

# **Environment and Community Panel**

# **Agenda**

Tuesday, 6th September, 2022 at 4.30 pm

in the

Council Chamber, 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

Friday 26<sup>th</sup> August 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, 6th September, 2022 at 4.30 pm in the Council Chamber, 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. <u>Minutes</u> (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. <u>Members Present Pursuant to Standing Order 34</u>

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. Tourism Development Plan (Pages 12 - 58)

#### 8. Update Reports from Councillors on Outside Bodies

- a) Borough Council/College of West Anglia Liaison Board Councillor Lowe (Verbal Report)
- b) Area Museums Committee Councillors de Whalley, Kemp and Bubb (Page 59)
- c) Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel Councillor Kemp (Pages 60 61)
- d) Norfolk Health Overview and Scrutiny Committee Councillor Kemp (Pages 62 65)
- e) West Norfolk Community Transport Project Councillor Nockolds (Verbal Report)

#### 9. Portfolio Holder Question and Answer Session

Questions should be submitted to <a href="mailto:democratic.services@west-norfolk.gov.uk">democratic.services@west-norfolk.gov.uk</a> prior to the meeting.

**10.** Work Programme and Forward Decision List (Pages 66 - 72)

#### 11. Date of the next meeting

To note that the next meeting of the Environment and Community Panel is scheduled to take place on Tuesday 1<sup>st</sup> November 2022 at 4.30pm in the Town Hall, Saturday Market Place, King's Lynn.

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 G Middleton, Portfolio Holder for Business, Culture and Heritage.

By Invitation for Item 8: Councillors Kemp and Nockolds.

#### Officers:

Martin Chisholm – Assistant Director Phillip Eke – Tourism Support Officer

#### **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**

#### Click here to view the recording of this item on You Tube.

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

#### Click here to view the recording of this item on You Tube.

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

Click here to view the recording of this item on You Tube.

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

Click here to view the recording of this item on You Tube.

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.

- 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 gueries 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 was 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

# **The West Norfolk Tourism Development Plan 2022-26**



The Tourism Department, BCKLWN September 13th 2022



#### **An introduction to the Tourism Department**

- The visitor-facing brand name being 'Visit West Norfolk'.
- A place marketing and visitor promotions dept., staffed by 2 full-time officers (Phil Eke and Bethany O'Brien).
- The department also supports wider tourism development and place improvement projects.
- Visit West Norfolk does not operate nor oversee local public-facing tourism enquiry services.
- Representation on wider strategic partnerships (i.e. VEE, VN, Norfolk Coast Partnership, WNTF).
- Operates within the financial resources available from BCKLWN revenue funding (£100k, of which £59k is salaries and associated costs for two staff).







#### An introduction to the West Norfolk Tourism Forum

- The WNTF forum is a long-standing area-wide business forum with an independent constitution.
- The BCKLWN supports this forum by providing administration of the meetings and resources for the WNTF AGM (held November each year).
- The forum exists as a voted-in membership model.
- The membership includes representation from a variety of businesses and institutions, including:
- Tourism/hospitality businesses, Chambers of Trade, the WN Hospitality Association, heritage groups, Town Councils etc.
- The tourism department presents a tourism marketing update report at each WNTF meeting and invites feedback and suggestions from the forum.
- The WNTF has been involved with the creation and review of each West Norfolk Tourism Marketing Plan in the past.





## 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)



website for Norfolk

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)



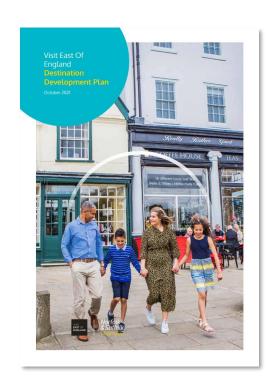
Downham Market Mini Guide (printed leaflet)

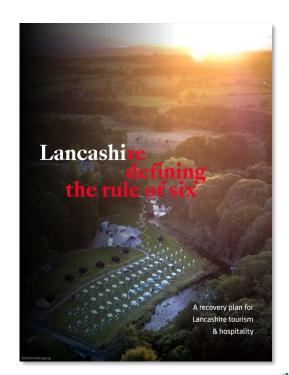


## **National and Regional Plans**







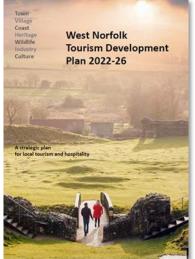


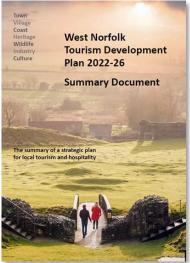


#### What are the priorities of this west Norfolk tourism development plan?

- 1. 6 x key priorities that the west Norfolk Tourism Department aims to make a positive influence on.
- 2. To contribute support to existing groups, networks and partnerships.
- 3. The Tourism Department plays more of an active part of local/regional groups and networks than ever before, currently working with up to 25 groups and partnerships compared to around 10 such groups in recent pre-pandemic times.

  This plan attempts to outline that level of partnership working done with local groups.
- 4. The official summary of aims may help local groups and tourism businesses seek out more resources, as it sets clear aims for the area's tourism industry to support.
- 5. The plan identifies and uses data to inform campaigns, identify areas of concern or opportunities to support cases for funding to support projects or initiatives.
- 6. The overall outcome being to help boost local tourism spend 'per visit'.





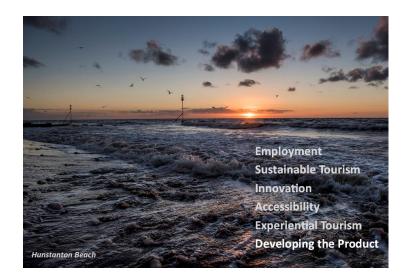


#### What is the purpose of this West Norfolk Tourism Development Plan (WNTDP)?

- The WNTDP is a strategic plan developed through consultation with the WNTF and countywide tourism partnerships.
- The plan is a live document with an annual action plan which will update its aims based upon local area economic needs.

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- The plan sets the direction of focus for the work of the Tourism department and other organisations.
- The plan can inform wider strategic operational plans and funding opportunities.





- 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.





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#### Analysis of the Six Aims



Sustainable Tourism

**Employment** 

/ Training

#### Strengths

Sustainability is kinder to the environment, with local produce and crafts providing a unique offer to visitors.

#### Strengths

The Tourism & Hospitality sector is a major employer in the area (19.5% of employment in west Norfolk).

#### Weaknesses

A perception that the existing west Norfolk infrastructure (rural and coastal) cannot sustain visitor growth.

#### Weaknesses

Reports of recruitment and retainment issues, and a reported lack of local staff training opportunities.

#### **Opportunities**

Proactive, 'positive solution' Responsible Tourism approach that can sensibly support continued visitor growth.

#### **Opportunities**

For the local Tourism Industry to join closer together; share skills/training opportunities together; to share the same messaging, to attract more staff.

#### **Threats**

A negative view of visitors/tourism throughout local communities. Wildlife perceived to be at risk from visitor pressure.

#### **Threats**

Current data from B2B surveys suggest that Hospitality could suffer a good deal more in the future (cost of living, energy crisis).



# SWOT





Innovation & Digitisation

Visitor

Accessibility

#### Strengths

Recent upgrades in business-based wi-fi quality in the area. Easily updateable digital waymarking / monoliths to come in the towns.

#### Weaknesses

Lack of quality 4G/5g signal in areas of west Norfolk – notable along sections of the coast.

#### **Opportunities**

To strengthen digital communications for the local tourism industry. Possibility to fade out static printed messaging, etc.

#### **Threats**

Inaccessible digital tourism content or messaging for visitors in the area (if lack of signal). Lack of modern digital tools for businesses.

# Strengths

Established west Norfolk walking trails offer prime opportunities to explore the varied landscapes of the area.

#### Weaknesses

Perception of inaccessible trails (or lack of up-to-date messaging promoting accessibility).

#### **Opportunities**

To 'link-up' west Norfolk further: Promote the expanded Norfolk Coast Path link, new LCWIP opportunities, new trails for coastal history, etc.

#### **Threats**

The perceived boom in visitor appeal for west Norfolk's rural areas being uncontrolled / unharnessed, rural visitor flow-thru not being aware of existing pathways.





#### Analysis of the Six Aims



Experiential Tourism

Developing
The Cultural
Product

#### Strengths

Some varied, distinctive and memorable visitor experiences, for all visitor demographics throughout the west Norfolk area.

#### Strengths

All three towns have active heritage groups or centres (superb resources for new cultural opportunities). International appeal of Guildhall.

#### Weaknesses

Possible lack of joined-up work between tourism businesses (ie. accommodation linking to attraction offers) to create new visitor experiences.

#### Weaknesses

A possible need to modernise the area-wide cultural offer to meet expectations of modern visitors.

Cross-coastal and rural heritage not fully developed.

#### **Opportunities**

NCC EXPERIENCE
Norfolk providing a
boost to the local
Experiential Tourism
offering with new
countywide platform
– needing more
businesses to be
involved.

#### **Opportunities**

Major opportunities to build upon the area's connection with Shakespeare. Possible growth in niche/fringe cultural festivals in tandem with existing festivals, etc.

#### **Threats**

Lack of visitor experiences (full of local character) having possible impact on repeat visits and future tourism income. The area not meeting modern visitor expectations.

#### **Threats**

Visitor apathy for repeat visits and limited wide demographic appeal if cultural offer not adapting to modern times or taking advantage of tourist trends.



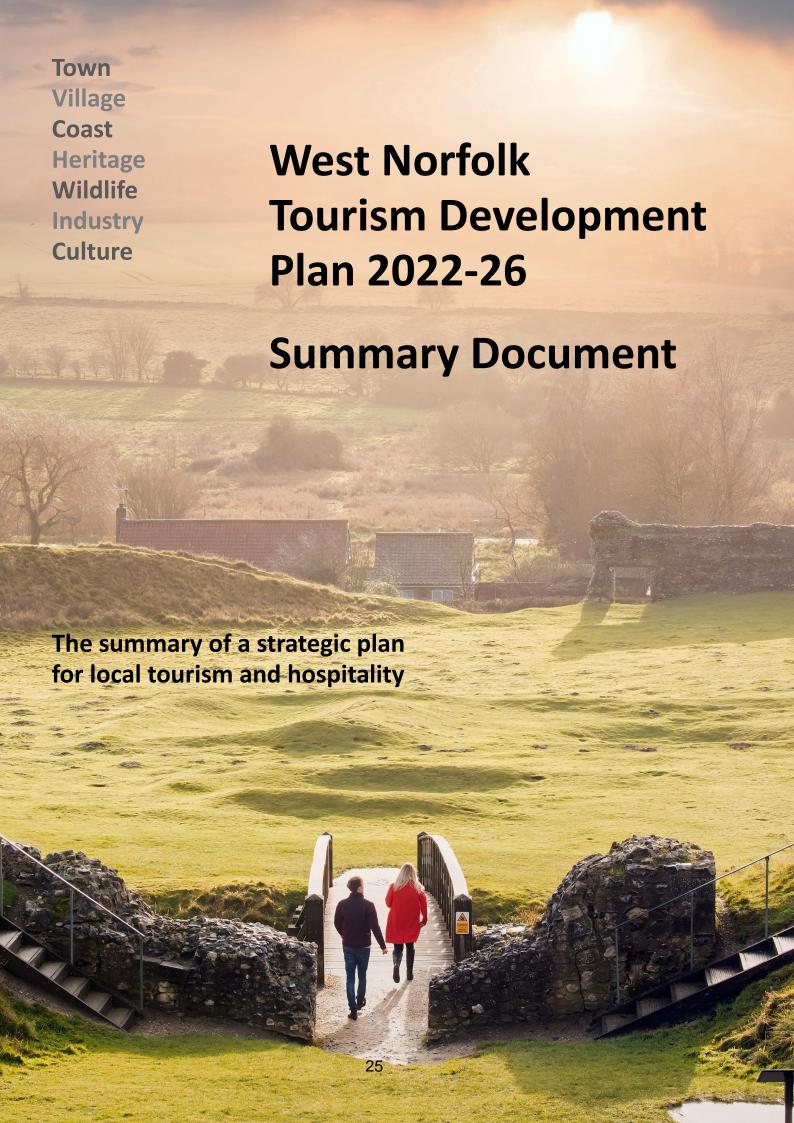
## **Conclusion: Post-review distribution of the plan**

- 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.







# Introduction

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*.

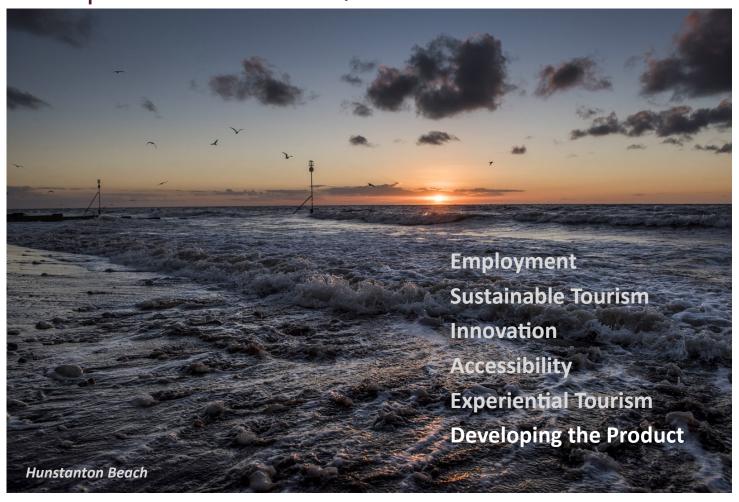
# The Tourism Department

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.

#### West Norfolk Tourism Development Plan 2022-26



# Six strategic aims

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 lock-down 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 29

#### West Norfolk Tourism Development Plan 2022-26



# 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.

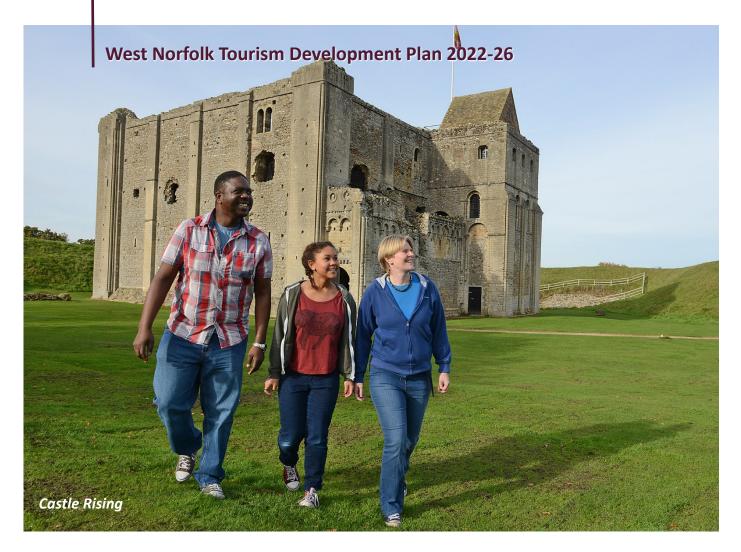
# 4: Visitor accessibility

"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.





# 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 usergenerated 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.

# 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.



# West Norfolk: a 'must visit' destination

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

West





Town
Village
Coast
Heritage
Wildlife
Industry
Culture

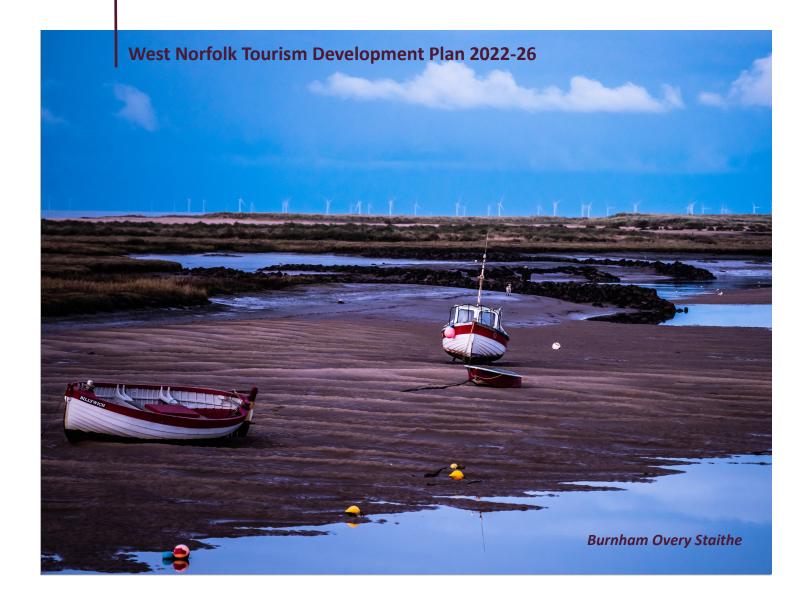
# West Norfolk Tourism Development Plan 2022-26



"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



## The tourism department: product review

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.



## The Visit West Norfolk platforms

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.

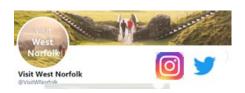
## The VWN tourism portfolio highlights







**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.



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#### West Norfolk Tourism Development Plan 2022-26

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

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 that 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).



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).



# 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.



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]."

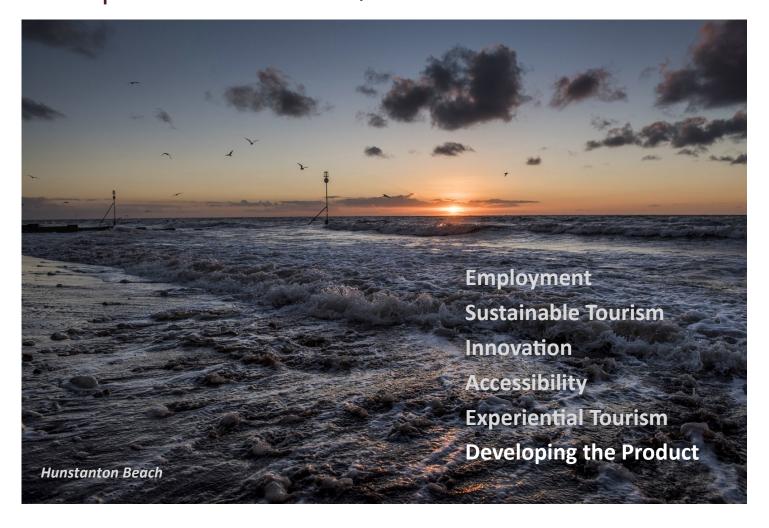
**Experiential Tourism:** "Food experiences and tourism. We have considered creating 'Tasting Talks', but we

are a little concerned regarding health & safety."

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

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#### West Norfolk Tourism Development Plan 2022-26



# Six strategic aims

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.



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'Responsible Tourism' signage in Downham Market 47

#### West Norfolk Tourism Development Plan 2022-26



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).

#### West Norfolk Tourism Development Plan 2022-26

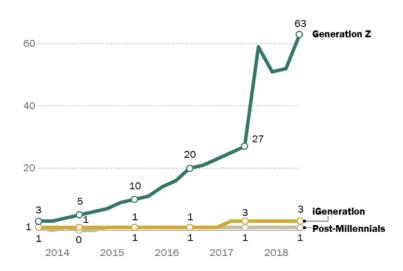
## Generation Z dominates online searches for information on the post-Millennial generation

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

30 -----

# "Generation Z dominates online searches for information"

Pew Research



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).

Identifying potential audiences for new promotions PEW RESEA

PEW RESEARCH CENTER

© 2021 Pew Research Center

## 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.

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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.

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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 usergenerated 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.

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## 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;

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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.

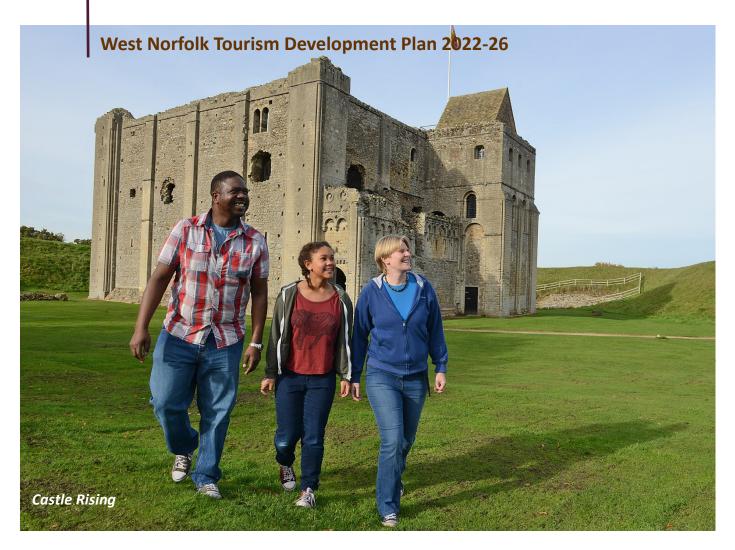




# Inspiring success and demand

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.



# **Collaboration and partnership**

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

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.

# The next steps: an ongoing review

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**

#### 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



#### **Area Museums Committee Report from Cllr Alexandra Kemp**

This year, the Museum lent timbers from Seahenge to the World of Stonehenge exhibition in the British Museum.

Turner's Painting, Walton Bridges has been loaned to Lynn Museum.

The Museum's Kick the Dust Project, continues its work with young people and is staging family participation events about Shakespeare at the Guildhall, including Play in a Day, Enchanted Forest Fun, and Montagues and Capulets.

There has been an exhibition in the Museum, Sowing Seeds, Growing Stories, about the story of gardens and gardening in West Norfolk, including memories from the Taylor family seed shop in Norfolk Street.

I will conclude with this, from the British Museum's Seahenge blog, which shows West Norfolk's contribution to our understanding of the Bronze Age: "At the heart of *The world of Stonehenge* exhibition stands an oval of 15 timbers. These are some of the 55 split oak trunks that form the circle of an Early Bronze Age funerary monument: Seahenge. At 4071 years old, the archaeological and contemporary stories of this remarkable henge are magical and inspiring. In its timbers we see traces of actions that speak of community, humanity and empathy. The timbers of Seahenge were first spotted on the beach at Holme-next-the-Sea in North Norfolk in 1998. The monument was originally constructed on the edge of a tidal saltmarsh. The tide would creep in and out up muddy creeks, and with it the coming and going of birds, and the reflected light. It is this saltmarsh setting of Seahenge as much as the timbers themselves which gives us a real sense of the feeling and atmosphere of this ancient monument".

#### Community Safety Partnership Sub-Scrutiny Panel Report from Cllr Alexandra Kemp

The Community Safety Partnership Plan "Safer Norfolk" 2021-24 has now been signed off by all District Councils. This is about the practical way that the police, councils and safeguarding board work together. Partnership work is key to its delivery.

I spoke about the need to focus on neighbourhood crime. Neighbourhood Crime is now a Partnership Priority. The Community Safety Partnership is relaunching the Community Safety Trigger by early 2023. This is a way for communities to call on the key agencies to take a multi-agency approach to unresolved anti-social or criminal issues in their neighbourhood. Awareness needs to be raised among the public and Parish and Town Councils. Accessibility for residents who do not have computers must be there and not just available on the internet.

The Community Plan aims to have strong referral pathways for risk factors for offending, including the Alcohol Partnership, Substance Misuse, Accommodation, Early Help and Mental Health Support.

The Integrated Management Offender Service is being developed with the Office of the Police and Crime Commissioner and Criminal Justice Department.

#### **Countering Fraud**

The Community Safety Team works closely to adopt a multi-agency standard approach to fraud, and works with the Friends against Scams Partnership. The Panel suggested talks to community groups and leaflets through residents' letter boxes.

#### **County Lines**

Norfolk has a contextual safeguarding and multi-agency approach, with detached youth workers, to prevent and divert young people from County Lines.

The St Giles project to prevent young people engaging with crime, works with primary and secondary schools. This work ended in March, but will continue through Children's Services. There is also prevention work with the Community Sports Foundation.

Anyone with serious concerns about a child or vulnerable person should contact the County Council on 0344 8008020.

#### **Domestic Abuse**

The Partnership manages the Domestic Homicide Review process across Norfolk. The reports can be accessed on the (NCCSP) Norfolk Countywide Community Safety Partnership website.

The Domestic Violence Strategy has launched NIDAS - the Integrated Domestic Abuse Service - so people across Norfolk have access to support services wherever they live.

There is a Perpetrator Sub-Group. Norfolk is piloting Project Cara – the perpetrator is given a conditional caution if the offence is admitted and they agree to attend an awareness course. Academic valuation showed Project Cara is effective. Disruption models are used with repeat offenders. There is always victim safeguarding. Evaluation of the project is ongoing.

Women with no recourse to public funds have been excluded from help – and the panel asked how we reach them. The People from Abroad Team links into domestic violence and helps with accommodation.

The Children Liaison Service in police stations looks at the risk of vulnerabilities like criminal exploitation or domestic abuse when a young person is brought in to a police station, so children are not stigmatised.

The message is that anyone can come forward for help and support.

There is a workplace policy and work with employers, hospital, small businesses, the County Council, ambulances, pharmacies, and posters are put up, in a range of languages, to raise awareness about services that can help people experiencing domestic abuse.

#### **The Prevent Duty**

The Prevent Duty now includes the Hate Crime agenda.

There is a Prevent Risk Review and Assessment to evaluate the Prevent Programme. There is a new Prevent Radicalisation Officer working with schools.

There is a stop Hate in Norfolk initiative for third-party reporting of hate crime. The hate crime initiative needs to be refreshed.

#### **Project Adder**

As a result of its success, Project Adder is being rolled out from Norwich to other parts of Norfolk. In the last year, there has been a noted decrease in County Lines activity. The police working in Project Adder are now trained and equipped to use Naloxone. The Housing Associations are included in the work with Project Adder, and in work combatting Modern Slavery.

#### **HOSC Health Committee Annual Report from Cllr Alexandra Kemp**

At the request of HOSC, Public Health produced the "State of Norfolk and Waveney Health Report" with the latest information for Norfolk and Waveney residents, covering population growth, life expectancy, causes of death and morbidity, behavioural risk factors, and indirect impacts of COVID-19. This report has been published on the Joint Strategic Needs Assessment: State of Norfolk and Waveney health report 2022 (norfolkinsight.org.uk)

#### The key points are:

- Norfolk and Waveney has one of the oldest populations in England. About 1 in 4 of the population (25%) is aged 65 and over and about 1 in 30 is aged 85 and over. This makes it the 4th oldest ICS area in the country. The proportion is likely to rise to 28% by 2029. Norwich is the youngest population and North Norfolk the oldest. This has remained the case over the last 10 years. The birth rate is declining.
- As we live longer
  - we spend an increasing proportion of our lives in poor health. Healthy Life Expectancy is around age 62 for men and women, but Life Expectancy is 80 for men and 84 for women.
  - o more of us die from frailty conditions, such as dementia
  - multiple long-term health conditions become more common, placing a significant demand on health care
- Smoking, alcohol consumption and poor diet and exercise represent a major challenge for health and social care
- Inequalities in these behavioural risk factors contribute to inequalities in the outcomes
- The pandemic is likely to result in increased emergency care, and in more long-term conditions, mental health conditions and cancer

#### **NHS Dentistry in West Norfolk**

NHS Dentistry came to give evidence to the Committee, about the lack of NHS Dentists, and agreed to commission two new NHS dental contracts in King's Lynn to start in July. However, at the time of writing, the only dental practice still advertising on the NHS website that it is taking on new NHS patients via self-referral, is the Marham Dental Practice. West Norfolk is still particularly challenged in the lack of NHS Dentists and more NHS contracts are needed.

#### The New Integrated Care System

The 5 Clinical Commissioning Groups in Norfolk have been replaced with the new Integrated Care System - new partnerships between organisations that meet health and care needs in a local area, including the acute hospitals, councils and voluntary organisations, GP surgeries, housing associations and community pharmacies. The aim of the reorganisation is to work more closely with communities to give them more choice and control over the design of local services, to improve health and remove barriers. The ambition is for people who use services to be involved in writing the plans from the start. The triple aim is 1.Help people have better health and wellbeing. 2. Help people have a better quality of services. 3. Money for the NHS is spent on the right things that meet the needs of people.

But the formal route has been removed for the local authority to report to the Secretary of State that a health consultation for a change of service has not been adequate, or where the change would not be in the interests of the local health service.

#### Safety of People with Learning Disabilities in Privately-run Norfolk Hospitals

The Health Committee held a session, enquiring into the Safeguarding Adults Review about the tragic deaths of Joanna, Jon and Ben, young adults with learning disabilities, who died of neglect and abuse in the private Cawston Park Mental Hospital in Norfolk, between 2018 and 2020.

The Review found that relatives of the three adults, and those of other patients, described indifferent and harmful Hospital practices, which ignored their questions and distress. They were not assisted by care management or coordination activities. There was unsafe grouping of certain patients, excessive use of restraint and seclusion by unqualified staff, overmedication, and the Hospital's high tolerance of inactivity – all of which presented risks of further harm. In addition, these patients did not benefit from attention to the complex causes of their behaviour, to their mental distress or physical health care. "The Hospital was disadvantaged by the absence of accurate and timely information flowing up to managers and directors and down to staff and patients. Little may be discerned of the Hospital's corporate and financial governance or the extent to which this is intertwined with clinical governance". A CQC report during 2019 stated "The hospital was not working to the model of an assessment and treatment unit and therefore its operation was not in line with the expectations of the Transforming Care Programme.". Families questioned the Hospital's undocumented assumptions concerning patients' mental capacity which appeared to transfer responsibility to patients.

The Safeguarding Review made 13 recommendations for learning and improvement, including the critical role of professional curiosity and challenge, the trauma of transition, meaningful support for individuals with behaviours that challenge others, critical responsibility for staff to advocate reporting and openness, where the victim of abuse doesn't want to 'complain', the importance of meaningful occupations, making sure attention is given to physical health needs, and the consideration of mental capacity.

The Review said that Norfolk should adopt ethical commissioning, including ethical employment, consider release dates for patients, a community benefit test for providers, and ask the Law Commission about reform of the law on Corporate Criminal Liability. Cawston Hospital has since closed.

The Health Committee is asking, on an ongoing basis, what achievement are being made against the recommendations to stop this ever happening again.

#### Progress against Recommendations – Safe and Wellbeing Checks

As a result of the Norfolk Safeguarding Review, the NHS is undertaking Safe and Wellbeing Checks for all people with Learning Disabilities or Autism detained in Mental Health Hospitals across the country, reviewing the patient's Care and Treatment Plan, facilitating discussion with the patient and their family, observing the patient in their surroundings, and their physical and mental health needs.

It was found that some patients have been placed in the wrong location, have physical health or weight gain concerns, and a lack of meaningful activity or therapeutic input.

#### **Update of National Guidance**

The national guidance about placements for patients is being updated, and also the oversight guidance for patients' daily activities and physical health needs.

#### The Voice of Patients

The new project, My Views Matter, is starting in September in Norfolk.

#### **New Steering Group**

The Norfolk Coalition for Change has been set up to oversee improvements.

#### **Gynaecology Waiting Times in Norfolk Hospitals**

#### The Health Committee is reviewing the provision of menopause services in Norfolk.

The current waiting times for routine gynaecology clinics are summarised below:

Norfolk and Norwich University Hospital: Gynaecology – Menopause Clinic, 1st OPA routine: 55 weeks wait

James Paget Hospital: Average wait from referral to treatment: 64 weeks wait

Queen Elizabeth Hospital: Gynaecology 1st OPA, routine: 34 weeks wait.

The Integrated Care Board is aware of the significant challenges to patients which such waits create. South Norfolk Health worked with the three Norfolk Hospitals to contact 1090 patients who had been waiting for the longest time for their first gynaecology appointment. These patients were supported to review their menstrual symptoms, pelvic pain, hormonal symptoms, and general wellbeing to identify whether their condition might have changed since they were originally referred or whether they needed additional support. Based on the reviews 169 patients so far have been upgraded to urgent and seen within six weeks; 75 routine appointments have also been cancelled as being no longer needed or wanted, allowing other patients to access care more quickly.

#### The New Norfolk and Waveney Integrated Musculoskeletal Service

This new patient-centred service has been launched across Norfolk and Waveney, managed through a single point of access, for standardisation and equality of access.

#### **Eating Disorder Service in Norfolk**

The NHS came to the Health Committee to talk about the Eating Disorder Service. Eating Disorders have doubled since the pandemic, and has particularly increased among young people. The acuity of conditions has quadrupled. Since July 2021, the service has been run by NHS Provider Collaboratives. There is a focus on alternatives to hospital admission and developing purposeful admissions and providing more support to carers. There is a new intensive day service for young people. For adults, there is a new community-based intensive support service.

Annual Physical Health Checks for people aged over 14 with Learning Disabilities, Looked After Children and Adults with Severe Mental Illness in Norfolk and Waveney The NHS came to speak to the Committee about progress made. In 2021-22 the Norfolk and Waveney system completed annual health checks for 4,799 people with a learning disability, which is the equivalent of 70.4% of people on the learning disability register. This has gone up from 49% in 2020-21 and is a considerable achievement.

There was a special pilot in West Norfolk, with a new registered learning disability nurse, as the uptake of the annual health checks was the lowest in West Norfolk, but is now the second highest, at 71%. I asked if the pilot is going to continue, and the NHS said the resource will be there.

Young people aged 14 are sent a Birthday Card telling them about the health checks, as there has been a low uptake among the 14-17 year-olds.

The quality of the health checks is inconsistent and needs to be standardised.

Children's Neurodevelopmental Disorders - waiting times for assessment & diagnosis Over a quarter of young people are still waiting 3 or more years for diagnosis of conditions. Waiting lists increased during the pandemic. An additional £1.6m was secured for the next 3 years for a key worker team to support children where there is a diagnosis, or suspected diagnosis of a learning disability or autism. The team has been in place since September 2021 and has contacted over 1500 families. This has made a positive impact for families.

#### **QEH**

The QEH formally came out of special measures this year and has made considerable process and was rated good in all the Core services inspected. The Medical Education programme is also out of special measures for Medicine. The QEH's Strategy is to reduce

falls, share learning from incidents and further improve the Duty of Candour. Modernise the hospital - estate, ICT and medical equipment. Strengthen staff engagement and embed kindness, well being and fairness, as the trust's new values. Improve patient pathways, and financial and clinical sustainability, with an £8 million cost savings programme in-year. Improve health outcomes and prevention. Support and train staff to reach their full potential. The Trust Board has approved the QEH's Outline Strategic Case for the rebuild of the hospital. Funding is still awaited from the Government. The props and failsafes cannot extend the life of the building beyond 2030.

#### **ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2022/2023**

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
7 <sup>th</sup> June 2022	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.
3	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.
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19 <sup>th</sup> July 2022 MEETING CANCELLED	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		Representatives from Ely Drainage	To receive an update on the work of the IDBS

	Downham, Southery and District, Stringside and Stoke Ferry		Boards	
	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 – MRF Contract	Cabinet Report	Barry Brandford and Alexa Baker	To consider the report and make any appropriate recommendations to Cabinet.
th -				
6 <sup>th</sup> September 2022	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
	Tourism Development Plan 2022-2026		Philip Eke	
1				
1 <sup>st</sup> November 2022	Portfolio Holder Q&A Session			Questions to be submitted in advance of the meeting
	LGA Coastal SIG – Motion for the Ocean	As requested by Councillor Devereux	LGA Coastal SIG	To receive information.
	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 Stoke Ferry		Representatives from Ely Drainage Boards	To receive an update on the work of the IDBS
3 <sup>rd</sup> January 2023	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
				III Jan Zi

		January 21
21 <sup>st</sup> February 2023	Portfolio Holder Q&A Session	Questions to be submitted in advance of the meeting
4 <sup>th</sup> April 2023	Portfolio Holder Q&A Session	Questions to be submitted in advance of the meeting

#### To be scheduled

- Gayton Road CemeteryPeat Bogs and CO2 emissions
- Together for Rivers CampaignWild East Nature Recovery Programme

#### **FORWARD DECISIONS LIST**

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
Additional						
meeting 15						
September 2022						
	Multi User Hub Business Case and transfer of freehold to NCC	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
Additional meeting 26 September 2022						
	Meeting Arrangements	Non	Cabinet	Chief Executive – L Gore Leader		Public
	Riverfront Business Plan	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Part Public & Part Private - Contains exempt Information under para 3 — information relating to the business affairs of any person (including the authority)
	Risk Management Policy	Key	Council	Finance 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
	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)
7(	Review of Governance of Council Companies	Non	Cabinet	Leader Chief Executive		Public
	Freedom of the Borough - amendments	Non	Council	Leader Chief Executive		Public
	Custom and Self Build Site  – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		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)
	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
Balloon and Lantern report	Non	Cabinet	Corporate Services and Environment Asst Director – M Chisholm	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
	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