

Subject: Tourism and Culture Strategy Development Plan

Report to: ELT – Monday 25<sup>th</sup> June 2018  
Economic Development Committee – Monday 16<sup>th</sup> July 2018

Report by: Kate Watts – Strategic Director

This report provides committee Members with the rationale to create a new Tourism and Cultural Strategy for Great Yarmouth, and presents an overview of how this strategy will be developed, concluding that final approval of this strategy will be made by Members during December 2018.

Members are therefore asked to note the content of this report and agree to nominating 3 Members, 2 Conservative and 1 Labour to attend a study visit as part of the development process of this strategy.

## **1. BACKGROUND**

- 1.1 In the framework of tourism and cultural development within a locality, there is an indisputable need for the strategic planning of these themes so that long term ambitions are clearly defined and subsequently delivered through achievable actions. There is a large amount of available evidence that demonstrates that tourism is strengthened when combined with and aligned to cultural and heritage based offers, especially in terms of further building a strong visitor economy.
- 1.2 Evermore so within the context of Great Yarmouth the need for such planning is essential to ensure that the current tourism and cultural offer is not only enhanced but expanded, and in doing so the economy of Great Yarmouth is further supported.
- 1.3 Culture can be defined as the arts and other intellectual activity including music, dance, literature and philosophy, as well as the beliefs, way of life, traditions, dialect of a community or society. In Yarmouth we have a particularly rich cultural heritage tradition partly because of geography (trade links with mainland Europe) and the layers of connection with the sea.
- 1.4 Our current Great Yarmouth Tourism Strategy 2013 – 2018 was co-created by the Greater Yarmouth Tourism Authority and the Borough Council. This is an ambitious strategy, but in being so aspiring it could be argued that it lacks focus and clarity around how delivery of the strategy would happen in practice.
- 1.5 It also needs to be noted that since this strategy was launched the Greater Yarmouth Tourism Authority, working with the Borough Council was successful in establishing a Business Improvement District (BID) which in 2018 will complete its first five year term, with the BID intending to go out to ballot for a further five years.

- 1.6 Great Yarmouth Borough Council also produced a cultural strategy, titled Making Waves, a cultural strategy for Great Yarmouth 2016 – 2021. In 2015 a heritage strategy was developed for Great Yarmouth; however this was never formally approved by the Council as it was seen to be unrealistic in terms of delivery and was subsequently passed to the cultural heritage partnership for delivery.

## **2. INTRODUCTION**

- 2.1 In understanding the context of Great Yarmouth's position with regards to tourism, in that it has a current strategy which is due to expire next year which coincides with a BID renewal proposal, alongside current thinking around aligning cultural and heritage based offers with tourism it seems prudent that work is now commenced to develop a new ten year Tourism and Cultural strategy for the Borough, which will include strategy thinking in relation to arts and heritage.

- 2.2 To develop this strategy it is proposed that a 4 stage approach to strategy development is used. These stages consider the following questions;

- Where are we now?
- Where do we want to get to?
- How are we going to get there?
- How will we know when we have got there?

The next sections in this report details proposed activity within each of these stages, outlining the relevant timelines.

- 2.3 To work through these stages it is proposed that a small officer working group, supported by the Economic Development Committee Members, is pulled together consisting of;

- Strategic Director (KW)
- Head of Inward Investment
- Head of IT, Marketing and Comms
- Cultural Development Lead
- Principle Conservation Officer
- Tourism Manager
- Research and Information Officer

It is also recommended that the Great Yarmouth and Tourism Business Improvement District are also asked to allocate an officer to form part of this working group.

## **3. WHERE ARE WE NOW ?**

- 3.1 This is about establishing the current position in terms of culture, heritage and tourism, which needs to be an honest and realistic assessment. To be able to pull together this understanding it is proposed that two activities are undertaken.

- 3.2 The first activity proposed is the collection of information and data about Great Yarmouth's current performance within the defined areas and evaluating this against available benchmarking data. As part of this work a summary document should be created which can be used to help frame future conversations with stakeholders during the development of this strategy.
- 3.3 The second activity proposed is the undertaking of a workshop session with key stakeholders, which will include the completion of a SWOT analysis.
- 3.4 These activities will take place during July and August 2018.

#### **4. WHERE ARE WE GOING TO GET TO ?**

- 4.1 This stage is very much about visioning for the future. It is proposed that as part of this stage two activities are undertaken.
- 4.2 As part of this visioning work it is proposed that a small group of officers and three Members from the Economic Development Committee, 2 Conservative and 1 Labour are taken on a case study visit. Currently the opportunity to visit Folkestone, Hastings and or Margate is being scoped. This case study visit will be undertaken to help officers understand what other Local Authorities have achieved through developing strategies in these areas, and especially to understand what the changes have been within that locality and the catalyst to those changes.
- 4.3 For the second activity it is proposed that a number of visioning questions are developed to be used for discussion at a number of focus group meetings alongside being used in a questionnaire format to further bottom out what the future vision for this strategy would be.
- 4.4 In pulling together the data and information from these activities it is proposed that consideration is also given to the opportunities detailed as part of the previous SWOT analysis work.
- 4.5 At the end of this work a clearly defined vision would be developed, with aims and objectives that show what will need to happen to achieve the aims and realise the newly developed vision. In essence this work will lead to the creation of our new Tourism and Cultural Strategy.
- 4.6 These activities will take place during August and September.

#### **5. HOW ARE WE GOING TO GET THERE**

- 5.1 This is very much about developing the action plans that will sit underneath the strategy and will detail the activity that will take place to achieve the detailed vision, aims and objectives. Each activity mapped will give consideration to the resources required and the timescales for that work to be completed. It is envisioned that there will be four plans in total, one in relation to the Arts, one for culture, one for tourism and one for heritage.

5.2 As part of this stage consideration will also need to be given to any financial, administrative and governance support required ensuring that the action plan is a realistic and achievable one.

5.3 This activity will take place during October and November.

## **6. HOW WILL WE KNOW WHEN WE GET THERE**

6.1 This is about the development of key performance indicators which will be critically important in the monitoring of delivery against the new strategy. Once the key performance indicators have been established consideration to how they will be monitored needs to be given both to identify progression against the strategy but also to allow any changes to be made during the regular review cycle.

6.2 This activity will take place during October and November, with the final documents being completed for the Members to formally adopt the new strategy in December 2018.

## **7. LEGAL IMPLICATIONS**

7.1 None at this time.

## **8. RISK IMPLICATIONS**

8.1 A risk register to be started at the commencement of this project.

## **9. CONCLUSIONS**

9.1 This report provides committee Members with the rationale to create a new Tourism and Cultural Strategy for Great Yarmouth, and presents an overview of how this strategy will be developed, concluding that final approval of this strategy will be made by Members during December 2018.