



GREAT YARMOUTH
BOROUGH COUNCIL

Great Yarmouth Cultural Heritage Partnership

Date: Thursday, 10 December 2015
Time: 10:30
Venue: Assembly Room
Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 PRESENTATIONS

- Borough Strategy for Arts and Culture. Interim Report.
- Town Centre Initiative.

3 MINUTES

3 - 7

To confirm the minutes of the meeting held on 17 September 2015.

4 MATTERS ARISING

To consider any matters arising from the above minutes:

- Map on Council Website
- Appointment of Vice-Chairman

5 APPOINTMENT OF CULTURAL HERITAGE CO-ORDINATOR

6 AWARENESS GROUP REPORT

8 - 13

Minutes Attached

7 APPOINTMENT OF WORKING PARTY TO LOOK AT BRANDING

14 - 16

Attachment of pages 15-17 of "The Vision for Great Yarmouth's Heritage Brand:Workshop Report" by Christina Lister and Lindsey Roffe. 2 May 2014.

8 FUNDING OF THE WORK OF THE PARTNERSHIP

9 MEASURING ATTENDANCES AT HERITAGE SITES AND EVENTS

10 PROMOTION OF CULTURAL HERITAGE PARTNERSHIP

11 FEEDBACK OF CONFERENCE HELD ON 18 NOVEMBER 2015

- Future Conference.

12 WHAT NEXT?

13 ANY OTHER BUSINESS

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

14 DATE, TIME AND PLACE OF NEXT MEETING

Great Yarmouth Cultural Heritage Partnership

Minutes

Thursday, 17 September 2015 at 10:30

Present:

Mr H Sturzaker (Great Yarmouth Arts Festival)(in the Chair), Mr P Davies (Great Yarmouth Minster), Mrs M Ward (Gorleston Conservation Area Committee), Vicki Mileham (Gorleston Conservation Area Committee), Julie Grint (Gorleston Conservation Area Committee), Melodie Fearn (St George's School), Lorraine Finch (Accredited Conservator), Andrew Fakes (Great Yarmouth History Society), Robin Hanley (Area Museums Service), Kate Argyle (English Heritage), Rob Gregory (GYBC) and Karline Smith (GYBC).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Mrs M Kikis, Mr D Barker, Councillor B Coleman, Mr D Edwards, Mrs S Kent, Councillor Williamson and Councillor Robinson-Payne.

2 PRESENTATION ON BOROUGH STRATEGY FOR ART AND CULTURE

Rob Gregory spoke of the work that Great Yarmouth Borough Council has carried out and its arrangement with Seachange Arts along with other grants that it gives to other groups and organisations. He stated that Great Yarmouth Borough Council had spoken to the Arts Council and would like to align the Borough's Art Offer and produce an Arts strategy for the Borough. This would involve looking at the role of Arts in respect of Economic Growth as Margate received a large investment how did this link with local community investment? Beyond economic benefits there are social well being benefits as well.

The Council has appointed John Kendell to work on the strategy and the Council was keen to hear the Cultural Partnerships views.

Dr Paul Davies expressed concern that events in the Borough were not co-ordinated for example the Minster arranged Sunday Summer Concerts and the Town Centre Partnership arranged free music events in the market place at the same time. It was

suggested that a central place should be created for people to contact to find out what is happening in the borough and to purchase tickets from.

It was pointed out that there are several strategies which do not fit into each other for example the Heritage Strategy needs to fit into and relate to the Arts Strategy.

Rob reported that two stakeholder events would be arranged and members of this partnership would be invited along with one to one sessions being arranged.

It was stated that the Challenges to accessing Arts needed to be highlighted.

It was suggested that events where residents could take part should be arranged as well as exhibitions which would encourage people to take an interest in that subject.

It was reported that at last years Arts Festival an event was held in Great Yarmouth Library which was well attended and had been arranged by the local community for the community.

Mel stated that more leaflets could be sent to the local schools as a way of free advertising.

The Partnership were informed of a Community Day that Laura Goodman was arranging at the Town Hall.

3 MINUTES

The minutes of the meeting held on 27 April 2015 were confirmed.

4 MATTERS ARISING

- Heritage Map that was in the What's on Book should be placed separately onto the Council Website and should include the Minster and the Town Wall - it was agreed that Karline Smith would look into the progress of this action.
- Terms of Reference Group to be renamed Steering Group - this was agreed.
- Appointment of Vice Chairman - Councillor Williamson was suggested in his absence, this item would be discussed at the next meeting.

5 APPOINTMENT OF CULTURAL HERITAGE CO-ORDINATOR

The Chairman reported that there was still no one in post and that this item had been ongoing since June 2015.

6 SECRETARIAL SUPPORT

The Chairman informed the committee that Karline Smith will be going on Maternity Leave in the near future and that this would be her last meeting for a while and wished her well but hoped to welcome her back soon.

7 AWARENESS GROUP REPORT

The Partnership considered the Awareness Group minutes from the meeting held on the 13 July 2015.

The Partnership expressed concern at the signs around the town and the need for a

sign for the Minster and for Priory Gardens in Gorleston.

The Committee spoke of guides at bus and train stations similar to the Norwich Ambassador Scheme.

The Partnership spoke of the Kings Lynn walking maps which show each of the key places to visit. The maps are placed at the car parks and links in with good signage.

St Georges School are creating pottery barrels to be placed at heritage site around the town and these would be marked on a map for children to follow and would be similar to the Go Go Dragons in Norwich.

It was suggested that the Partnership ascertain which B&B's and hotels would like to promote heritage instead of blanket covering all across the borough it was agreed that the Chairman would take this up with the Tourism Department.

The Partnership spoke of the Bus Station and the empty shops there and the possibility of putting signs up in the windows. It was agreed that Karline Smith would contact the property Services Department and ask them to make contact with the Chairman to locate a suitable shop and then ascertain the ownership of this to seek their permission.

It was suggested promoting Careers in Heritage to the local school children.

Vicki suggested holding a tea event in a local school for old people to talk about the olden days. A member of the partnership stated that this is work that is already carried out by the Memory Club. It was suggested that one week could be held across the borough for local schools to hold tea events and that photos and memories could be recorded and collated together from across the borough. It was agreed that Lorraine, Kate and Mel would arrange and advertise this event.

Ghost Walks had been arranged by St Georges.

It was reported that the Mary Ley Lines from Hopton to Cornwall would be advertised and it was suggested that the Hopton group be spoken to directly about this.

Vicki spoke of the Gorleston Standing Stones and it was reported that there was no evidence to prove that they existed and that this is just a story that they were in Victoria Park.

Friday 30th October the Toll House Museum would be holding a Halloween Celebrations.

An Anglo Saxon battle re-enactment was being arranged by the Norfolk Archaeological Trust at Burgh Castle for next Summer.

Night of the Museums would be held on 30 and 31 October 2016.

The Partnership spoke of their plan for a Heritage Week which would include Georgian Dance, Evenings Walks and Museum Nights and it was agreed that the Chairman would speak to Alan Carr about this.

Blessing of the Nets would be in the Minster on 4th October 2015 with tickets costing £5.

The Great Yarmouth Borough Cultural Heritage Partnership Awareness Group Terms of Reference were agreed.

8 APPOINTMENT OF WORKING PARTY TO LOOK AT BRANDING

It was agreed not to implement this at this time.

9 APPOINTMENT OF WORKING PARTY TO IDENTIFY AND RAISE FUNDS FOR WORKING OF THE PARTNERSHIP AND FOR PROMOTION AND ADVERTISING OF WHAT'S ON OFFER IN THE BOROUGH

It was agreed that the Chairman would approach Darren Barker and Paul Cheeseman about looking for funds for the Partnership to promote the Borough.

10 MEASURING ATTENDANCES

The Partnership spoke of the need to have an accurate way of measuring attendance at local venues and it was reported that an electronic system used to count people past a point would cost around £120 and could be implemented at the Minster.

11 PROMOTION OF CULTURAL HERITAGE PARTNERSHIP

The Chairman would arrange for an article in The Mercury regarding the Partnership and will arrange printing of some leaflets encouraging people and organisations to become members of the Partnership. The Conference should also give publicity to the partnership.

12 NOVEMBER CONFERENCE

The Chairman tabled a leaflet advertising the conference stating that tickets would be £10 per person and would include a buffet.

13 WHAT'S NEXT? GROUP

It was reported that the What's Next group was set up after the Olympics and was originally held in Norwich but 5 months ago a meeting was set up in Great Yarmouth.

14 CREATIVE INDUSTRIES FEDERATION MEETING

It was reported that this meeting was held in Norwich six weeks ago.

15 ANY OTHER BUSINESS

There was no other business.

16 DATE, TIME AND PLACE OF NEXT MEETING

It was agreed that the next meeting would be held on Thursday 10 December 2015 at 10.30am in Council Chamber.

17 EXCLUSION OF PUBLIC

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

18 MEMBERSHIP DATABASE

The meeting ended at: 12:10

Great Yarmouth Cultural Heritage Partnership

Minutes

Monday, 19 October 2015 at 10:00

PRESENT:

Hugh Sturzaker (in the Chair); Doreen Feuall (GOSH), Vicki Mileham (Friends of Priory Gardens/GOSH), Councillor Bernard Williamson (GYBC), Chris Stanley (Royal Naval Hospital), Karen Childs (Gt Yarmouth Potteries), Melodie Fearn (St. George's Primary School), Andrew Fakes (GYLHAS), Alan Carr (Group Manager Tourism, GYBC), Michael Boon (St. Nicholas Minster), Valerie Howkins (David Howkins Museum), Paul Davies (St. Nicholas Minster) and Colin Stott (Norfolk Museums Service).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Karen Argyle, Kevin Bayes, Lorraine Finch and Miriam Kikis.

2 NOTES OF GYBCHPCH AWARENESS GROUP

The minutes of the meeting held on the 13 July 2015 were confirmed.

The Senior Member Services Officer agreed to circulate the minutes of the meeting as soon as possible to highlight any action points which might need to be addressed after the meeting.

3 MATTERS ARISING

It was noted that there were no matters arising.

4 APPOINTMENT OF CULTURAL HERITAGE CO-ORDINATOR

The Chairman asked whether there was an update regarding the post of Cultural Heritage Co-Ordinator.

Councillor Williamson reported that this would be a shared post with the Preservation Trust and he believed that the new post holder would act as the Cultural Heritage Co-Ordinator for two days per week.

Councillor Williamson reported that he believed that the post had been approved by the Executive Management Team and would be going to press in the new few weeks with a view to the post being filled in January 2016.

5 METHODS OF BRINGING AWARENESS

Signposting

The Chairman reported that he had spoken with Kim Balls who had drawn up excellent signage plans for the Town Centre. However, this scheme would cost in the region of £500,000.

Michael Boon reported that signage in the Borough was the responsibility of the County Council.

Councillor Williamson reported that the bespoke brown heritage signs were expensive to purchase and he had spoken to a County Officer who had confirmed there was no funding available to improve signage in the Borough.

The Partnership spoke of the possibility of applying for a Heritage Lottery grant to fund the improved signage initiative.

Councillor Williamson suggested that Kim Balls and Darren Barker be invited to the next meeting to give a presentation to the Partnership.

Guides at bus/railway stations

The Partnership expressed concern at the state of the train station together with the surrounding land and the need for improvement works to be undertaken.

Councillor Williamson pointed out that the land ownership around the railway station was a complex matter which made improvements to the Railway Bridge leading to The Conge difficult. Councillor Williamson fully supported improvements to this gateway to the Town and awaited the Consultant's report on the matter. However, he reminded the Partnership that the issue of £50,000 of match funding still needed to be addressed.

Better positioning of leaflet rack at Railway Station

The Chairman reported that the leaflet rack was in the correct position but required regular re-filling or volunteers to man the station and distribute leaflets by hand.

Hotel receptionists to be better informed/Arranging short breaks with hotels & guest houses with cultural heritage itineraries included

The Chairman reported that he had talked to Alan Carr would be attending a Tourism meeting in the near future to raise this issue.

Production of map of town with heritage and cultural sites shown/Large heritage maps to be displayed at bus station and on display furniture.

Dr Davies circulated a Heritage map which he thought would be useful for visitors. Alan Carr agreed to contact Paul Patterson regarding permission to use his artwork as it was possible that the Council would fund the re-printing of this map.

The Partnership agreed that it should, at least, be available for download on our

Tourism website.

Karen Child's reported that the "What's On " brochure produced by the Tourism Office was an excellent publication and suggested that the map could be included in it.

Using window of empty shop at bus station for displaying information

Councillor Williamson reported that some improvements had been made to the Market Gates Bus Interchange but that this matter would be in the hands of County Council.

Involvement of Schools in Heritage Open Days and in their curricula.

Melodie Fearn reported that local schools would be decorating barrels which would form part of a Boroughwide Barrel Trail event next year similar to the Go Go Dragon Trail recently staged in Norwich.

Local schools were also being asked to sign up to the Schools Partnership for Arts and Culture.

Michael Boon informed the partnership that the Great Yarmouth High School had four prizes available to High School students for heritage projects but that no applications had been received.

Melodie Fearn reported that an Arts/Culture Champion would be appointed in each school but this could not be the Headteacher. She suggested that Mr Boon approach them with a view to publicising these awards. Michael Boon reported that he would also speak to Kate Argyle on this matter.

Melodie Fearn reported that the Heritage Open Days fell at the wrong time for schools to participate as they were usually held at the beginning of the new term in September when schools were particularly busy.

6 METHODS OF PROMOTING OUR CULTURAL HERITAGE

Vintage Tea Event

It was suggested that each school across the Borough could take part and host an event in a heritage venue, for example, St.George's Theatre or the Town Hall. Colin reported that the theme would be "Rock'n'Roll" and that artefacts would also be on display.

St George's Medieval Day to tie in with Town Walls.

It was suggested that a Jousting Event be held at the Town Wall near to the Potteries.

Dr Davies suggested that a group of Medieval re-enactors who had made contact with St.Nicholas Minster in the past should be contacted to ascertain if they would stage the event. He agreed to forward the contact details to the Chairman.

The Partnership suggested that the event be held on St Georges Day on 23/04/2016.

It was also suggested that a Shakespeare Play could be staged at the Town Wall. Michael Boon informed the Partnership that the Ermine Street Players would be performing at a Roman Fayre at Burgh Castle next year and perhaps they would be

able to stage something at the Town Walls. Colin agreed to investigate and report back to a future meeting.

Colin expressed concern over lack of funding to stage these large events. The Chairman reported that he aimed to set up a Fundraising Group and would be raising this at an Arts Meeting he was attending on Friday.

It was pointed out that the new Co-Ordinator, once in post, should play an active part in sourcing funding for large events.

Ghosts and walk around most haunted sites

Karen Childs reported that Ghost Walks had been organised by St George's in the past. Don Edwards, from the Lydia Eva, was also keen to organise Ghost Walks, but was looking for help so it was suggested that Don Edwards should link in with St Georges.

It was agreed the Chairman would contact Don Edwards.

Publicising the Mary Ley Lines from Hopton to Cornwall

Vicki Mileham reported that she had spoken with David Kelf who was keen to meet with the Chairman to discuss this further.

It was agreed the Chairman would meet with David Kelf at the Cultural Heritage Conference in November 2015.

Halloween celebrations in Tolhouse

The Partnership were informed of the "Pumpkinazia" event which would be held in the Town on Friday 30 and Saturday 31 October 2015.

Gorleston's Standing Stones and holding a Festival

Vicki Mileham reported that David Kelf and the Chairman would discuss this issue at the Cultural Heritage Conference.

Anglo Saxon battle re-enactment and hire of uniforms.

The Chairman reported that he was still awaiting a response from Lorraine Finch on this matter.

Food Festival

It was reported that the Food festival was a success, and that the traders were pleased.

Alan Carr reported that work had already started on next year's Food Festival which would be bigger and better.

Maritime Festival

Alan Carr stated the net cost for staging the Maritime Festival was £25,000 and that the Festival made £125,000 this year.

It was reported that the Maritime Festival had changed peoples perception of Great Yarmouth.

Michael Boon suggested that the Maritime Festival should try and secure a Class A vessel which could moor in the Outer Harbour. The Borough could also stage a Hanseatic Cog Maritime Event, in April/May, similar to the one held at Kinks Lynn, as Great Yarmouth had a far superior medieval maritime history.

Andrew Fakes agreed to contact Paul Richards regarding the logistics of securing a Hanseatic Cog replica ship and would report back.

Ale Trail through the Borough involving 20 public houses

It was reported that former Councillor Mike Taylor had produced an Ale Trail leaflet two years ago.

It was agreed the Chairman would contact Mike Taylor.

Beer Festival at St George's

It was reported that the successful Beer Festivals would be held twice a year at St. Georges.

European Night of Museums on 30/31 October and 13 May 2016 to incorporate with other activities

It was reported that not many museums would be open at the end of October but that May was one of the busiest months for participating museums with lots of activities planned to take place.

7 PLANS FOR A HERITAGE WEEK

The Partnership discussed their concerns regarding a Heritage Week and suggested a Heritage Weekend might be more achievable.

It was suggested that a timetable of culture/heritage events in the Borough should be drawn and this could be undertaken by the new Co-Ordinator.

It was noted that there were no volunteers or available finance to take this initiative forward at the present time.

8 PROMOTING OUR AIMS

It was reported that on 28 October 2015, a Boroughwide Community Event would be held at the Town Hall.

The Chairman asked for volunteers to assist him in running the Cultural Heritage Group stand from 10am till 3pm.

It was suggested that promotional matter, i.e. a banner and leaflets should be printed. The Senior Member Services Officer agreed to ask the Leader of the Council for assistance in this matter.

9 ELECTION OF CHAIRMAN AND VICE-CHAIRMAN

Hugh Sturzaker asked for nominations for the position of Chairman and Vice-Chairman.

The Partnership nominated Hugh Sturzaker for the position of Chairman and Councillor Williamson for the position of Vice-Chairman.

Following an unanimous vote,

RESOLVED :

That Hugh Sturzaker be elected as Chairman and Councillor Williamson be elected as Vice Chairman of the Great Yarmouth Cultural Heritage Partnership for the remainder of the 2015/16 Municipal Year.

10 ANY OTHER BUSINESS

Alan Carr reported that two events were in the process of being planned by Tourism, a Comedy Week in 2016 and a Air Show in 2017.

Chris Stanley reported that the Royal Naval Hospital was obliged to open to the public during the year. This mainly consisted of the opening of the Chapel, Wards and certain areas of the Grounds. The Chapel needs to be re-decorated/roofed which would cost £8500, concern had been raised by residents as no lottery grants could be applied for as the properties on this site were privately owned. He asked if any members present could suggest ways of obtaining funding for these repairs.

The Chairman asked the Partnership to put their thinking caps on and respond to Mr Stanley in person.

11 DATE, TIME AND VENUE OF NEXT MEETING

The next meeting will take place on Monday, 18 January 2016 at 10 am in the Supper Room, Town Hall, Great Yarmouth.

The meeting ended at: 11:30

Summary

A clear picture emerged from the workshop across the exercises and discussions, which related to agreement that there is fascinating, diverse and rich heritage in Yarmouth, but that awareness of this is low – both among the local community and potential tourists.

The participants in the workshop support the aims in the Cultural Heritage Strategy of partnership-working, a strong brand for Yarmouth's heritage, a more engaged local community and increase in visitors to Yarmouth's heritage. It is encouraging to see such unity and clarity around the ambitions stated for the future: a shared and clearly defined purpose is an excellent basis for partnership-working. However, since the attendance at the workshop was limited, and some key stakeholders were unable to attend, it is crucial that further opportunities are provided for a wider group to contribute, to ensure this unity and clarity around the ambitions is shared more widely.

When it comes to themes – a compelling and distinctive narrative can be told through the themes which relate to Yarmouth's particular history as a town by the sea. However the town's heritage is diverse, and should also be celebrated as such.

The overriding message which stakeholders were keen to convey to potential visitors – there's more to Yarmouth than the beach / than the seaside / than people realise – is a strong one. This could be developed into the basis for a marketing campaign, appropriate to a variety of audiences – both local community and tourist – and demographic groups, across different channels.

The low awareness of Yarmouth's heritage and poor perceptions of Yarmouth for both the local community and visitors from further afield was repeatedly highlighted. This is something that Yarmouth can change with the help of a sustained, consistent and distinctive marketing and PR campaign, based on a credible and compelling proposition.

Promoting the town's heritage cannot, and should not, be done in isolation, but needs to involve non-heritage organisations (e.g. accommodation providers, shops, cafes and restaurants, tourism organisations, community groups and so on). Key to driving this forward will be strong leadership and a clear purpose.

Recommendations and next steps

Below are some recommendations and suggested next steps, which it is advised are begun as soon as possible to harness positive momentum.

1. Decide on partnership model

Before further work is undertaken to develop Yarmouth's heritage brand, it is recommended that a model for taking the partnership-working forward is first agreed. The steering group's composition and structure, and its remit, will have a crucial impact on the direction of the brand.

2. Create a marketing group

Create a smaller working group (e.g. 4-6 people) that will champion and take forward the brand development, and potentially later on, the marketing of Yarmouth's heritage. It will be empowered by the wider heritage group and ideally consist of representatives of different elements of Yarmouth's heritage, preferably with some marketing knowledge and experience. The group will advise and report to the main group but be a more efficient way of moving forward, avoiding design by committee. Ideally the responsibility for driving this working group forward should reside with one person who has been empowered with this – whether this is an appointed member of the group who can act as chair, or whether this falls to the heritage officer, a post recommended to be created in the Cultural Heritage Strategy.

3. Collate research and studies and identify gaps

Several pieces of research have been undertaken over recent years, both internally and by external providers. This includes perceptions research, competitor analysis, the Brand Strategy Guru's work and the Cultural Heritage Strategy. It is important that these are collated and any gaps to information that would be useful are identified and plugged.

4. Provide opportunities for further input

Since the attendance at the brand workshop on 24th April 2014 was limited, and some key stakeholders were unable to attend, opportunities for a wider group of stakeholders to contribute ideas and input into the brand development should be provided to ensure broad buy-in into the project and its credibility in the long-term.

5. Key decisions

Two key decisions will need to be made:

- a. Will the heritage brand reflect all of Yarmouth's heritage as a whole (e.g. Margate¹, Historic Glasgow², York³) or will it specifically cover a number of named assets (e.g. Norwich 12, Hartlepool's Maritime Experience⁴)? The former is comprehensive, broad and inclusive but could be vague and hard to define succinctly and distinctively; the latter more tangible but less inclusive.
- b. What sort of brand mechanism does the group want: a consumer/visitor-facing brand (e.g. Norwich 12 and Blackpool Heritage), or more of a behind-the-scenes partnership (eg NewcastleGateshead Cultural Venues)? This will lead to a different

¹ Two brand developments in the last few years under the campaigns: 'This is Margate' and 'Margate: The Original Seaside'

² www.historicglasgow.com

³ York's slogan in a campaign a few years ago was 'Live the history'

⁴ Hartlepool's Maritime Experience has rebranded, integrated and enhanced a cluster of attractions comprising the Historic Quayside, the Museum of Hartlepool and HMS Trincomalee - www.hartlepoolsmaritimeexperience.com.

focus on resources and activities (e.g. a visual identity and strapline for the former; data-sharing and evaluation for the latter).

6. Agree purpose and set objectives

Once these decisions have been made and agreed by the steering group, the purpose of the brand and clear objectives can be set out. It is imperative that the purpose of the brand and objectives receive buy-in and support from the key partners and stakeholders and that they fit in with other related projects, campaigns and initiatives.

7. Ascertain budget and funding implications

Once the purpose and scope of the brand project has been established, some work to determine budgetary and funding needs and implications should be carried out. Can existing funding be used? Can external funding be sought? Could / should partners be asked to contribute? If there is a 'yes' decision on the BID, this could provide a source of funding, providing the project meets the BID's objectives.

8. Develop brand work

With a more defined purpose and clear objectives for the heritage brand, work from this workshop can be further developed to create a more comprehensive brand articulation. This could include: brand positioning, the vision, proof points and how the brand can be rolled out among stakeholders, identifying all the key touch points that audiences will come into contact with.

9. Option: Commission identity and creative work

If the group wants to go down the route of having a visual identity and representation of the brand, this should be commissioned and developed in partnership with the marketing group, using this report and further brand work as a basis for the creative brief.

10. Implementation and embedding

Once the brand and any potential visual identity have been developed, clear guidelines should be put together and distributed among all partners. This may include a logo and how to use it but could also include a shared image library of strong photos which depict Yarmouth's heritage in a strong and engaging way, and guidance on use of language and key messages to include in each partner's own marketing material. Training all staff and ensuring consistent application across the partnership would be crucial. The group would also need to decide whether any joint marketing and events should be developed.

11. Evaluation

Using the objectives identified earlier on, a clear process of evaluation should be carried out, to judge success and feed into future improvements.