

West Norfolk Tourism Strategy

*A strategy for the development and management of tourism in the
Borough of Kings Lynn & West Norfolk
2005 - 2010*

Produced by the Borough Council of King's Lynn and West Norfolk
on behalf of

The West Norfolk Tourism Forum
June 2005



1 INTRODUCTION

- 1.1 This draft strategy outlines the priorities and indicative actions agreed by businesses and public agencies operating in West Norfolk to achieve the vision of developing and managing tourism in the Borough of King's Lynn & West Norfolk.

VISION

To support the sustainable development of tourism in West Norfolk through priorities and actions which add to the economic, social and environmental well being of the Borough.

- 1.2 In support of this vision the strategy is based around a set of specific aims.

- To sustain existing tourism markets currently attracted to West Norfolk and to attract new markets where appropriate.
- To focus on actions, which will provide the maximum economic benefit, balanced with the social and environmental needs of the local economy.
- To ensure that growth is sustainable and is appropriate to the well being of the host communities and environment.
- To support and encourage initiatives which enhance the quality of the tourism product.
- To use tourism as a mechanism to revitalise and support prosperity in key areas, to the benefit of residents, businesses and visitors alike.

2 STRATEGIC LINKS

- 2.1 The strategy forms an integral part of the local, county, regional and national framework for the cultural and economic prosperity of the area.

2.2 **Local framework**

- 2.2.1 The strategy contributes to the Cultural strategy for King's Lynn and West Norfolk and is one of four integral strategies focused on Tourism, Heritage, Arts and Entertainment and Sport and Recreation.
- 2.2.2 It contributes to Shaping the Future – West Norfolk, a strategy for Economic Regeneration, itself a part of Norfolk Shaping the Future Economic Development Strategy. This identifies King's Lynn as an economic regeneration priority, where the potential of short break tourism is seen as a fundamental element of regenerating the town.
- 2.2.3 Within the borough and linked to the strategies above, a number of local strategies and action plans will have a direct relationship with the implementation of the tourism strategy.

2.3 **County framework**

- 2.3.1 At county level the strategy feeds into the Norfolk Tourism Strategy, Norfolk Shaping the Future, Norfolk Coast AONB management plan, the Wash Estuary Management Plan and Fens Tourism Strategy.

2.4 **Regional framework**

- 2.4.1 At the regional level, the strategy is aimed at supporting the objectives of 'A strategy for Developing Tourism in the East Of England', the Regional Sustainable Tourism Strategy, The Regional Tourism Marketing strategy and the East of England Development Agency's Regional Economic Strategy.

2.5 **National framework**

- 2.5.1 Nationally the strategy is informed by the Department for Culture Media and Sports strategy – 'Tomorrow's Tourism'.
- 2.6 It is very important that the issues, priorities and actions identified for West Norfolk in this tourism strategy integrate with and contribute to the local, county and regional and national strategy framework. This is essential in order to ensure that the issues identified for West Norfolk can be addressed as well as ensuring that West Norfolk is contributing to county and regional objectives.

3 TOURISM IN WEST NORFOLK

3.1 What's tourism worth to West Norfolk

- 3.3.1 Tourism is of major importance to the West Norfolk economy, generating an estimated £396m in 2002. Around two thirds of revenue is generated via day trips and 32% by overnight stays.
- 3.3.2 The reliance on high volume, relatively low value day visitors is slightly greater than in Norfolk as a whole, where 35% of spend is from overnight stays.
- 3.3.3 Like the rest of the county, tourism in the borough is dominated by the domestic market.
- 3.3.4 Overseas visitors account for only around 4% of staying visitor trips. However, in terms of spending they account for around 9% of staying visitor spend.
- 3.3.5 The following economic impact figures, whilst not considered to be 100% accurate, give an indication of the relative importance of day-trippers, domestic staying visitors and overseas visitors.

Table 1:

Staying visitors	UK tourists		Overseas tourists	
	TRIPS (000's)	SPEND (£ million)	TRIPS (000's)	SPEND (£ million)
Holiday	526	£79.5	9.6	£2.6
Business	77	£18.1	8	£3.7
VFR	199	£16.6	11.2	£2.4
Other/study	4	£0.7	4	£3.1
Total	806	£115	32.9	£11.9
Day trips	10,365	£269		

Source: EETB 2002 - Volume and Value studies

3.2 Employment

Tourism expenditure supports an estimated 5,835 full time equivalent jobs directly as well as supporting a further 1,433 jobs through indirect expenditure and 835 jobs through induced expenditure.

3.3 The structure of the industry

- 3.3.1 The industry is characterised by a large number of small owner-operator businesses with a few larger attractions, holiday parks and hotels. The borough offers a diverse range of experiences, including the traditional seaside resort, secluded coastal and countryside escapes, culture and heritage, events and nature based holidays. It is popular for second homes and retirement. The borough attracts a strong level of repeat business.
- 3.3.2 Established sector networks, include the Hunstanton Accommodation Association, the Hunstanton Area Publicity, Promotions and Information Group (HAPPI), the West Norfolk Hospitality Association, West Norfolk Holiday Home Owners Association and West Norfolk Site Operators Association. Representatives from these groups, the Council and private sector members sit on the West Norfolk Tourism Forum.
- 3.3.3. Recent years have seen significant investment by public and private sector interests, however, continued investment in the range and quality of the product on offer is essential to ensure West Norfolk can compete with other regions within the East of England and the UK.

3.4 Borough assets

The borough's strengths lie largely with its landscape and natural attractions. This is recognised at national and international level, much of the borough being within an Area of Outstanding Natural Beauty (AONB) and the entire coastal zone being a European Marine Site. King's Lynn has significant potential to develop short break tourism with its well preserved core of historic and architecturally significant buildings.

3.5 Issues

While the recent performance and outlook is positive, there are issues facing tourism providers and promoters in West Norfolk:

- Seasonality – despite high accommodation occupancy in summer school holidays and weekends, there is spare capacity for most of the year.
- Increasing use of ICT at national and regional level.

- Weather dependent appeal of the coast for weekends and short breaks, and limited indoor attractions.
- Road access to and within the borough at peak times.
- Negative perceptions of King's Lynn, unattractive approaches and poor first impressions.
- High reliance on low spend day visitors.
- High reliance on domestic market.
- Competition from other domestic destinations.

3.6 Marketing

3.6.1 As identified in Table 1, the main markets providing business are domestic leisure visitors. Key generating areas are East Anglia, Lincolnshire, the East Midlands and the South East.

3.6.2 Recent research on perceptions of West Norfolk from people outside the borough found that it had many of the attributes sought in a holiday destination. Those who have visited held a much more positive perceptions of the area.

- The most recognised places were King's Lynn (91%), Sandringham (83%) and Hunstanton (67%).
- Main descriptions were flat/lowland (22%), rural/countryside (21%), scenic (16%), unspoilt (16%) and coastal (10%).
- Most respondents did not have a perception of West Norfolk that was different from Norfolk as a whole.
- Of the 54% who said they had visited the borough, they were most likely to be aged 55+, in higher or middle occupations.
- Two thirds would consider taking a holiday in West Norfolk, with those aged 35-64 most likely to.
- The main reasons for **not** considering a visit were: prefer to go abroad (30%), lack of knowledge (21%), prefer other regions in UK (14%), never heard of it (12%), and not my type of destination (12%).

3.7 Tourism trends

3.7.1 The tourism market will inevitably be affected by external forces, primarily world events and the economic situation at home and

abroad. Some changes in the market place that may have consequences for West Norfolk are:

- Growing disposable income, increased overseas travel supplemented by short breaks in Europe and the UK.
- Increasing expectations in product quality.
- An aging population with more flexibility for off peak travel.
- Changing consumer behaviour, with more frequent, short breaks, special interest holidays, and shorter lead times.
- Decreasing interest in traditional UK seaside holidays with more interest in urban destinations.
- Growing environmental concerns leading to more interest in walking, cycling, wildlife and remoter locations.
- Use of internet by consumers to research, plan and make booking direct with businesses at the destination.
- A more volatile global environment, which can increase attractiveness of UK domestic products but also lead to increased competition for our core markets.

3.8 Current marketing activity

3.8.1 West Norfolk is marketed by the individual business within it, in partnership with other organisations, and direct to the consumer. The council works in partnership with other organisations where appropriate, to maximise the effectiveness of the available budget. These partnerships include:

- Via East of England Tourist Board (Seaside campaign, short breaks campaign, overseas marketing group)
- Via Norfolk Tourism (direct marketing, website, travel trade marketing, PR)
- Via the British Resorts Association (advertising campaign, travel agent guide)
- Via Fens Tourism (publications, guides, website, waterways)

3.8.2 The Borough Council undertakes a range of promotional activities, both within and outside the borough, which reflect the types of holiday experience that draws people to the region, "**Coast, Countryside, Heritage**".

4 BACKGROUND

4.1 The strategy has been prepared on behalf of the West Norfolk Tourism Forum. The forum represents tourism businesses and interested parties from across West Norfolk. The business of the West Norfolk Tourism Forum is conducted through an executive committee comprising representatives from:

- The Borough Council of King's Lynn and West Norfolk.
- Representatives from both economic and tourism partnerships across the West Norfolk.
- The College of West Anglia
- Individual Businesses

4.2 An extensive consultation process was undertaken to help identify key priorities and actions for the strategy. This process was supported with the production and distribution of a consultation background paper to around 350 interested parties across West Norfolk. The consultation background paper addressed:

- 1) The strategic framework and consultation process.
- 2) Review of achievements since the 1999 strategy.
- 3) Description and analysis of tourism in West Norfolk.
- 4) Assessment and review of marketing activity.
- 5) Overview of industry performance and issues.

4.3 Based on the feedback from the consultation paper a SWOT analysis was produced and used as the focus for discussion at a series of workshops organised on behalf of the Tourism Forum.

4.4 Feedback from the consultation process has been analysed and fed back through the Executive Committee of the West Norfolk Tourism Forum. The feedback from this extensive consultation process has been fundamental to shaping the priorities and indicative actions identified in the strategy.

5 KEY ISSUES

5.1 Through the consultation process a series of six key issue areas were clearly identified. The aim of the strategy is to focus on these key issue areas and identify ways of addressing them

5.2 Taking each of the six key areas, the strategy identifies policies and indicative actions, which can be undertaken to address these key issues.

The key issues for the strategy to address are:

- 1) *Image and Identity – Marketing.***
- 2) *Sustainability and the Natural Environment.***
- 3) *The development of King's Lynn.***
- 4) *Improving the quality of the visitor experience: product development and investment.***
- 5) *The community***
- 6) *Partnership working***

5.3 The policies identified in connection with these key issue areas are summarised at section 8 of this strategy.

6.1 KEY ISSUE AREA 1 Image, identity and marketing - ISSUES

6.1.1 Diversity of product

The Borough has a wide range of tourism products such as coast, countryside, heritage - This diversity, while strengthening the tourism offer, provides a significant marketing problem.

Different products appeal to very different markets. It is not realistic to develop marketing, which includes every experience.

Future marketing must be clear about the different products on offer, the needs of the target markets and the most effective way of persuading consumers to make a purchase – a visit.

POLICY 1: Rationalise marketing to ensure that products are effectively promoted to key target markets.

6.1.2 Branding – brand recognition

West Norfolk is not a recognised brand – or easily recognised area. (This contrasts with the north Norfolk Coast brand, which many businesses in the borough align themselves to).

Individual towns/villages have greater recognition than the Borough as a whole eg Hunstanton, the Burnham's, King's Lynn.

Due to the diversity of the product there is a lack of one coherent destination message. It will be necessary to decide whether it is viable to develop an over-arching West Norfolk Brand

Branding needs to ensure that tourism marketing is compatible with other socio, economic and environmental marketing.

Environmental qualities are a key element of the West Norfolk product. Branding and subsequent marketing must emphasise and re-enforce the 'green credentials' of West Norfolk's product.

POLICY 2: Address branding issues and develop a brand strategy.

6.1.3 Development of a stronger local identity

There is a need to develop a stronger local identity, focusing on positive images (winning brands).

Negative perceptions about some areas of the borough do not reflect the reality. These perceptions need challenging through the development of a positive media strategy.

The presentation and dissemination of visitor information, needs to be rationalised and strengthened to reinforce brand identity.

There is a need to strengthen self belief and 'Civic Pride'.

POLICY 3: Improve the delivery of information and ensure communication re-enforces the brand strategy.

6.1.4 INDICATIVE ACTIONS

- a) Review the image and identity of the Borough. Consider the range of products on offer, identify and review their target markets. Consider how core values of the tourism offer can be reconciled with other socio – economic needs such as environmental sustainability, commerce and investment.
- b) Develop an appropriate brand strategy and implement a campaign to build brand awareness.
- c) Develop a set of key messages (descriptive and image based) suitable for use by all tourism businesses in their marketing.
- d) Raise the profile of the Borough through sustained and consistent marketing activity.
- e) Review and rationalise the provision, access to and dissemination of all visitor information.
- f) Ensure that marketing materials and campaigns reflect the brand strategy, focusing on communicating the core values of our key products to the target markets.
- g) Continue to develop the Ambassadors programme, aimed at encouraging local people to speak positively about the borough.

6.2 KEY ISSUE AREA 2

Sustainability, heritage & environment- ISSUES

Sustainable development can be defined as “*Development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” – World Commission on Environment and Development 1987

6.2.1 Economic sustainability

Ensure that development of services and facilities, can provide long term, sustainable employment and income opportunities.

POLICY 4: Ensure sustainability is a higher priority when considering future tourism development

6.2.2 Environmental sustainability

The protection of the environment (and local communities) is vital. The coastline in particular is a key feature attracting visitors to the area. It is essential that the impact of visitors is managed to preserve and enhance the natural asset.

Attention must be given to striking the balance between tourism development and management of the environment.

Businesses should be encouraged to adopt sustainable business practices.

Additional promotion and development of sustainable transport (buses, trains, cycling) should be sought, whilst recognising the difficulties that visitors can have exploring without a car.

Efforts should seek to achieve a more integrated approach to transport provision and transport management.

POLICY 5: Ensure marketing, development and visitor management is appropriate to the environment

POLICY 6: Work to support an increase in alternative and integrated transport options within West Norfolk.

6.2.3 Heritage

Opportunities should be continually sought for cherishing the built, environmental and social heritage. West Norfolk has a rich

heritage, which should be preserved, interpreted and enhanced for the benefit of residents and visitors alike. It needs to be recognised that tourism can provide economic support to the preservation and management of heritage buildings.

POLICY 7: Support/develop schemes to enhance the preservation, interpretation & access to heritage.

6.2.4 INDICATIVE ACTIONS

- a) Maximise sustainable access to the environment by developing or promoting cycle routes & footpaths (linked to overnight stays).
- b) Develop & promote ‘green’ breaks. Encourage accommodation and attractions to offer facilities for cyclists and walkers (eg safe storage, drying rooms, baggage transfer services).
- c) Seek, through marketing and visitor management, to limit the impact of visitors in sensitive areas, especially with regard to the Norfolk Coast Area of Outstanding Natural Beauty and The Wash & north Norfolk coast European Marine Site. Support and review the visitor management zoning scheme.
- d) Develop schemes to encourage sustainable business practices, including re-cycling and waste management. Use tools such as training, advice and marketing to support business involvement.
- e) Rationalise the use of printed materials to disseminate information, utilising alternative methods where practical.
- f) Lobby for and promote continued development and enhancement of sustainable transport such as the Coast Hopper service, the introduction of schemes such as a Peddars Way bus scheme, and continue to lobby for integrated bus/rail timetables
- g) Ensure ongoing environmental maintenance across the Borough’s parks, open spaces, public toilets and beaches.
- h) Support the objectives identified in the West Norfolk Heritage Strategy. In particular to support improved access, increasing its contribution to the socio-economic well being of the Borough, coupled with its preservation, interpretation and enhancement.

6.3 KEY ISSUE AREA 3 The development of King's Lynn - ISSUES

6.3.1 *Improving the quality of the product*

There is a need to improve the quality of King's Lynn as a visitor destination, improving quality, addressing negative perceptions and developing a positive image.

Key developments such as the town centre re-development, and the potential Marina development should be supported as essential tools for regenerating and improving the less attractive areas of town.

Seek opportunities for environmental enhancement, spatial awareness and improved functionality of the town environment.

There is a need for quality hotels and attractions in King's Lynn.

POLICY 8: Ensure tourism opportunities are promoted as a core strength to the economy and support improvements to the quality of the King's Lynn product.

6.3.2 *Develop King's Lynn as a short breaks destination*

King's Lynn should become a quality visitor destination, acting as a focal point for the borough, a key generator of short break visits and a stepping stone to the rest of West Norfolk.

There should be a more coherent presentation of the tourism product, recognising and building on retail, eating, leisure, arts and entertainments provision.

A 'jewel in a wrapper'. The wealth of heritage in King's Lynn is not recognised outside the immediate area. There should be improved access to and interpretation of the heritage product, supported by more effective marketing

POLICY 9: Develop, package and promote King's Lynn as a short break holiday destination

6.3.3 *Local pride and self belief*

An apparent lack of vision for King's Lynn is being addressed by

the King's Lynn vision – Golden past – brighter future. This process must be supported to foster local pride and appreciation of the King's Lynn culture and heritage product.

POLICY 10: Support and develop schemes to foster local pride and appreciation of King's Lynn.

6.3.4 INDICATIVE ACTIONS

- a) Revitalise King's Lynn's heritage areas creating the basis for short breaks activity - provide a tourism experience that is accessible to visitors, capitalising on opportunities to develop the role of town guides, heritage access schemes and joint marketing.
- b) Rationalise signage (as not all of tourism facilities are in core heritage area) - develop heritage trails to link sites together.
- c) Develop heritage and/or cultural 'packages' (to be extended outside King's Lynn) and link into a range of tourism facilities including accommodation, theatres, attractions, museums and shopping. These to have dedicated marketing campaigns specifically targeted at short breaks markets.
- d) Take advantage of major developments and lottery funded developments associated with heritage buildings - including The Walks, Greyfriars Tower, Lynn Museum.
- e) Foster and support the development of events which celebrate the town's heritage and provide a 'showcase on King's Lynn'
- f) Lobby and support the process of development for the marina at Boal Quay and opening of the River Nar to navigation.
- g) Support proposals for access improvements to the Outer Purfleet.
- h) Develop or support initiatives to enhance maritime links and access to King's Lynn.
- j) Re-enforce the Vision for King's Lynn and Golden Past – Brighter Future

6.4 KEY ISSUE AREA 4 Improving the quality of the visitor experience - ISSUES

6.4.1 *Investment in new and improved product*

In order to attract new visitors and retain existing ones it is essential that the industry not only maintains quality but moves with the times. Ever increasing visitor expectations (and competition from other destinations and parts of the leisure industry) makes ongoing investment in the product essential.

There is significant variation in the quality of the tourism product across the borough. The industry needs to work towards a consistent standard of quality.

Maintenance of public facilities and infrastructure need to be a priority, in order to enhance the visitor experience

Existing tourism infrastructure, especially in Hunstanton must be maintained and enhanced to ensure a quality tourism environment. This must meet the needs and expectations of existing markets whilst responding to new consumer expectations and developments by competitor destinations.

There is need to attract investment in new sustainable tourism products (hotels/attractions etc).

Tourism should be more strongly reflected in the Planning frameworks.

POLICY 11: Undertake measures to support investment in product quality improvements.

6.4.2 *Training and service standards*

It is important to ensure that everything is done to maintain and improve service standards throughout the industry.

There is a need to maintain and build a quality workforce – investment in training is essential in order to ensure excellent standards of service.

Support training and skills needs in light of the (EEDA/EETB) regional skills audit for the industry.

Signpost businesses to sources of help and advise on improving business performance and competitiveness.

POLICY 12: Support the awareness of and provision of business advice and training services.

6.4.3 INDICATIVE ACTIONS

- a) Develop the existing tourism product through new and continued investment by the public and private sectors.
- b) Prioritise investment in and support for those activities and developments, which will attract new markets to new products, or those that extend the season rather than those that displace existing visitors
- c) Continue to operate inspected only policy within accommodation sector, reviewing the application of policy in the light of changes within the accommodation quality assurance scheme.
- d) Support the promotion the Visitor Attraction Quality Assurance Scheme and encourage participation by attractions.
- e) Review the demand for wet weather facilities in Hunstanton.
- f) Work to improve the provision of tourism facilities and infrastructure in Hunstanton.
- g) Seek to address the future of the Hunstanton Oasis Leisure Centre.
- h) Work closely with regeneration partnerships to foster improvements to the quality of the tourism product throughout West Norfolk.
- i) Informed by results of the regional skills audit, to work with local and regional agencies to ensure businesses are given information on and access to business advice and training support.

6.5 KEY ISSUE AREA 5 The community - ISSUES

6.5.1 *Achieving a balanced approach to the needs of the host community*

Tourism can undoubtedly bring benefits to the host community in terms of quality of life, supporting local businesses and the provision of local services and economic prosperity. It is, however, equally important to acknowledge the potentially damaging effects of tourism, the importance of visitor management (particularly in sensitive areas) and the needs and aspirations of the host community.

Tourism businesses need to operate in harmony with the local population – There is a need to be aware of a possible conflict between the resident community and visitors.

POLICY 13: Ensure that developments take full account of community needs.

6.5.2 *Demonstrating the benefits of tourism*

There is a need to be able to demonstrate the benefits of tourism to the local community, identifying specific tangible benefits, such as jobs, support of facilities/services or environmental enhancements.

POLICY 14: Identify and communicate details of positive benefits of tourism to local communities.

6.5.3 *Community involvement*

It is important to involve the community in tourism initiatives where possible. Involvement in events, increasing information and awareness about West Norfolk and initiatives which recognise the contribution residents make to the tourism product should be pursued.

POLICY 15: Develop opportunities for the local community to be involved in tourism events/promotions.

6.5.4 INDICATIVE ACTIONS:

- a) Explore opportunities for gathering or developing information, which supports cost/benefit analysis for the impact of tourism.
- b) Demonstrate the positive attributes of tourism within the local community. Work to identify and present specific instances where tourism has had a tangible benefit for the local community.
- c) Involve the host community: Undertake activities aimed at local residents such as Residents First and explore new opportunities such as a residents heritage pass scheme.
- d) Foster and develop opportunities for events which celebrate the history and heritage of West Norfolk and which have strong community participation.
- e) Ensure all opportunities in connection with the Vision for King's Lynn are exploited.
- f) Support 'Buy local' campaigns

6.6 KEY ISSUE AREA 6 Partnership working - ISSUES

6.6.1 *Engage with partnerships.*

Make sure that opportunities for partnership working are being used to achieve specific goals, such as collective lobbying for developments and improvements or in terms of collaborative marketing.

Actively engage with local partnerships within the borough and other partnerships at county or regional level to ensure the objectives of the tourism strategy are given a high profile.

POLICY 16: Ensure tourism opportunities are addressed by local, county and regional partnerships.

6.6.2 *Utilise or develop partnerships to support product development and exploit marketing opportunities*

Utilise or develop opportunities for partnership working to lobby for or support product development such as the creation of routes and trails.

Explore opportunities for collaborative marketing to exploit opportunities for promoting key products or brands to particular target markets.

POLICY 17: Utilise partnerships to lobby for, support and implement specific initiatives.

6.6.3 *Focus on additionally and value for money*

It is essential to ensure that partnership working is focused on providing additionality. The focus must be on achieving more than could be achieved by West Norfolk working alone.

All partnerships should be regularly reviewed to ensure they are effectively meeting West Norfolk's objectives and are doing so by offering value for money.

POLICY 18: Review involvement in all partnerships, to ensure they meet clear needs and give value for money.

6.6.4 INDICATIVE ACTIONS:

- a) Concentrate on partnerships that provide additionality and reduce duplication. Review all partnership activity to ensure participation meets these objectives and that spend is effective.
- b) Undertake partnership advertising and marketing activity where there is commonality of product, and marketing economies of scale: such as the East of England Seaside campaign; Norfolk Travel trade promotion.
- c) Explore new partnership marketing opportunities, to reflect product-market fit.
- d) Develop and utilise the strength of partnership to lobby for improvements such as enhanced provision of integrated and sustainable transport networks. In particular to lobby for the continued development of the Coast Hopper Bus service.
- e) Support Norfolk Tourism.

7 IMPLEMENTATION AND RESOURCES

- 7.1 The priorities and indicative actions outlined in the strategy are translated into a detailed Action Plan. The Action Plan identifies the lead and support organisations, which will have responsibilities for resourcing and delivering the actions.
- 7.2 The action plan will be subject to a structured annual review process, which will normally take place in February/March and be undertaken through the framework of the West Norfolk Tourism Forum
- 7.3 The annual review process will incorporate:
- a) A review of progress against the action plan over the preceding year.
 - b) Review and confirmation of the action plan for the year ahead. (This should take account of necessary changes in the light of, progress against targets and changing priorities in the light of external developments and timescales)
 - c) Identification of any changes to the longer term objectives detailed in the action plan.
- 7.4 The Borough Council, through its Regeneration Team, would undertake a co-ordinating role for the implementation of the Strategy and associated action plan under the steerage of the West Norfolk Tourism Forum

8 PERFORMANCE MEASURES

- 8.1 Key Performance Indicators are identified in the action plan.
- 8.2 These will be reviewed annually as part of the action planning process. Performance measures where the Borough Council of Kings Lynn and West Norfolk are the lead partner will also be incorporated into the annual Service Planning process used by the Borough Council.

9 POLICIES

- POLICY 1: Rationalise marketing to ensure that products are effectively promoted to key target markets.
- POLICY 2: Address branding issues and develop a brand strategy.
- POLICY 3: Improve the delivery of information and ensure communication re-enforces the brand strategy.
- POLICY 4: Ensure sustainability is a higher priority when considering future tourism development.
- POLICY 5: Ensure marketing, development and visitor management is appropriate to the environment
- POLICY 6: Work to support an increase in alternative and integrated transport options within West Norfolk.
- POLICY 7: Support/develop schemes to enhance the preservation, interpretation and access to our heritage.
- POLICY 8: Ensure tourism is a key driver in supporting improvements to the quality of the King's Lynn product.
- POLICY 9: Develop, package and promote King's Lynn as a short break holiday destination
- POLICY 10: Support and develop schemes to foster local pride and appreciation of King's Lynn.
- POLICY 11: Undertake measures to support investment in product quality improvements.
- POLICY 12: Support the awareness of and provision of business advice and training services.
- POLICY 13: Ensure that developments take full account of community needs.
- POLICY 14: Identify and communicate details of positive benefits of tourism to local communities.
- POLICY 15: Develop opportunities for the local community to be involved in tourism events/promotions.
- POLICY 16: Ensure tourism opportunities are addressed by local, sub-regional and regional partnerships.
- POLICY 17: Utilise partnerships to lobby for, support and implement specific initiatives.
- POLICY 18: Review involvement in all partnerships, to ensure they meet clear needs and give value for money.