



West Norfolk

Destination Management Plan

2016 – 2020





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1 EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

2 Overview

2.1 The destination

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

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

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

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

2.2 The scale and nature of the visitor economy

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

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

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

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

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

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

2.3 Customer perceptions

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

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

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

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

3.0 Reviewing the product

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

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

3.1 Visitor facilities

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

3.1.1 Visitor accommodation

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

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

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

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

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

3.1.2 Food establishments

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

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

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

3.1.3 Attractions

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

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

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

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

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

3.1.4 Activities

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

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

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

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

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

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

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

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

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

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

3.1.5 **Events**

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

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

3.2 **Heritage and culture**

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

3.2.1 **Historical themes and connections**

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

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

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

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

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

3.2.2 Famous people

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

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

3.2.3 Anniversaries and events

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

3.3 Landscape and countryside

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

3.3.1 **The Fens**

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

3.3.2 **The North Norfolk Coast:**

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

3.3.3 **The Wash:**

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

3.3.4 **Countryside:**

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

3.3.5 **The Brecks**

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

3.4 **Built environment**

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

3.4.1 **Urban environments**

King's Lynn

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

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

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

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

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

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

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

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

Hunstanton.

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

Downham Market

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

Other built heritage sites throughout West Norfolk

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

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

3.5 Access and transport

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

3.5.1 Inbound links.

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

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

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

3.5.2 Transport links within the area

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

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

3.6 Understanding local issues

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

3.6.1 Local Development Framework (LDF) - core strategy

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

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

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

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

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

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

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

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

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

Other key plans highlighting specific local issues include:

3.6.2 Hunstanton Master plan

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

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

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

3.6.3 King's Lynn Town centre Action Plan

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

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

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

3.6.4 Corporate Peer Review feedback

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

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

3.6.5 Norfolk Coast Area of Outstanding Natural Beauty management plan

The Norfolk Coast Area of Outstanding Natural Beauty Strategy Plan addresses the opportunities and issues connected with access and recreation. It recognises the considerable part the tourism industry plays in the local economy, but also recognises that visitors can generate conflict with nature and historic environment conservation objectives, with tranquillity and with local communities, depending on numbers, locations and activities. It identifies that in order to work towards a truly sustainable tourism destination, tourism businesses and site managers need to be actively involved in understanding the behaviour and impact of visitors, both positive and negative, and in visitor

management plans and policies that help to inform visitors of ways to enjoy the area while minimising impacts and maximising benefits.

Within the 2014 – 2019 Action Plan (Norfolk Coast Area of Outstanding Natural Beauty) a number of initiatives are recommended in connection with access and recreation. These include:

- Undertaking site surveys to understand recreational pressures
- Promoting information on the Norfolk Coast cycleway
- Completing an audit of visitor facilities and prioritising improvements
- Updating information on site sensitivity and providing this information to partners and the public.
- Reviewing feasibility of potential initiatives to generate income from visitors to support projects to mitigate visitor pressure.
- Develop new partner initiatives to encourage the public to use sustainable transport.
- Produce and distribute the annual Norfolk Coast Guardian newspaper.
- Promote awareness and use by tourism businesses of your local coast

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

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

Greater Cambridge & Greater Peterborough Local Enterprise Partnership strategic economic plan

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

3.7 **Visitor services and marketing**

This part of the review has considered key areas including:

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

3.7.1 **Branding**

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

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

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

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

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

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

3.7.2 West Norfolk marketing

Visit West Norfolk

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

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

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

3.7.3 Partnership marketing

Visit Norfolk

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

membership income is increased. The on-going challenge for Visit Norfolk is the need drive up commercial income and investment by businesses.

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

Visit North Norfolk Coast & Countryside

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

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

Discover West Norfolk

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

Visit East Anglia

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

Visit England

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

Sail the Wash

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

3.7.3 Visitor Information Services

Tourist Information Centres

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

Information and arrival boards

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

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

Directional pedestrian signposting

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

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

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

Road traffic signing

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

Web based information services

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



4 Understanding current performance

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

4.1 Key drivers

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

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

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

4.2 Local performance of the visitor economy

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

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

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

Trip volumes

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

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

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

Types of expenditure

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

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

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

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

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

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

4.3 Understanding Business performance

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

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

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

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

4.4 Understanding performance – Market Intelligence

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

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

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

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

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

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

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

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

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

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

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



5 Setting the direction

5.1 Setting the direction – Summarising evidence (SWOT)

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

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

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

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

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

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

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

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

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

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



5.2 Vision

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

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

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

5.3 Aims

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

5.4 Objectives

(Contributing to Aim 1)

1 **Branding the destination**

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

2 **Building support for the destination brand**

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

(Contributing to Aim 2)

3 **Attracting more staying visitors**

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

4 **Increasing length of stay**

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

5 **Increasing recommendation and repeat visits**

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

(Contributing to Aim 3)

6 **Increasing day visitor spend per head**

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

7 **Increasing awareness of services and facilities**

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

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

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

(Contributing to Aim 4)

9 Promoting seasonal spread

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

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

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

11 Promoting the destination's heritage product

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

12 Promoting natural environment attractions and bird watching

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



6 Action Plan

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

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

Responsibility for actions

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

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

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

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

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

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

7.1 Volume and value indicators

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

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

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

7.2 Local indicators

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

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

7.3 Marketing performance indicators and physical outputs

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

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

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



8 Information sources

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

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

