

GREAT YARMOUTH TOURISM STRATEGY

2013-2018



GREAT YARMOUTH
BOROUGH COUNCIL



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GREAT YARMOUTH TOURISM STRATEGY 2013 - 2018

I. EXECUTIVE SUMMARY

This strategy identifies the issues facing the tourism industry in Great Yarmouth and sets a clear agenda to ensure Great Yarmouth and the Great Yarmouth brand is recognised as a leading resort with a sustainable future.

It is evident that Great Yarmouth must be mindful of the changes in the market place and competition from domestic and international destinations.

However, and most importantly, Great Yarmouth must respond positively to customer perception and expectation in terms of service quality and delivery, and product offer in general.

Tourism is Great Yarmouth's biggest single sector, and it directly and indirectly represents an economic impact of £531 million per annum (2011 figures) and 29.3% of the district's employment.

The Greater Yarmouth Tourist Authority (GYTA) and the Great Yarmouth Borough Council (GYBC) will ensure that all tourism work fits within the wider remit of stimulating the development of a prosperous economy and creating increased employment in Great Yarmouth area for a more sustainable future.

I.1 GYBC CORPORATE PLAN

The Corporate Plan was published in March 2013 and basis its priorities upon the ambitions to attract new business and to support the expansion of existing businesses with a view to creating sustainable employment opportunities and increased wealth for the residents of the Borough and secondly to make the Council itself more business like.

The Corporate Plan sets out how the Borough Council intends to achieve these ambitions as well identifying significant actions relating to the Councils other priority areas around the environment, local communities and our community leadership role.

Two of the Borough Council's four priorities have a direct connection with the local tourism industry, including:-

i. **Promoting economic growth and job creation**

- Successful completion of the St George's and King Street project
- Develop a strategy for improving the Golden Mile and broader seafront
- Deliver the Tourism Business Improvement District
- Develop the Borough's Heritage offer to extend the season and broaden the visitor base.

ii. **Being an enterprising and ambitious Council**

- Setting up a new Corporate marketing & events service

The remaining 2 priorities of the Borough Council refer to well-being of the local community; ie

Protecting and supporting vulnerable people

And

Creating and engaging with health, vibrant communities

The tourism industry can contribute to both these priorities by helping to sustain an attractive place to live and through job creation.



I.2 THE BOROUGH WIDE LOCAL PLAN

The Great Yarmouth Borough Wide Local Plan provides the basis for all planning decisions in the Borough Council area, except for those parts of the Borough within the Broads Authority area. It will provide planning policy guidance until the emerging Local Plan is adopted.

I.3 EMERGING LOCAL PLAN

We are preparing a new Local Plan for the Borough which will guide development for the next 15 years. Once adopted, all planning applications will be assessed against the policies in the Local Plan. The Local Plan consists of 3 main documents:

Core Strategy

This is the document in the emerging Local Plan which sets out the overall vision and planning strategy for the Borough to 2028. Once completed, other Local Plan documents will be informed by policies within the Core Strategy.

Development Policies and Site Allocations

This document sets out detailed planning policies and allocates sites for different uses such as housing and employment. The document is likely to be published for consultation in 2013.

Great Yarmouth Waterfront Area Action Plan (AAP)

Aims to regenerate significant previously developed riverside sites in the heart of Great Yarmouth. The document has previously been published for public comment and is anticipated to be published for further consultation in 2013.

I.4 GREATER YARMOUTH TOURIST AUTHORITY

The Greater Yarmouth Tourist Authority, in conjunction with the GYBC Tourism & Communications department will be responsible for leading this strategy and aims to realise the potential of the Great Yarmouth as a tourism destination of national and international importance, by:

- I.4.1** Ensuring that, across the Borough, all sectors of the industry are working to a common goal, enabling realistic and relevant product and infrastructure development.
- I.4.2** Ensuring that the tourism product and associated marketing is developed to meet the needs of market segments that will provide a sustainable future for the resort area.
- I.4.3** Ensuring that there is connectivity with infrastructure developments and other external factors, including communications and access, which will impact on the tourism product.
- I.4.4** Ensuring that research into tourism trends focuses and underpins all infrastructure, product and promotional activity.
- I.4.5** Ensuring that promotional campaigns, press and PR and events are focused to reach those targeted market segments, as well as elevating the external profile of Great Yarmouth.



1.5 STRATEGIC TOURISM PRIORITIES IDENTIFIED BY THE BOARD OF THE GREATER YARMOUTH TOURIST AUTHORITY

1.5.1 Protect and enhance the Borough's tourism assets

- Developing planning policies that encourage dynamic tourism development and improvements reversing the trend towards less economically positive uses and ensure planning abuse enforcement is pro active
- Protect prime holiday areas from erosion
- Tidy-up tourism black-spots
- Identify, and help make sustainable tourism assets at risk, ie Arcades and Guest Accommodation
- Continually monitor potential destination crisis issues and take early action to intervene and minimise reputation impact.

1.5.2 Protect and enhance key tourism services

- Carry out an audit of publicly provided customer services such as car parking, toilet provision, beach management, cleaning, security, decorative lighting and information provision to determine efficiencies, pricing policies and areas for improvement.

1.5.3 Ensure that the promotion of Greater Yarmouth as a tourist destination is sustainable

- Improve the balance of public/private sector funding for destination action plans through a Tourism Business Improvement District.
- Aim to provide the DMO partnership marketing net spend of 0.05% of economic activity excluding overheads (approx £250k p.a.).
- Aim to provide the DMO partnership event spend of 0.025% of economic activity excluding overheads (approx £125k p.a.)
- Ensure all marketing is based on sound research and monitored data.
- Enable the collection of much better visiting customer data to measure satisfaction levels and facilitate loyalty marketing.

1.5.4 Iconic USP

- Develop an iconic USP, whether by infrastructure development or reputational events to raise the resort profile through increased PR.

1.5.5 GYTA Partnership

- Work closely within the GYTA/GYBC partnership to encourage the maximum use of tourism support services.
- Seek outside funding.

1.5.6 Quality

- Encourage tourism businesses to engage with the vision and improving customer quality service.
- Develop a culture of resort pride by developing a local ambassador scheme.
- Maintain the support and promotion of the star and pennant rating scheme for visitor accommodation.

1.6 New Anglia Local Enterprise Partnership

- The New Anglia Local Enterprise Partnership (LEP) is developing a new, dynamic approach to growing jobs, and removing the barriers to business growth in Suffolk and Norfolk.
- One of 39 Local Enterprise Partnerships in the country, New Anglia was established in 2011.
- They act as a catalyst, conduit and commissioning body, bringing together the expertise, knowledge, talent and flair of the private and public sectors to undertake a wide range of activities which will help businesses grow.
- New Anglia has identified 9 business sectors that offer real and immediate potential for growing jobs and is working to help develop these sectors, which range from tourism, to energy.
- They provide support for businesses, for example signposting them to local and national business information. New Anglia is also the national leader on developing the green economy, working to provide practical solutions in the development of low-carbon and environmental goods and services.

2. CURRENT POSITION

Great Yarmouth first started attracting visitors (tourists) following the publication of Dr Russell's book 'Seawater – The Universal Cure' in the 1750's. However it was the introduction of the railways in the 1840's and 1850's that really propelled Great Yarmouth into the realms of mass tourism. In the early 1900's through to the 1940's Great Yarmouth developed its seafront infrastructure to create much of the resort we know today.

Tourism in Great Yarmouth today (2011 figures) accounts for 1,142,000 staying visitors plus 3,943,000 day visitors trips, generating a direct and indirect spend of £531,865,000 per annum. This represents around one third of the area's wealth and also one third of its jobs.

Visitor numbers peaked in the 1970s at over 9 million tourist nights. By the start of the 1990s this had fallen to just under 7 million and by 2003, just over 5 million. Although the figures now appear to be static there is a real risk that further decline will significantly affect the viability of many operators within the sector. Great Yarmouth's loyal, core markets are not high spending, and this lack of higher spend has stifled strong investment.

2.1 VISITOR SURVEY

- Great Yarmouth attracts a higher proportion of day visitors (74%) than staying visitors (26%) although staying visitors account for 69% of the tourism spend.
- 82% of staying visitors stayed in self-catering.
- 85% staying visitors were in Great Yarmouth for holiday purposes; only 6% were staying for business reasons.
- Only 8% of visitors were from overseas.

In summary, tourism is an important industry to the area and should be embraced by the local population to maximise its impact to the economy of Great Yarmouth. We must be mindful of, and respond to, the fact that visitors now gain experiences from other products and destinations around the UK and around the world, and they have become more sophisticated in their tastes from these experiences. Great Yarmouth is an incredibly strong resort which has placed an unsustainable reliance on core markets and has not maximised opportunities to build new markets with real volume, and value potential for the future – an issue which this strategy aims to address.

2.2 TOURISM INVESTMENT

The Borough has seen nearly a decade of steady investment in its tourism product. Large-scale public developments have included:

- Through the inteGREAT project significant improvements have been made to:
 - Marine Parade/Regent Road
 - Esplanade
 - The lighting and resurfacing
 - Market Place
 - Redevelopment of the former Maritime Museum



- Creation of Time and Tide Museum.
- Refurbishment of St. George's Park
- Opening of St. George's Theatre

Private sector developments include:

- The refurbishment of the Atlantis Resort
- The regeneration of Great Yarmouth Racecourse
- New grandstand and restaurant at Yarmouth Stadium
- Development of Yesterday's World
- Transformation of the redundant Sandringham Hotel into Pub on the Prom/Prom Hotel
- Refurbishment of The Mission; Zen
- Refurbishment of Britannia and Wellington Piers
- Significant investment at the Sea Life Centre, Joyland and American Diner, Merrivale Model Village, The Courtyard.
- Investment by the hotels sector including the transformation of several traditional guest houses into small designer hotels.
- Considerable investment in the Borough's Holiday Parks and Centres
- New development of The Waterside (Rollesby)
- Creation of Hemsby MegaMaze
- Refurbishment of Gorleston Beach Café
- Amalgamation of a restaurant and café to create the HMS Hinchinbrook restaurant.

In development, in planning and on the horizon are more major developments:

- Proposed casino developments on the Pleasure Beach or Palatial Leisure sites
- Waterfront Action Plan including the refurbishment of Vauxhall Bridge
- Completion of St George's Pavilion
- Significant refurbishment of the Marina Centre
- Creation of a new Premier Inn near Vauxhall roundabout

Other issues pending include:

- The Waterways and Boating Lake on North Drive, Great Yarmouth
- The Winter Gardens, Marine Parade, Great Yarmouth
- The beach area at Gorleston.
- The future of the former Pontins site at Hemsby
- Redevelopment of the former roller-skating rink at the Wellington Pier
- Coastal Erosion at Hemsby and Hopton-on-Sea.
- Decay of the former Two Bears Hotel



2.3 COMPETITIVE ISSUES

Key competitive issues for Great Yarmouth are:

- During the late 90s, partly due to the strength of sterling, Britain developed a reputation overseas for being an expensive destination.
- In recent years British people discovered a taste for taking short breaks outside the UK, mainly due to the strong pound and the growth in budget air travel.
- Some British corporate clients are taking their sales meetings, customer conferences and incentive travel overseas too – especially into Europe – although growth in this area has slowed compared with growth in UK based meetings.
- Tourism is almost universally recognised as a key to regenerating economies, so new destinations continue to emerge – both in the UK and overseas.
- There is growing competition in business tourism, with more destinations recognising it as the key to sustainable tourism and new public-funded investment in conference facilities and convention bureaux. The mid to late 90s saw an increase in purpose-built residential conference centres and increased professionalism in university venues.
- To meet consumer demand for luxury and exclusivity, increasingly luxurious ‘health resorts’, spas and ‘grand boutique’ hotels are appearing – from Scotland to Dubai - to attract consumers on ‘pampering’ breaks.
- The last few years have seen the opening of a number of high-profile lottery-funded and iconic attractions which are boosting competitor UK destinations (eg The Eden Centre, the National Maritime Museum Cornwall, The Imperial War Museum North, the Tate Modern, the London Eye, the Angel of the North).
- The metropolitan cities of England go from strength to strength, as their cultural assets and public realm receive significant public investment and regeneration funding, and private sector investors follow with new hotels, restaurants, bars and shops, recognising the growing consumer appetite for shopping, culture and city breaks.
- Smaller destinations across England are getting more professional and smarter at both winning regeneration funding and at repositioning themselves – eg Barnsley’s “Tuscan Hill Village” vision and Bournemouth’s “BoMo” reinvention. Sophisticated marketing techniques are becoming more widespread, and the internet gives smaller destinations a lower entry price into marketing activities.
- Growth in regional airports increases competition for domestic and overseas visitors.
- The large hotel chains are using increasingly sophisticated Customer Relationship Management systems and have developed strong short-break and business tourism products sold by large specialist sales teams whose focus is keeping the customer for the brand, regardless of destination.
- The development of Destination Management Organisations across the UK.



3. FUTURE POTENTIAL

Tourism Strategies for UK seaside destinations between 1995–2005 highlighted a 10 year decline in tourist nights and predicted that this would continue without investment, co-ordination and the determination to succeed. Great Yarmouth's 'InteGREAT' tourism regeneration programme marked the beginning of a long term project to halt the decline and then to sow the seeds of growth. During a period of recession the tourism industry in the Borough of Great Yarmouth still faces many challenges; however tourism businesses have continued to maintain an appetite to investment in their business and in Great Yarmouth.

3.1 THE VISION

By 2020 we want ...

- 12% more jobs in tourism, with more security, better career development, higher levels of skill and consequent reward
- An Outer Harbour operating as a key gateway to Europe
- Visitors bringing £650 million p.a. into local economy
- Year-round profitable tourism business

By 2020 we want to be ...

A dynamic, vibrant, safe, clean and exciting destination

3.2 THE NATIONAL PICTURE

3.2.1 Overview of Tourism Statistics

According to the Tourism Alliance's Overview of Tourism Statistics 2012 - Tourism is the UK's sixth largest industry, employing 1 in 11 of all people working in the UK and generating £115bn every year for the UK economy.

One of the main reasons for this is that, unlike other industries, over 80% of the 249,000 tourism businesses in the UK employ less than 10 people. These small businesses are also spread right across the length and breadth of the UK, in every city, town, village and hamlet rather than being congregated together. Yet, the industry is one of the keys for rebuilding the UK economy and for generating employment, especially where it is most needed such as in rural communities or among young school-leavers. And there is a very good story to tell. In 2011, inbound tourism revenue grew at over 5 times the rate of the economy as a whole while it is estimated that domestic tourism revenue will end the year 14% higher than 2010.

In total, this is additional expenditure in the sector of £3.8bn – enough to generate 76,000 new jobs in 2011 alone.

While these figures are impressive, there is more that can be done to increase the contribution that the industry makes to the UK economy. There are three main aspects of the UK tourism offering which are uncompetitive internationally – VAT rates, visa requirements and Air Passenger Duty.

It is no coincidence that the World Economic Forum, while ranking the UK as the 6th most competitive country in the world for tourism, also ranks the UK as 135th out of 139 countries in terms of taxation on tourists.

3.2.2 UK Domestic Overnight Tourism

In 2012, a question about activities undertaken during trips was amended in the Great Britain Tourism Survey to include five options related to the 2012 Games:-

- Did you attend a 2012 Olympics/Paralympics sports event?
- Did you attend the 2012 Olympic Torch relay?
- Did you attend an Inspire mark Olympic event?
- Did you attend a Cultural Olympiad event, the 2012 Festival, or any other "official" Olympic-related event?
- Did you visit the Olympic Park in London (without attending a 'ticketed' sporting event) ?

Between July and September 2012, 1.1 million overnight trips were taken in Great Britain which involved one of the above activities. Spending on these trips totalled £331 million.

3.3.3 Domestic Day Visitors

The same questions were included in the GB Day Visit Survey. This showed that in the same three-month period, 11.4 million tourism day visits included one of the five Olympic activities, with spending of just over £1bn.

3.2.4 Visit England Strategic Framework

In March 2010 Visit England published their new strategy, 'England: A Strategic Framework for Tourism 2010-2020'

The strategy stated that "Tourism in England is currently operating significantly below capacity, but it has real growth potential – clearly demonstrated by the 'Staycation' phenomenon of 2009".

The strategy set out 4 key objectives:

- To increase England's share of global visitor markets
- To offer compelling destinations of distinction
- To champion a successful thriving tourism industry.
- To facilitate greater engagement between the visitor and the experience.

To achieve these objectives a series of industry Action Plans have been developed by cross industry groups.

We will use our best endeavours to align our objectives with the aspirations of VisitEngland.

3.3 THE REGIONAL PICTURE

3.3.1 Visit East Anglia

- East Anglia offers the tourist an impressive choice of attractions and destinations, but there is potential to develop an even more compelling year round offer, which will attract more tourists, who will spend more money in the region and generate sustainable employment.
- New Anglia has many thousands of individuals and business working in its tourism sector. Tourism in Norfolk and Suffolk generates £4 billion each year. Visit East Anglia is a new organisation being developed to provide powerful marketing operations for the Suffolk and Norfolk tourism brands.
- The organisation is aiming to create a coherent marketing and advertising strategy to make sure the businesses in the partnership have a strong presence and a voice. Working with experts and partners in the private sector, they aim to cut through the red tape, and support real tourism business growth.

3.3.2 Visit Norfolk

- Tourism is one of the key sector industries within Norfolk, supporting over 51,000 people and contributing some £2.6 Billion to the local economy.
- The most recent Tourism in Norfolk Strategy covered the period 2009-2012.
- Visit Norfolk replaced Norfolk Tourism and is managed by an Executive Board of industry and local authority representatives alongside a Norfolk Brand Manager (employed by Visit East Anglia)



3.4. THE LOCAL PICTURE

3.4.1 The Great Yarmouth Opportunity

Great Yarmouth, with its thriving public/private sector tourism partnership, sees itself as a key partner in the delivery of these national and regional objectives.

It is important to note that more short or additional holidays are now taken in the UK rather than long holidays, and the long main holiday in the UK has declined significantly. The growth of short breaks is reducing seasonality but this is predominantly weekend based in its demand, and seaside destinations have experienced lower growth than city destinations.

The consequences of these trends for Great Yarmouth are likely to be:-

- increasing demand for quality, convenience and security
- increasing demand for activities, relaxation and learning skills
- increasing demand for 1–3 night holidays
- increasing demand for 'one person' holidays
- increasing shoulder month demand
- increase in grandparents taking grandchildren on holiday (and a desire for more traditional holiday activities)
- a family market more accustomed to higher standards and broad range of leisure options
- growth in VFR market (Visiting Friends and Relatives)
- arts, culture and history featuring strongly in destination choice
- increasing success for new, authentic and innovative holiday concepts and products that distinguish themselves by added value
- increasing demand for 'holidaying with the tribe'; be they friends, sporting groups, reunions etc.

Non-tourism leisure spend is also in competition with UK holidays and many urban centres in particular now offer a huge range of activities. The 'stay at home' holiday is also a threat – with DIY, gardening and computer games, all competing for the leisure pound.



4. STRATEGY FOR A SUSTAINABLE AND PROFITABLE FUTURE

There is a great potential to attract a wider market to Great Yarmouth, and this should be the aspiration of the local industry, in partnership with the Greater Yarmouth Tourist Authority.

Core principles of the strategy:

4.1 WORKING STRATEGICALLY

All actions detailed within this strategy are based on industry research, proven tactics, industry benchmarking and best practice knowledge.

4.2 WORKING IN PARTNERSHIP

Great Yarmouth's tourism sector must be co-ordinated and focused working in partnership, not only in targeting key market segments, but also in developing the product and raising quality standards in every aspect of the customer experience. Partnership is essential so that the visitor of the future can experience the highest standards of customer service and quality at all times – from enquiry to booking, arriving, staying and enjoying their holiday.

Additionally, partnership working with neighbouring destinations will maximise the ability to capture the touring market; visitors do not remain within set boundaries.

4.3 THE QUALITY AGENDA

There is clearly the potential to widen the range of market segments enjoying a Great Yarmouth holiday. We need to work to target and to attract the growing segments that have more flexibility, more spending power and more propensity to promote the destination. We must realise the need to adapt in order to offer a different experience; a holiday that exceeds quality expectations, can be easily booked and one that includes the activities and experiences that will bring that customer back again and again.

The implementation of a dedicated quality approach to destination and product development will ensure that Great Yarmouth offers excellent levels of customer care, service quality and experiences to its visitors. This approach will focus the improvements and developments which are essential elements of achieving such aspirations. All work in raising quality will be developed in conjunction with the VisitEngland Quality Strategy, to ensure national connectivity and maintain the importance of the national grading schemes; local schemes will not form part of this process.

4.4 GATEWAYS

Great Yarmouth must make the most of the opportunities offered by the development of an outer harbour and its potential as a bring in inbound visitors.

Other 'Gateways' through the River, Rail, Road, Airport networks must also be enhanced.

4.5 ADDRESSING WEAKNESSES

The industry must recognise the limitations of Great Yarmouth's product offering and ensure that, by working together, it strives to effect changes in the experience within Great Yarmouth and the profile generated externally. There is a need to concentrate on those areas which can positively and negatively affect the profile of Great Yarmouth, including customer care, the nightlife offer and policing, management of the public realm, out of season events and promotions and the physical infrastructure (traffic, transportation links) of the current product.

4.6 SUSTAINABILITY

A holistic approach to developing elements of the area's tourism sector in a way that is wholly sustainable from the viewpoint of the visitor, the industry, the community and the environment.

5. STRATEGY & POLICY

To position Great Yarmouth (ie the Borough of Great Yarmouth) as a leading resort, achieving sustained tourism business and aiming for growth compared against the national market, a clear action plan must be in place and supported across Great Yarmouth.

This strategy will focus the work of the GYTA and the work of its supporting partners and act as a tool to stimulate local industry support. In engaging with the local industry and offering a co-ordinated and focused direction, the GYTA is best placed to enable the Great Yarmouth to realise its tourism potential and future sustainability.

The GYTA will champion, lead and communicate all policies and ensure connectivity across Great Yarmouth.

The GYTA will also integrate this strategy with those of relevant economic and tourism bodies in neighbouring authorities at county, regional and national level.

The GYTA will:

- adopt and adhere to the aspirations of this strategy to take Great Yarmouth forward and realise its potential
- work with all relevant tourism related bodies to promote this strategy and its aspirations
- produce an annual operating plan, with targets and aspirations which can be tracked and reported on
- work closely with partners in defining long term policies which will lead to a more appealing and sustainable destination, including quality and alcohol management
- work with regional and County partners in Norfolk and Suffolk when doing so is to the strategic advantage to Great Yarmouth.
- work to seek external funding to support events and develop experience based visits
- ensure strategic development supports tourism in its widest sense, including business tourism

We will encourage others to:

- work closely with us and maximise our external impact
- consider their future strategies and how we can link together
- adopt the principles of this strategy, and consider how they take part in realising the future of tourism in Great Yarmouth



6. CORE STRATEGY ELEMENTS

Failure to act in these six areas will threaten our tourism future. We must focus on getting these “keys to success” right if we are to fulfil our aims and achieve our vision.

6.1 INFRA-STRUCTURE & PRODUCT DEVELOPMENT

Product and infrastructure must be in place to maximise the potential of the development of new market areas, and clearly position Great Yarmouth. In the face of stiff international competition the resort has been in decline. Major product and infrastructure development is required to reverse this trend.

The GYTA will help prioritise schemes that promote local distinctiveness and develop packages and promotions that are accessible and targeted at key market segments. The booking infrastructure will evolve to meet the information and booking needs of the 21st century customer.

We will also engage with those agencies, who can positively impact on the atmosphere and environment of the Great Yarmouth, to ensure that a clarity of vision and strategy for holistic product development is in place.

The Greater Yarmouth Tourist Authority will work with GYBC and other partners to develop capital projects worthy of a 21st century resort and demanded by 21st century customers.

The Greater Yarmouth Tourist Authority will work with Great Yarmouth Borough Council colleagues to ensure that the Local Plan reflects this strategy and evolves to meet the long term needs of the tourism sector. This includes tourism and tourism related businesses, sustainable retail development and the public realm.

We will support public and private sector colleagues across the industry to develop relevant product including new and substantial events and new and enhanced visitor attractions. We will also support the development of promotional packages and sales channels in line with market projected market demand.

We will develop the Great Yarmouth ‘Raising the Standard’ campaign, to ensure that we can respond to the needs of the visitor, industry, community and environment, and enable the local industry to focus on attaining a sustainable destination. This sustainable approach will incorporate real targets on environmental and accessibility issues.



GYTA will:

- use benchmarking of the destination, its management and its promotions to maintain a strong position in the market
- develop the Greater Yarmouth Tourist Authority, Tourist Information Centre, website and booking mechanisms to ensure that we are able to deliver the product to the customer
- work closely with the current product (accommodation, attractions and tourism services) to ensure that they are prepared to meet the needs of existing and new customers, and can effectively compete in the wider tourism market place
- develop 'off the shelf' products and packages, with the current product, which can be targeted at new market segments
- develop 'attractors', which are relevant to the destination and which appeal to the local market and encourage visitors (water based activities, events, packages, themes and experiences)
- offer business support, networking and facilitation to encourage product development

GYTA will encourage others to:

- focus their development and work to ensure that their product offer meets the needs of the customer by raising the quality of the experience.
- work with agencies such as the Borough Council's Economic Development Unit, the Economic Reference Group, enterpriseGY and NWES to ensure continuous improvement and development through sharing best practice and learning from others, training, development and business planning
- support this product development in strategies at organisation level within the wider public sector and the private sector
- realise the importance of sustained product development, and the need to ensure that their product remains relevant and in line with customer need and expectation
- source and prioritise the use of local products, and maximise the impact of promoting local distinctiveness



6.1.1 A clean, smart environment

- a. Round-the-clock streetscape maintenance for core tourist areas, including overnight pavement-scrubbing and refuse collection:
 - Raise the quality of public areas in key tourist districts with a 24-hour cleaning and refuse disposal regime, plus new stricter standards - aiming for “excellent” rather than “satisfactory” - by 2015. (Council, Businesses, GYB Services, Seafront Management)
 - Improve core tourist areas by continuing to remove and over-paint graffiti rapidly and to treat surfaces to make them graffiti-resistant. (GYBS, Businesses, Council)
- b. Regular maintenance of public areas and joint “ownership” of streetscape problems with business:
 - Continuous improvements to compliment work of GYB Services with businesses agreeing to regularly wash their frontages and surrounding pavements, and to sweep and litter-pick around their premises. Evaluate how a scheme like this could be accepted, introduced and adopted. (GYBS, Council)
 - Raise local trader’s awareness of the commercial benefits of improving the public areas around their businesses, using widespread publicity. (Council, Local Media, Business and Traders associations)
 - Share – between traders – the cost of cleaning equipment and personnel in co-ordinated whole-street schemes. (GYBS)
- c. Firm line from Enforcement Agencies, Police and courts on fly-posting, graffiti, vandals, fly tippers and people who dispose of their refuse irresponsibly:
 - Use high-profile prosecutions to increase deterrents. (Council, Courts)
 - Raise local awareness of the damage caused to our economy by these offenders. (Council, Courts, Local Media)
- d. Effective planning and investment by event organisers, to clean up quickly after events and dispose of rubbish including recycling:
 - Set minimum standards for events re cleansing, recycling and rubbish disposal by Summer 2015 (Council, Event Organisers, Venues)
- e. Smart street furniture (signs, benches, bollards, lampposts etc) - properly cleaned and maintained:
 - Develop a public realm and street furniture strategy. (Council/GYBS)
 - Regular audit, cleaning, refurbishment or removal of street furniture. (Council/GYBS/GYTA)
 - Regular inspection and reporting of street furniture in need of attention. (GYTA/Traders Associations, Community Groups, Council)



- f. **Bring more public toilets up to top-notch standard – clean, safe, well equipped, well-signed:**
- Provide a well-publicised “core of excellence”: 4-5 public toilet sites in key locations to be attended and maintained to the highest standards. (Council)
 - Review visitor and resident demand for extra toilets. (Council)
 - Encourage other providers to join the “core of excellence” category and benefit from publicity and additional footfall. (eg Market Place, rail station, coach station, Car Parks, Public Service Organisations, Churches etc)
- g. **European Standard bathing water and Blue Flag beaches:**
- Improve water quality at bathing beaches, and find a solution to the current unsatisfactory standard of sewage discharge into the sea. (Anglian Water, Council)
 - Apply highest standards of beach cleaning in core central seafront area, and continuous improvements in beach facilities at key bathing points along the length of the Boroughs beaches. (Council & GYB Services)
 - Aim to maintain beaches to a Blue Flag standard. (Anglia Water, Council)
- h. **Floral Displays**
- Support the In Bloom committees by encouraging tourism businesses to participate and through post event publicity to help lift the profile of the Borough's successes.
- i. **Adequate Car Parking Provision**
- Work with GYBC departments and private sector providers to ensure that all car parks continue to be sign-posted to a sufficient level to encourage greater use.
 - Work with GYBC department and private sector providers ensure that sufficient car parking spaces are available on all occasions specifically on anticipated very busy days when overflow parking spaces need to be made available.

6.1.2 High-grade product development

- a. **A strong independent retail and catering sector, supported by sensitive planning policies, licensing reform and professional help from business agencies:**
 - Provide support, help and advice for independent businesses aspiring to invest here and to grow or upgrade. (TCP/EDU/GYTA)
 - Encourage a mix of high quality High Street names & brands with good independents.
 - Encourage investment by existing businesses
 - Continue to protect the unique character of areas with a high proportion of independent businesses (eg the Rows, King Street, Regent Road), through current and future reviews of the Planning Policy. (Council, TCP/ GYTA)
 - Ensure that commercial landlords' policies – including those of the Council - strongly support independent business tenants. (Council, Commercial Landlords)
 - Work with the Town Centre Partnership on promotional and safety activities. (TCP/GYTA)
 - Seek to achieve a balanced night-time economy, supported by new licensing legislation, and support the investment and re-investment by businesses which can help achieve this. (Council, TCP, Businesses, GYTA)
- b. **Targeted tourism-specific inward investment marketing to attract missing quality brands, especially hotels, attractions, restaurants and shops:**
 - Undertake a strategic Market Review to identify tourism product gaps, reasons for gaps and market potential. (GYTA/Council)
 - Develop an Inward Investment Strategy to target businesses, developers and investors including those in the tourism, hospitality, catering, retail and leisure sectors. (Council, EDU/GYTA, Commercial Property Agents)
 - Evaluate existing provision and expected demand for hotel development within the Borough, and identify sites for suitable development in future reviews of the Planning Policy. (Council, EP)
 - Resist conversion of hotel stock in primary holiday areas to residential accommodation, in line with existing Planning Policy. (Council/GYTA)
- c. **A safe and clean seafront - zoned for different activities such as cafes/bars, sports, recreation/picnics, large events – probably developing a 'Environmental Beach, Pop Beach and Sports Beach, and new seafront public-transport links:**
 - Deliver the seafront vision and major development projects on time and on budget. (Council)
 - Continue to develop the Marina Centre as a major leisure attraction for residents and visitors which complements the rest of the resort. (Council, GYSLT)
 - Continue to develop the Central Beach as a magnet for visitors. (GYTA, Council)
 - Continually monitor potential sites of the Great Yarmouth seafront which can accommodate large open-air events. (Council)
 - Maintain support for the areas of the seafront which have already been redeveloped, ensuring continued investment in lighting, drainage, building maintenance, esplanade maintenance and security, for the Borough's 'shop-window'. (Council, GYTA, Seafront Traders)
- d. **Carefully controlled, top-quality casino development:**
 - Assess demand for and suitability of further gaming development within the Borough, taking into account the proposed changes to gaming legislation, to establish policies which clarify the situation for potential developers. (Council)
 - Support all efforts to secure the development of a 'super-casino in Great Yarmouth.
- e. **Leisure Boating**
 - Continue to develop leisure boating opportunities along South Quay.
 - Prepare to make maximum use of a potential new Broad within the Bure Loop and within the potential Bure Marina development.

f. Heritage Offer

- Work with Conservation partners to ensure the sustainability of the Borough's key heritage assets. (see section 6.4)

6.2 QUALITY & TRAINING

The GYTA will also raise the importance of the quality of the destination and the service provided.

The Great Yarmouth currently supports an inspected only policy in official tourist board guides and information. The GYTA will implement the more comprehensive 'Quality in Great Yarmouth' standard, and support the local industry to embrace this approach.

Quality in Great Yarmouth will be a comprehensive programme aimed at all businesses operating in the tourism sector and addressing the following core elements of a quality experience:

- customer care staff and organisational development
- facilities and services offered (based on existing stars and pennants schemes)
- accessibility (DDA)
- sustainable business operation (VICE sustainable for the Visitor, the Industry, the Community and the Environment)
- training and development
- security and personal safety (safer communities)

GYTA will:

- bid for funds to support the local industry to adopt the Quality in Great Yarmouth standard
- raise the profile of, and actively promote, those partners working towards the standard
- run the annual GYTA Certificates of Commendation as a celebration of industry successes
- support Norfolk Tourism Awards.

GYTA will encourage others to:

- adopt and promote these new standards
- work towards achieving higher standards in product delivery and customer service
- take part in the Great Yarmouth Tourism Certificates of Commendation
- take part in the Norfolk Tourism Awards

6.2.1 Excellent customer service

a. A professional, proud and committed workforce – achieved through good pay, proper recruitment processes, contracts, training and career development opportunities:

- Target appropriate markets to achieve year-round sustainable business, so that the tourism industry can afford to invest in and develop its staff, and improve terms and conditions. (Council, Businesses)
- Provide proactive support for existing tourism businesses wanting to upgrade, and new quality tourism businesses wanting to invest, with guidance and help through the "red tape". Commitment to reducing red tape where possible. (Council, Business & Traders Associations)
- Improve the employment practices of tourism employers by providing further guidance, support and training. (Tourism businesses, Great Yarmouth College; Great Yarmouth Community Trust)
- Aim to stabilise the workforce by developing the necessary skills in the local labour market, and by providing support to the many valuable hospitality and catering workers from overseas, who need access to accommodation, bank accounts, language training etc. (Businesses)
- Develop training which addresses the tourism industry's skills gaps, especially: customer handling; planning and organising; team working; problem solving; communication; literary and reading skills. (Great Yarmouth College; Great Yarmouth Community Trust, Businesses)
- Help tourism businesses to understand the services on offer from the various tourism training bodies, and work with this plethora of agencies and organisations to provide a more straightforward route to training. (Great Yarmouth College; Great Yarmouth Community Trust)

- b. Training providers to work with tourism businesses to develop specialist tailored customer-focused training – because style of service depends on customer and business profile:
 - Local tourism employers to engage with the tourism training providers to make their training requirements clear. (Great Yarmouth College; Great Yarmouth Community Trust, Tourism Businesses, Visit Norfolk)
 - Carry out independent research to evaluate employee performance in the tourism industry (eg “mystery shopper” exercises). Use these to identify future training needs and share best practice. (Businesses/Visit East Anglia and Visit Norfolk; GYTA)
- c. Tourism to be seen as an attractive career locally:
 - Improve the image of tourism as a career among school and college students, with employers arranging for tourism professionals (eg chefs, venue staff, housekeepers) to get involved with local schools and colleges. (Businesses, FE providers, LEA, LSC)
 - Identify best practice of businesses working with schools, colleges and universities and disseminate this to other businesses. (Business & Traders Associations, Great Yarmouth College; East Norfolk Sixth Form College; Great Yarmouth Community Trust, LEA, Universities)
 - Employment support agencies to work closely with the industry to develop attractive jobs and careers for the labour market, and to meet employers’ demands for skilled staff. (Careers Service, and Employment Service, Businesses)
 - Assess housing needs of employees in the tourism and hospitality sector for consideration as “key workers”. (Council)
 - Transport operators and the tourism industry to work together to ensure that transport workers become ambassadors for the local tourism industry. (Council, Bus Company, rail operators, Licensees Association, Businesses)
 - Encourage provision of staff accommodation on-site in hospitality and hotel operations when being developed/ re-developed. (Council, Businesses)

6.2.2 A tourism industry that cares for the destination’s heritage and built environment, and is respected locally:

- Introduce a Visitor Management Programme to maximise the positive impacts and minimise the negative impacts on the resort and surrounding countryside and build on the Council’s Conservation Strategy. (Council, Community Associations, EP)
- Further develop cost-effective programmes that help tourism businesses reduce environmental impacts - particularly addressing energy efficiency, waste reduction and water-consumption reduction. (Council, GYTA, Tourism Businesses)
- Build respect for the tourism industry among residents by acting responsibly, communicating the value and benefits of the sector and celebrating the Borough’s tourism successes. (Council, Local Media, GYTA, Businesses)
- Improve residents’ understanding of how tourism businesses operate by running regular off-peak “Tourism Open Days” for locals so that they can visit tourist attractions and facilities free or at a reduced rate, and even get “behind the scenes”. (Business & Traders Associations, Council, Venues)



6.2.3 A warm welcome to visitors, from the resort and its people:

- Ensure that large conferences and visitors for other major events receive a high-profile welcome - to include improved “dressing” of the resort, literature in hotel rooms and civic hospitality where appropriate. (GYTA, Business & Traders Associations, Businesses, Council)
- Consult with residents about tourism in the Borough, to agree how the Borough and businesses can maximise the positive contribution of tourism while minimising negative impacts. (Community Associations, Business & Traders Associations, Council)

6.2.4 A “quality ethos” that becomes an integral part of the Borough’s tourism industry:

- Find ways to continuously improve the quality of the visitor experience. This could include sharing best practice with other destinations. (GYTA, Council, BRADA)

6.3 SAFETY

A key part of the Borough’s appeal is its ‘fun’ atmosphere. But the streets can seem threatening when exuberance tips over into disorder.

One of the things the resort can give its visitors is a great night out – with its range of restaurants, bars, entertainment venues.

There are times when drink and drugs-fuelled disorder starts to turn the lively atmosphere into a menace. And it’s not just in the evening and at night when some visitors feel intimidated. Graffiti, fly-posting, dirty pavements with discarded chewing gum and rubbish make parts of the resort feel shabby and down-at-heel, which in turn makes some people feel unwelcome and even unsafe.

Beggars and street drinkers appear threatening to those visitors who come from places where such activities are rare or non-existent. Areas on the seafront, the coach station and adjacent to some town centre parks – despite environmental improvements over the last 5 years – let the resort down, as visitors can get a negative impression of Great Yarmouth from its key tourist areas.

Great Yarmouth’s Safer Communities Partnership aims to tackle some of these problems.

New licensing regulations aim to achieve a proper balance between the rights and responsibilities of individuals, businesses and the community.

6.3.1 Visible authority

a. Higher-profile policing and/or wardens/community safety officers:

- Focus energies on reducing crime across the Borough. (Police, Council)
- Work to reduce crime in key tourist areas. Focus on criminals who target visitors. Concentrate on the seafront, key points of entry (station, car parks), areas around key tourist attractions, main retail areas and hotels/guest houses. Persistent problems must be tackled relentlessly. (Police, Council)
- Most visitors welcome an obvious police/authority presence and expect an immediate response if an incident occurs. The authorities should maintain a continuous dialogue with key industry stakeholders to understand needs and issues, communicate action taken and gather intelligence from businesses/operators. (Police, Council, GYTA)
- The tourism industry recognises that the majority of incidents are caused by a handful of individuals and welcomes the efforts being taken to use the powers resulting from the street drinking ban and other safer streets initiatives to improve the situation. The authorities should use these powers proactively and enforce the drinking restrictions to greatest effect. (Police, Council)

b. Improved security networks across tourism & retail businesses, including the Seafront and the Town Centre:

- Continue to improve communication and support among businesses for dealing with and averting possible disorder or crime, by sharing information and facilitating the exclusion of troublemakers. Continue to support and expand the “Night Safe” radio network, “Day Safe/Seafront” and the work of the Great Yarmouth Safer Communities Partnership. (Police, Council, CCTV, GYTA, TCP, GYSCP)

- Visitors will often seek advice, support, help and information from those easy to identify as in authority e.g. uniformed police, community safety officers, wardens etc. Business and Traders Associations may wish to contribute to a feasibility study into the provision of local area “concierges” and “street pastors”, who may operate from within an existing business, which could provide these visitor services and benefit from the improved visitor satisfaction and resulting expenditure. (GYTA, Council)
- c. **Visitors to benefit from a well-managed licensed sector:**
- The benefits of co-operating more closely should result in improvements for the resort and stronger economic rewards for the licensees. Licensees could expect that a reduction in problems/issues resulting from closer co-operation should reduce the level of regulation and controls on their business, giving them greater freedom to operate. (Licensees Association, Council, CCTV, Police)
- d. **Late-night businesses and their clients to take greater responsibility for funding safety measures and overnight cleaning:**
- Many of the negative consequences of the late-night economy become very obvious to tourism businesses serving the needs of day visitors, conference delegates and others in the cold light of day. Rubbish, human waste and property damage are all too prevalent.
- Explore options for businesses in the late-night economy to support more directly safety and cleaning measures which improve the environment for other users of the resort. Setting up a Business Improvement District (BID) may be one option. (Licensees Associations, Tourism Businesses, Council, CCTV, TCP, GYTA)

6.3.2 Crowd control

- a. **Flexible opening hours for pubs and clubs:**
- Aim to reduce some of the public disorder and issues associated with the concentrated closing times of the late-night economy by introducing and using licensing powers to encourage flexible operating hours. (Council/GYTA)
- b. **Partnership between licensees and transport operators:**
- Effectively dispersing users of the late-night economy can reduce disorder and overcrowding. Encourage rail, coach, bus and taxi operators to get involved in the “Nighsafe” initiative and explore the options for an SOS bus. Look for new and creative ways to help with dispersal, particularly from rail operators. (Transport Operators, Council, Police, GYTA, TCP, Licensees Association)

6.3.3 Better lighting

- a. **Effective and well-maintained street and seafront lighting:**
- Key areas and routes for visitors should be well lit. Identify further sites on the seafront where lighting could be improved to reduce anti-social behaviour and crime. (Council, Seafront Traders, GYTA)
 - Identify other sites where better decorative lighting could improve visitors’ and residents’ experience. (Council, Business & Residents Assoc, GYTA)
 - Regularly inspect and replace faulty lighting in core tourist areas. Businesses to take a greater responsibility for reporting faulty lighting. (Businesses, Council, GYBS, GYTA)
- b. **Policies that encourage eco-friendly architecturally floodlit buildings:**
- Develop a strategy which audits existing lighting of monuments and architecturally significant buildings, identifies other possible structures, including those in public ownership, and develops plans, including guidelines for building owners. (Council, Developers, Community Groups, Conservation Groups, Business & Traders Associations, EP)
 - All new architecturally significant developments should consider how their buildings may be appreciated by visitors and how lighting can improve this. (Council, Developers)

- c. Winter Lights: a new approach to Christmas lights – a permanent winter feature for the town centre & seafront to create a positive impact and lift for the new-style evening economy:
 - Encourage plans for the possibility of a “Winter Lights Festival”, bookmarked by Bonfire Night and the Winter Solstice, with major digital projections, artistic displays, “son et lumière”. Explore potential for funding via sponsorship and/or advertising. (Winter Lights Festival, Council, TCP, Business & Traders Associations)

6.3.4 Diversity for the evening economy

- a. To aim for the evening economy to be shared by all ages:
 - Expand the mixture of people experiencing the night-time to a wider audience from all ages and with wide tastes. Encourage venues and promoters to programme cultural experiences which support this. (Venues, Promoters, Business & Traders Associations, Businesses, Council)
 - Continue to target cultural visitors, empty nesters and business visitors, to support a more balanced night-time economy. (GYTA, Businesses)
 - Support the principles necessary to achieve Purple Flag status. (GYTA, Businesses; Police)

6.3.5 Planning safe environment

- a. The Borough should encourage new businesses targeting cultural visitors, “empty nesters” and business visitors:
 - The Borough’s inward investment strategy should clearly define which sort of tourism businesses it would proactively encourage to support the balancing of the economy – particularly the night-time economy. (Council)
 - Be clear about the potential and future role of a wide range of licensed premises, in the light of new and emerging legislation. Give developers a clearer steer about the council’s view on businesses such as Casinos and other gaming developments, lap and pole-dancing clubs and other adult leisure developments, and whether or not they fit into the Council’s vision of the future economy of the Borough. (Council)
- b. Maintained public spaces:
 - Seek to “design out” crime in new and existing developments and in public areas, using access control, better design and planning, lighting, CCTV etc. (Council, Developers, Licensing Committee, Landlords, Business & Traders Associations, Police)

6.4 CULTURAL TOURISM

As well as high-quality public realm and excellent venues for performance art, cultural destinations need a critical mass of high-visibility free-to-enjoy arts provision, so that “culture” becomes a tangible experience for visitors. This includes public art, open studios, retail galleries and exhibitions, street theatre, high-quality buskers, free arts events, and artist-designed banners, flags, shop fronts and street furniture.

Cultural activity is an essential part of the tourism product. Now serious investment is needed to strengthen the Borough’s cultural sector and take the Borough forward into the premier league of cultural destinations.

6.4.1 A proactive Events Policy

- a. To develop the Borough’s outdoor events infrastructure, finding new ways of using the seafront – our most valuable event venue – but also developing other areas for outdoor events, including the Market Place and South Quay
 - Recognising the value of events, including sports events, to the local economy, develop a clear and well-communicated Events Strategy. (Council, GYTA, Promoters, Event Organisers, Business & Traders Associations)
 - To enable the resort to create its own events (eg Fireworks Displays), and bid to host events (eg Beach Soccer, Beach Rugby and beach concerts), develop visitor management guidelines which event organisers must commit to, covering transport, waste, safety, insurance etc. (Council, Police, Transport Operators, Event Organisers, Businesses, GYTA)
 - Audit all possible venues for events throughout the Borough, be clear about their limitations and understand their attributes - using the latter to secure new events and plug gaps in our year-round events schedules. (Council, Venues, GYTA)

- Target new events which will make a positive contribution to the Borough's economy, do not clash with peak occupancy (eg summer Saturdays), and will attract the Borough's key target markets. (Council, Venues, Event Organisers, GYTA)
- Promote the benefits of holding events in Great Yarmouth to event organisers and event creators. (Council, GYTA)

6.4.2 A differentiated Cultural Tourism Offer

- To invest in the cultural product to make it unique and inspire audiences to travel – eg international performances or exhibitions that cannot be seen elsewhere in Britain, unusual sporting events, new work created here by world-class artists, site-specific pieces and events using the Borough's key tourism assets:
 - Sports and arts venues programmers to work together to create a resort programme of a small number of high-profile and spectacular events, spread across the year, that will gain attention beyond the region. Events which attract audiences from around the country and from overseas can bring substantial economic benefits to the Borough, and media exposure. (Cultural Festival, Venues, Council, GYTA)
 - Quantify the economic impact of specific cultural attractions and events, including the Maritime Festival, Out There! Festival, Festival of Bowls and use this information to help refine our Events Strategy and to improve our targeting of the types of events which bring the most benefits. (Council, GYTA)
 - Make sure Great Yarmouth gets the most benefit possible from events which may come to England, even when we are not the main destination, eg (Sport England, EETB, GYTA, Sport Partnership, Council, Venues)
 - Build on the existing support available to the producers of film and television and encourage further high-profile filming in the Borough. (Council)

6.4.3 An improved Cultural Tourism Infrastructure

- More art in public places:
 - Support 'Seachange' in their efforts to bring more art in to public spaces.
- Development of a tangible Heritage Quarter to encompass the concentration of venues around South Quay which benefit from their juxtapositions:
- Arts marketing of a wider area to encompass the cultural offer in the region, positioning the Borough as a base for the highest profile cultural attractions in Norfolk and Suffolk
 - Create partnerships with other destinations in the region to develop and market a programme of cultural events, with Great Yarmouth as the staying base. (Norfolk Tourism, Norfolk Arts Partnership; Norfolk & Norwich Festival, Norfolk & Norwich Food Festival)
- Partnership between the tourism industry and cultural providers – joint working on promotions, planning, sponsorship, local purchasing policies and international partnerships:
 - Develop the Great Yarmouth Cultural Forum (GYCF) to input to the Borough's Events Strategy, looking at how we grow Festivals and events. (GYCF, GYTA, Council)
- Develop and Promote the heritage assets of the Borough in order to attract a wider visitor base.
 - last sentence needs to read: Heritage attractions could benefit from joint marketing including the development of a better heritage pass that is priced at an attractive level and available from all participating venues.

6.5 TRANSPORT

Good and sustainable transport links are vital to a successful tourist destination. We must make it as easy as possible for our visitors to get into the Borough and move around it once they are here. This will also improve the quality of life in the Borough for all of us who live here too.

That means making sure that Great Yarmouth is not overly congested with cars, but enabling staying visitors to come by car if they need to. Staying visitors are a vital element of sustainable tourism, as they contribute most to the Borough's visitor economy but have relatively less negative impact on the Borough's environment than day visitors. They are more likely to need to come by car than other types of visitors, due to luggage and more complex, longer journeys.

Many staying visitors need long-term parking, so they are affected by policies in the town centre that prioritise parking for residents and shoppers by restricting parking for commuters. The resort needs to resolve this dilemma so that hotel and guest-house customers – including valuable off-peak conference delegates - feel welcome. We need to tackle issues of local congestion and further increase mobility around the Borough.

We need an efficient seafront transport link from the north to the south and the town centre, taking in South Quay and the railway and bus station.

We need to develop a good quality, conveniently located transport hub outside Eastport, enabling visitors to stop over prior to or after a ferry trip, should a passenger ferry be introduced.

And we need public transport links into the Borough that serve the visitor industry as well as commuters – with through trains throughout the weekend, late evening services for theatre-goers and performers, better high-speed cross-country rail services and connections, and good quality facilities for people arriving by coach.

We must also ensure that disabled visitors and those with sensory or mobility difficulties are able to access the Borough and, once here, can get around easily.

6.5.1 Improved parking for staying & day visitors

a. Dedicated parking spaces for staying & day visitors, most in/near town centre and seafront:

- Analyse visitor travel patterns to find out how they access the Borough, what their requirements are and what their transport needs are during their stay. (Businesses, Council, Transport Operators)
- Visitors arriving by car need to be able to park near their hotel/guest house and at a price which takes into account their value to the local economy. Explore the potential for new contracts for off-street car parks to include provision for dedicated hotel guest spaces and payment schemes so that hotels (not car parks) charge guests. This will allow hotels to make a competitive decision re whether to include parking in all room rates, part-charge or full charge. (Council, Tourism Stakeholders, NCP, Business & Traders Associations)
- To manage times when demand by visitors far outstrips supply of parking spaces, explore the idea of running a joint valet parking system to get best use out of new and existing spaces. (GYTA, Hotels and Guest Houses, Council)
- Assess the need for additional car parking
- Consider the use of a more friendly pay-as-you-exit parking strategy.



6.5.2 Improving rail services

- a. Focus on improving reliability, comfort, space and journey time on London and Norwich Services and Great Yarmouth to the Midlands:
 - To persuade visitors to switch from private car to rail, services should be reliable, clean, frequent, efficient, comfortable and on time. Develop the London to Great Yarmouth network and the Great Yarmouth to the Midlands so that they become two of the most efficient in the country, and the quality of rolling stock among the highest in the country. (Council, Rail Operators, Business & Traders Associations)
 - Consider opportunities to improve rail access to airports at Stansted and London. (Council, Rail Operators, Strategic Rail Authority (SRA))
- b. Improve weekend service – we are a weekend destination:
 - Urge the rail operators to shift essential track maintenance works from tourist travel times to night-time. Current weekend work disadvantages leisure visitors and can leave a poor last impression of a visit to the Borough. (Council, Rail Operators)
- c. Late-night services leaving Great Yarmouth need urgent review for the sake of our cultural industries:
 - To help the resort achieve a balanced night-time economy and disperse visitors effectively late at night, rail operators to consider adjusting their late-night services. (Rail Operators, Council)
 - Develop a transport infrastructure that is flexible enough to adapt to changing patterns of demand – eg increase supply for major one-off events. This may require special services, extended hours of operation and better visitor management at stations. (Event Organisers, Transport Providers, Council)
 - Find ways to extend public transport services for the thousands of tourism workers who need to be able to get to work early or leave late. (Transport Operators, Council, Businesses, Business & Traders Associations)
- d. Tourists need space for luggage. Current rolling stock is designed for commuters only:
 - Continuously review whether our rail and bus services are meeting visitors' needs. (Transport Operators, Council, Businesses, CCBF)
- e. Improving the station
 - More attractive environment needed together with refurbishment of facilities and waiting areas.

6.5.3 Improving other public transport

- a. Improve transport from/to station and coach station arrival points – to achieve proper integration and ensure that these link with planned major developments:
 - Consider how visitors get from key points of entry and between main attractions, hotels and venues, taking into account planned major developments. Improve seafront public transport. (Council, Tourism Businesses, GYTA)
- b. Making sure that taxis meet visitors' needs:
 - Taxis and taxi drivers - often the first and last point of contact a visitor has with our Borough - are ambassadors for Great Yarmouth. Make sure they can make a positive contribution to the visitor experience, by providing a warm welcome and by having the information visitors need. The resort should consider introducing its Taxi Ambassador Programme. (Taxi Operators, Council, GYTA)
 - Evaluate visitors' perceptions of our taxi services – for example through regular “mystery shopper” studies - to assess performance and provide ideas for future development and training. (Council, Taxi Operators)
 - Benchmark with competitor destinations and ensure that our fares are competitive and provide visitors with value for money. (Council, Taxi Operators)

c. **Customer-focused facilities at visitor entry points:**

- Beach Coach station, Market Gates Bus Station, car parks, rail station and other visitor entry points must make better provision for visitors, including waiting room, seats, toilets, refreshments, left luggage, visitor information, shelters, seating, lighting, CCTV, taxi rank etc. (Transport Operators, Council, GYTA, Network Rail)

6.5.4 Promoting public transport options

a. **Partnership marketing by tourism industry with rail, coach and airline operators:**

- Increase reciprocal marketing agreements between organisations marketing the Borough and transport operators, to achieve economies of scale and to help campaigns reach further. (Council, Transport Operators)

b. **Tourism industry to publicise enjoyment of walking and cycling around the Borough once here, and the ease of bus travel:**

- Council and transport operators to produce standard text and images promoting the idea of getting around the Borough on foot or by bike, for free use by tourism businesses across the Borough. (Council, Businesses, GYTA)
- Bus company to publicise services and improvements to tourism businesses. (Bus Company)

c. **Improve welcome for visitors arriving by public transport:**

- Improve visitor welcome, including visitor information, signage, left luggage facilities, toilets and bus/taxi links at rail and coach stations, including real-time bus timetables. (Greater Anglia, Rail Operators, Coach Operators, Council, Bus Company, Taxi Operators, GYTA)

d. **Need proper transport for tourism staff outside core hours:**

Evaluate tourism businesses' need for public transport beyond service hours and use this to build a stronger public transport infrastructure for the Borough. (EP, Council, Transport Operators)

6.5.5 Avoiding congestion

a. **The potential for a Park & Ride service:**

- Now that the signage infrastructure is in place for a potential Park and Ride service Borough tourism businesses, event organisers, venues and retailers to work together to explore how a sustainable Park and Ride service may be established. (Business & Traders Associations, Council, Transport Operators, Businesses)

b. **The resort is a year-round destination, so it is difficult to find a quiet time to do major roadworks when the weather is not too bad. Roadworks should be avoided if possible at peak times such as during the school summer holidays, when car-borne day visitors are at their peak, and when major conferences are visiting. But, more importantly, evening and night-time work should be encouraged to keep disruption times to a minimum:**

- A large proportion of roadworks are as a result of emergency works conducted by statutory contractors, ie communications/utility companies. Impose tighter controls on statutory contractors. (Council)
- Highways authority to consult widely with tourism representatives about roadworks, to identify those which could effect business and to improve communication with the tourism industry. (Council, Business & Traders Associations, GYTA)
- Encourage evening and night-time work where appropriate to keep disruption times to a minimum. (Council)

c. **Largest attractions and events to implement transport plans to tackle problems occurring before, during and after major events:**

- Improve planning, and devise specific Visitor Management Plans for major venues and events. (Venues, Event Organisers, Transport Operators, Council)

6.5.6 Strategic tourism transport planning

- a. Take into account the needs of tourists and the tourism industry when drawing up local and regional transport plans:
 - Tourism businesses and associations to capture more information about visitors' transport needs and meet with transport planners and operators to explain them. (Council, Businesses, Business & Traders Associations, Transport Operators)
 - Council and businesses to include questions about transport in visitor surveys, and to share the information with each other and the transport planners and operators. Transport operators to include questions for and about visitors in their user surveys. (Council, Businesses, Transport Operators)
 - Developers to draw up travel plans for major new tourism developments, using the improved intelligence about visitor travel patterns. (Developers)

6.6 MARKETING

The GYTA will continue to support activity which attracts traditional markets. This continues to be the backbone of the Borough's customer base and tourism spend. However, the GYTA will embrace all opportunities to increase visitors and visitor spend therefore moving up the value chain, through investment and creating new sense of destination.

The GYTA will particularly concentrate on attracting sustainable and more affluent visitors at off peak and shoulder periods, targeting specific market segments with dedicated packages and promotions. Growth in new markets will be specifically targeted at business outside of the July and August peak.

There are clear opportunities for building on the existing core markets by targeting new market segments; Great Yarmouth must work together to develop the product that those markets require and promote the product in a way that results in measurable business growth. This growth will be year round growth and will represent a higher spend in our accommodation, our attractions and our retail and dining sectors.

Great Yarmouth has a strong core product and external image.

However, in developing future markets it is important to ensure that the holiday experience exceeds the expectation of the visitor. Complacency is likely to result in the continued slow decline of the sector, conversely, a sharp awareness of changes in the market place and an ability to evolve to meet the requirements of visitors can result in a sustainable and profitable future for Great Yarmouth.

Every local resident has the potential to be a tourism ambassador; their pride in and understanding of the tourism product should be maximised through targeted and monitored campaigns.

Community groups, the education sector and individuals should be engaged and encouraged to support the Borough, its resources, attractions and events.

The VFR market is a key segment for the Great Yarmouth and programmes should be in place to facilitate visits for local people and their guests.

Everyone in Great Yarmouth 'owns' the Great Yarmouth brand and should be proud to promote what it can offer at every opportunity.

6.6.1 Traditional Markets

a. Consumers I (Staying Visitors)

The traditional markets (older couples and families) will be supported, and we will ensure that the product meets and exceeds their aspirations and expectations and that quality information is developed to optimise trade from these sectors.

b. Consumers II – (Day Visitors)

The traditional markets for day visitors will be nurtured and developed. The importance of staging additional events to attract day visitors must not be under-estimated.

c. Travel Trade And Group

The travel trade and group market will be fully engaged in a programme of product development and promotion to meet the specific needs of this market sector.

6.6.2. New Market Development – Domestic Consumer

To underpin the traditional markets, new markets will be developed to ensure a wider and more sustainable tourism offer.

a. New Market 1 – Empty Nesters

This market is the 50+ couples whose children have flown the nest. They are enjoying more breaks and wish to discover new places, enjoy new experiences and do things they couldn't do when bringing up a family. For this group the Great Yarmouth is about enabling them to do whatever they want to do – long walks, arts & craft, history and heritage, exploring the Norfolk Broads and of course relaxing.

b. New Market 2 – Family Fun

Families with young children looking for hassle-free holidays and able to enjoy the Great Yarmouth's sandy beaches, family friendly attractions and friendly welcome. They will come to us to create those special family moments and memories – sometime recreating moments from their own childhood.

c. New Market 3 – Heritage Hunters!

This market is the over 50s who wish to explore new heritage sites and learn more about their chosen holiday destination.

d. New Market 4 – Fun Gamblers

This market is the 25+ age group who enjoy a 'flutter' either with their partner or with a group. They will enjoy a night out at the greyhounds, the racecourse, casinos and seafront arcades. They will also enjoy eating and drinking in local restaurants.

e. New Market 5 – River Captains

This market aims at helping re-establish boating holidays and 'stop-overs' in Great Yarmouth

6.6.3 New Market Development – Overseas Consumer

We will work closely and consistently with appropriate partners, to attract visitors from both traditional and new segments. We will particularly focus on countries with opportunity for growth, which include France, Germany, Holland, Belgium, Scandinavia and North America. We aim make in bound tourism through the new outer harbour a priority and to work closely with carriers and Dutch and German tourist organisations.

GYTA will:

- ensure that promotions are in place to support and maintain core markets
- produce annually the mechanisms to raise the profile of the Great Yarmouth with the chosen market segments
- ensure that these mechanisms meet the needs of the customer and responds to their requirements, whether this be in the form of a traditional guides and leaflets, publications aimed at key segments, DVD / CD-ROM / online
- continually review the media we utilise to attract leads and generate interest in the Borough develop and implement campaigns aimed at delivering measurable responses and strong conversion to bookings through the above mechanism
- enhance consumer convenience and 'bookability' by developing packages and products which will appeal to the selected market segments
- promote the Great Yarmouth by highlighting key strengths and distinctiveness: beaches, heritage and events.

GYTA will encourage others to:

- consider the markets in which they can have the most impact, and focus on developing their product to meet the needs of these markets
- support the above activity to maximise impact and minimise duplication
- support the development of packages and booking mechanisms
- identify partners to develop tailor made packages

6.6.4 Press & PR

The GYTA, working with an external PR agency, will raise the profile of Great Yarmouth as a destination of choice, with an emphasis on attracting new customers and maintaining the highest profile regionally, nationally and internationally.

The GYTA will develop its role of promoting the use of Great Yarmouth locations in film and TV, working with partners including Seachange.

GYTA will:

- Aim to attract over 25 journalist visits to Great Yarmouth per year
- Aim to receive coverage in all major mass media and travel media to the value of over £1 million per year
- Position Great Yarmouth as a leading resort through media which is relevant to the targeted market segments, both nationally and internationally
- Ensure that positive PR raises and maintains a positive perception of Great Yarmouth, and use research to monitor effectiveness
- Generate enquiries for film and TV location work and service requirements of crews

GYTA will encourage others to:

- adopt a unified approach to press and PR, channelling all energies in a cohesive and co-ordinated fashion, ensuring Great Yarmouth has one, pro-active and focused voice with external media
- consider the positive and negative impact of PR, and our responses to stories and to work to ensure that a positive approach is taken at all times
- support itineraries and stories, and offer opportunities to maximise external publicity
- support journalist visits through complimentary rooms, meals, visits, and most importantly, meet, greet and hosting; ensuring the skills and expertise from the industry in Great Yarmouth is utilised with external visitors

6.6.5 Market intelligence

a. Research

An annual programme of research, monitoring and benchmarking, which will assess not only customer expectations and perceptions, but also identify areas for development, improvement and key opportunities which should be maximised.

GYTA will:

- monitor and benchmark effectiveness of tourism activity on an ongoing basis
- respond to the outcome of research and ensure that the product meets the aspirations of visitors
- inform the tourism sector of verified trends and related business growth opportunities
- measure our impact in key markets through an annual programme of data capture, surveys and programme research
- monitor external perception of the Great Yarmouth, by visitors and non-visitors and respond accordingly
- commission destination benchmarking on a three yearly basis, and participate in annual benchmarking and sharing best practice through the DP:UK/British Destinations network
- produce an annual research bulletin to forecast and update the industry on market changes

GYTA will encourage others to:

- shape tourism product to meet current and evolving market demands
- share market intelligence
- participate in data collection
- monitor the effectiveness of new campaigns, and identify the requirements of visitors and the need for product development

6.6.6 Marketing partnerships

a. Partnership with neighbouring destinations and agencies:

- To ensure that the Borough benefits from the emerging new regional and sub-regional tourism structures, Great Yarmouth will play an active role in County and Regional Destination Management Organisations (DMOs). (Council, GYTA; Visit Norfolk and Visit East Anglia)
- Council to continue its marketing partnership work with Visit Norfolk, promoting the County as a base from which cultural visitors can explore the rich literary, music and visual arts heritage of the hinterland. (Council, other Local Authorities in Norfolk)

b. Partnership with consortia of other destinations targeting the same market segments:

- To maximise the economies of scale and improve our marketing reach, Great Yarmouth will explore options for marketing partnerships with other East Coast resorts
- Having refined its market segments, Council to seek out new partnerships with destinations targeting same markets, in both leisure tourism and business tourism. (GYTA, Council, VisitBritain; VisitEngland; British Destinations; Visit East Anglia and Visit Norfolk.

c. Partnerships with VisitBritain; VisitEngland; British Destinations; Visit East Anglia and Visit Norfolk

- Council to build relationships with all these organisations, in order to gain maximum input to and output from their marketing activities for the Borough. (Council, VEA, VisitBritain)
- Tourism businesses to engage with the new sub-regional DMO by sitting on the board and participating in marketing activities. (Council, Businesses, GYTA)

d. Partnerships with transport operators

- Build visitors' needs into Borough transport operators' plans. Tourism businesses and transport operators to meet regularly to develop product and marketing activities and work together on joint marketing activities where aims and objectives fit. (Transport Operators, Council, Businesses, Business & Traders Associations)

6.6.7 Branding and positioning

a. Establish the resort's tourism branding:

- A tourism branding strategy for Great Yarmouth is attached.
- Produce a brand toolkit (images, copy, colour, text, logos etc) which can be shared throughout the Borough and used by businesses and groups to underpin their marketing work and improve visitors' awareness of what Great Yarmouth has to offer (GYTA, Businesses, Council)

6.6.8 Marketing communications programme

- a. A programme that communicates the new branding and targeted offers to the Borough's key segments, using appropriate marketing channels:
- The resort has to be at the forefront of destination marketing, devising annual marketing programmes which are flexible to market trends and which draw on extensive customer research. (Council, Businesses, GYTA, Business & Traders Associations etc)
 - Borough tourism businesses to support the Borough's marketing efforts with funding and in-kind support (Businesses)
 - Track and evaluate marketing work to ensure tangible results for business and best possible return on investment. (Businesses, Council, Transport Operators)

7. Summary

Despite a growth in the global and national tourism industry, Great Yarmouth faces many significant challenges in aiming to maintain and grow the volume and value of its tourism sector.

The potential of Great Yarmouth can only be realised through focused, partnership working; the success of this strategy is wholly dependent on a partnership approach with all tourism related bodies and organisations – only by working together will Great Yarmouth's tourism industry evolve and thrive.

The customer shall be the final judge of success and every business and individual in the sector must be striving to meet and exceed their expectations. The destination's product must be continually monitored, challenged and improved, through internal and external benchmarks.

The quality of every aspect of the holiday experience from the first perception of the resort and friendliness of the welcome through the enjoyment of a quality range of products and services to the follow up after the holiday can and must improve. All tourism businesses and all agencies involved in public realm or public service delivery must seize this opportunity to ensure a sustainable and prosperous future for the Great Yarmouth.



8. Appendices

8.1 SOURCES OF INFORMATION

- GYBC Corporate Plan (2013-2015)
- National United Kingdom Annual Various Tourism Survey (UKTS)
- Facts of Tourism
- Regional Economic Impact of Tourism Annual “Cambridge” economic model 2011
- District –Great Yarmouth TIC Performance Annual Mystery shopper
- National DPUK Annual Destination performance benchmarking
- Visitor Survey 2003: 400 street interviews in Great Yarmouth.
- (-3 yearly) Benchmarked against other destinations
- Visitor Profiling 2004 Postcode analysis or response databases
- Campaign responses Annual Source of enquiry recorded at (cost per response) (ongoing) brochure fulfilment house
- Campaign Conversion 2002: 400 telephone interviews with (3 yearly) guide requesters. Benchmarked against other destinations

8.2 VOLUME AND VALUE OF TOURISM

The 2011 Volume and Value report is the latest available. (2012 available in November 2013)

8.3 GREATER YARMOUTH TOURIST AUTHORITY

8.3.1 Introduction

The Greater Yarmouth Tourist Authority is a public private partnership working with Great Yarmouth Borough Council to deliver tourism, business support, seafront management. The tourism business plan and emerging Great Yarmouth Tourism Strategy are dependent on solid research. This report summarises that research.

8.3.2 Business Support And Communication

The GYTA will engage with and work closely to co-ordinate the local industry. There will be regular tourism forums, e-news and front of house familiarisation visits, connecting hospitality and attractions.

GYTA will work strategically and exploit our regional and national networks to ensure that Great Yarmouth is at the forefront of tourism development and promotion in the UK.

GYTA will:

- hold regular Tourism Issue/Sector Groups and individual workshops to launch and develop specific products and initiatives
- offer training and support for new and improving businesses through strong links with relevant business support agencies
- circulate a monthly email newsletter, and encourage the industry to use the members section of the website to update themselves on key actions within the Greater Yarmouth Tourist Authority.
- publish two printed bulletins in January and June

GYTA will encourage others to:

- use the above mechanisms to share best practice
- use their best endeavours to maintain involvement in all tourism-relevant issues/forums
- work closely with Borough Council's Economic Development Unit, the Economic Forum and NWES to ensure continual improvement and development

8.3.3 Our Vision

- To stimulate the development of a prosperous economy and create increased employment in Great Yarmouth for a more sustainable future.

8.3.4 Our Goals

- Create and manage development projects to regenerate key areas in Great Yarmouth in the interests of tourism attraction, commercial opportunity, quality of life for residents and civic pride.
- Develop business support measures and organisations to stimulate an entrepreneurial culture, the creation of new businesses and the high growth of appropriate existing businesses.
- Facilitate the development of working relationships between further education colleges and schools and the business community in order to enhance the perceived opportunities for young people in the Great Yarmouth area.
- Develop our national and international marketing strategy for tourism to enhance the appeal to higher spending tourists in parallel with the improvement in the Great Yarmouth “product” for all visitors through regeneration projects.
- In support of tourism provide the infrastructure and resource to expand events and attractions.

Promote expansion of the tourist season by these means.

- Develop tourism research to further identify and quantify tourist motivation.
- Develop a programme of training, customer focus and related quality assurance for all Great Yarmouth businesses but particularly those associated with tourism.
- Promote the improvement of access to the Great Yarmouth area via liaison with all transportation authorities including Norwich International Airport, Greater Anglia and local Bus Companies.
- Develop a working relationship with community representation in order to integrate project development with local community needs.

8.4 TOURISM AND RELATED BODIES THAT WILL LINK WITH THIS STRATEGY AND ACTIONS WITHIN IT:

8.4.1 National And Regional

- VisitBritain
- VisitEngland
- British Destinations/Destination Performance UK
- New Anglia Local Enterprise Partnership
- Visit East Anglia
- Visit Norfolk

8.4.2 Great Yarmouth

- Local Strategic Partnership and strategic forums
- Great Yarmouth Borough Council including the Economic Development Unit
- Great Yarmouth Cultural Forum
- Seachange Arts
- The Town Centre Partnership
- Great Yarmouth Chamber of Trade
- Great Yarmouth College
- East Norfolk Sixth Form College
- Great Yarmouth Community Trust

8.5 TOURISM IN GREAT YARMOUTH - SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS FACING THE SECTOR

8.5.1 Strengths

- The natural resource features of Great Yarmouth including coastline, beaches, , countryside and the Norfolk Broads
- Substantial holiday accommodation resource
- Significant quality achievements to date
- Quality visitor attractions – many open all year

- Significant heritage sites
- Strength of the Great Yarmouth brand
- Mild micro-climate (and perceptions of)
- Excellent location within the region as a touring centre
- Strength of existing entertainment provision compared with other UK resorts.
- Strong GYTA core promotions and strong trade support for these promotions
- Close proximity of the internationally known Norfolk Broads
- Strength of existing established events including the Bowls Festival and Maritime Festival and Out There! Festival.

8.5.2 Weaknesses

- Decaying elements of resort infra-structure – redundant hotels/guest accommodation.
- Anti-social behaviour
- Lack of comprehensive alcohol management process
- Not all of tourism and related sectors engaging in the quality agenda
- Regional air links (domestic and overseas) still developing
- Lack of new and innovative tourism businesses
- The fundamental seasonality of the industry
- Complex trade structures and sometimes conflicting strategies
- Diversity of the tourism product and therefore wide ranging markets
- Limited funds for new events.
- Decline of theatre provision.
- Decline in seafront illuminations

8.5.3 Opportunities

- On-going development of the Outer Harbour project
- Building upon the foundation laid through the InteGREAT project.
- Growth in UK short breaks – opportunity to reduce seasonality and enhance sustainability
- A proactive approach by the GYTA in building new markets
- A proactive approach to attract positive PR and film location exposure
- Build private sector support for new initiatives

8.5.4 Threats

- Competition from other resorts and destinations both within the UK and overseas
- Ecommerce placing bookability before destination selection
- Regional strategy under development and therefore an unresolved strategic framework
- Poor weather
- Lack of investment and quality of service by existing businesses in new attractions.
- Continued or substantial decline in accommodation stock and its changing use.
- Service cuts or reductions

8.6 CONSULTATION PROGRAMME

The first Tourism Strategy was launched in 2006, at a GYTA General Meeting; with copies available on www.gyta.com and www.great-yarmouth.gov.uk.

Consultation with the local tourism industry through meetings, workshops and seminar has been the chosen methodology since the GYTA was launched in 1994 and will continue to be most effectively way to ensure the continued involvement of the private sector and its public/private sector representatives.

The Tourism Strategy is subject to constant modifications to reflect the challenging nature and opportunities presented by the tourism industry.

