolk.gov.uk) in advance of the meeting.

**11. Work Programme and Forward Decision List (Pages 71 - 78)**

**12. Date of the next meeting**

To note that the next meeting of the Environment and Community Panel is scheduled to take place on 6<sup>th</sup> September 2022 at 4.30pm in the Town Hall.

**13. Exclusion of Press and Public**

To consider passing the following resolution:

“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 paragraph 3 of Part 1 of Schedule 12A to the Act”.

**14. EXEMPT Cabinet Report - MRF Contract and Associated Shareholders Agreement - 30 minutes (Pages 79 - 89)**

To consider the report and make any appropriate recommendations to

Cabinet.

To:

**Environment and Community Panel:** C Bower (Vice-Chair), A Bubb, A Bullen, S Collop, M de Whalley, I Devereux, G Hipperson, J Kirk, J Lowe, C Sampson (Chair), S Squire and M Wilkinson

**Portfolio Holders:**

Councillor Kunes – Portfolio Holder for Environment and Climate Change

Councillor Middleton – Portfolio Holder for Business, Culture and Heritage

**Officers**

Jemma Curtis, Regeneration Programmes Manager

Duncan Hall, Assistant Director

Philip Eke, Tourism Support Officer

Barry Brandford, Waste and Recycling Manager

Alexa Baker, Monitoring Officer

Martin, Chisholm, Assistant Director

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**ENVIRONMENT AND COMMUNITY PANEL**

**Minutes from the Meeting of the Environment and Community Panel held on  
Tuesday, 7th June, 2022 at 4.30 pm in the Assembly Room, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors C Sampson (Chair), C Bower, A Bubb, S Collop, I Devereux, C Hudson (substitute for M Wilkinson), J Lowe, J Moriarty (substitute for A Bullen), E Nockolds (substitute for J Kirk), T Parish (substitute for M de Whalley and S Squire

**PORTFOLIO HOLDERS:**

Councillor B Long – Portfolio Holder for Corporate Services

Councillor P Kunes – Portfolio Holder for Environment and Climate Change

**MEMBERS PRESENT UNDER STANDING ORDER 34:** Councillors Kemp and de Whalley (remotely)

**OFFICERS:**

Martin Chisholm – Assistant Director

Nikki Patton – Housing Strategy Officer

Debbie Ess – Corporate Performance Officer

Dave Robson – Environmental Health Manager

Fabia Pollard – Scientific Officer

**BY INVITATION:** Matthew Philpot and Cathryn Brady from the Water Management Alliance.

**EC1: APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR**

[Click here to view the recording of this item on You Tube.](#)

**RESOLVED:** That Councillor Bower be appointed as Vice Chair for the Municipal Year.

**EC2: APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bullen, Kirk, de Whalley and Wilkinson.

**EC3: MINUTES**

**RESOLVED:** The Minutes from the previous meeting were agreed as a correct record and signed by the Chair.

**EC4: DECLARATIONS OF INTEREST**

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Councillors Nockolds, Sampson and Bubb declared an interest in Item EC8 as Members of Internal Drainage Boards.

EC5: **URGENT BUSINESS**

There was none.

EC6: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillors Kemp and de Whalley (remotely).

EC7: **CHAIR'S CORRESPONDENCE**

The Chair explained that he had received correspondence which he would raise under EC14: Portfolio Holder Question and Answer Session.

EC8: **PRESENTATION FROM THE WATER MANAGEMENT ALLIANCE**

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Cathryn Brady, Sustainable Development Manager and Matthew Philpot, Area Manager from the Water Management Alliance were present remotely at the meeting and provided the Panel with information on the role of the Internal Drainage Board, the Services provided by the Water Management Alliance, risk management and maintenance.

The Chair thanked the officers for their presentation and invited questions and comments from the Panel, as summarised below.

Councillor Parish made reference to the cost of Internal Drainage Boards to the taxpayer and felt that they should be funded by Central Government rather than local taxation. He also made reference to rising energy costs and Matthew Philpott explained that a percentage increase in utility costs had been budgeted for and there were reserve funds available. He also commented that the Water Management Alliance were accountable locally through interaction with Councillors on the Board.

Councillor Moriarty asked questions about pumping stations generating their own electricity, accountability, excluded areas because of height and he hoped that the Internal Drainage Boards were lobbying Government to become Statutory Consultees. Cathryn Brady commented that she felt the Water Management Alliance had a good relationship with the Borough Council and the Lead Flood Authority and commented on Planning Applications as appropriate. Reference was

made to the Environment Act which opened the potential to extend to areas which had previously been excluded because of height. With regard to generation of electricity it was explained that new infrastructure was much more efficient.

In response to questions from Councillor Squire, it was explained that guidelines limited when certain activities and maintenance could take place due to the impact on the environment and wildlife and the Environment Act included a duty to improve habitats. The Internal Drainage Board worked closely with landowners and enforcement options were available as a last resort if required.

Councillor Kemp addressed the Panel under Standing Order 34 and asked how climate change was being dealt. Matthew Philpot explained that contingencies were being built into new stations to deal with climate change.

Councillor de Whalley addressed the Panel under Standing Order 34 and referred to the maintenance of wetland areas and supporting cycleways along access routes. Cathryn Brady explained that Water Management Alliance were not always the landowner of access routes, but would consider any proposals put forward as appropriate. Information was available on the Water Management Alliance of previous environmental projects that they had been involved with.

Councillor Nockolds reminded those present that Internal Drainage Board meetings were public meetings, and it would be good to have greater public engagement and greater presence on social media. Matthew Philpot explained that ways to expand their social media presence was being investigated.

Councillor Nockolds referred to the good community engagement work which had been carried out at the Islington Station.

**RESOLVED:** The Panel noted the information.

EC9: **MINOR AMENDMENT TO THE HOMELESSNESS AND HOUSING DELIVERY TASK GROUP'S TERMS OF REFERENCE**

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The Housing Strategy Officer outlined the proposed minor amendments to the Terms of Reference for the Homelessness and Housing Delivery Task Group as included in the Agenda which had been identified following an Internal Audit.

The Panel discussed the proposed amendments as set out in the Agenda.

Councillor Kemp addressed the Panel under Standing Order 34 and asked if the Task Group could consider including Housing Standards in their Terms of Reference in the future.

Councillor Collop, Chair of the Task Group commented that she hoped that the Task Group would meet regularly in the future.

**RESOLVED:** The amended Terms of Reference were approved by the Panel.

EC10: **2021-22 REVIEW OF THE COUNCILLOR COMMUNITY GRANT SCHEME**

[Click here to view the recording of this item on You Tube.](#)

The Corporate Performance Officer presented the report which provided an overview of how the funding had supported projects, events and initiatives within the local community.

The Chair thanked the Corporate Performance Officer for her report and invited feedback from the Panel.

Councillor Kemp addressed the Panel under Standing Order 34 and commented that she felt the scheme was very good and was glad it would be continuing.

Councillor Bubb asked if Parishes that did not set a precept could be exempt from the rules to apply for funding and the Panel agreed that this would be beneficial.

Councillor Moriarty asked for information on the unsuccessful applications and the criteria and highlighted the lack of approved projects linked to environment and tackling climate change. He suggested that to encourage applications in relation to this subject area that the grant be increased by 10% for these specific projects. The Corporate Performance Officer explained that there were nine applications which were unsuccessful and many of these were because of oversubscription. The unsuccessful applicants had been advised to reapply in the next round of funding.

Councillor Nockolds made reference to the paperwork, which contained the signature of the Leader of the Council and asked if this could include the Ward Councillors signature as the one who had provided the grant.

**RESOLVED:** That the feedback from the Panel above be taken into consideration as appropriate.

EC11: **CABINET REPORT - CONTAMINATED LAND STRATEGY**



[Click here to view the recording of this item on You Tube.](#)

The Environmental Health Manager and Scientific Officer presented the Cabinet Report which updated the Contaminated Land Strategy.

The Chair thanked the Environmental Health Manager for the report and invited questions and comments from the Panel, as summarised below.

In response to questions from Councillor Devereux relating to mineral extractions, the Environmental Health Manager explained that Norfolk County Council were the lead authority on planning applications for mineral extraction sites with the Borough Council acting as a consultee. It was also explained that many of the contaminated sites were historical as newer sites were subject to restoration plans as part of their planning permission.

In response to a question from Councillor Squire, it was explained that high risk areas were targeted and all sites were considered in a priority order. Future risks were also considered and sites could be kept under review.

Councillor Parish referred to arsenic and the Scientific Officer explained that national background levels had been established.

In response to a question from Councillor Bubb it was explained that a programmed schedule of inspections were carried out and additional work was carried out where spills or complaints had been reported.

The Scientific Officer explained that technology was used to vent gases from site.

**RESOLVED:** That the Environment and Community Panel support the recommendations to Cabinet as set out below.

Cabinet Recommendation: Adopt the updated Contaminated Land Strategy.

EC12: **NOMINATIONS TO OUTSIDE BODIES WHICH FALL WITHIN THE PANELS REMIT**

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The Panel was invited to nominate Members to serve on outside bodies which fell under the remit of the Environment and Community Panel. The nominations would be presented to the Full Council meeting in July for consideration.

**RESOLVED:** That the Panel nominate Members to serve on the Outside Bodies as set out below.

1. Borough Council/College of West Anglia Liaison Committee – Councillor Lowe
2. King's Lynn and West Norfolk Area Museums Committee – Councillors de Whalley, Bubb and Kemp
3. King's Lynn Football Club Board – Paul Bland
4. Norfolk County Council – Norfolk Countywide Community Safety Partnership Scrutiny Sub-Panel – Councillors Kemp and Hudson (sub)
5. Norfolk Health Overview and Scrutiny Committee – Councillors Kemp and de Whalley (sub)
6. West Norfolk Community Transport Project – Councillor Nockolds

EC13: **MEMBERSHIPS OF TASK GROUPS AND INFORMAL WORKING GROUPS**

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The Panel were invited to arrange for the appointment of Members to serve on Informal Working Groups and Task Groups which have previously been established by the Panel for the current municipal year.

**RESOLVED:**

1. That the Homelessness and Housing Delivery Task Group continue to operate and the Democratic Services Officer contact Group Leaders to seek Membership of the Group.
2. That the following Informal Working Groups continue to operate with the same Membership:
  - Single Use Plastics Informal Working Group
  - Climate Change Informal Working Group – with the addition of Councillor Moriarty.
  - Urban Wildlife Informal Working Group

EC14: **PORTFOLIO HOLDER QUESTION AND ANSWER SESSION**

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Councillor Squire asked Councillor Kunes for information on Coastal Protection Measures. Councillor Kunes stated that the current position was to hold the line and asked for more information from Councillor Squire on her queries and he would respond via email.

Councillor Bubb commented that there was a lot of litter along the A149. It was explained that risk assessments for high speed roads were currently being undertaken to ensure that litter could be collected safely. Councillor Long commented that people could report and provide evidence of people dropping litter and the Council did have enforcement powers. Publicising how the public could report issues would also be looked at.

Councillor de Whalley asked for information on contractor responsibilities to care for and replace damaged, dead or missing whips and statistics on the percentage of trees at Lynnsport and King's

Reach that had survived. Councillor Kunes explained that he did not have statistics, but the majority had survived. He also outlined the contractor responsibilities.

The Chair explained that he had received correspondence from a resident asking for confirmation of more effective care and maintenance of new tree planting.

Councillor Moriarty raised an issue relating to the changing of bin collection dates by the contractors, which conflicted with the information that Borough Councillors had been provided with to share with their residents. Councillor Long set out details of the contract negotiations and the reasons why collection dates had changed, which was usually to ensure a more efficient route.

In response to a question from Councillor Hudson, it was confirmed that collection information was available on the Borough Councils website.

EC15: **WORK PROGRAMME AND FORWARD DECISION LIST**

[Click here to view the recording of this item on You Tube.](#)

Councillor Collop asked when Gayton Road Cemetery would come to the Panel. The Assistant Director explained that any operational issues should be reported to officers in the meantime.

Councillor Devereux explained that he had passed the Chair information on the launch of the roadmap for the National Flood and Coastal Erosion Risk Management Strategy for England.

Councillor Moriarty referred to the Cabinet Forward Decisions List and was advised that a Special Regeneration and Development Panel meeting had been arranged for 23<sup>rd</sup> June 2022 to consider the Levelling up fund and the Freedom of the Borough Report as a result of work carried out by the Corporate Performance Panel.

Councillor Nockolds suggested that a Tourism update be presented to a future meeting of the Panel.

**RESOLVED:** The Panel's Work Programme was noted.

EC16: **DATE OF THE NEXT MEETING**

The next meeting of the Environment and Community Panel would be held on 19<sup>th</sup> July 2022 at 4.30pm in the Town Hall.

**The meeting closed at 6.45 pm**



# King's Lynn & West Norfolk: UKSPF Investment Plan

12 July 2022

Metro — Dynamics

# UKSPF Investment Plan

## Development process



## Key considerations

- West Norfolk has a **core UKSPF allocation of £1.8m** (at 80-90% revenue) to invest across three priorities: communities and place, supporting local businesses, and people and skills.
- Norfolk County Council has also developed a **Multiply investment case** to invest in numeracy skills.
- Given short timescales, we will **focus quickly on evidenced, deliverable interventions** that align with Government UKSPF guidance.
- **We want to draw on partners' experience** of successful local projects and priorities to build on.
- We are drafting an Investment Plan for submission to Government by 1 August 2022.

# UKSPF interventions

- The Government has published guidance with detailed potential interventions that places can select to put forward in their Investment Plans.
- The aims of the three priority areas are:
  - **Communities and place** – investing in physical, cultural and social infrastructure and communities to strengthen social fabric and local pride
  - **Supporting local business** – growing new businesses, creating jobs, supporting local sector strengths, and boosting innovation
  - **People and skills** – supporting basic skills provision and business skills needs

# UKSPF interventions – longlist from guidance

## C&P UKSPF Interventions:

- E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
- E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.
- E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.
- E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
- E5: Design and management of the built and landscaped environment to 'design out crime'.
- E6: Support for local arts, cultural, heritage and creative activities.
- E7: Support for active travel enhancements in the local area.
- E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.
- E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.
- E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
- E11: Investment in capacity building and infrastructure support for local civil society and community groups.
- E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.
- E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- E14: Funding to support relevant feasibility studies.
- E15: Investment and support for digital infrastructure for local community facilities.

## SLB UKSPF Interventions:

- E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.
- E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.
- E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions
- E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities.
- E20: Research and development grants supporting the development of innovative products and services.
- E21: Funding for the development and support of appropriate innovation infrastructure at the local level.
- E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.
- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
- E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise
- E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.
- E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.
- E27: Funding to develop angel investor networks nationwide.
- E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.
- E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy.
- E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.
- E31: Funding to support relevant feasibility studies.
- E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.

## P&S UKSPF Interventions:

- E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment supplemented by additional and/or specialist life and basic skills.
- E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills (where not being met through DWP provision) provision for people who are unable to access training through the adult education budget.
- E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.
- E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills.
- E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.
- E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs.
- E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.
- E40: Retraining support for those in high carbon sectors.
- E41: Funding to support local digital skills.

# Communities and place: the evidence



Ageing local population with a higher than average and growing proportion of over 65s and falling proportion of people aged 25-39

16



Higher scoring on indicators around life satisfaction, low crime rates, but could improve living environment



Movement into retail and recreation space is positive against pre pandemic levels however above average retail and industrial vacancy rates



Expenditure on arts and development is below the national average although has been increasing over the last five years



Improvement in the community assets index rank of all England local authorities



Higher healthy life expectancy, however lower levels of physical activity



64% of neighbourhoods have longer journey times to key services (vs. 17% nationally)



A gap in full fibre broadband with 12.2% of premises connected vs. 27% nationally



# Challenges, opportunities & investment priorities



## An ageing population

There is a **higher proportion of people aged 65 and over** in King's Lynn & West Norfolk (26.4%) compared to the national average of 18.6%, and this has increased by 5.3% over the last five years. Also, the proportion of people aged 25-39 is below the national average and has fallen by 2.7% over the last five years. **Overall population has not grown** over the last five years. Attracting people to live and stay in King's Lynn and West Norfolk is important for the area's future. There are strengths to build on – the area scores **more highly than average on life satisfaction**, has a low crime rate and increasing expenditure on arts and development per head over the last five years.

### Requires investment which:

- Emphasises strengths and makes KLWN a more attractive place to live, work and invest – as well as visit.
- Enables young people to have local careers and creates jobs that people will stay in/move to KLWN for (which requires support for enterprise development & business growth).
  - Supports elderly population & address potential social isolation



## Improving sustainability

The area has **higher than average transport emissions per capita** and a **lower proportion of properties with an EPC rating of A-C** than the average. Although there has been improvement in terms of EPC rating, transport emissions have grown over the last five years in contrast to the downward national trend. The percentage of people who walk or cycle once a week is below the national average, however **active travel has increased by 8.2%** over the last four years compared to a 1% fall in England. Active travel could be further encouraged to reduce transport emissions and increase the percentage of physically active adults, which is below the national average and has fallen over the last four years.

### Requires investment which:

- Reduces reliance on cars for (short) journeys and improves energy performance of buildings
  - Improves public and community transport connectivity
- Promotes cleaner, greener transport and active travel (where this is realistic in a rural setting)



## Growing community capital

King's Lynn and West Norfolk ranks **134 out of 311 local authorities in England for community assets** (with 1 as the top performer), showing improvement over the last five years. However, the **area has more neighbourhoods in relative deprivation for the living environment and barriers to housing**. More needs to be done to support the local community to alleviate these problems and improve the general living environment. Strengths to build on include an increase in the expenditure on arts and development per head over the last five years and a recovery in the use of retail and recreation spaces against pre pandemic levels.

### Requires investment which:

- Capitalises on existing culture, heritage and community assets and broadens activity across the Borough
- Alleviates issues of deprivation around living environment and housing in parts of the borough



## Addressing connectivity challenges

There are **barriers to physical access to public services**, and barriers to online access across King's Lynn and West Norfolk. 64% of neighbourhoods in King's Lynn & West Norfolk have longer than average journey times to key services (vs. 17% of neighbourhoods nationally). **Only 12.2% of premises have direct access to full fibre broadband** (vs. 27% nationally) and rollout has been slower than the average. These pose a risk of isolation for the area's ageing population, as well as acting as a barrier for young families to live in the area.

### Requires investment which:

- Improves location of physical service provision and transport connectivity to access/reach it
  - Improves digital connectivity (domestic and commercial)
- Supports development of skills (confidence and competence) to access services digitally

# Investment priorities, interventions & outcomes



## Addressing an ageing population, investment which:

- Emphasises strengths and makes KLWN a more attractive place to live, work and invest – as well as visit.
- Enables young people to have local careers and creates jobs that people will stay in/move to KLWN for (which requires support for enterprise development & business growth).
  - Supports elderly population & address potential social isolation

## Alignment to UKSPF Interventions:

C&P - E8, E9  
 SLB -  
 P&S - E35

## Outputs/Outcomes:

- Increased footfall, visitor numbers
  - Increased volunteering
- Local organisations receiving support



## Improving sustainability, investment which:

- Reduces reliance on cars for (short) journeys and improves energy performance of buildings
  - Improves public and community transport connectivity
- Promotes cleaner, greener transport and active travel (where this is realistic in a rural setting)

## Alignment to UKSPF Interventions:

C&P - E7, E13  
 SLB -  
 P&S -

## Outputs/Outcomes:

- Improved cycleways/paths
- Neighbourhood and public realm improvements
- Improved green and blue space
  - Reduced emissions



## Growing community capital, investment which:

- Capitalises on existing culture, heritage and community assets and broadens activity across the Borough
- Alleviates issues of deprivation around living environment and housing in parts of the borough

## Alignment to UKSPF Interventions:

C&P - E1, E2, E3, (capital) E4, E6,  
 SLB - E17, E25  
 P&S -

## Outputs/Outcomes:

- Improved facilities and amenities, accessibility
- Community organisations receiving support
  - Community assets and programmes created/improved



## Addressing connectivity challenges, investment which:

- Improves location of physical service provision and transport connectivity to access/reach it
  - Improves digital connectivity (domestic and commercial)
- Supports development of skills (confidence and competence) to access services digitally

## Alignment to UKSPF Interventions:

C&P -  
 SLB -  
 P&S - E36

## Outputs/Outcomes:

- People accessing skills support
- People gaining qualifications

# Supporting local business: the evidence



Productivity is below the national average and increasing at a similar rate



Above average 5-year survival rates, self-employment rates and a growing jobs density



Overall, the business base is increasing yet at a slower rate than the national average



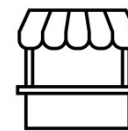
Some evidence of innovation – improvement in UK competitiveness index, however low proportion of innovation jobs, number of patents and innovate UK grants awarded



Manufacturing remains important to the economy however GVA fell over last five years



The health sector employs the largest proportion of all sectors, with employment increasing by 13% over the last five years



The retail sector remains an important employer, however the number of businesses have fallen and GVA has stagnated



Low levels of population growth and declining number of young people

# Challenges, opportunities & investment priorities



## Growing the entrepreneurial business base

**Productivity is below the national average**, with GVA per hour worked of £30.60 compared to the national average of £35.15. **GVA is growing** at a slightly faster rate than the national average, implying the gap is slightly closing. **The business base is growing more slowly than nationally**, over the last five years, total businesses have increased by 2.31% compared with 9% nationally. There is a need to support early-stage business growth to further grow the business base, building on above average 5-year survival rates and **higher levels of self-employment**.

### Requires investment which:

- Builds on recent improvements to increase productivity in all businesses
- Enables the business base to grow - more business start-ups, more solo self-employed people converting to employing micro-businesses, small businesses scaling
- Ensures strong survival rates are a positive, that businesses thrive and struggling businesses get support to improve their resilience and performance



## Attracting and retaining young people and talent

There has been no growth in the overall population over the last five years, in addition to an increasing proportion aged 65 and over and a declining proportion aged between 25-39. This suggests that suggests retention and attraction of working age people is important. This points to **broadening local employment and entrepreneurship options and supporting young people**, as well as linking into skills interventions such as through apprenticeships and pathways to employment.

### Requires investment which:

- Enables young people to have local careers and creates jobs that people will stay/in move to KLWN for
- Starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)



## Opportunities to support innovation led growth

There are signs of improvement in innovation in King's Lynn & West Norfolk with a **rise of 60 places of the UK competitiveness Index** over the last five years. However, **only 31 Innovate UK grants** were awarded between 2011-2021, much lower than the average for lower tier authorities of 134. **The number of patents and the proportion of innovation jobs are lower** than the national average suggesting further work is needed to improve innovation to boost the overall economy.

### Requires investment which:

- Enables all businesses to understand and explore the potential for innovation in their products and service delivery, from frontier R&D to diffusion of best practice
- Better connects businesses in the area to innovation infrastructure in the wider region
  - Builds capacity and creates jobs in knowledge-based sectors



## Health, retail and manufacturing strengths need bolstering

**Health, Retail and Manufacturing each employ over 10% of total employees.** Employment in the health sector has grown by 13% over the last five years with 5% VA growth. Although the retail sector is a significant employer, the sector has stagnated over the last five years, with a fall in the number of businesses and no change in number of employees and GVA. **The retail property vacancy rate is higher** than the national average. **GVA in manufacturing fell** over the last five years and the **industrial property vacancy rate is higher** than the national average.

### Requires investment which:

- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors, but with an emphasis on key employing sectors
- Makes best use of available employment and industrial land and property, with programmes of meanwhile use to bring vacant space into active use while long-term purpose is determined

# Investment priorities, interventions & outcomes

## Growing business base, investment which:

- Builds on recent improvements to improve productivity in all businesses
- Enables the business base to grow - more business start-ups, more solo self-employed people converting to employing micro-businesses, small businesses scaling
- Ensures strong survival rates are a positive, that good businesses thrive and weak businesses get support to improve, or close

## Alignment to UKSPF Interventions:

C&P –  
 SLB – E17, E18, E23, E24, E25, E26, E28  
 P&S –

## Outputs/Outcomes:

- Businesses receiving support
  - Jobs created
- New businesses created
- Increased investment
- Increased productivity
- Increased technology adoption

## Attracting & retaining young people, investment which:

- Enables young people to have local careers and creates jobs that people will stay/in move to KLWN for
- Starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)

## Alignment to UKSPF Interventions:

C&P – E9  
 SLB – E17, E23, E24, E30  
 P&S –

## Outputs/Outcomes:

- Improved facilities and amenities, accessibility
- New businesses created
  - Jobs created
- Increased investment

## Supporting innovation led growth, investment which:

- Enables all businesses to understand and explore the potential for innovation in their products and service delivery, from frontier R&D to diffusion of best practice
- Better connects businesses in the area to innovation infrastructure in the wider region
  - Builds capacity and creates jobs in knowledge-based sectors

## Alignment to UKSPF Interventions:

C&P –  
 SLB – E18, E19, E20, E21, E22, E23, E24  
 P&S –

## Outputs/Outcomes:

- Increased R&D activity
- New products and services
- New businesses created
  - Jobs created
- Increased investment

## Bolstering strengths, requires investment which:

- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors, but with an emphasis on key employing sectors
- Makes best use of available employment and industrial land and property, with programmes of meanwhile use to bring vacant space into active use while long-term purpose is determined

## Alignment to UKSPF Interventions:

C&P – E1, E4, E6, E8  
 SLB - E16, E17, E22, E28, E30  
 P&S –

## Outputs/Outcomes:

- Jobs created
- Jobs safeguarded
- Increased investment
- Increased export capacity

# People and skills: the evidence



Employment is around average and has fallen over the past 5 years



A higher rate of economic inactivity than the national average and has increased over the last five years



A higher proportion of 16-18 year olds in apprenticeships than the national average



More people in the workforce receive job related training than nationally



A lower proportion of employment in high skilled occupations



A higher proportion of employment in skilled trade and caring, leisure and other service occupations



Average earnings below the national average, however earnings have increased over the last five years



Fewer people qualified at NVQ4+ than nationally, and more people with no qualifications

# Challenges, opportunities & investment priorities



## Higher rates of economic inactivity

The employment rate in King's Lynn & West Norfolk is around average at 74% compared with 75% nationally, and has fallen by 1.5% over the last five years. The **economic inactivity rate is a little higher than the national average** (22.9% vs 21.3% nationally) and has increased by 1% over the last five years. High proportion of currently inactive people want to work (29.1% vs 18.6% nationally), but have greater constraints that will require flexibility in employment (26.6% vs 19.2% currently inactive due to caring responsibilities, 36.9% vs 24.6% due to long-term sickness). Increasing total employment rates will be dependent upon attracting and retaining people of working age.

### Requires investment which:

- Enables economically inactive people to find work
- Works with local employers on job design and flexible working policies to widen access for those with caring responsibilities or work-limiting illness/disability



## Low wage economy

**Average earnings in King's Lynn & West Norfolk are relatively low.** Annual median earnings are £28,555, compared to the national average of £31,285. Although earnings **have grown by 9.3% over the last five years, this is lower than the 11% growth nationally**, suggesting that the wage gap is increasing. The percentage of **jobs earning below the real living wage is higher**, but has fallen by 13% over the last five years, faster than the national fall of 6.1%. Relatively low earnings could be partly explained by a **lower proportion employed in professional occupations**.

### Requires investment which:

- Continued progress in proportion of jobs above RLW
- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors
- Creates higher value jobs to change structure of local job market



## Relatively low level skills attainment

The **proportion of people with NVQ4+ qualifications is relatively low** in King's Lynn & West Norfolk at 30% compared to the national average of 43%. Despite a fall in the percentage of people with no qualifications of 5.4% in the last five years, it remains higher than the national average. **Average attainment 8 score at GCSE is lower** than the national average and has fallen. More needs to be done to improve adult skills provision and school attainment in the area to support more people into higher skilled and professional occupations

### Requires investment which:

- Enables people to secure L3 skills, as a step towards L4
- Long-term - starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)



## Strong employer-led work based training provision

King's Lynn & West Norfolk has a **higher percentage of firms that provide on-the-job training** (53%) compared to the national average of 49%, implying that employers are doing relatively well in upskilling but may struggle to find provider led training in the area. This reduces the opportunity for embedded qualifications and wider skills development available in more formal courses. The percentage of 16-17 year olds who are **NEET is at the national rate of 5.5%, but has increased** by 0.6% over the last five years.

### Requires investment which:

- Ensures employers can access relevant provider-led training
- Enables young people to see the potential for a local career

# Investment priorities, interventions & outcomes



## Higher rates of economic activity, investment which:

- Enables economically inactive people to find work
- Works with local employers on job design and flexible working policies to widen access for those with caring responsibilities or work-limiting illness/disability

## Alignment to UKSPF Interventions:

C&P – E9  
 SLB – E30  
 P&S – E33, E34, E37

## Outputs/Outcomes:

- Economically inactive people receiving support
- Increased engagement with volunteering
- People supported into employment



## Addressing low wage economy, investment which:

- Continue progress in proportion of jobs above RLW
- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors
- Creates higher value jobs to change structure of local job market

## Alignment to UKSPF Interventions:

C&P –  
 SLB – E23, E24, E30  
 P&S –

## Outputs/Outcomes:

- Jobs created
- Businesses receiving support
- Increased business sustainability



## Low skills attainment, investment which:

- Enables people to secure L3 skills, as a step towards L4
- Long-term - starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)

## Alignment to UKSPF Interventions:

C&P –  
 SLB – E23, E24, E30  
 P&S – E38, E41

## Outputs/Outcomes:

- People engaged in education / training
- People supported into employment
  - Businesses supported
  - Increased investment



## Local training provision, investment which:

- Ensures employers can access relevant provider-led training
- Enables young people to see the potential for a local career

## Alignment to UKSPF Interventions:

C&P –  
 SLB –  
 P&S – E34, E38, E39, E40

## Outputs/Outcomes:

- People gaining qualifications
- People supported into employment



# A place to live, work, visit and invest

25

1

## Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King's Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality

### Intervention examples

- **E6 (GBP):** Support for local arts, cultural, heritage and creative activities
- **E3 (GBP):** Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces
- **E17 (SLB):** Funding for the development and promotion (both trade and consumer) of the visitor economy

### Outcomes

- Increased footfall, visitor numbers
- Job creation
- Improved amenities, facilities and accessibility

2

## Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
- Protecting/enhancing natural environment
- Domestic efficiency/sustainability
- Transport to get to and from work
- Business transformation and re-training

### Intervention examples

- **E7 (GBP):** Support for active travel enhancements in the local area
- **E13 (GBP):** Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.

### Outcomes

- Neighbourhood and public realm improvements
- Improved cycleways, paths
- Reduced emissions
- Increased business sustainability

3

## Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
- Food (agriculture, food processing & manufacturing, food service & retail)
- Manufacturing
- Health

### Intervention examples

- **E23 (SLB):** Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development, including through local networks.
- **E24 (SLB):** Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise

### Outcomes

- New businesses created
- Increased productivity
- New products and service offers
- Job creation

4

## Supporting people to access opportunities

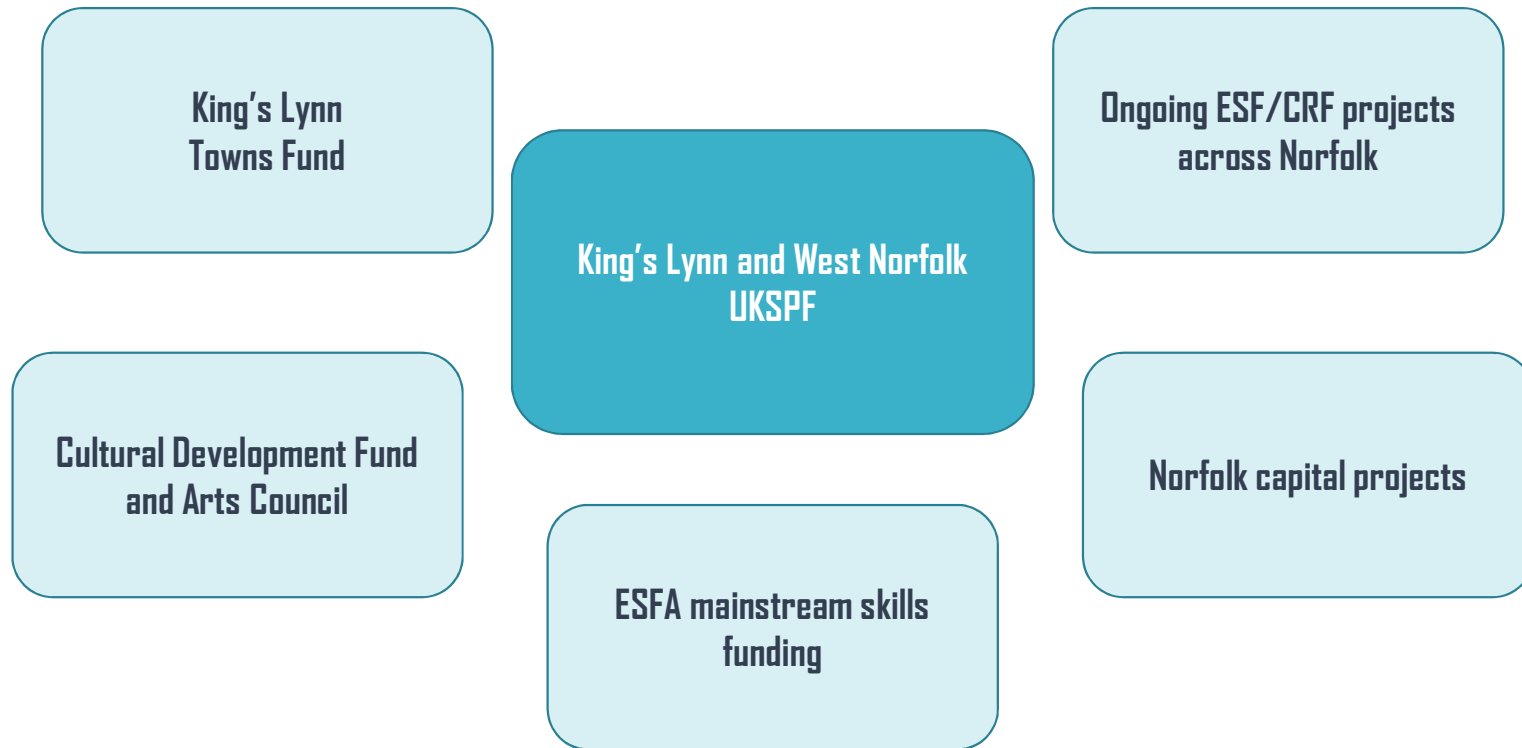
- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

### Outcomes across interventions

- People gaining qualifications
- People supported into work
- Increased volunteering engagement

# Funding landscape

There are a number of funds in the area, that UKSPF can support mainly through revenue, but there are also clear priorities for UKSPF funding here in communities and business support.



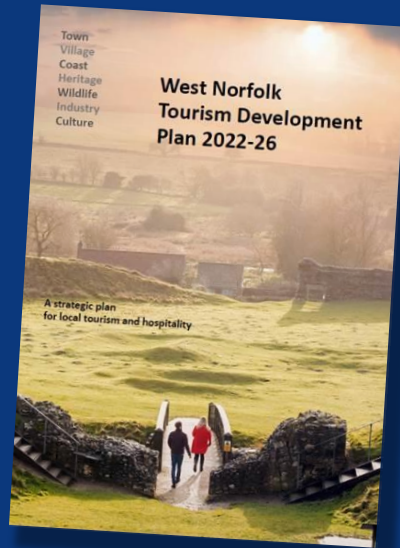
# Investment principles

- People & Skills starts 2024/25 (Y3) as there are currently no at risk VCS providers that could be covered in first two years.
- Capital and Revenue balance to follow the minimum proportions stated by government, as other sources of revenue funding are limited this must be prioritised in UKSPF.
- UKSPF Capital focused on four investment types, to leverage UKSPF Revenue investment priorities:
  - **Matching to Towns Fund**, where it is possible for additional sums to allow activity to be delivered across the Borough. E.g. Public realm fund, active travel & walking, digital connectivity
  - **Establishing local hubs to network in-person provision** of services from centres across Norfolk and the wider region. *E.g. Training, Business support, Events?*
  - **Community transport**, enabling access to learning, training, employment and leisure. E.g. Community bus, travel pass
  - **Supporting digital and net-zero transitions** for businesses and residents E.g. Investment in materials, kit, technology
- Aim for a balance of specific:syndicated delivery, ensuring benefits of collaboration *and* scope to address/promote acute issues/strengths in the Borough.

# The West Norfolk Tourism Development Plan 2022-26

Agenda Item 9

28



The Tourism Department, BCKLWN  
July 19<sup>th</sup> 2022

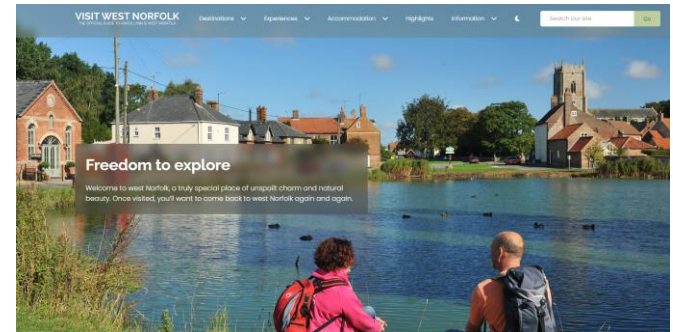
Borough Council of  
King's Lynn &  
West Norfolk



## An introduction to the Tourism Department

- The visitor-facing brand name being 'Visit West Norfolk'.
- A decades-old local area place marketing and visitor promotions dept., staffed by 2 full-time officers.
- Sometimes a part of local place enhancement or public realm projects.
- Visit West Norfolk does not operate nor oversee local public-facing tourism enquiry services.

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# The Tourism Department promotional platforms



*Visit West Norfolk Website*



*Explore West Norfolk Website*



*VWN Social Media Channels*



*Explore West Norfolk App*



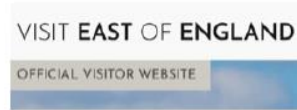
*Walk West Norfolk App*



*Sail The Wash Website (admin/maintenance)*



*Visit Norfolk Website (marketing partner)*



*Visit East of England Website (marketing partner)*



*Where to Stay in West Norfolk (printed booklet)*



*Discover King's Lynn (printed leaflet)*



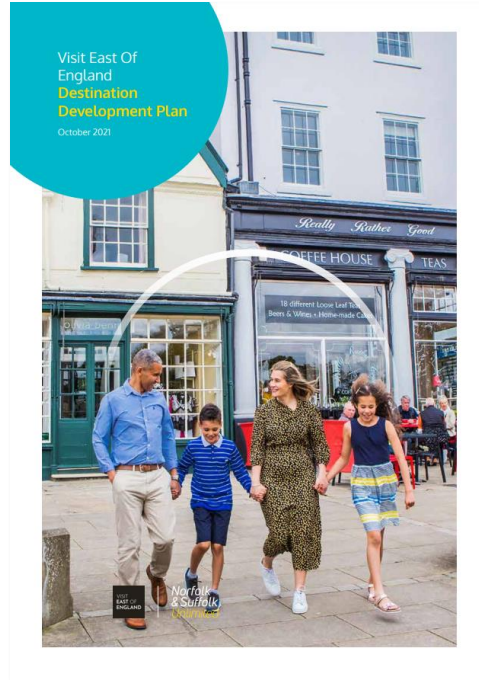
*Hunstanton Mini Guide (printed leaflet)*



*Downham Market Mini Guide (printed leaflet)*

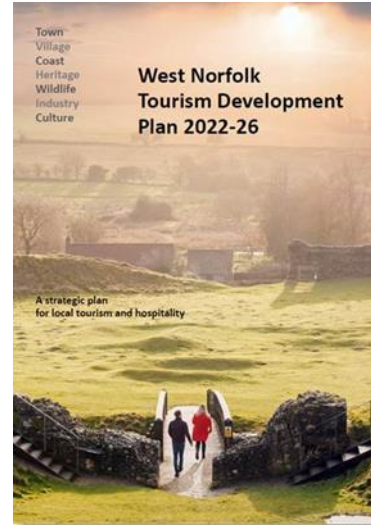
# Other current Tourism Plans

31



# What is the purpose of this west Norfolk tourism development plan document?

1. 6 x key aims that the west Norfolk Tourism Department wishes to make a positive influence on.
2. To help support existing groups and networks.
3. The Tourism Department plays more of an active part of local/regional groups and networks than ever before. This fact not reflected anywhere.
4. The official summary of aims may help local groups and tourism businesses seek out more resources.
5. We can highlight possible solutions, liaise, support networks with data, push certain promotional messages and highlight any upcoming grant/funding streams or support groups for businesses and organisations etc.
6. The overall outcome being to help boost local tourism back to pre-pandemic levels of trade.





# What is the purpose of this west Norfolk tourism development plan document?

- The Tourism Development Plan promises to outline a selection of main areas of concern expressed within the local or county-wide tourism industry with a departmental statement of intent to assist in any way it can.
- The document exists to be moulded and update its aims based upon future economic recovery.
- The plan document (and summary booklet) will be publicly accessible once reviewed by the borough council, for the general public and local businesses alike to be informed as to where the Tourism Department aims to direct support over the next 5 years.
- The plan could also inform external groups that Visit West Norfolk wishes to sit at the table with them.
- Printed and bound copies will be made available upon request.



## What does this tourism development plan NOT aim to provide?

- The Tourism Development Plan is NOT an operational plan.
- The Tourism Development Plan does NOT state that the Tourism Department are the leads on any of these key aims, but rather an intent to positively input, support or influence such issues.
- The Tourism Development Plan CANNOT change its 6 main aims by simply receiving individual suggestions, but through a review process with the West Norfolk Tourism Forum and possible workshops in the future.



## How have local tourism businesses given their input to this plan?

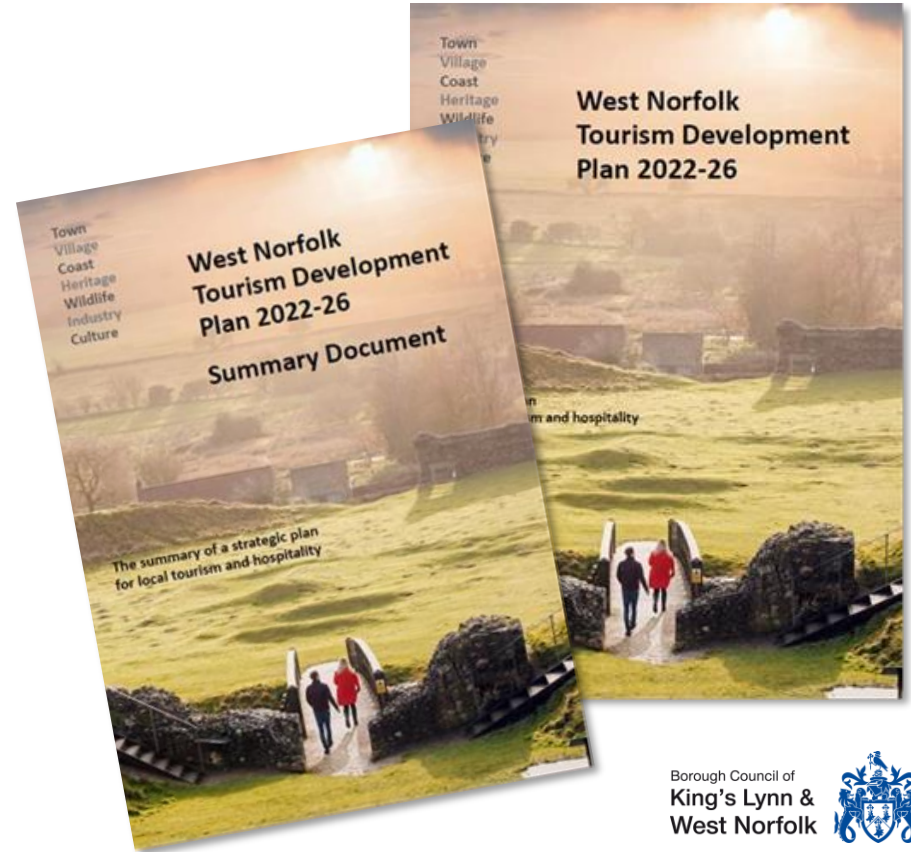
- The business-led **West Norfolk Tourism Forum** have given their input to this document throughout the past year.
- The New Anglia LEP-led formation of the '**East of England Destination Development Prospectus 2021**', produced after a great deal of local tourism business input and surveying across 2021, has also shaped this west Norfolk plan considerably.
- We also held a specific **workshop and presentation** of this plan for local tourism businesses in November 2021 at the West Norfolk Tourism Forum AGM Event (our tourism business contacts having been invited to attend this event).
- All of which is documented within this plan document.
- This plan is to be revised and adapted by local business input across the next 5 years, whether it be by business surveying, through their reps on the West Norfolk Tourism Forum, or through general communications with the tourism department via our fortnightly tourism business e-shots.



# Conclusion: Post-review distribution of the plan

- 1. Incorporate any final changes requested by the borough council.
- 2. Make the plan permanently available for the general public from late Summer 2022 (both in current format and in a 10-page summary).
- 3. Printed & bound copies will be given out to businesses who attend the WNTF AGM evening event in autumn 2022.
- 4. A small surplus amount kept in stock for sending out upon request.

The next meeting of the West Norfolk Tourism Forum scheduled for late Summer 2022, upon which time the Tourism department will give its first updates to the forum committee members for feedback.



Town  
Village  
Coast  
Heritage  
Wildlife  
Industry  
Culture

# West Norfolk Tourism Development Plan 2022-26

## Summary Document

The summary of a strategic plan  
for local tourism and hospitality

# Introduction

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The west Norfolk tourism industry has been hit hard by the COVID-19 pandemic. The **overall value of tourism income for west Norfolk fell -56% in 2020** and **the total amount of visitors to west Norfolk fell around -57%** for that same year, both in comparison to 2019 figures. If we take the overall volume of west Norfolk jobs supported by the local tourism industry, **we see local tourism-based jobs in decline by -36% for 2020** in comparison to pre-pandemic 2019. It remains to be seen how (or if) tourism income in 2021-22 has improved within the west Norfolk area in comparison to the first year of the pandemic.

From a west Norfolk level, a combination of the local tourism income figures already received and regular feedback from the area's tourism businesses through completed tourism business surveys and B2B liaison with the Tourism department indicates that there are several major negative impacts that will continue to hinder the speed of recovery for west Norfolk tourism if not addressed as soon as possible. It is a combination of these *local* negative impacts and major reported issues affecting the *national* tourism industry which influence the six key strategic aims stated within this *West Norfolk Tourism Development Plan 2022-26*.

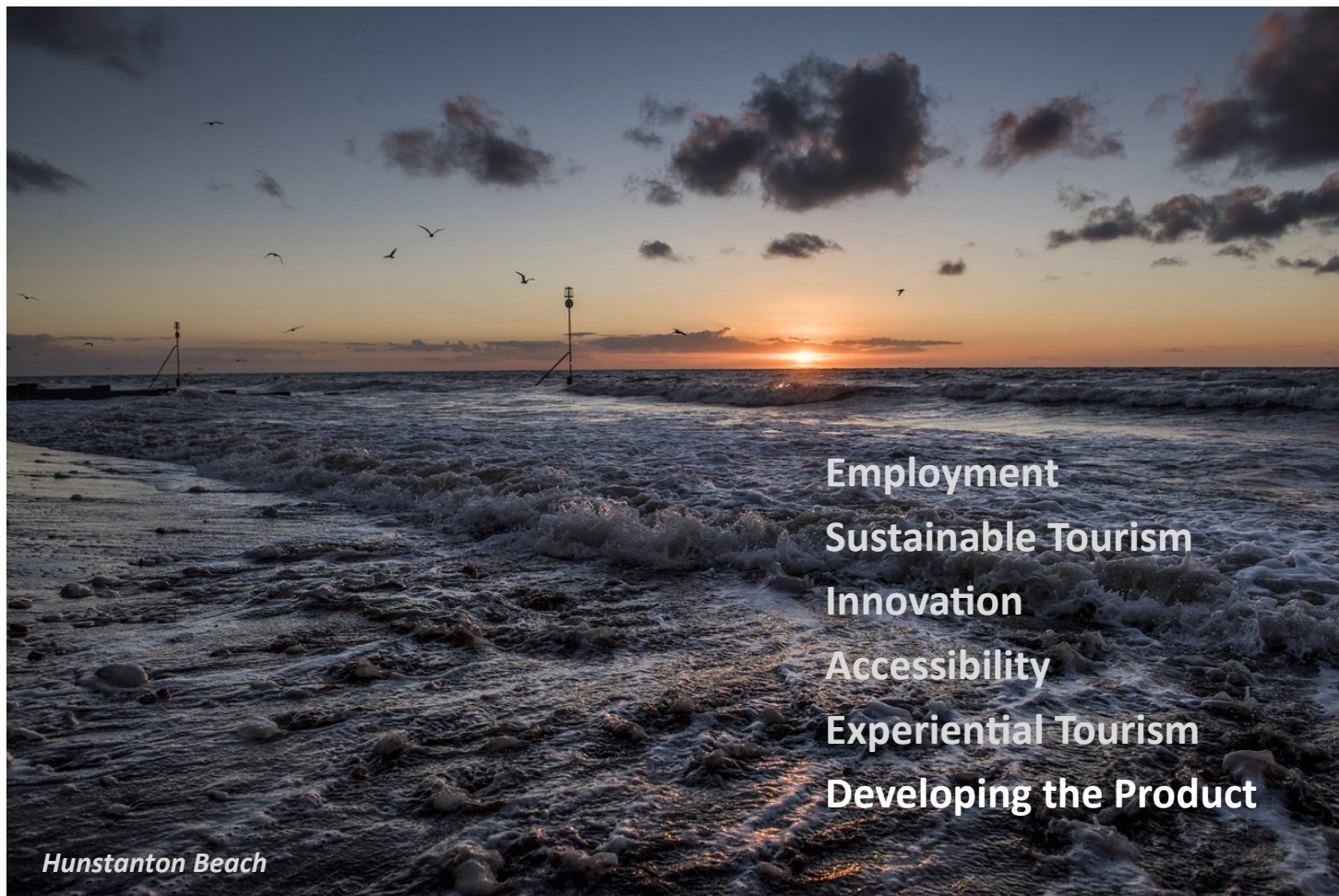
# The Tourism Department

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The Tourism department of the Borough Council of King's Lynn & West Norfolk is probably best known as its visitor-facing brand name of 'Visit West Norfolk'. It is a longstanding local area Destination Management Organisation (DMO) that is a place marketing and visitor promotions team staffed by two full-time officers (a Senior Tourism Officer and Tourism Support Officer).

Alongside visitor-facing marketing and tourism promotions the team are also connected to place enhancement projects and, being part of the Regeneration and Economic Development directorate within the local authority, can be involved in regeneration projects around the west Norfolk area in a variety of ways to help reinforce the fact that west Norfolk is a superb place to visit, live and work in.

Visit West Norfolk does not operate local public-facing tourism enquiry services such as a Tourist Information Centre or Tourist Information Point (such services currently supplied by Alive West Norfolk at two of their venues). Instead, the VWN team possess and utilise an extensive portfolio of digital information platforms and printed tourism literature, all used for a whole variety of ongoing, seasonal and one-off west Norfolk tourism campaigns to attract national and international visitors to the area. An internal audit of the Tourism department was conducted from 2020-21. The review noted the increasing audience numbers that the department's digital platforms reach.



Employment  
Sustainable Tourism  
Innovation  
Accessibility  
Experiential Tourism  
Developing the Product

*Hunstanton Beach*

## Six strategic aims

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The six following strategic aims have been driven by a combination of local tourism income figures, findings from tourism business surveys and general feedback from west Norfolk-based tourism businesses since the first UK lockdown of March 2020. These aims have subsequently been reviewed by the West Norfolk Tourism Forum Executive Committee. Finally, an interactive workshop was conducted with tourism businesses at the West Norfolk Tourism Forum AGM event, held in November 2021.

Supporting comments and notations from existing tourism and regeneration plans (from both a local and national level) are also woven into these six core strategic aims, as noted within the section of each applicable aim.

A multitude of other elements within the modern tourism industry landscape are covered by these six strategic aims. For example, the impact on climate change and wildlife by tourism in west Norfolk is linked to the strategic aim for **Sustainable Tourism**. Similarly, 4G/5G signal quality within west Norfolk (so important for visitor access to tourism information) is linked to the plan's strategic aim for **Innovation & Digitisation**. The strategic aim for **Employment** in the local tourism industry includes other aspects such as training support, skills and even public transport mobility needs of hospitality staff in the local area.



## 1: Impacts on employment within the tourism sector

One of the key strategic aims for the west Norfolk Tourism department is a focus on supporting local business recovery from the impacts on employment within west Norfolk's tourism industry. Such negative impacts on employment, as widely reported on a nationwide basis in recent times, may not wholly be the fallout from the pandemic itself. Nonetheless, such impacts on employment arguably impedes the ability for (and speed of) tourism recovery in the local area.

There should be the strategic aim to **focus on skills and local workforce support**. Utilising active partnerships with leaders and key stakeholders of the west Norfolk tourism industry, the Tourism department could actively help to **promote the many positive elements of working in the area's tourism and hospitality sectors**. Such promotions could explore employment opportunities, training and skills support, tourism industry-based apprenticeships and related opportunities within the voluntary sector at the same time as addressing potential visitors to the area.

Based on feedback received from some local tourism contacts in recent times, there also needs to be an active sharing of information on how best to *retain* staff and volunteers.



## 2: 'Sustainable Tourism' and the natural environment

"Economic growth must go hand-in-hand with greater protection for our natural landscapes, our forests, beaches, clean air, and areas of outstanding beauty rich in biodiversity." East of England Destination Development Prospectus '21.

Visit West Norfolk has been working with such local environmental groups as Norfolk Coast Partnership's 'Reopening the Coast' group since the early months of the pandemic, **helping to identify and report any known negative impact on the west Norfolk environment from visitors** to the area - particularly the impact from the phenomenon of the 'New Traveller' (first-time staycationers and visitors to rural and coastal west Norfolk). From mid-2020 onwards the Tourism department has been encouraging **responsible tourism** and **informed travel** which can positively contribute to the local economy, connected local supply chains and the environment.

The Tourism department identifies **the importance of minimising any risk of over-tourism** as part of the Borough Council's duty to protect its natural resources and cultural heritage. West Norfolk has a varied and rich landscape with areas which are highly ecologically vulnerable, but key solutions to tourist flow-through management throughout the area could include a combined approach of **promoting all-season tourism**, wider-reaching **responsible tourism messaging**, supporting **parish council visitor development plans**, and attempts at **spreading tourist demand across the west Norfolk geography** (where appropriate) to help minimise hotspots and footfall bottlenecks in the future.

Alongside Visit East of England, the Tourism department will align itself with the Government's 2021 Sustainable Tourism Plan and the aims of the BCKLWN Climate Change Strategy and Action Plan.



#westnorfolktourism

'Responsible Tourism' signage in Downham Market



### 3: Innovation and digitisation

Utilising future public realm improvements and modernisation, the King's Lynn Town Investment Plan, possible 4G/5G improvements, promotion of tech support workshops and related tech grant information for local businesses (amongst other elements), **west Norfolk cannot stay still if its local tourism industry wishes to meet the demands of the modern visitor.**

In amongst many current promotional and digital marketing trends, Visit West Norfolk identifies a need to increase social interaction with visitors for User Generated Content (the UGC trend) and to more effectively capture authentic interest in the west Norfolk area. This aim could include the use of immensely popular platforms such as Crowdriff and Tiktok alongside mid-level social influencers in a fresh approach on how digital promotions and online messaging are transmitted and received.

In adapting to the needs of modern audiences, Visit West Norfolk also **aims to conduct innovative and stand-out grassroots promotional concepts** utilising sound and ambient visuals, particularly for capturing interest from Gen Z (up to age 25) and affluent millennial (age 26-41) demographics. It is believed by some online tourism reports that these two demographics are arguably the key markets for growth in post-pandemic (and post-Facebook) times - at least when it comes to positive engagement with less traditional tourism digital marketing methods.

**#westnorfolktourism**

## 4: Visitor accessibility

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*“An inclusive and accessible tourism offer that meets customer needs is good for both businesses and consumers. Before COVID-19, half a million British adults cited ‘lack of accessibility provision’ as the reason they did not take a domestic trip in the previous 12 months.”* The DCMS Tourism Recovery Plan 2021.

Although this strategic aim does identify the need to Improve travel and tourism information for visitors with varied physical requirements, there is also an identified **need to focus on making west Norfolk more accessible for visitors** in other important ways too, from linking up existing pathways and physical routes to making improvements to public signage (both digital and traditional displays) and interpretation boards across all three west Norfolk towns, the strategic aim for improving visitor accessibility within the area is arguably a broad but necessary one.

Work is already underway by the Visit West Norfolk team to **actively engage with current projects that approach this aim for improved visitor accessibility in different ways**. From the Norfolk Local Cycling and Walking Infrastructure Plan (LCWIP) to future expansions of the Norfolk Coast Path, and from newly-formed local community groups who aim to improve and expand upon historic trails of visitor appeal in the area to overseeing various interpretation board replacements within the local area, the Tourism department sees such improvements and developments as an important element of modernising the area and encouraging economic growth, to help meet the many requirements and expectations of the modern traveller.





## 5: Experiential Tourism - bookable experiences

Visit West Norfolk believes that out-of-season tourism is no longer a choice but a way forward for the west Norfolk tourism industry to begin to recover. There is ample contemporary evidence across the industry, from recent Visit-Britain consumer surveys to national investment in the EXPERIENCE programme, emphasising the need for tourism businesses to adapt their offers, balance changes in consumer demand, and enhance their offered visitor experiences to continue to attract much-needed income across the calendar year.

Different seasons may well mean **different markets to attract**, and visitors do want to engage with our tourism business offering with all of their senses. The **growing industry trend for such Experiential Tourism can be a key driver for low season income**, though we also need to recognise that west Norfolk has a **truly fantastic out-of-season offer ready for more focus**, more marketing and more promotional opportunities. A traditional single-focus on an annual summer campaign is no longer an adequate approach for our local tourism offer. With the aim of a more efficient tourism business recovery process in mind, **the local tourism industry really needs to create new (or build upon existing) high quality bookable visitor experiences** which are superb no matter what the weather may be. West Norfolk's tourism offer needs to be as strong and enticing during cold, wet and dark times of the year as it surely is during the summer season.

Through local collaboration, innovative visitor experiences do not have to be tech-based nor specifically cater to contemporary tourism trends. There is scope to build upon a traditional sense of place and retro aesthetics, remembrance and an appeal to an unspoilt sense of nostalgia whilst still offering a high quality experience with modern resources. Any such marketing approach can include modern interpretations of storytelling and user-generated content (UGC).

Though Visit West Norfolk recognises that the creation of new experiences can require a lot of development, if they are innovative and communicated well, visitors can do much of the work and share your experiences for you.

***#westnorfolktourism***

## 6: Developing the cultural product

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Developing the cultural offer within west Norfolk's three towns at the same time as nurturing diverse creative and cultural opportunities across the area is vital to keep the area relevant and competitive within the UK's modern tourism sector, ultimately contributing to the area's strong appeal to (and hopefully surpassing the expectations of) modern visitors and their families across a range of social, economic and cultural demographics.

This fact has already been recognised by the borough. For example, the King's Lynn Town Investment Plan (TIP) developed from 2020-21 sets out a strategic plan to address the opportunities and challenges that face the town in a changing world through 5 priorities for investment. The mission set out in the King's Lynn Town Investment Plan includes;

***“A repurposed town centre with new experiences and businesses; increasing footfall, enhancing cultural opportunities, with its different parts better connected.”***

This mission and other similar objectives across the west Norfolk area can be supported by the Tourism department in several ways, not least within its existing support for the Guildhall Complex & Creative Hub (looking to provide training and workspaces for creative industries), its ongoing work as a member of the Downham Market Town Team (or any future version of that group) and future support within any coastal communities work - whether within Hunstanton or across the west Norfolk coastline.



# West Norfolk: a 'must visit' destination

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West Norfolk is in the enviable position of having almost the full range of geographical identifiers for tourists with a variety of tastes, all within one fairly accessible contained area: from unspoilt rural villages to coastal hotspots for leisure sailing, historic market towns to authentic seaside resort family experiences, and from wildlife attractions to classic English pubs and trails, **the diversity of the area already holds great potential in expanding the traditional visitor "season" into an all-year-round 'must visit' destination for promotion.** This is why the Tourism department is, probably for the first real time, not merely concentrating a big promotional 'push' for the annual summer season, but now involved in the creation of a full and active, year-round interlinked promotional plan for the whole of 2022 (and then onwards, for each calendar year beyond that).

Even when minimising the traditional bias towards summer season-led marketing and promotions it is still important to monitor and take advantage of all current tourism industry trends which could be applicable to the area at all given times: **mindfulness, perceived sanctuaries for mental health and well-being getaways in the wild, hands-on experiential offerings, the increased linking up of cross-county pathways, building upon a strong alternative transport offer and User Generated Content** all have vital roles to play in making west Norfolk a whole-year 'must visit' destination in the post-pandemic era. Indeed, it is the overall purpose of the development plan to support and highlight such different facets and tools within the local tourism industry, ultimately to help west Norfolk develop and grow ever stronger as a modern 'must visit' destination.

A summary of the strategic development plan for local tourism and hospitality

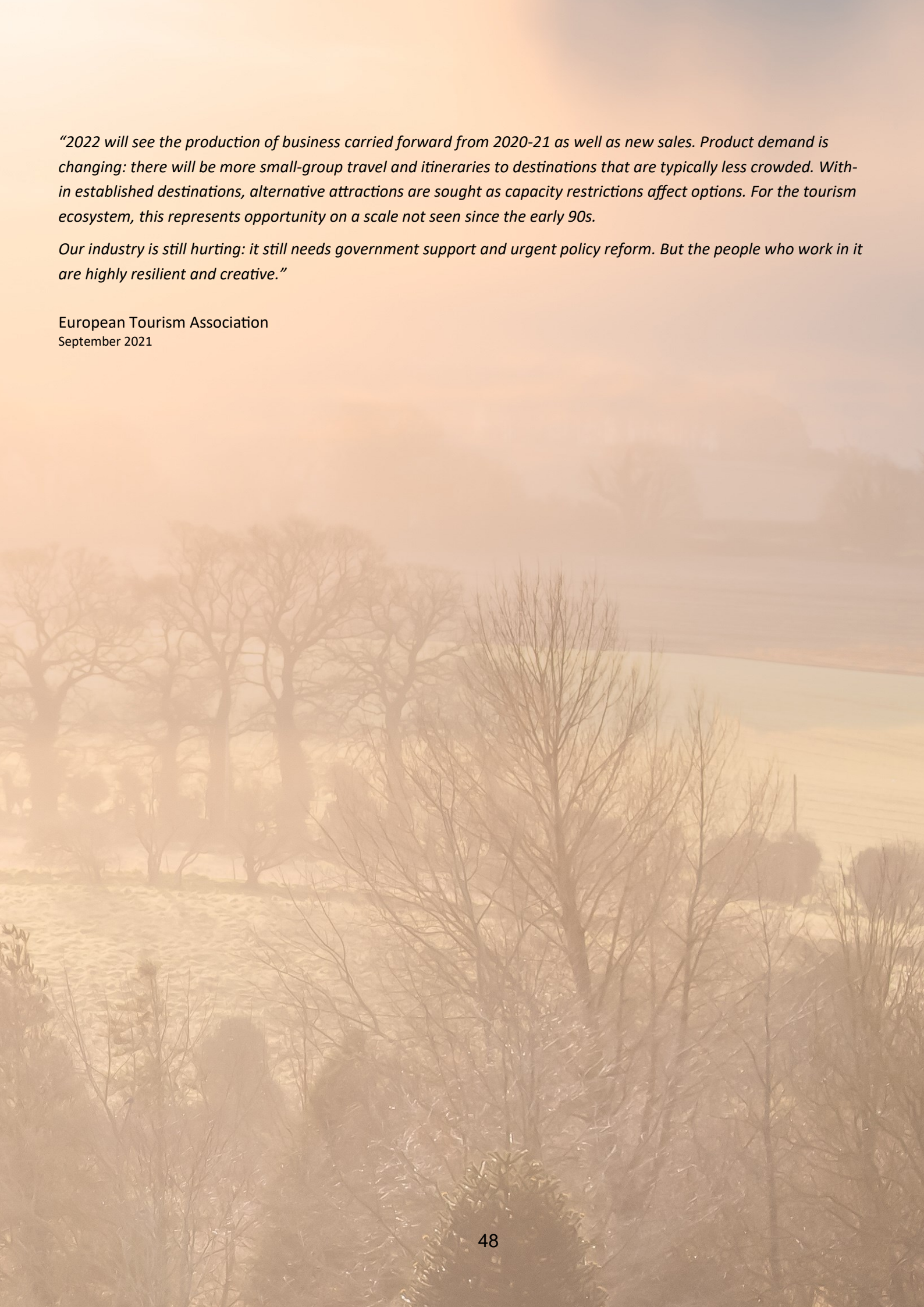
Visit West Norfolk  
Borough Council of King's Lynn & West Norfolk  
King's Court  
Chapel Street  
King's Lynn PE30 1EX



Town  
Village  
Coast  
Heritage  
Wildlife  
Industry  
Culture

# West Norfolk Tourism Development Plan 2022-26

A strategic plan  
for local tourism and hospitality

A misty, golden-hour landscape with bare trees and rolling hills. The scene is bathed in a warm, orange glow, suggesting early morning or late afternoon. The trees are mostly without leaves, and the hills in the background are shrouded in a light mist. The overall mood is serene and quiet.

*“2022 will see the production of business carried forward from 2020-21 as well as new sales. Product demand is changing: there will be more small-group travel and itineraries to destinations that are typically less crowded. Within established destinations, alternative attractions are sought as capacity restrictions affect options. For the tourism ecosystem, this represents opportunity on a scale not seen since the early 90s.*

*Our industry is still hurting: it still needs government support and urgent policy reform. But the people who work in it are highly resilient and creative.”*

European Tourism Association  
September 2021





*Burnham Overy Staithe*

## The tourism department: product review

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The Tourism department of the Borough Council of King's Lynn & West Norfolk is probably best known as its visitor-facing brand name of 'Visit West Norfolk'. It is a longstanding local area Destination Management Organisation (henceforth referred to in this document as DMO) that is a place marketing and visitor promotions team staffed by two full-time officers (a Senior Tourism Officer and Tourism Support Officer).

Alongside visitor-facing marketing and tourism promotions, the team are also connected to place enhancement projects and, connected to its Regeneration and Economic Development directorate within the local authority, can be involved in regeneration projects around the west Norfolk area in a variety of ways to help reinforce the fact that west Norfolk is a superb place to visit, live and work in.

Visit West Norfolk does not operate local public-facing tourism enquiry services such as a Tourist Information Centre or Tourist Information Point (such services currently supplied by Alive West Norfolk at two of their venues). Instead, the VWN team possess and utilise an extensive portfolio of digital information platforms and printed tourism literature, all used for a whole variety of ongoing, seasonal and one-off west Norfolk tourism campaigns to attract national and international visitors to the area. An internal audit of the Tourism department was conducted from 2020-21. The review noted the increasing audience numbers that the department's digital platforms reach.

*#westnorfolktourism*



## The Visit West Norfolk platforms

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The Visit West Norfolk tourism portfolio currently includes the primary **Visit West Norfolk place marketing website** (with its **very active social media** offshoots), the **Explore West Norfolk trails website**, the **Walk West Norfolk app** and **Explore West Norfolk app**. Other related digital platforms the VWN team actively contribute to include the **Sail The Wash leisure sailing website** and the leading regional partner tourism websites such as **Visit Norfolk** and **Visit East of England**. The VWN also manage and produce up to **12 different printed west Norfolk tourism leaflets** each and every year, the team often giving their support and input to printed literature for key annual events too.

The VWN team actively attracts and supports a variety of national and international tourism-related **press enquiries** to help market west Norfolk, promote local venues and highlight other tourism and hospitality businesses, including the provision of regular access to the Tourism department's ever-expanding **VWN media archives**.

With its extensive **local and regional partnership work**, Visit West Norfolk aims to make sure west Norfolk is always highlighted and included as much as possible as a 'must visit' and vital destination within the tourism industry of the county of Norfolk and the eastern region as a whole.

The VWN department has witnessed and adapted to many changes within the national and international tourism industry over the decades the department has existed, including the increased reliance on digital information and the now-standard online booking platforms, the international decline in the reliance of traditional face-to-face TICs and England's disbanding of the regional Tourist Board authority structure in favour of modern DMOs. The biggest change to the national tourism industry is likely the ongoing fallout from COVID-19 in general and the negative impact of the pandemic on the operations of west Norfolk tourism businesses in particular.

# The VWN tourism portfolio highlights



*Visit West Norfolk Website*



*Explore West Norfolk Website*



*VWN Social Media Channels*



*Explore West Norfolk App*



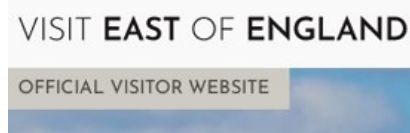
*Walk West Norfolk App*



*Sail The Wash Website (admin/maintenance)*



*Visit Norfolk Website (marketing partner)*



*Visit East of England Website (marketing partner)*



*Where to Stay in West Norfolk (printed booklet)*



*Discover King's Lynn (printed leaflet)*



*Hunstanton Mini Guide (printed leaflet)*



*Downham Market Mini Guide (printed leaflet)*

*Plus ad hoc printed titles of limited print-runs*

# Introduction

The west Norfolk tourism industry has been hit very hard by the COVID-19 pandemic. The **overall value of tourism income for west Norfolk fell -56% in 2020** and the **total amount of visitors to west Norfolk fell around -57%** for that same year, both in comparison to 2019 figures\*. If we take the overall volume of west Norfolk jobs supported by the local tourism industry, **we see local jobs in decline by -36% for 2020** in comparison to pre-pandemic 2019. It remains to be seen how (or if) tourism income in 2021 has improved within the west Norfolk area in comparison to the first year of the pandemic.

On page 7 of this document we explore how the national picture looks for the UK tourism industry as a whole but, from a west Norfolk level, a combination of the local tourism income figures already received and regular feedback from the area's tourism businesses through completed tourism business surveys and B2B liaison with the Tourism department indicates that there are several major negative impacts that will continue to hinder the speed of recovery for west Norfolk tourism if not addressed as soon as possible. It is a combination of these *local* negative impacts and major reported issues affecting the *national* tourism industry which influence the six key strategic aims stated within this *West Norfolk Tourism Development Plan 2022-26*.

West Norfolk tourism business contacts and the West Norfolk Tourism Forum executive committee members reviewed the stated strategic aims across the summer and autumn of 2021. Their input has been vital to the progress and planning behind this tourism development plan.



[#westnorfolktourism](#)

\* = figures taken from the 'Economic Impact of Tourism: West Norfolk 2020' report.

Looking back to 2019, Norfolk's tourism trade had hit a record high, with more people than ever employed in the sector. Figures released by Visit East of England in 2020 show that the value of tourism grew by 3% to £5.5bn and tourism-related employment rose by over 3% for the region. In Norfolk tourism jobs were up 3% to 69,266 and in Suffolk they were up 4% to 44,498. This means tourism was 19.5% of all employment in Norfolk and 14.2% in Suffolk.

From the start of the first wave of lockdown in 2020 Visit West Norfolk collaborated with Visit East of England on issuing periodic business surveys to their local area tourism contacts to better understand the impact of COVID-19 on the industry after such an impressive previous year. The findings highlighted the high level of furloughed staff and the continuing (and vital) need for grant support from local and national government. Copies of these tourism business surveys can still be found under the Press and Media section of the Visit East of England website.

The sheer amount of local tourism businesses negatively impacted by the COVID-19 related drop of revenue meant that the tourism industry focussed heavily on grant support throughout the 2020-22 period. From early August 2021 the Borough Council of King's Lynn & West Norfolk had administered £77 million worth of grants to local businesses. Amongst such grants over 140 businesses in west Norfolk had benefited from more than £667,000 in the Refresh Reopen grant scheme administered by the borough council. Some grant support schemes of benefit to local tourism were still active as of early 2022, including the Welcome Back Fund (the closure of the fund being March 2022).

This west Norfolk tourism development plan has been developed within the context of the longer-term recovery and strategic ambitions of both the borough council's Regeneration & Economic Development department and of the wider tourism sector. Indeed, the Tourism department has already commenced work on addressing the six main strategic aims highlighted within this document, and see this plan as a fluid, evolving document with space to periodically respond and be proactively updated to face future issues within the recovering local tourism industry.

The west Norfolk tourism development plan incorporates aims that can impact on other aspects of the local visitor economy, such as leisure, culture and sport, but its primary focus is on tourism and hospitality.

# The national picture

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From 2020 and into 2021, alongside the several emerging national and local grant schemes the UK saw an extension to the national furlough scheme, and the Bounce Back loan scheme was also launched. Despite such support on both the local and national level we are still seeing businesses fail. From an attractions and events point of view 2020 saw the national tourism sector lose the Easter break, the May Bank Holidays, all of October school half term and the full Christmas holiday period. We saw mass cancellations across the board too, from accommodation bookings to events, activities and open days to workshops, and much more. Such a high level of cancellations may have lowered somewhat since that time, but it has not stopped as of late 2021. As from late 2021 the nation was still in the very early stages of business recovery. This is mainly due to the UK having little more than the past 6 months of annual trade for 2021 (and just one summer season) to even begin to recover from the pandemic and the economic impact from all previous lockdowns (plus new variants of the virus to contend with).



*Thornham*

The national picture for tourism is, of course, changing all of the time, evolving as the situation changes - particularly in relation to tiered levels of restrictions which could be imposed on local and international travel for periods of time since the last full lockdown was eased in the spring of 2021, as well as the roll out of the vaccination booster programme from Autumn 2021 onwards. Nonetheless, this development plan does serve as an outline for immediate priorities and focal points to secure agreement and support from major local organisations and stakeholders.

The West Norfolk tourism department also acknowledges the impact on UK tourism from the ongoing European Capital of Smart Tourism initiative, which recognises outstanding achievements by tourism destinations in four categories: sustainability, accessibility, digitalisation as well as cultural heritage and creativity. Visit West Norfolk believes that the west Norfolk tourism industry needs to adapt to such aims too to succeed in the modern, post-pandemic world of the "New Traveller" being laid out before us with every passing month of the ongoing tourism recovery period.

The west Norfolk tourism development plan includes references to, and strong influence from, the following key current UK tourism industry and business support documents (as of December 2021):

The BCKLWN 'Recovery Action Plan' (draft notes), the New Anglia LEP/VEE 'Destination Management Prospectus', the 'Economic Impact of Tourism: West Norfolk 2020' report, the 'Department for Digital, Culture, Media & Sport Tourism Recovery Plan' (of national focus), and the DCMS 'UK Tourism Scenario Forecasts' document (also of national focus).



*The Strategic Aims Workshop, November 2021*

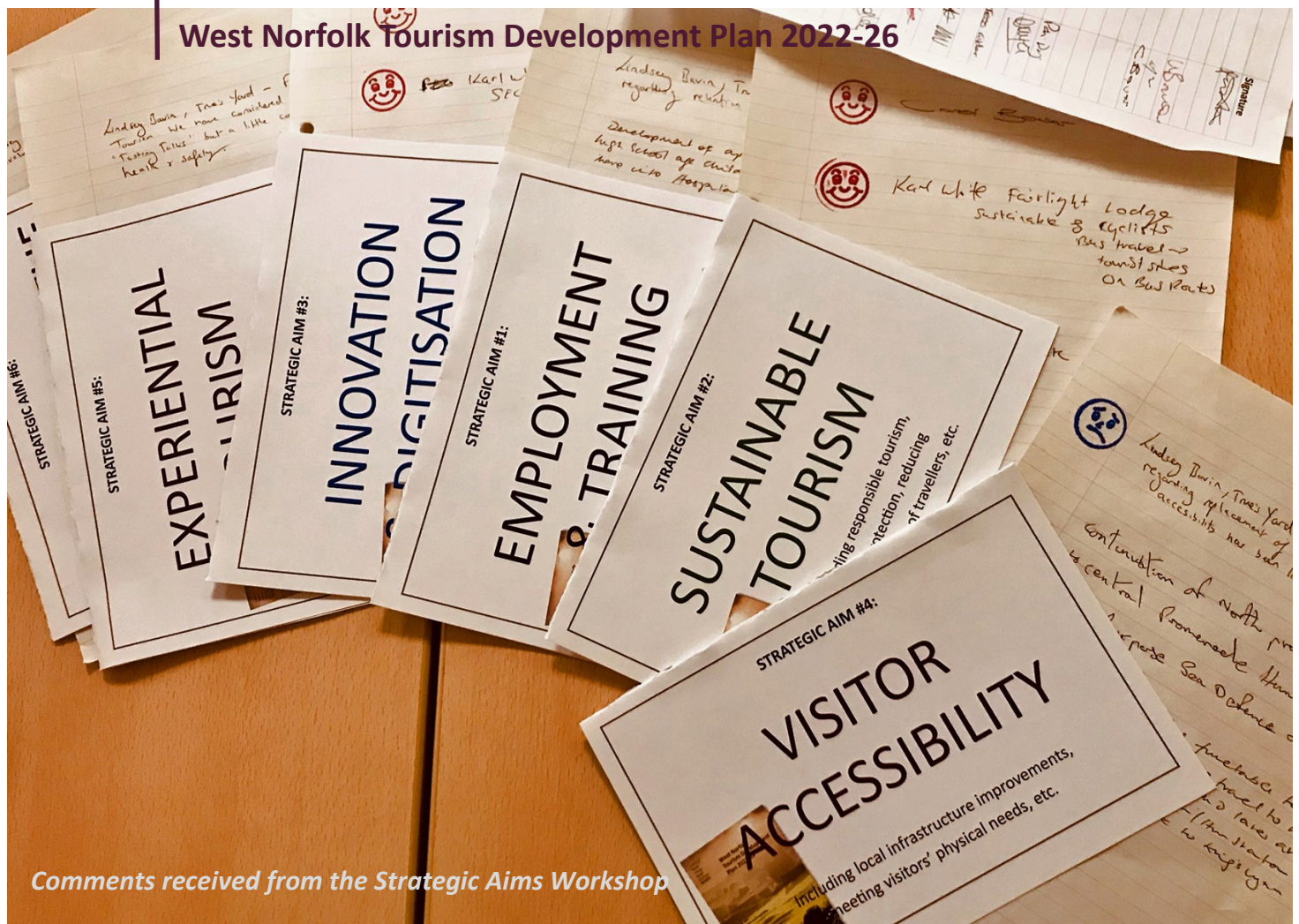
## How the six strategic aims were finalised

Although this Tourism Development Plan is a ‘working’ document and will likely adapt with the local or national situation over the course of its five-year lifespan, it was important to set out key strategic aims from the outset to bring a sense of focus and departmental priority to the many different strands of work currently being conducted within the local tourism industry.

To help the Tourism department finalise these main strategic aims it consulted with the longstanding West Norfolk Tourism Forum. The forum has existed for 34 years and includes key local tourism contacts as executive committee members, such as representatives from: the West Norfolk Hospitality Association, Norfolk Chamber of Commerce & Industry, West Norfolk Site Operators, West Norfolk Holiday Home Owners Association, Hunstanton Chamber of Trade, Hunstanton Civic Society, Hunstanton Town Council, King's Lynn Vancouver Quarter, Downham Market Town Council, The King's Lynn BID, and the College of West Anglia amongst others.

As mentioned elsewhere in this document, the Tourism department consulted with the West Norfolk Tourism Forum throughout much of 2021, though the forum’s own AGM event in November 2021 (with AGM invites going out to hundreds of west Norfolk’s tourism businesses each year) also provided a good opportunity for the Tourism department to hold an interactive ‘Strategic Aims Workshop’ for those in attendance. This workshop gave the department valuable direct engagement with local tourism businesses and it collected important feedback about the different strategic themes. This feedback has influenced the aims within the Tourism Development Plan.

## West Norfolk Tourism Development Plan 2022-26



Comments received from the Strategic Aims Workshop

Some highlights of comments received from businesses at the ‘Strategic Aims Workshop’ as well as other feedback provided by local Tourism businesses in 2021 about such strategic aims include:

**Employment & Training:** *“[There is a] need to improve bus timetables to allow tourism/hospitality staff to travel to work on the bus earlier and later in the day...”*

*“Advice [needed] regarding retention of volunteers.”*

*“Development of apprenticeships for local high school age children to be encouraged to work in hospitality.”*

*“Recruitment is incredibly difficult right now, as the entire hospitality industry is struggling to find enough staff. That is primarily Brexit, partly Covid, but exasperated by the lack of housing in hotspot areas. However I am also aware that every other sector seems to be having the same problems, staffing in hospitals, schools & supermarkets.”*

**Visitor Accessibility:** *“Advice [needed] regarding replacement of outdated lifts [in the Museum] as accessibility has been limited by an unusable lift.”*

**Sustainable Tourism:** *“[There is a need for more visitor information about] sustainable travel, including for cyclists, bus travelling and [sustainable] tourism sites along such bus routes too.”*

**Innovation & Digitisation:** *“SEO training and links into markets online [needed].”*

**Experiential Tourism:** *“Food experiences and tourism. We have considered creating ‘Tasting Talks’, but we are a little concerned regarding health & safety.”*

**Developing the Cultural Offer:** *“Advice [needed by a museum] regarding how to involve traveller communities.”*

**#westnorfolktourism**





Employment  
Sustainable Tourism  
Innovation  
Accessibility  
Experiential Tourism  
Developing the Product

*Hunstanton Beach*

## Six strategic aims

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As previously stated, the six following strategic aims have been driven by a combination of local tourism income figures, findings from tourism business surveys and general feedback from west Norfolk-based tourism businesses since the first UK lockdown of March 2020. These aims have subsequently been reviewed by the West Norfolk Tourism Forum executive committee. Finally, an interactive workshop was conducted with tourism businesses at the West Norfolk Tourism Forum AGM event, held in November 2021.

Supporting comments and notations from existing tourism and regeneration plans (from both a local and national level) are also woven into these six core strategic aims, as noted within the section of each applicable aim.

A multitude of other elements within the modern tourism industry landscape are covered by these six strategic aims. For example, the impact on climate change and wildlife by tourism in west Norfolk is linked to the strategic aim for **Sustainable Tourism**. Similarly, 4G/5G signal quality within west Norfolk (so important for visitor access to tourism information) is linked to the plan's strategic aim for **Innovation & Digitisation**. The strategic aim for **Employment** in the local tourism industry includes other aspects such as training support, skills and even public transport mobility needs of hospitality staff in the local area.



## 1: Impacts on employment within the tourism sector

One of the key strategic aims for the west Norfolk Tourism department is a focus on supporting local business recovery from the impacts on employment within west Norfolk's tourism industry. Such negative impacts on employment, as widely reported on a nationwide basis in recent times, may not wholly be the fallout from the pandemic itself. Nonetheless, such impacts on employment arguably impedes the ability for (and speed of) tourism recovery in the local area.

There should be the strategic aim to **focus on skills and local workforce support**. Utilising active partnerships with leaders and key stakeholders of the west Norfolk tourism industry, the Tourism department could actively help to **promote the many positive elements of working in the area's tourism and hospitality sectors**. Such promotions could explore employment opportunities, training and skills support, tourism industry-based apprenticeships and related opportunities within the voluntary sector at the same time as addressing potential visitors to the area.

Based on feedback received from some local tourism contacts in recent times, there also needs to be an active sharing of information on how best to *retain* staff and volunteers.

**Actions/Monitoring:** Tourism Department to report progress to WNTF Executive Committee (quarterly) and report to Employment Engagement Network (monthly) and to the Good Jobs Project team.

## 2: 'Sustainable Tourism' and the natural environment

*"Economic growth must go hand-in-hand with greater protection for our natural landscapes, our forests, beaches, clean air, and areas of outstanding beauty rich in biodiversity."* East of England Destination Development Prospectus '21.

Visit West Norfolk has been working with such local environmental groups as Norfolk Coast Partnership's 'Reopening the Coast' group since the early months of the pandemic, **helping to identify and report any known negative impact on the west Norfolk environment from visitors** to the area - particularly the impact from the phenomenon of the 'New Traveller' (first-time staycationers and visitors to rural and coastal west Norfolk). From mid-2020 onwards the Tourism department has been encouraging **responsible tourism** and **informed travel** which can positively contribute to the local economy, connected local supply chains and the environment.

The Tourism department identifies **the importance of minimising any risk of over-tourism** as part of the Borough Council's duty to protect its natural resources and cultural heritage. West Norfolk has a varied and rich landscape with areas which are highly ecologically vulnerable, but key solutions to tourist flow-through management throughout the area could include a combined approach of **promoting all-season tourism**, wider-reaching **responsible tourism messaging**, supporting **parish council visitor development plans**, and attempts at **spreading tourist demand across the west Norfolk geography** (where appropriate) to help minimise hotspots and footfall bottlenecks in the future.

Alongside Visit East of England, the Tourism department will align itself with the Government's 2021 Sustainable Tourism Plan, but the department will also align with the BCKLWN Climate Change Strategy and Action Plan.



#westnorfolktourism

'Responsible Tourism' signage in Downham Market



*Local produce at Burnham Deepdale*

The Tourism department is an active member of the AONB/Norfolk Coast Visitor Pressures Group, through which contact the department has become aware of some local parish councils producing their own development plans (such as the *Heacham Neighbourhood Development Plan*, for example) which sometimes focus on how parish councils can pro-actively manage tourist-related issues. The Tourism department has recently made enquiries as to the possibility of the foundation of a county-wide rural equivalent of that coastal Visitor Pressures Group, if deemed necessary.

Looking forward, Visit West Norfolk will be investing time, work and budget into a new brand for sustainable and responsible tourism across the local area, titled *Visit West Norfolk Naturally*. The purpose behind the campaign messaging will be to attract responsible tourists to the local area at the same time as showcasing the best of west Norfolk's sustainable tourism destinations and local produce businesses across all seasons. This campaign will initially compliment similar 'green tourism' branding exercises launching across East Anglia at the same time by regional tourism industry partners. Feedback and any notable successes from this ...*Naturally* campaign could support the idea of making this branded content a permanent part of the Visit West Norfolk portfolio of platforms. The Tourism department has procured four new website domain names related to this future ...*Naturally* campaign.

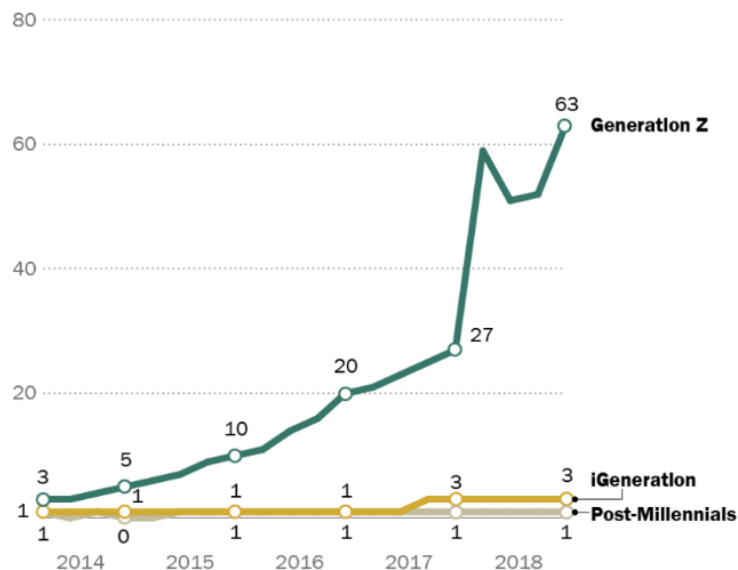
**Actions/Monitoring:** Tourism Department to report progress to WNTF Executive Committee (quarterly) and to both the Visitor Pressures Working Group and Norfolk Tourism Recovery Best Practice Group (monthly).

## “Generation Z dominates online searches for information”

Pew Research

### Generation Z dominates online searches for information on the post-Millennial generation

Relative U.S. search volume of generation terms (Google Trends)



Note: Google Trends data are based on weekly query volume for a given query relative to the highest weekly volume of any queries being compared within the time period and geographic region examined. The maximum relative search volume in the period is 100. The trends above are quarterly averages of weekly relative search volume and include shortened versions of search terms (for example, “Generation Z” also includes “Gen Z”). Values do not reflect the absolute number of searches.

Source: Pew Research Center analysis of Google Trends (accessed Jan. 8, 2019).

PEW RESEARCH CENTER

© 2021 Pew Research Center

Identifying potential audiences for new promotions

## 3: Innovation and digitisation

Utilising future public realm improvements, modernisation, the King’s Lynn Town Investment Plan, possible 4G/5G improvements, promotion of tech support workshops and tech grant information for local businesses, and any local or regional 'Internet of Things' network (amongst other elements), **west Norfolk cannot stay still if its local tourism industry wishes to meet the demands of the modern visitor.**

In amongst many current promotional and digital marketing trends, Visit West Norfolk identifies a need to increase social interaction with visitors for User Generated Content (the UGC trend) and to more effectively capture authentic visitor interest in the west Norfolk area. This aim could include the use of immensely popular platforms such as Crowdriff and Tiktok alongside possible commissioning of mid-level social influencers in a fresh approach to how digital promotions and online messaging are being transmitted and received.

In adapting to the needs of modern audiences, Visit West Norfolk also **aims to conduct innovative and stand-out grassroots promotional concepts** utilising sound and ambient visuals, particularly for capturing interest from Gen Z (visitors up to the age of 25) and affluent millennial (age 26-41) demographics. Recent tourism trends research, including the 2022 YouGov ‘[Youth of Today...](#)’ report, identify that these two demographics are arguably the key markets for growth in post-pandemic (and post-Facebook) times - at least when it comes to positive engagement with less traditional tourism digital marketing methods.

**Actions/Monitoring:** Tourism Department to report progress to WNTF Executive Committee (quarterly) and report to the DMO Coalition Group (fortnightly).

## 4: Visitor accessibility

*“An inclusive and accessible tourism offer that meets customer needs is good for both businesses and consumers. Before COVID-19, half a million British adults cited ‘lack of accessibility provision’ as the reason they did not take a domestic trip in the previous 12 months.”* The DCMS Tourism Recovery Plan 2021.

Although this strategic aim does identify the need to Improve travel and tourism information for visitors with varied physical requirements, there is also an identified **need to focus on making west Norfolk more accessible for visitors** in other important ways too, from linking up existing pathways and physical routes to making improvements to public signage (both digital and traditional displays) and interpretation boards across all three west Norfolk towns, the strategic aim for improving visitor accessibility within the area is arguably a broad but necessary one.

Work is already underway by the Visit West Norfolk team to **actively engage with current projects that approach this aim for improved visitor accessibility in different ways**. From the Norfolk Local Cycling and Walking Infrastructure Plan (LCWIP) to future expansions of the Norfolk Coast Path, and from newly-formed local community groups who aim to improve and expand upon historic trails of visitor appeal in the area to overseeing various interpretation board replacements within the local area, the Tourism department sees such improvements and developments as an important element of modernising the area and encouraging economic growth, to help meet the many requirements and expectations of the modern traveller.

**Actions/Monitoring:** Tourism Department to report progress to WNTF Executive Committee (quarterly) and report to Norfolk LCWIP Group (monthly).





## 5: Experiential Tourism - bookable experiences

Visit West Norfolk believes that out-of-season tourism is no longer a choice but a way forward for the west Norfolk tourism industry to begin to recover. There is ample contemporary evidence across the industry, from recent Visit-Britain consumer surveys to national investment in the EXPERIENCE programme, emphasising the need for tourism businesses to adapt their offers, balance changes in consumer demand, and enhance their offered visitor experiences to continue to attract much-needed income across the calendar year.

Different seasons may well mean **different markets to attract**, and visitors do want to engage with our tourism business offering with all of their senses. The **growing industry trend for such Experiential Tourism can be a key driver for low season income**, though we also need to recognise that west Norfolk has a **truly fantastic out-of-season offer ready for more focus**, more marketing and more promotional opportunities. A traditional single-focus on an annual summer campaign is no longer an adequate approach for our local tourism offer. With the aim of a more efficient tourism business recovery process in mind, **the local tourism industry really needs to create new (or build upon existing) high quality bookable visitor experiences** which are superb no matter what the weather may be. West Norfolk's tourism offer needs to be as strong and enticing during cold, wet and dark times of the year as it surely is during the summer season.

Through local collaboration, innovative visitor experiences do not have to be tech-based nor specifically cater to contemporary tourism trends. There is scope to build upon a traditional sense of place and retro aesthetics, remembrance and an appeal to an unspoilt sense of nostalgia whilst still offering a high quality experience with modern resources. Any such marketing approach can include modern interpretations of storytelling and user-generated content (UGC).

Though Visit West Norfolk recognises that the creation of new experiences can require a lot of development, if they are innovative and communicated well, visitors can do much of the work and share your experiences for you.

**Actions/Monitoring:** Tourism Department to report progress to WNTF Executive Committee (quarterly) and report to EXPERIENCE Norfolk Team (monthly).

## 6: Developing the cultural product

Developing the cultural offer within west Norfolk's three towns at the same time as nurturing diverse creative and cultural opportunities across the area is vital to keep the area relevant and competitive within the UK's modern tourism sector, ultimately contributing to the area's strong appeal to (and hopefully surpassing the expectations of) modern visitors and their families across a range of social, economic and cultural demographics.

This fact has already been recognised by the borough. For example, the King's Lynn Town Investment Plan (TIP) developed from 2020-21 sets out a strategic plan to address the opportunities and challenges that face the town in a changing world through 5 priorities for investment. The mission set out in the King's Lynn Town Investment Plan includes;

***"A repurposed town centre with new experiences and businesses; increasing footfall, enhancing cultural opportunities, with its different parts better connected."***

This mission and other similar objectives across the west Norfolk area can be supported by the Tourism department in several ways, not least within its existing support for the Guildhall Complex & Creative Hub (looking to provide training and workspaces for creative industries), its ongoing work as a member of the Downham Market Town Team (or any future version of that group) and future support within any coastal communities work - whether within Hunstanton or across the west Norfolk coastline.

**Actions/Monitoring:** Quarterly reports to WNTF Executive Committee and submissions to Norfolk Museums Service when appropriate.







## Inspiring success and demand

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To help achieve efficient local tourism recovery, increase visitor demand for the high quality tourism appeal that west Norfolk can clearly offer around the calendar year, and assist in the modernisation of the local tourism industry in general, the Tourism department believes that we must first ask some difficult questions about our local area: **Where are the weaknesses in our collective tourism offer? Where within west Norfolk can good value and fresh, high quality visitor experiences be created? How can these new ideas be tested and proven successful?** Indeed, what do we (as an industry) even want to measure as being "successful" within our local area? (immediate financial success is one thing, but there is great value in exploring a longer-term experiential tourism vision which seeks to inspire repeat returns beyond traditional seasonal periods in the future).

Our constant work with the West Norfolk Tourism Forum and many stakeholder groups across the borough gives the Tourism department regular insight into how local businesses are working hard to adapt to changing demand and recruitment. Within our own communications to local tourism contacts in our growing database, Visit West Norfolk is committed to seeking out and highlighting funding and new training opportunities, sharing success stories, offering potential inspiration and different ways of conducting promotions in the post-pandemic era.



Castle Rising

## Collaboration and partnership

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This document does not focus on government or local authority grants, nor seeks to specify geographical areas of the borough. Instead, **this Tourism Development Plan lays out a selection of key aims or focal points for the department in an attempt to offer a broad range of support for the whole of the local tourism industry.**

As mentioned earlier in this plan, the Tourism department is a place marketing and visitor promotions department. As such, we do recognise the realistic limitations within the remit of the Tourism department for effecting greater positive change when looking at the six documented key strategic aims. It is important to continue to be clear about the scope of the Tourism department, especially when looking at public or local business expectations. However, we do believe that the department possesses the ability for engagement, positive collaboration, the supply of industry-relevant supporting information, the assistance and input within partnership working across the county, and the raising of important tourism industry issues to appropriate authorities.

There is also scope for the department to explore upcoming funding support for brand new projects which can benefit local tourism at the same time as helping to address the six key aims of this plan. Nonetheless, the Tourism department believes that progress and development can be more effectively achieved for west Norfolk via collaboration and partnership work across the spectrum of the local tourism industry. Such future collaborative work will certainly include bodies such as parish councils, town councils and the county council, but also with both established and new SMEs, independent retailers, heritage organisations and even local charity groups. See **Appendix I** of this document for a current list of many groups the Tourism Department is already collaborating with.



## West Norfolk: a 'must visit' destination

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West Norfolk is in the enviable position of having almost the full range of geographical identifiers for tourists with a variety of tastes, all within one fairly accessible contained area: from unspoilt rural villages to coastal hotspots for leisure sailing, historic market towns to authentic seaside resort family experiences, and from wildlife attractions to classic English pubs and trails, **the diversity of the area already holds great potential in expanding the traditional visitor "season" into an all-year-round 'must visit' destination for promotion.** This is why the Tourism department is, probably for the first real time, not merely concentrating a big promotional 'push' for the annual summer season, but now involved in the creation of a full and active, year-round interlinked promotional plan for the whole of 2022 (and then onwards, for each calendar year beyond that).

Even when minimising the traditional bias towards summer season-led marketing and promotions it is still important to monitor and take advantage of all current tourism industry trends which could be applicable to the area at all given times: **mindfulness, perceived sanctuaries for mental health and well-being getaways in the wild, hands-on experiential offerings, the increased linking up of cross-county pathways, building upon a strong alternative transport offer and User Generated Content** all have vital roles to play in making west Norfolk a whole-year 'must visit' destination in the post-pandemic era. Indeed, it is the overall purpose of this development plan to support and highlight such different facets and tools within the local tourism industry, ultimately to help west Norfolk develop and grow ever stronger as a modern 'must visit' destination.

***#westnorfolktourism***

# The next steps: an ongoing review

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As described elsewhere within this document (pages 09-10), the west Norfolk tourism development plan has passed through collaborative and initial feedback sessions to help shape and focus its main "rule of six" aims. The next step would be to incorporate any final changes requested by the Borough Council of King's Lynn & West Norfolk before the plan is made permanently available for the general public via the new Visit West Norfolk website from late Summer 2022 onwards in both the current format and in a 10-page summarised version.

The Tourism department does recognise that this plan needs to be flexible and adaptable in response to these changing times. As such, the six strategic aims may well change - or even be completely replaced - at certain points across the natural lifetime of this plan. To put this sense of flexibility into motion within the plan (and to identify any successes and further needed work), a regular periodic review of this development plan and its aims is deemed necessary.

## The review process for this development plan

All stages of progress or related issues identified throughout our West Norfolk tourism management plans in the past were reported to the quarterly West Norfolk Tourism Forum meetings, to receive immediate feedback from the tourism forum's executive committee members.

This method of progress review from such local tourism industry peers is, once again, proposed for this new tourism development plan. The list of the current West Norfolk Tourism Forum committee members (and which group or business from the west Norfolk tourism industry they represent on that forum) is given on **page 09** of this West Norfolk Tourism Development Plan.

The next quarterly meeting of the West Norfolk Tourism Forum is scheduled for late **Summer 2022**, upon which time the Tourism department will give its first updates to the forum committee members for feedback and ask for any necessary adjustments to the previously-agreed aims currently detailed within this document. Printed and bound copies of this development plan document will also be given out to businesses who attend the WNTF AGM evening event in the autumn of 2022 and a small surplus amount kept in stock for those who contact us for printed copies.

# Appendix I: Collaborative Relationships

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## The Tourism Department's Collaborative Groups (A-Z)

To help the Tourism department move forward with focus on the six main strategic aims it currently consults with the following groups, organisations and bodies of industry (amongst others):

- **British Destinations** [VWN being a formal member of this national tourism industry lobbying group].
- **Downham Market Town Council.**
- **Downham Market Town Team.**
- **Employer Engagement Network** [Norfolk-wide, with links to YPFE].
- **EXPERIENCE Norfolk** [Norfolk County Council team].
- **Fens Biosphere** [future existence unclear at this time].
- **Good Jobs Project.**
- **Hunstanton Observatory Working Group.**
- **Hunstanton Town Council.**
- **King's Lynn & Norfolk LCWIP Group.**
- **King's Lynn Town Centre Public Realm & Repurposing Project Group.**
- **King's Lynn Walsingham Way Group.**
- **Norfolk & Suffolk DMO Coalition.**
- **Norfolk Coast Partnership Strategy Group.**
- **Norfolk Film Assets Steering Group.**
- **Norfolk Museums Service.**
- **Norfolk Tourism Recovery Best Practice Group.**
- **Norfolk Trails** [NCC].
- **Visit Britain** [via monthly DMO calls].
- **Visit East of England.**
- **Visit Norfolk** [Visit West Norfolk/BCKLWN are executive committee members].
- **Visit North Norfolk.**
- **Visitor Pressures Working Group** [Norfolk Coast].
- **West Norfolk Tourism Forum** [with reps from: the West Norfolk Hospitality Association, Norfolk Chamber of Commerce & Industry, West Norfolk Site Operators, West Norfolk Holiday Home Owners Association, Hunstanton Chamber of Trade, Hunstanton Civic Society, Hunstanton Town Council, King's Lynn Vancouver Quarter, Downham Market Town Council, The King's Lynn BID, and the College of West Anglia amongst others].

# A strategic development plan for local tourism and hospitality

Visit West Norfolk  
Borough Council of King's Lynn & West Norfolk  
King's Court  
Chapel Street  
King's Lynn PE30 1EX

Borough Council of  
King's Lynn &  
West Norfolk



## ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2022/2023

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
<b>7<sup>th</sup> June 2022</b>	Appointment of Vice Chair for the Municipal Year	Operational		
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To appoint Members to the Task Groups and IWG's as appropriate
	Appointments to Outside Bodies	Operational	Democratic Services Officer	To ensure continued representation on the Outside Bodies
	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
	Cabinet Report Contaminated Land Strategy	Cabinet Report	Dave Robson	To consider the report and make any appropriate recommendations to Cabinet.
	Presentation from Water Management Alliance – Internal Drainage Boards for King's Lynn and Norfolk Rivers		Water Management Alliance	To receive an update on the work of the IDB
	Updated Terms of Reference of the Homelessness and Housing Delivery Task Group	Operational	Duncan Hall and Nikki Patton	Panel to consider amended Terms of Reference
	21/22 Review of the Councillor Community Grants Scheme	Monitoring	Debbie Ess	To provide feedback on the scheme.
<b>19<sup>th</sup> July 2022</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
	Presentation from Ely Drainage Boards on Internal Drainage Boards for East of Ouse, Polver and the Nar, Downham and Stow Bardolph, Littleport and Downham, Southery and District, Stringside and		Representatives from Ely Drainage Boards	To receive an update on the work of the IDBS

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Agenda Item 11

	Stoke Ferry			
	Tourism Development Plan 2022-2026		Philip Eke	
	West Norfolk Investment Plan for Shared Prosperity Fund	Cabinet Report	Jemma Curtis	To consider the report and make any appropriate recommendations to Cabinet
	EXEMPT Cabinet Report – MFR Contract	Cabinet Report	Barry Brandford and Alexa Baker	To consider the report and make any appropriate recommendations to Cabinet.
<b>6<sup>th</sup> September 2022</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
	Update Reports from Members on Outside Bodies nominated by the Environment and Community Panel	Annual Updates		To receive updates on the work of Outside Bodies
	LGA Coastal SIG – Motion for the Ocean	As requested by Councillor Devereux	LGA Coastal SIG	To receive information.
<b>1<sup>st</sup> November 2022</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
<b>3<sup>rd</sup> January 2023</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
	Update on Youth West Partnership			Last update was provided in Jan 21
	Alive West Norfolk Update	Annual Update		Last update provided in January 21
<b>21<sup>st</sup> February 2023</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
<b>4<sup>th</sup> April 2023</b>	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting



### **To be scheduled**

- Gayton Road Cemetery
- Peat Bogs and CO2 emissions
- Together for Rivers Campaign
- Wild East Nature Recovery Programme
- The Docks

**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
Sp meeting 21 July 2022						
	West Norfolk Investment Plan for Shared Prosperity Fund	Key	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
2 August 2022						
74	Balloon and Lantern report	Non	Cabinet	Corporate Services and Environment Asst Director – M Chisholm		Public
	Outturn 2021/22	Key	Cabinet	Finance Asst Dir M Drewery		Public
	MFR contract and associated Shareholder's Agreement	Key	Cabinet	Environment Asst Dir – M Chisholm		Private - Contains exempt Information under para 3 relating to the business affairs of any person (including the authority)
	CIL – amendments to Governance document	Non	Cabinet	Development & Regeneration Asst Dir S Ashworth		Public
	Contaminated Land Strategy	Key	Council	Environment		Public
	Risk Management Policy	Key	Council	Finance Chief Executive		Public

	Staff Pay Award	Key	Council	Leader Exec Dir – D Gates		Private - Contains exempt Information under para 4 – information relating to consultations and negotiations with employees
	West Winch Framework Masterplan for consultation	Key	Cabinet	Development and Regeneration		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
Sp meeting 1 September 2022						
25	Multi User Hub Business Case	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public
	Active and Clean Connectivity Business Case	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
Sp meeting 15 September 2022						
	Riverfront Business Plan	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public

Date of meeting	Report title	Key or Non Key	Decision Maker	Cabinet Member and Lead Officer	List of Background	Public or Private Meeting
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		Decision			Papers	
20 September 2022						
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Freedom of the Borough - amendments	Non	Council	Leader Chief Executive		Public
	Lynnsport One	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
76	Asset Management – Land and Property	Key	Cabinet	Property Asst Dir Property and Projects		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Review of Governance of Council Companies	Non	Cabinet	Leader Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
15 November 2022						
	Levelling up Government response and actions	Key	Council	Business Culture & Heritage Asst Director – D Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 January 2023						
	West Winch Framework Masterplan	Key	Council	Development and Regeneration Asst Dir – S Ashworth		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 February 2023						
	Budget	Key	Council	Finance Asst Director – M Drewery		Public
77	Capital Programme	Key	Council	Finance Asst Director – M Drewery		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 March 2023						

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
18 April 2023						

**Items to be scheduled**

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public

Document is Restricted