

VISIT  
GREAT  
YARMOUTH

# DESTINATION MANAGEMENT PLAN



GREAT YARMOUTH  
FLEGGBURGHSEA  
ST.OLAVESSEA  
HERRINGBY AND ISLAND  
WINTERTON-ON-SEA  
WEST SOMERTON  
BILLOCKBY REPPS MAUTBY  
MARTHAM  
CLIPPESBY  
BRADWELL  
GORLESTON-ON-SEA  
CAISTER-ON-SEA  
SCRATBY  
ROLESBY  
BURGH CASTLE  
BROWSTON GREEN  
WINTERTON-ON-SEA  
CALIFORNIA  
THURNE  
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WINTERTON-ON-SEA  
CALIFORNIA  
THURNE



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# 1. EXECUTIVE SUMMARY

The Visit Great Yarmouth Destination Management Plan is a key document in the development of Great Yarmouth as a Tourism Destination. It sets out our plans for 2021-2024.

Tourism in Great Yarmouth has been built on working in partnership, and this partnership approach between a wide array of stakeholders is at the heart of this document.

The covid pandemic has had a catastrophic impact on our tourism economy and it will take time to recover to pre-covid pandemic levels. Through continuing to work in partnership, we will improve our chances of a quicker recovery and then growth.

Our vision is

**By 2025 Great Yarmouth will have strengthened its position as one of the UK's most visited coastal destinations by lengthening its main season and releasing the full potential of its cultural, heritage and business tourism offer; thus, creating more jobs for local people.**

Our Objectives are

- To increase the number of people visiting and staying in Greater Yarmouth
- To improve the visitor experience and increase repeat visits.
- To encourage people to stay longer and visit more attractions.
- To provide incentives and opportunities to spend more in local businesses.

A new fifth aspirational objective should be included and proposed as an additional objective for phase 3 (2024-29).

- To encourage and support the development of responsible tourism, striving for it to benefit people, place, and economy.





## 2. INTRODUCTION

### 2.1 VISIT GREAT YARMOUTH - DESTINATION MANAGEMENT PLAN (DMP)

**2.1.1** Greater Yarmouth Tourism and Business Improvement Area (GYTABIA) is the Destination Management Organisation (DMO) for Greater Yarmouth. Its role as a DMO is to deliver a Destination Management Plan for the area. GYTABIA will use Visit Great Yarmouth (VGY) as its consumer facing branding.

**2.1.2** For clarity, this plan and the Visit Great Yarmouth Branding covers the wider Greater Yarmouth Area geographically.

**2.1.3** This Destination Management Plan is about linking several key strategies and documents together that impact tourism into a Destination Management Plan which can lead and influence the management of all the aspects of a destination that contribute to a visitor's experience. It is also essential that this DMP takes into consideration the needs of visitors, residents, businesses, and the environment.

**2.1.4** This DMP is equivalent to a Strategy and Action Plan for sustainable tourism in Great Yarmouth and the surrounding area. It is a shared statement of intent to manage a destination providing clarity to the different stakeholders and the role they play. The DMP considers planning and development of a destination as well as partner activities which include how it is managed physically, financially, and operationally. Marketing is a key focus for the DMP.

**2.1.5** The DMP covers all the fundamental aspects of destination management, including:

- Tourism performance
- Tourism impact
- Working structures and communication
- Overall appeal and appearance of the Great Yarmouth Product
- Access and infrastructure developments
- Visitor services and support services
- Great Yarmouth's Destination image branding and promotion/marketing
- The overall product mix, development needs, opportunities, and developments.

**2.1.6** The Greater Yarmouth visitor economy involves a whole range of experiences delivered by many organisations in the public, private and voluntary sectors. The Great Yarmouth tourism sector has a long track record in working together and it is essential that the tourism sector continues to work in this way.

**2.1.7** This Destination Management Plan provides an opportunity for winning more support and resources through external channels and will strengthen the case for funding. It will also help to identify projects for support in the future and will help with the development of seafront master plans. The DMP develops the activities of the VGY Recovery Plan, with the aim of ensuring the tourism economy in the Great Yarmouth area thrives in future years.



# 2. INTRODUCTION

## 2.2 GOVERNANCE

**2.2.1** VGY as the DMO is responsible for leading the development and the delivery of the DMP. VGY was founded in 2014 when the existing Great Yarmouth Tourist Authority was redeveloped. The organisation is well established in the area and can trace its roots back to the 1960s.

**2.2.2** In November 2020, the GYTABIA Board approved the use of Visit Great Yarmouth (VGY) as its customer facing brand and trading name.

**2.2.3** Partnership is key for the Destination Management plan. It will work with:

- **Private sector – representative bodies and/or key tourism enterprises**
- **Local authorities – Members and Lead Officers**
- **Civic society/ voluntary interests – community, civic, environmental**
- **Wider partners that are influenced by or have an influence on tourism**
- **A range of cultural and heritage partners.**

**2.2.4** A balance of the above interests is reflected at three levels of engagement with the delivery and management of the DMP:

- **VGY Executive (DMP Steering Group) - small overseeing body that meets regularly**
- **VGY Board (Key stakeholder participants) Ownership of the DMP**
- **Project/Sector Groups (wider consultees). Organisations with an interest in tourism.**

## 2.3 BACKGROUND

**2.3.1** Great Yarmouth DMO (VGY) is now in its 2nd 5-year phase as a Business Improvement District. The VGY Management team recognised the key activities which helped shape the DMP.

**2.3.2** Research at the end of the 1st Phase helped shape the Business Plan for the second phase which in turn has helped shape the DMP.



# 3. DEVELOPING THE DMP

Our Destination Management Plan has been built using several years’ worth of input and consultation with the tourism sector and is evidence based rather than being built on assumptions or on limited knowledge and opinion. It has also been adapted to be increasingly flexible during covid.

This included:

- VGY Business Plan
- VGY Tourism Business Recovery Plan
- Culture, Heritage and Tourism Strategy
- Data already collected by public and private stakeholder
- Previous tourism/visitor economy plans, strategies and research
- Plans and research for other topics and sectors - e.g. economic development, sport/recreation, transport.

## 3.1 PRODUCT AUDIT

3.1.1 The DMP is based on an understanding of the features of the Destination Management Plan that relate to the visitor economy. This includes:

TOURISM FACILITIES	accommodation, catering, attractions, activities, events, retail relevant to tourists, and other facilities
HERITAGE & CULTURE	historic connections, traditions, specific heritage sites, arts, crafts, cuisine, other aspects of living culture
LANDSCAPE & COUNTRYSIDE GENERAL QUALITIES	general qualities appeal and distinctiveness over the landscape, specific access sites, routes and trails, wildlife and other features. This may include the seaside and beach management
BUILT ENVIRONMENT TOWNS	Towns, villages - appearance and upkeep
ACCESS AND TRANSPORT	Road, rail, boat (river, sea) air links to and within the destination. Transport providers public and private
VISITOR SERVICES	Marketing, media information provision and outlets. Sign posting, car parking availability and charging, toilets, other services. Accessibility of tourism products and services

TABLE 1

3.1.2 In addition to what is currently available in the destination, we have also monitored.

- New development projects – being constructed, planned, or proposed.
- Neighbouring product – major facilities and attractions, key strengths, new developments and initiatives outside but close to the destination.

## 3.2 CURRENT PERFORMANCE DATA

### 3.2.1 Local economic impact

We have over the past 20 years used *The Cambridge Model* to estimate the volume and value of tourism in the Greater Yarmouth area. This provides critical data on tourism in the area.

### VOLUME & VALUE TABLE

TOTAL DAY TRIPS	6,882,000
TOTAL STAYING TRIPS	1,034,900
TOTAL DAY & STAY TRIPS	7,916,900
TOTAL TOURISM VALUE	£648,617,728
FULL TIME EQUIVALENT JOBS	9,639
ACTUAL TOURISM RELATED EMPLOYMENT	12,990
PERCENTAGE OF ALL EMPLOYMENT	37.1%

\*Cambridge Model: Great Yarmouth 2019

TABLE 2

### 3.2.2 Annual information on visitor volumes at key sites

We have over the past 20 years, used *The Cambridge Model* to estimate the volume and value of tourism in the Greater Yarmouth area. This provides critical data on tourism in the area.

### 3.2.3 Surveys of businesses and visitors in the destination

We undertake business surveys to support our work, when required. We also plan to undertake annual visitor surveys.

### 3.2.4 Footfall Cameras

A camera installed at the junction of Regent Road and Marine Parade currently records people’s movements. This recorded a footfall of 2,710,975 in 2019. The impact of covid has seen footfall drop to 1,700,000 in 2020. The highest single day figure recorded was 42,833 on Sat 18th June 2018 on the first day of the Airshow. Other cameras also collect data in the town.



# 3. DEVELOPING THE DMP

## 3.3 CONSUMER OPINIONS

It is essential that we understand our visitors and, as such, must develop a research programme that provides suitable information on visitors, and in some cases non-visitors.

Information which we gather about visitors will focus on qualitative and quantitative research.

### 3.3.1 Future Research

- Continuation of volume and value, with breakdowns of local areas
- Visitor surveys – annual visitor research
- Business survey – understanding businesses’ performance
- More informal feedback – via stakeholder meetings, 1-1 phone calls and emails
- Footfall monitoring – developing and expanding footfall research.
- Customer generated content – via destination websites and social networking pages.
- Consideration should be given to focus groups constructed to cover both previous and potential visitors. Different market segments and non-visitors will also be considered.
- It would also be beneficial to understand and explore residents’ views.

## 3.4 WORKING WITH LOCAL BUSINESSES

3.4.1 It is essential that VGY continues to monitor the performance and impact of tourism businesses. It is essential that we must have a clear understanding of their needs. This has proved incredibly valuable during the covid outbreak.

3.4.2 Board members regularly share information about their businesses, and we run regular surveys to understand what businesses need.

3.4.3 As a DMO we will monitor the following key information about our businesses.

- Nature of the business and contact details
- Type of business
- Investment intentions and issues
- Barriers to successful performance, investment, and growth
- Support required - e.g., training needs, marketing, product development accessibility.
- Assessment of our work – what aspects are most important to them and what aspects are delivered best and least well.
- Engagement and communication with VGY – how could this be improved.
- Overall key issues concerning the overall destination that should be addressed.

We will also aim to capture the following information.

As well as information sharing at board meetings (and subgroups), VGY use the following sources of information:

- Consultation with industry groups/associations on a local, regional and national basis.
- Online meetings with selected key and/or representative businesses
- A regular online survey
- A well-publicised contact number offering support.
- Proactive 1-1 phone calls to businesses

## 3.5 IDENTIFYING ISSUES THAT IMPACT TOURISM

3.5.1 VGY will continue to identify and act on local, regional and national issues that impact on tourism.

3.5.2 On a local basis, this will be assessed and addressed with the relevant bodies or organisations.

3.5.3 Regarding regional issues, it is most likely that VGY will work with partners to address issues facing the tourism sector.

3.5.4 On a national basis, VGY will work with relevant national bodies to resolve or lobby when required.

## 3.6 IMPACT OF EXTERNAL TRENDS

3.6.1 Future opportunities and threats will impact tourism, VGY will act when relevant.

3.6.2 Understanding and adapting to trends that will benefit tourism, VGY will respond to the opportunities and threats. The trends can be broken down as follows.

- General economic, social, and environmental trends that may influence tourism’s performance in the medium term.
- Tourism market trends, including domestic and incoming.
- Any forecasting specifically on tourism (although this tends to be limited).

- Tourism product trends, such an innovative type of facility, attractions or events that have proved popular.
- Trends in technology and its use, especially ICT applications in destination marketing, visitor information and networking, but also in products and management.

3.6.3 It is essential the VGY maintain knowledge on these matters that impact tourism. VGY should continue to engage with professional networks that provide regular information, enable exchange of experience, facilitate continual professional development, and expand knowledge.

## 3.7 BEST PRACTICE AND LEARNING FROM OTHERS

3.7.1 VGY has a long-standing history in visiting and working with other destinations. This has helped in understanding what other destinations do and how they do it. This has helped shape our own activities and actions.

3.7.2 In the past 20 years, members of VGY have visited 11 UK Destinations and 5 European Destinations. A list of destinations can be found in Appendix 3.

3.7.3 VGY will maintain links with other destinations as well as national, regional and local bodies linked to tourism to increase learning and using best practice to develop the destination. Initiatives such as the Norfolk Experience Project should be welcomed and supported.



# 4. SETTING THE DIRECTION

It is important that VGY has a clear objective and a vision of the future. To strengthen this, the DMP must complement other strategies.

## 4.1 PARTNERSHIP WITH KEY STAKEHOLDERS AND COMPLEMENTING EXISTING POLICIES.

- 4.1.1 Visit England’s Strategic Framework for Tourism in England provides the overall context for the DMP. At a local level, the DMP is seen in the context of wider policies and plans covering the destination that have been established by GYBC and other key stakeholders.
- 4.1.2 The DMP aligns closely with the Culture, Heritage and Tourism Strategy, which has four themes, all of which have links with tourism.
  - 1 Infrastructure – protect and enhance our environments to support culture and tourism and attract investment.
  - 2 Experiences – a greater diversity of people experiencing and creating culture in the borough.
  - 3 Develop the right conditions - to support and sustain culture for all.
  - 4 Open for business year-round – Great Yarmouth is open 12 months of the year

- 4.1.3 The four themes will be reflected in the action plan, which highlights the crossover with the DMP. The creation and delivery of a DMP is an action of the Culture, Heritage and Tourism Strategy.
- 4.1.4 GYBC Corporate Plan has a key action of strengthening our tourism and culture offer to provide greater year-round attractions and a more integrated visitor experience. This is a clear and supportive stance by the local authority.
- 4.1.5 Tourism is also reflected in GYBC Annual Action Plan, the council’s Covid Recovery Plan and the Economic Growth Strategy. The Local Plan also has many policies linked to tourism and will play a significant role in the seafront master plan.
- 4.1.6 Regionally New Anglia LEP works closely with Visit East of England to develop the Regional Tourism Economy. While the DMP is focused on the needs of Great Yarmouth, it must continue to work with regional bodies, as well as national bodies to fulfil its overall objectives.
- 4.1.7 It is important that we are able to work with and support projects such as the Experience Project in Norfolk and explore opportunities with other stakeholders.
- 4.1.8 Below is a table highlighting how the DMP aligns with other Strategies and policies.

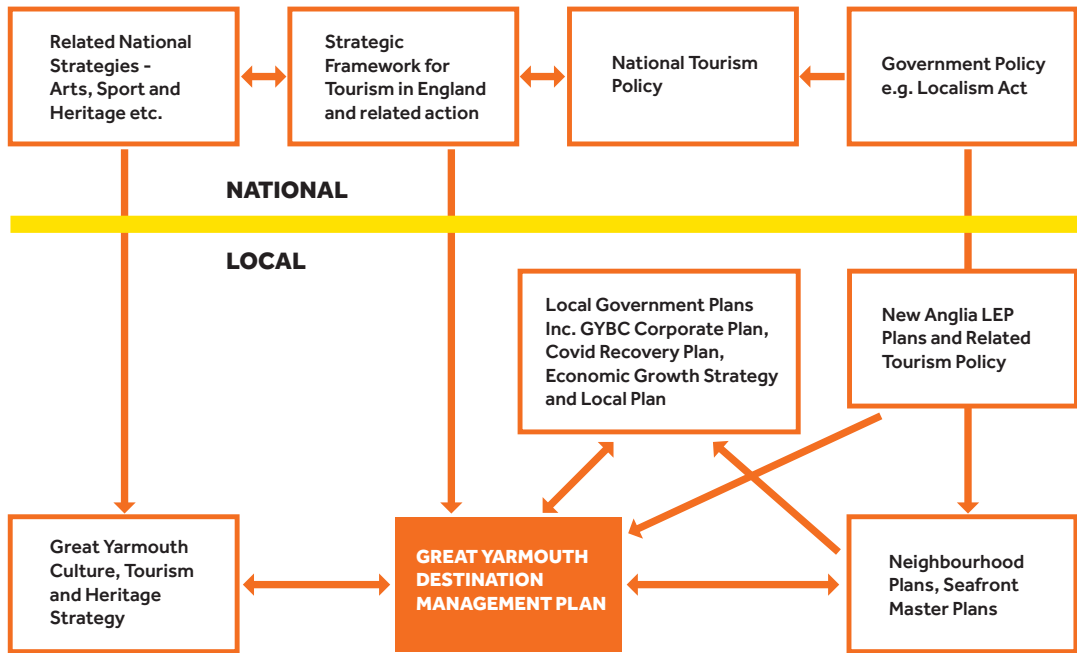


TABLE 3



# 4. SETTING THE DIRECTION

## 4.2 SWOT ANALYSIS

The SWOT analysis below provides a useful tool to understand tourism in Great Yarmouth

<div><div>STRENGTHS</div><ul style="list-style-type: none"><li>• Beaches – large/sandy/dunes</li><li>• The natural resource features of Great Yarmouth including coastline, beaches, countryside and the Norfolk Broads</li><li>• Substantial holiday accommodation resource</li><li>• Quality/Range of visitor attractions – many open all year</li><li>• Significant heritage/history sites</li><li>• Strength of the Great Yarmouth brand mild micro-climate (and perceptions of)</li><li>• Excellent location within the region as a touring centre</li><li>• Established destination</li><li>• Proximity of the internationally known Norfolk Broads National Park</li><li>• Events</li><li>• Close working with other DMOS</li></ul></div>	<div><div>WEAKNESSES</div><ul style="list-style-type: none"><li>• Decaying elements of resort infrastructure – redundant hotels/guest accommodation</li><li>• Anti-social behaviour</li><li>• Not all of tourism and related sectors engaging in the quality agenda</li><li>• Regional air links (domestic and overseas) still developing</li><li>• Limited new and innovative tourism businesses</li><li>• The fundamental seasonality of the industry complex trade structures and sometimes conflicting strategies</li><li>• Diversity of the tourism product and therefore wide-ranging markets</li><li>• Decline of theatre provision</li><li>• Transport Infrastructure</li></ul></div>
<div><div>OPPORTUNITIES</div><ul style="list-style-type: none"><li>• Growth in UK short breaks – opportunity to reduce seasonality and enhance sustainability post-Covid</li><li>• A proactive approach to building new markets</li><li>• A proactive approach to PR</li><li>• New media developments</li><li>• Experiential holidays</li><li>• Arts and Culture activities and events</li><li>• Norfolk Broads</li><li>• Heritage and History</li><li>• Growing midweek short breaks in mid-season (May-July and Sept – Oct)</li><li>• Increasing local/ regional visitors</li><li>• Increasing national visitors</li><li>• Long term increase of international visitors.</li><li>• Increasing business tourism through green energy growth</li><li>• Increasing Investment by government and private enterprise</li></ul></div>	<div><div>THREATS</div><ul style="list-style-type: none"><li>• Long lasting impact of COVID-19</li><li>• Economic uncertainties</li><li>• UK outbound tourism</li><li>• Competition from other resorts and destinations both within the UK and overseas Ecommerce placing bookability before destination selection.</li><li>• Poor weather</li><li>• Lack of investment and quality of service by existing businesses in new attractions. Continued or substantial decline in accommodation stock and its changing use.</li></ul></div>

TABLE 4

VISIT

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YARMOUTH

## 4.3 OBJECTIVES AND THEMES

4.3.1 The Business Plan of VGY sets out clear objectives:

- To increase the number of people visiting and staying in Greater Yarmouth - **Growing**
  - To improve the visitor experience and increase repeat visits - **Experiencing**
  - To encourage people to stay longer and visit more attractions - **Expanding**
  - To provide incentives and opportunities to spend more in local businesses - **Innovating**
- A new fifth aspirational objective should be included and proposed as an additional objective for phase 3.
- To encourage and support the development of responsible tourism, striving for tourism to benefit people, place, and economy - **Protecting**

4.3.2 These objectives support five emerging themes.

**Growing** - Growing tourism, so we have an all-year-round offer.

**Experiencing** - Creating and supporting experiences that our visitors want.

**Expanding** - Expanding the tourism offer to offer something new and different.

**Innovating** - Creating opportunities for our businesses to thrive and grow.

**Protecting** - Being responsible and protecting our tourism offer for future generations. It is more about value than volume. We need to ensure we are protecting and enhancing our tourism assets.

## 4.4 PRIORITIES

VGY has identified the following priorities, which link to the objectives and themes, and will drive the content of the action plan.

- 4.4.1 Volume and value of tourism**  
Increasing the value, but not always the volume. Increasing economic prosperity, creating new jobs and start-up businesses. Strengthening and improving the quality of existing jobs.
- 4.4.2 Seasonality of tourism**  
We need to support the core season, expand it and develop an all-year round offer. Underpinned by supporting and encouraging the development of facilities which operate all year round.
- 4.4.3 Cultural and Heritage Offer**  
To open new markets and appeal to a wider range of visitors. Generating interest and support for the conservation of the area's natural and cultural heritage.
- 4.4.4 Encouraging length of stays to increase**  
Longer holidays and longer days out, providing a fulfilling and rewarding experience for visitors and local residents.
- 4.4.5 Improve and maintain quality of visitor accommodation and services**  
Support schemes that enhance visitor accommodation.
- 4.4.6 The need to develop new services, and attractions for visitors.**  
Support schemes that enhance visitor experience.
- 4.4.7 The need to maintain and develop stakeholder engagement.**  
Develop and enhance stakeholder engagement.

# 4. SETTING THE DIRECTION

## 4.5 VISION STATEMENT

Great Yarmouth has a well-established tourism offer. This offer supports a significant number of jobs and businesses. Over time, the tourism offer has evolved and developed, and Great Yarmouth must continue to embrace new opportunities and attract new visitors if it is to thrive in a world with and after covid.

Our vision is that.

By 2025 Great Yarmouth will have strengthened its position as one of the UK’s most visited coastal destinations by lengthening its main season and releasing the full potential of its cultural, heritage and business tourism offer; thus, creating more jobs for local people.





# 5. DEVELOPING ACTIONS

## 5.1 ORGANISATIONAL ROLES

In order for the DMP to be delivered. It requires a number of stakeholders to undertake existing or new agreed roles.

Some actions may need to involve organisations outside the destination, including those in neighbouring areas or at a higher geographic level, including national agencies.

ORGANISATION	ROLES
DESTINATION MANAGEMENT ORGANISATION (VGY)	Overall responsibility for DMP. Representing tourism and the visitor economy. Champion the quality of the visitor experience – i.e We're good to go. Evidence gathering/monitoring visitor/business surveys. Destination branding. Lead on stakeholder communications and engagements. Lead on Destination Marketing. Encouraging and Enabling Events. Ensure Visitor information and orientation is in place.
GREAT YARMOUTH BOROUGH COUNCIL	Public realm - appearance and maintenance. Planning and development control. Public health and safety. Public/visitor services - toilets, car parking, waste, utilities. Certain arts heritage, leisure and information services. Work in partnership with private sector on projects that benefit Great Yarmouth from a social, environmental and economic perspective. Delivering events that enhance Great Yarmouth's offer.
NORFOLK COUNTY COUNCIL	Transport planning and supporting provision - infrastructure. Access, rights of way, countryside management. Trading Standards.
BROADS AUTHORITY	Planning and development control. Conservation and enhancement of natural beauty heritage. Visitor enjoyment and understanding of protected area. Economic and social well-being of the community.
LOCAL PARISH/COMMUNITY COUNCIL/NEIGHBOURHOOD GROUP	Strategic future direction for local area communities. Local place making aspects of public realm and visitor services. Engagement in planning. Local activities, events.
NEW ANGLIA LEP	Economic business development including sector support. Investment promotion. Funding of enterprise focused initiatives.
VISIT EAST OF ENGLAND VISIT NORFOLK	Regional Branding and Marketing. Active support of DMOs, DMO Brands and collaboration. Connection with NALEP.
INDIVIDUAL TOURISM BUSINESS	Promotion of businesses and link to the destination brand Visit Great Yarmouth. Development and operation of most visited facilities. Employment creation and maintenance. Product development investment and improvement. Visitor welcome, orientation, and care.

LOCAL ORGANISATIONS - TABLE 5

ORGANISATION	ROLES
LOCAL LANDOWNERS	Provision and management of access to key sites. Future development opportunities.
GREAT YARMOUTH PRESERVATION TRUST	Presentation/ interpretation of heritage.
CIVIC SOCIETY OF GREAT YARMOUTH	Setting standards, Improving the environment and Infrastructure. Developing civic pride.
NORFOLK MUSEUM SERVICE	Presentation/ interpretation of heritage venues.
OUT THERE ARTS (SEA CHANGE)	Local events and arts initiatives
GREAT YARMOUTH TOWN CENTRE BID	Development of better trading environment for businesses within a town centre. Increasing security and comfort of town centre visitors.
HEMSBY/NEWPORT TRADERS	Improving and Developing Hemsby /Newport's offer.
GORLESTON TRADERS	Improving and Developing Gorleston's offer.

LOCAL ORGANISATIONS - TABLE 5

NATIONAL ORGANISATIONS	ROLES
VISIT ENGLAND /VISIT BRITAIN	Advice and support for DMOs and other stakeholders. Aspects of business support and quality standards. Tourism intelligence. Sector representation nationally. Promotion of England and individual brands. Destination networking and coordination.
OTHER NATIONAL PUBLIC AGENCIES AND NGOs IN TOURISM, CULTURE, HERITAGE ARTS SPORT ENVIRONMENT, PLACES	Providing advice and support on heritage placemaking communities. Management tools and information. Provision of, and support for, schemes and initiatives. Links and pointers to funding, Arts Council East and Heritage Lottery Fund would be example in a long list.

NATIONAL ORGANISATIONS - TABLE 6

# 5. DEVELOPING ACTIONS

## 5.2 DESTINATION MARKETING

**5.2.1** Destination Marketing is a core function for VGY, Covid has damaged the tourism economy significantly. It is expected that stabilisation and recovery will take time.

Positive destination marketing is an essential way to reach stabilisation as soon as is possible and encourage recovery to grow

**5.2.2 Great Yarmouth Brand**

Great Yarmouth has a strong core product, strong brand and the strongest external image within Norfolk as evidenced by research carried out by Visit Norfolk.

The reputation (Brand) is of highest importance and its careful nurturing must be encouraged and managed.

The Marketing Group developed and updated the Great Yarmouth Brand Essence Wheel, a brand model which is used as the basis for our campaigns so that at all times we present a consistent message.

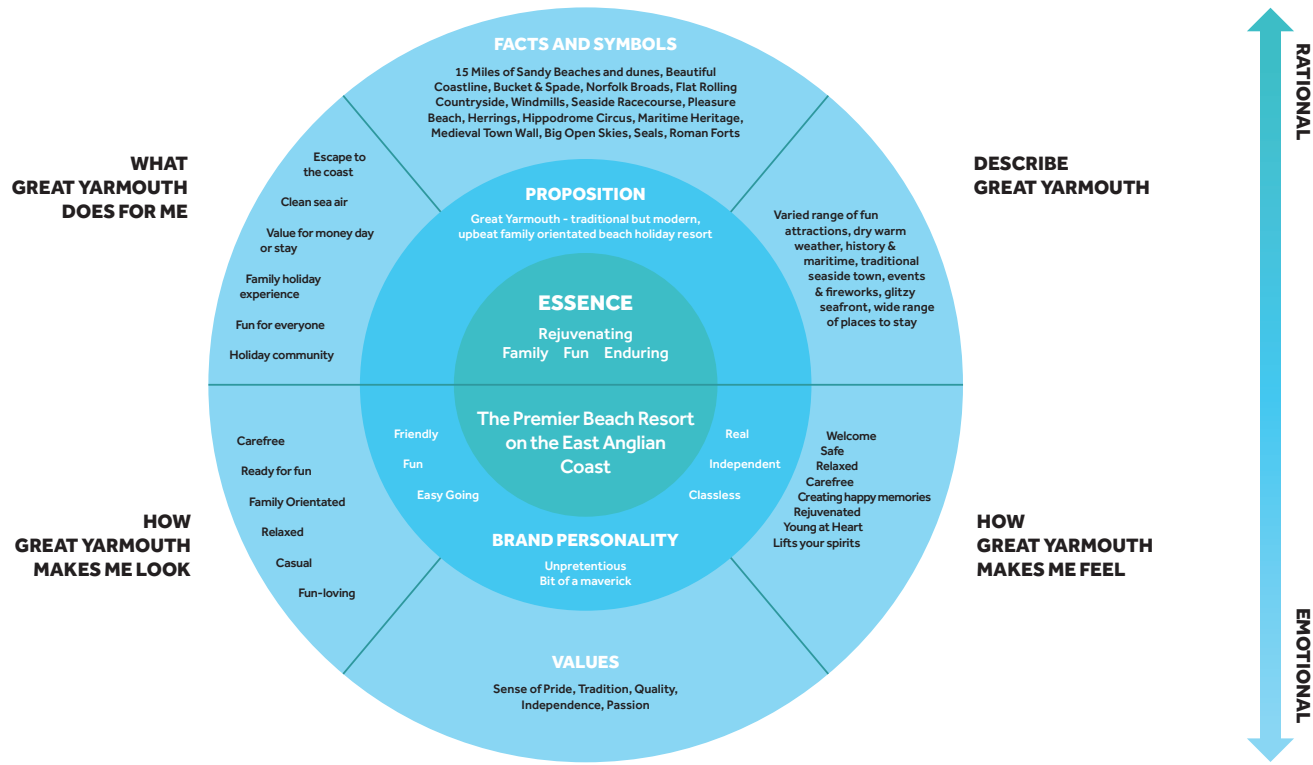


TABLE 7

- 5.2.3 Marketing**
- a) Great Yarmouth is promoted as a traditional but modern, upbeat beach holiday resort surrounded by the Norfolk Broads and countryside with a range of quality accommodation, restaurants, cafes, pubs, shops, entertainment venues and attractions. It also has a significant number of holiday caravans, chalets and properties in private ownership which are not always fully considered as part of the tourism economy.
  - b) Great Yarmouth as a destination includes the wider Greater Yarmouth local authority administrative boundary.
  - c) Our marketing campaigns will aim at attracting socio-economic groups C1C2DE empty nesters and the core C1C2DE family holiday market but will also look for opportunities to increase visitor numbers, by type and spend by focussing on new target markets. This will be more focused toward experiences and the promotion of culture and heritage. We do this by capitalising on the fun, easy going, relaxed nature of the borough, creating a vibrant destination where people of all ages enjoy taking holidays, short breaks and day visits. It is also important to ensure we inspire our local population to get out and about and enjoy our destination.
  - d) GYTBA is developing its customer facing brand as Visit Great Yarmouth and 2021 marketing will reflect this new brand.
  - e) Covid has created unprecedented times, and Destination Marketing has certainly been impacted. While Covid is still present marketing plans must remain adaptable, scalable, and flexible in order to meet the ever-changing covid situation.

- f) Schools continue to operate with tighter rules about allowing children to holiday within term time. To compensate for this, we target growth in new markets outside of the July and August school summer holiday peak. To achieve this, we work together with businesses in Greater Yarmouth to develop our overall product and ensure it is attractive to core and different audiences and that the holiday experience exceeds our visitor's expectations. This is even more essential in order to recover from Covid.
- g) Future marketing work will be focused on promoting all year-round activities, which supports businesses to be able to open and trade either longer in the season or all year round, providing more all year round jobs. In summary we must support the core summer months, build the shoulder season, and develop new market activities in the winter months.
- h) Core Marketing during COVID-19 will focus on local, regional, and national PR, as well as engagement with bloggers and influencers, VGY will ensure a web presence is in place, with sufficient resource. Media buying will be considered as part of the recovery process and messaging will adapt to reflect the current situation with COVID-19.
- i) VGY has an established Marketing Group which will lead the planning and development of destination marketing.



# 5. DEVELOPING ACTIONS

## 5.3 STRATEGIC EVENT PLANNING

- a) Events were very much part of the core offer of Great Yarmouth. With the advent of covid, public events and gatherings have struggled to take place. It is unlikely that we will see the return of major not for profit events for some time.
- b) VGY should support third parties who want to undertake events, and this funding should take the form of event sponsorship and enablement. The Events working group will assess and recommend (to Board) third party events seeking funding.
- c) In the future it is expected that we will see a return to public outdoor events, but social distancing is likely to be with us for some time, which can add significant costs to event delivery, and visitors are expected to be cautious about returning to mass gatherings. The development of a successful vaccine programme should expedite a return in consumer confidence.
- d) VGY has the opportunity to influence the direction of the future Great Yarmouth event programme, by enabling events to be staged through expanding the commissioning/ sponsoring third parties to undertake events. VGY has a long-established record of sponsoring and supporting events. This can be expanded to all event activity from VGY, which will be either sponsored or commissioned.
- e) When an event is sponsored, VGY would expect to be promoted as a sponsor, but should VGY commission an event to a third party, it would expect to set the parameters of the event, its outcomes, the time of year, and be a sponsor. The third party could be an existing local organisation, a public sector body or a professional event delivery company.

- f) For 2022, VGY will plan to commission at least one major event and the summer fireworks to one or more third parties. VGY will still hold some responsibility for commissioned events but will not directly deliver them.
- g) The VGY Events group will oversee all sponsored events and be the appointing body for third party commissioned events.
- h) All events funded by VGY will need to be approved by the Local Event Safety and Advisory Group.

## 5.4 FACILITIES ACCESS AND MAINTENANCE (FMA) WORKING GROUP

- 5.4.1 VGY has provided funding for tourism facility, maintenance, and access projects for a number of years. This should be continued, to ensure that we support activities and developments that might not take place without our intervention.
- 5.4.2 Projects that encourage and support winter tourism should also be encouraged. A FMA group has become a key focus for 2021, with the destination facing long term social distancing. FMA projects have had increasing support.

## 5.5 SECTOR AND GEOGRAPHICALLY BASED GROUPS

- 5.5.1 Groups based on sector and geography will be encouraged and supported, as part of the wider stakeholder programme





# 6. MEASURING & SUSTAINING

The DMP is a live document and 6 monthly updates will be provided to the Board (Mar and Oct) as well as regular updates to the VGY Executive.

## 6.1 SUPPORTING & MAINTAINING THE GY DMPG

The DMP is the responsibility of the DMO (VGY).

The DMO reporting process will entail:

- The provision of information on progress on individual actions, through regular reporting to the VGY Board
- Regular (March and October) reporting on the GYDMP, summarising progress on all actions and taking any necessary management decisions to VGY Board
- Preparation of an annual review to determine and agree proposed changes to annual priorities/ action plan and an annual report, to be received by the full DMO and stakeholder partners and widely communicated (End of Jan).

## 6.2 PERFORMANCE INDICATORS & MONITORING

6.2.1 It is essential that we assess the performance of the destination and measure this performance.

**Inputs** - e.g., level of support for projects, enterprise engagement etc.  
*Number of businesses engaged number of actions.*

**Outputs** - deliverables completed; actions taken.  
*Action plan actions completed.*

**Outcomes** - specific results of projects/ initiatives.  
*Meeting the DMP priorities with Tourism improving*

6.2.2 Our performance indicators are designed to include the whole destination (where possible) and link back to the strategic directives.

6.2.3 They have been chosen as they are relevant, clear, credible, and comparable, and most importantly useful. It is important that these are reviewed annually and new opportunities with regard to data are explored.

6.2.4 As well as tracking changes over time, opportunities for benchmarking performance between other destinations will be explored, and we will continue to explore new ways of undertaking useful research.

## 6.3 ACTUAL PERFORMANCE INDICATORS

The proposed performance indicators for the destination cover a range of different types of research which together should provide and overall understanding of the destination.

**Undertake Volume and Value studies**  
*% growth of value, % growth of jobs*

**Undertake Visitor Surveys**  
*% satisfaction with destination*

**Conduct Business Surveys**  
*% satisfaction with what we are doing*

**Undertake Footfall Counters/Monitoring**  
*% growth*

**Capture Car Parking Data**  
*Number of cars parking on seafront.*

Should additional opportunities become available to undertake new performance indicators, these will be considered.

## 6.4 REVIEWING AND RENEWING THE DESTINATION MANAGEMENT PLAN

6.4.1 The DMP will be reviewed twice a year, and an annual report will be compiled during January of each year.

6.4.2 The DMP should be renewed in 2024, or if a significant issue has a major impact on tourism, the DMP should be revisited and reviewed.





## 7. VISIT GREAT YARMOUTH ACTIONS

The actions will to be developed into an action plan and will be aligned to the DMP Themes of **Growing, Experiencing Expanding, Incentivising and Protecting.**

- 1 Product quality and development, including investment promotion**  
*This includes specific projects or new/emerging projects. Developments that enhance the overall offer of Great Yarmouth.*

  - 1.1 VGY will support new and emerging projects that will provide a benefit to Tourism.
  - 1.2 VGY will play a part in promoting the opportunity to invest.
  - 1.3 VGY will play a part in reviewing and when appropriate, providing comment to planning applications.
- 2 Infrastructure investment and improvements**  
*This includes Facilities, Maintenance and Access, Activities both existing and new which improve the destination.*

  - 2.1 VGY will support and encourage the maintenance of the tourism product.
  - 2.2 VGY will aim to improve the access to the tourism product.
  - 2.3 VGY will aim to support the development of facilities available to our visitors.

- 3 Place making - public realm development**  
*Supporting the development of the Public Realm to increase the appeal to visitors.*

  - 3.1 VGY will support public realm developments that enhance the tourism offer.
- 4 Sense of place - use of local produce**  
*Cultural identity, this could be historical, or linked to food, or an activity or celebration.*

  - 4.1 VGY will support activities which improve sense of place.
- 5 Arts, culture, and heritage - access, interpretation, promotion**  
*Promotion and development of arts, culture and heritage that enhance the tourism offer.*

  - 5.1 VGY will support the promotion and development of arts, culture, and Heritage.
- 6 Provision for informal and organised activities**  
*Supporting activities that add to the vibrancy of the destination.*

  - 6.1 VGY will support and enable informal and organised activities that benefit Tourism.



# 7. VISIT GREAT YARMOUTH ACTIONS

- 7

**Events planning and enabling**  
*Enabling events to grow and develop, to help create further incentives for people to visit*
- 7.1

*VGY will enable and financially support events to grow and develop.*
- 7.2

*VGY will identify gaps in the events calendar and provide incentives for 3rd party operators to develop/deliver events.*
- 8

**Destination branding and awareness-raising**  
*Developing branding and marketing that encourages potential visitors to Great Yarmouth.*
- 8.1

*VGY will promote Great Yarmouth, under its Branding Visit Great Yarmouth, locally, regionally, national and, when appropriate, internationally.*
- 8.2

*VGY will ensure that a suitable web and online presence is in place to promote Great Yarmouth*
- 8.3

*VGY will ensure that extending the season and all year tourism is promoted.*
- 9

**Tactical marketing, including relationships and engagement with others**  
*Marketing the destination to increase tourism.*
- 9.1

*VGY will ensure that an appropriate level of proactive destination marketing in place, and that this marketing is delivered in a variety of effective ways.*
- 9.2

*VGY will ensure that a suitable social media presence is in place to promote Great Yarmouth.*

- 10

**Information services - including signing and host orientation**  
*Supporting appropriate tourist information, signage and public information which provide information to visitors.*
- 10.1

*VGY will ensure that an appropriate level of tourist information, signage and public information is in place, and will support and develop this to meet the needs and demands of current and future visitors.*
- 11

**Visitor transport and access**  
*Supporting infrastructure developments to improve access to and from as well as in and around the destination.*
- 11.1

*VGY will support the development of the local transport infrastructure and the regional transport infrastructure as long as it meets the needs and demands of visitors.*
- 11.2

*VGY will support the work of transport providers in and around the Great Yarmouth area to the benefit of visitors.*
- 12

**Business support and training**  
*Business support training and opportunities and working with education sector to increase skills.*
- 12.1

*VGY will support activities and initiatives around business support and working with the education sector to increase skills.*
- 12.2

*VGY will support existing, prospective and new businesses, with marketing and information support.*

- 13

**Environmental management and conservation**  
*Supporting green, responsible and sustainable activities and programmes, which support responsible tourism.*
- 13.1

*VGY will take a responsible approach to destination management and support activities and schemes that can support tourism in a responsible way.*
- 14

**Visitor safety and security**  
*Supporting improving safety, lighting and road safety measures which help to improve the visitor experience.*
- 14.1

*VGY will support activities around improving visitor safety and security.*
- 15

**Research and knowledge gathering**  
*Developing research, visitor survey, business survey, Volume &Value tourism research which provide critical intelligence that is utilised to develop the tourism product and offer.*
- 15.1

*VGY will commission, monitor and disseminate tourism research to improve tourism intelligence locally. This information will be shared with key partners.*
- 15.2

*VGY will explore new and emerging research.*

- 16

**Partnership structures and communication**  
*Developing board meeting and subgroup meetings, communication methods, such as phone calls and e-news, business comms and newsletters. External actions around partnerships, regional and national relationships.*
- 16.1

*VGY will ensure that a suitable tourist focused board is in place with appropriate subgroups in order to deliver the DMP.*
- 16.2

*VGY will develop B2B relationships with the tourism businesses sector to ensure the sector is able to communicate effectively.*
- 16.3

*VGY will support its tourism businesses by passing on information to businesses and sign posting businesses to further support.*
- 16.4

*VGY will ensure it has appropriate partnership links in place locally, regionally, and nationally to be able to Influence, collaborate and share learning.*
- 17

**Community engagement, including advocacy**  
*Develop wider community engagement with tourism and the issues that tourism may bring.*
- 17.1

*VGY will aim to engage with the local population to understand local resident's views.*
- 18

**Delivery of VGY Recovery Plan**  
*In March 2021 VGY developed a recovery plan to support recovery from the covid pandemic.*
- 18.1

*VGY will continue to delivery the recovery plan and support tourism recovery.*



# APPENDIX 1

## GLOSSARY OF TERMS

<b>TOURISM</b>	Tourism: The activities of persons travelling to (Inc. Day Visits) and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.
<b>VISITOR ECONOMY</b>	All aspects of the economy related directly (or indirectly through the supply chain) to the provision of services to visitors and benefitting from their spending.
<b>PLACE SHAPING</b>	The creative use of powers and influence to promote the general wellbeing of a community and its citizens. It includes components such as understanding local needs, making the local economy more successful, being sensitive to the environment, security and policing, maintaining cohesiveness and shaping destiny.
<b>PLACE MAKING</b>	A multi-faceted approach to the planning, design and management of public spaces. This can include aspects such as information, interpretation, events, community and business engagement etc. as well as physical appearance and facilities.
<b>PLACE MARKETING</b>	The application of marketing and branding strategies and tactics to destinations in order to attract investment and income. This latter may arise from attracting new business, tourists, residential expansion and other development and activity.
<b>DESTINATION MARKETING</b>	An aspect of place marketing, commonly referring to the promotion of a destination to tourists.
<b>SUSTAINABLE TOURISM</b>	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.
<b>VISITOR MANAGEMENT</b>	The physical process of influencing, directing and accommodating the flow of visitors to and within a destination.

## ACRONYMS

<b>DMP</b>	Destination Management Plan.
<b>GYDMP</b>	Greater Yarmouth Destination Management Plan.
<b>DMO</b>	Destination Management Organisation.
<b>VGY</b>	Visit Great Yarmouth is the Destination Management Organisation for Great Yarmouth and is a trading name of Greater Yarmouth Tourism & Business Improvement Area Ltd.
<b>BID</b>	Business Improvement District.
<b>NALEP</b>	New Anglia Local Enterprise Partnership.
<b>VEE</b>	Visit East of England.
<b>GYBC</b>	Great Yarmouth Borough Council.

# APPENDIX 2

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# APPENDIX 3

Since 2021 VGY has been learning from other destinations, below is a list of the destinations visited by VGY for study visits.

2001 – Scheveningen, Holland, 2002 – Ostend, Belgium, 2003 – Blankenberg, Belgium, 2004 – Le Touquet, France, 2005 – Biarritz, France, 2006 – Bridlington, Scarborough & Skegness, UK, 2007 – Torquay, Brixham & Paignton, UK, 2008 – Jersey, UK, 2009 – Hastings, Eastbourne, Brighton, UK, 2010 – Blackpool, UK, 2011 – Bournemouth, UK, ,2012 – Llandudno, 2014 – Isle of Wight, 2016 – Bath/Weston-Super-Mare/North Somerset, 2017 – Weymouth, 2018 – Southport, 2019 – Northern Parishes (Great Yarmouth)

## APPENDIX 4

# TOURISM & BUSINESSES RECOVERY PLAN 2021 ADOPTED MARCH 2020

In 2019, the tourism economy was worth almost £650 million to the Great Yarmouth area, it supported almost 13,000 jobs, which accounted for over 37% of local employment. Covid has had a catastrophic impact on the tourism economy, the size of the tourism economy was reduced by between 40 - 60% in 2020. With the country in lockdown for the first 3 months of 2021, then facing a slow and managed reopening, 2021 is going to also be a difficult trading year, with social distancing guidelines likely to be in place for the duration of the year.

Tourism businesses have already received significant support from Government through a number of schemes, including several different direct grants, reductions in VAT, furloughing of staff, additional promotions (know before you go and enjoy summer safely) accreditation schemes (We're good to go) and Incentive Schemes (Eat Out to Help Out). This support has mostly been created and funded nationally, but delivered locally, and the sector is fully appreciative of the support provided by Government and local councils.

Encouraging responsible visitors to return post lockdown, will help to support businesses and jobs across all businesses. Retail spend by Tourists in great Yarmouth has significant impact and the high levels of tourism employment, supports a wide variety of businesses, that are indirectly linked to the tourism economy.

It is important to note that this plan is directly linked to the actual income of the BID and may need to be adjusted to reflecting actual income in due course.

Visit Great Yarmouth (VGY) has four key objectives, which are as relevant now as they were before the arrival of covid.

Visit Great Yarmouth Objectives: -

- To increase the number of people visiting and staying in Greater Yarmouth.
- To improve the visitor experience and increase repeat visits.
- To encourage people to stay longer and visit more attractions.
- To provide incentives and opportunities to spend more in local businesses.

Recovering from the impact of Covid is a challenge for everyone, there are several key activities Visit Great Yarmouth can undertake to support that recovery.

### 1 - BUSINESS TO BUSINESS COMMUNICATIONS (B2B)

At the start of the pandemic VGY began to increase its communications with its members and stakeholders. In order to share information and understand the needs of businesses, this has evolved and developed. To support the recovery VGY will undertake the following actions:

#### B2B Actions

- 1.1 To continue to send email updates/information to members as required.
- 1.2 To be available to members by phone/email, to listen to concerns and signpost to appropriate support.
- 1.3 To continue to hold key stakeholder meetings to develop and evolve projects and plans.
- 1.4 To proactively contact members to ensure they are getting the support they need.
- 1.5 To make funding available to members, to apply to undertake projects, that support the wider tourism economy which meet VGY corporate objectives.

### 2 - DESTINATION MARKETING

As we emerge from lockdown, Great Yarmouth needs responsible visitors to return. Destination Marketing during a pandemic and on a pathway to recovery is not straightforward. To be able to be responsive to national policy changes and adaptations on covid, VGY has chosen to focus on PR and online activities as its primary marketing tool. This creates the most flexibility, allowing us to adapt and, if required, pause our activities. From consumer feedback it is clear that the 2021 visitors are seeking space and freedom, beaches and countryside. Our activities need to reflect this, and the destination message is very much about promoting our spacious seafront and large sandy beaches, for the summer and building additional interest in visiting the destination all year round.

An interesting dynamic is present, the vast majority of international travel is heavily restricted, which should mean that a significant number of displaced outward-bound travellers will be seeking a domestic holiday/break in 2021. The major challenge for Great Yarmouth is perhaps in 2022, when it is likely these international restrictions will not be in place.

A contingency fund has been established to utilise media buying should this be required during 2021.

#### Destination Marketing Actions

- 2.1 To rebrand as Visit Great Yarmouth.
- 2.2 To undertake national, regional and local PR.
- 2.3 To undertake national, regional and local competitions.
- 2.4 To host staying press trips from national journalists.
- 2.5 To undertake a blogger/influencer outreach scheme, focused on day visits.
- 2.6 To commission online articles with bloggers/influencers.
- 2.7 To work with external partners on marketing campaigns.
- 2.8 To continue to build up media assists, to assist in all year destination marketing.
- 2.9 To have a contingency fund in place for media buying if required.

### 3 - DESTINATION RESEARCH

In early 2020, VGY had planned a very different research programme, this programme was quickly redesigned in March, to understand more about how covid was impacting businesses.

For 2021, VGY will continue to invest in research to understand the impact to businesses and the economy, but will also commission research into the visitors.

#### Research Actions

- 3.1 Undertake monthly business impact monitoring.
- 3.2 Undertake volume and value assessment, including a breakdown of sub areas.
- 3.3 Undertake a comprehensive summer visitor survey.
- 3.4 Work with partners on consumer sentiment surveys.
- 3.5 Share this information with partners to support the recovery of tourism and business.
- 3.6 Use this information to lobby organisations who can support tourism and business in Great Yarmouth.
- 3.7 To use the data to improve the work and activities of VGY.





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## 4 - EVENTS

2020 was a near impossible year for events, and 2021 is also fraught with pitfalls. It would seem that social distancing is going to remain in place, at least as guidance for much of 2021. As a result, while this does not make events impossible, it may make them difficult and potentially more costly with extra requirements needed to meet the demands of social distancing guidelines. In addition, Great Yarmouth clearly wants to avoid a situation where the resort is put into lock down, during key summer months, as Leicester was last August.

VGY will still consider supporting events financially, if third parties have a suitable concepts and plans, and VGY will consider event applications in May, following guidance from Government. It is perhaps important to note that our destination, with all its attractions, activities and experiences, is an event everyday to our visitors, and perhaps we should celebrate and promote this. Recent consumer surveys have highlighted the desire for space, beaches and countryside, with minimal reference to crowded activities such as events. It is reasonable to suggest that our focus should be much more about experiences rather than mass gatherings.

VGY will also be asking all event applications to provide evidence of insurance and to ensure that the event has been reviewed by the local Events Safety and Advisory Group.

### Event Actions

- 4.1** To monitor the government's new policy on events.
- 4.2** We will invite applications from event organisers.
- 4.3** The event group will review 3rd party events and prioritise event applications in late April.
- 4.4** The event applications will be considered by board in May.

## 5 - FACILITIES, MAINTENANCE AND ACCESS (FMA)

In previous years, FMA has perhaps not been given priority. However, with the advent of covid, several FMA projects have come to the forefront. Looking after and enhancing our offer is a central part of our overall offer and this should be continued.

### FMA Actions

- 5.1** To support suitable FMA projects.
- 5.2** To identify future FMA projects and support them to develop.

## 6 - LOBBYING

It is essential that the tourism businesses voice for Great Yarmouth is heard and it is considered at a local, regional, and national level.

VGY must continue to raise and address issues with external organisations who have the power to support tourism in Great Yarmouth, enabling it to recover from covid as soon as responsibly possible.

### Lobbying Actions

- 6.1** To continue to lobby to appropriate organisations that have the power to support and enable tourism and businesses in Great Yarmouth to recover from the impact of Covid.

## 7 - PARTNERS

VGY has several key partners on a local, regional and national basis, it is essential that VGY continues to work closely with these partners to the benefit of tourism in Great Yarmouth.

### Partner Actions

- 7.1** To continue to work closely with local, regional, and national partners on projects and activities which are of benefit to tourism in Great Yarmouth
- 7.2** To share information and knowledge with key partners.

## CONCLUSION

It is highly likely that recovery will not be straight forward, and that we may have to review and re-plan. When we do, it is with the full understanding that all stakeholders must play a part in building our recovery, building and all year round offer for the destination.



**VISIT  
GREAT  
YARMOUTH**