

EAST NORFOLK TOURISM MARKETING PROJECT
PROJECT INITIATION DOCUMENT
North Norfolk Pathfinder Programme

2010

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1. Background to Pathfinder

In late 2004 North Norfolk District Council (NNDC) published the draft Kelling to Lowestoft Shoreline Management Plan. On much of the frontage it was proposed that there would be a change from a policy of defence to one of retreat or doing nothing. While in many respects this move reflected the reality that the North Norfolk coastline has been eroding for thousands of years, it was nevertheless not a change the Council and its communities found acceptable without there being some recognition of the consequences of such a policy change and the need for help in responding to the issues arising from coastal erosion.

In the period since 2004 the Council has, with others, lobbied strongly for changes to the proposed arrangements. The outcome was the announcement by Government as part of the Comprehensive Spending Review 2007 of a Coastal Change (formerly Adaptation) Fund. This has been coupled with the publication in June 2009 of a draft Coastal Change Policy.

At the same time as publishing this draft Coastal Change Policy the Government invited local authorities in whose areas coastal change and management was a significant issue to bid for funds to trial various approaches to coastal change. North Norfolk District Council submitted a bid under the Coastal Pathfinder Programme and was successful in securing £3 million to trial a number of projects.

This project forms part of NNDC's trial Pathfinder projects.

2. Introduction

There are a number of businesses along the North Norfolk Coast, particularly to the east of Cromer, which lie within and immediately behind the Coastal Erosion Risk Zone as identified in the Shoreline Management Plan, which as a result of the possible change of policy with respect to the future maintenance of coast defences, may lack the confidence to invest in their business operations and have wider impact upon the perceptions of the area as a visitor destination.

Over time it is feared that the uncertainty caused by the risk of coastal erosion and change will impact negatively on levels of business confidence, leading to short-termism in business planning and a lack of investment by such businesses over the medium term. It is feared that this lack of business confidence will result in a weakening of the local economy – particularly as the majority of businesses are of locally significant importance to the local tourism sector which is based upon the coast / beach offer – either being accommodation providers (hotels, caravan parks) or directly support the tourism offer (being shops, cafes, pubs, restaurants etc). Other businesses potentially affected may directly support the local community in that they provide valuable village / community services – eg pubs, food shops, the potential loss of which will serve to undermine the wellbeing of these communities. There are also a small number of other businesses within or directly behind the Coastal Erosion Risk Zone including fishing businesses, residential care homes, agricultural businesses which may not be in sectors directly related to either the tourism or local community service provision, but which contribute to the character / sense of place of the area and will also need to plan for the future of their business around the risks posed through coastal change in the years to come.

Whilst the coastal area to the east of Cromer has significant appeal as a visitor destination particularly through the high quality of the local beaches to both day and staying visitors, the area struggles to promote its appeal when faced by competition from the resort towns of Cromer and Sheringham and the wider attractions of the North Norfolk Coast Area of Outstanding Natural Beauty to the west of Sheringham. In this regard the local tourism product is less well developed than in other parts of the North Norfolk district and there is some evidence to suggest that there has been a loss of confidence, particularly amongst operators of serviced accommodation and some caravan and chalet park operators, which can be attributed to the blight / perceptions of visitors caused as a result of coastal erosion – particularly at Happisburgh, but also at Overstrand, Trimingham and Mundesley.

Through the Coastal Pathfinder Programme the District Council therefore wishes to develop the tourism business resilience of the East Norfolk Coast (Overstrand to Horsey). This will be achieved by auditing the existing businesses and tourist attractions to enable the development of a marketing action plan of which aspect will be implemented. Business resilience will be further supported through investigations in to how business can co-operatively operate and through the development of a marketing toolkit for use of businesses beyond the life of this project.

3. Scope and overall approach

3.1 Project Aims

Develop and enhance tourism in the East of the district and support businesses to cooperate. This will be achieved through the following actions.

- Complete a cluster audit of the natural and built assets, creative industries and hospitality and tourism sectors from Overstrand to Horsey and its hinterland.
- Develop a costed modular marketing plan based on the cluster audit for the East Norfolk Coast and identify beneficial activities to promote the area
- Deliver promotional modules of the marketing plan dependant on priorities and the budget available.
- To investigate and develop opportunities for business to work co-operatively
- Develop a marketing toolkit for the future use of coastal businesses.

3.2 Scope

This project will develop a marketing plan for the East Norfolk Coast (Overstrand to Horsey and hinterland) and identify and implement beneficial activities to promote the area. It will also investigate and develop opportunities for business to work co-operatively.

3.2 Approach

The project will be lead within NNDC by Jose Socao, Economic & Tourism Development Officer with support from Carmel Casey-Morely (Tourism Development Administration Support Officer) and where necessary assistance from Rob Goodliffe, Programme Manager.

The cluster audit and development of a costed marketing action plan will be completed by the external consultant Blue Sail. Blue Sail will also develop the marketing toolkit, investigate the opportunities for co-operative business operations and will assist where necessary on the delivery of elements of the marketing action plan.

Throughout the project the North Norfolk Tourism Round Table will be updated on progress and involved in overseeing the implementation of the project.

3.3 Outcomes

The project will:

- increase the public's perception of the positive aspects of the East Norfolk coast between Overstrand and Horsey and introduce it to new and broader audiences.
- enable an increased business confidence in the area to enable future steps towards maintaining and improving the local economy and character of the area for the benefit of local people and tourist alike.

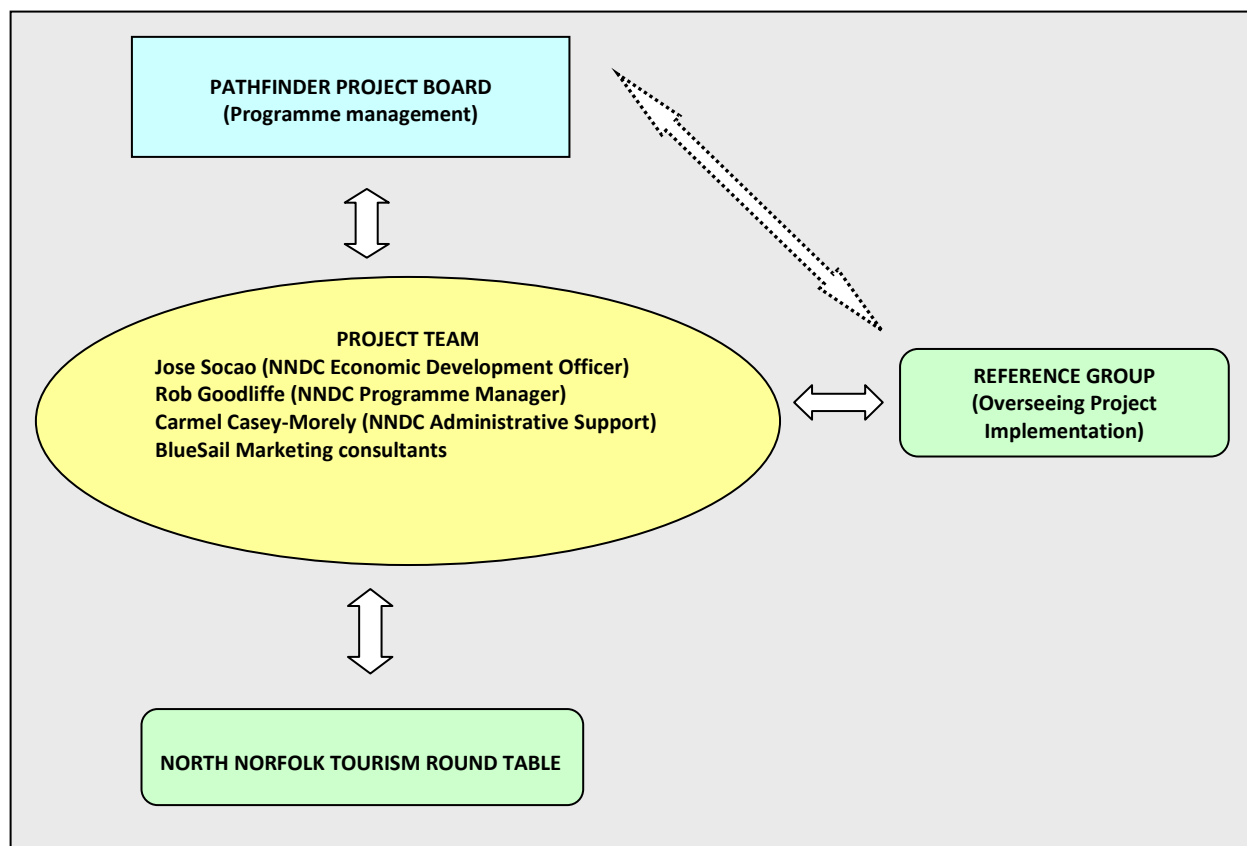
- investigate and where possible implement mechanisms to enable businesses to work collaboratively
- provide a legacy of a marketing toolkit for the use of businesses in the future.

4. Project Organisation

4.1 Project Structure

The Project will be co-ordinated as part of the Pathfinder programme of projects and will be structured as in figure 1.

Figure 1. East Norfolk Marketing structure



4.2 Roles and Responsibilities

The programme Sponsor is Steve Blatch (Strategic Director, Community Services). The Project Board will be responsible for the overall management of this project. It consists of officers and councillors, augmented by the Chair of the North Norfolk Business Forum.

The Reference group for the programme will receive information of the project through the project board actions and decisions tables and via updates from the Programme Manager. The group can request to discuss the project with the Project Team on request.

For further information regarding the Project Board and Reference Group please view the Programme Initiation Document.

The East Norfolk Marketing Project Team will consist of Jose Socao, Economic & Tourism Development Officer, Rob Goodliffe Pathfinder Programme Manager and Blue Sail marketing consultants. Administrative support will be provided by the Tourism Development Administration Support Officer Carmel Casey-Morley.

The function of the Project Team is to:

- oversee the delivery of the project and provide advice/ideas/input into the project and identify any challenges, issues, risks, lessons learned and costs;
- ensure that the tasks identified within the project plan are carried out in accordance with the timetable of the project plan;
- ensure the project communication/promotion is undertaken as identified in the Programme Communications Matrix.
- report progress to the Project Board.

The NNDC Economic Development Team will keep the North Norfolk Tourism Round Table informed of the projects progress and where appropriate request feedback concerning the overall approach and proposed actions.

4.3 Interfaces & Community Engagement

All the North Norfolk pathfinder projects have been based on public engagement and this will be maintained throughout their implementation. The Communications and Community Engagement Strategy sets out how this will be achieved (see the Programme Initiation Document).

During the cluster audit BlueSail will contact local businesses via the telephone and workshops to engage with businesses in the target area.

The table below summarises the communications required for this project as identified in the Pathfinder Programme communications matrix.

Who will be informed	How	How Often
NNDC Staff	The Briefing Newsletter	Monthly Monthly
Council Members	Members Bulletin Coastal Management Board Coastal issues Forum Newsletter	At key stages During scheduled meetings Quarterly Monthly
Project Board	Meetings	At scheduled meeting or if required
Project Team (Internal)	Meetings	Weekly
Parish Council	Via the Happisburgh Liaison Group and attending meeting where required.	Throughout the project.
Reference Group	Meetings Documents and updates from the Project board	Minimum once per quarter Ongoing
Liaison Group	Meetings	As often as required by the project and the group
Public	Outlook Articles Pathfinder Newsletter Press articles Local newsletter articles Website Open days/Workshops	Quarterly Monthly At key stages When key information is required to be disseminated Updated Weekly At key stages

Who will be informed	How	How Often
Businesses	Workshops Telephone contact Visits General publicity Circulation of information through local business organisations.	During the cluster audit and development of the marketing action plan During the cluster audit Throughout implementation Ongoing Ongoing
Defra	Quarterly Reports Final Report	April, July, October 2010, January 2011 June 2011
External government agencies, authorities, & professionals	Conferences/Events Meetings Workshops Periodicals Website Final Report	As required Ongoing June 2011

5. Project Programme

5.1 Project Timetable

The project will progress as outlined in the figure 2.

Figure 2 – Project timescales

	Task	Predicted timescale
1	Agree project approach	March – April 2010
2	Engage with a marketing consultant to deliver the project	March – June 2010
3	Engage with local businesses and organisations and launch the project	June – September 2010
4	Complete a cluster audit of businesses and attractions	June – August 2010
5	Develop a marketing approach and plan	August – September 2010
6	Develop a costed action plan for promotional activities	September 2010
7	Identify activities to be delivered	October 2010
8	Deliver promotional activities	October 2010 – March 2011
9	Develop supply chains and cooperative working.	October –December 2010
10	Development of a continuity strategy	December 2010 – March 2011
11	Develop marketing toolkit	September – December 2010
12	Monitoring and reporting	Ongoing
13	Final reporting to government	March – April 2011

5.2 Project plan

The project plan will be created and updated using MS Project as the project progresses. The plan will detail all the tasks required to complete the project and will be used to forecast estimated timescales of project completion and aid in the allocation of resources.

5.3.1 Dependencies/links

This project has links to the Business Advice project, advice may be given by the planning advisors to approach the project and become involved in the marketing workshops or to take advantage of the marketing toolkit towards the end of the project.

6. Project Constraints

6.1 Time

This project has a defined timeframe and must be completed or have funds committed by April 2011.

Due to a high number of business being tourism based in North Norfolk, some may find it difficult to engage in the project if workshops are held over the main summer season. Therefore workshops need to be arranged and notified to the businesses well in advance.

6.2 Personnel/contracts

Officer time is limited due to other commitments beyond the Pathfinder programme.

Blue Sail have been contracted for specific tasks, however there is scope within the contract to request additional tasks to be completed should the need arise and the funds are available.

6.3 Finance

The pathfinder projects have been allocated budgets to enable them to be planned and proceed. These allocations may be amended as projects progress.

The East Norfolk Marketing Project has been allocated a project budget of £75,000 (revenue) with an addition of £9265 for project management costs, totalling £84,265.

The Griffon Area Partnership is potentially offering £10,000 towards the implementation of the marketing activities should they align with the partnerships requirements for the Griffon area. This will be appraised following the completion of the marketing action plan.

The project budget is not large and therefore the actions implemented from the marketing action plan will be limited.

6.4 Legal

Procurement must follow the NNDC Procurement Strategy.

The project supports the corporate tourism aims as stated in Changing Gear, the corporate plan (page 30).

Delegated authority has been granted by the cabinet of NNDC that the Chief Executive or Strategic Director (Communities) is able to procure works and services within the parameters set out in the Council's Coastal Change Pathfinder applications.

6.5 Assumptions

It is assumed that Defra wish NNDC to complete the projects as we see fit as indicated by to the open nature of the funding offer. The Coastal Management

Team also assume the general support of the Authority and its departments as a whole in the project delivery.

This project assumes that the previous consultations completed by NNDC and the Tyndal Centre in which the project concept was developed is still relevant and reflected the genuine views of a cross section of the business community.

6.6 Risks

Ref	Date Logged	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description	Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
1	21.05.10	JS	Budget	3	4	12	The budget for this project is relatively small for the task. Following the development of the marketing plan and the options for business co-operation, there may be insufficient funds for any major improvements.	Assess the marketing action plan when complete and prioritise which elements to be take forward with regard to budget and impact. The plan will also enable future targeted funding in the east and the ability for further fundraising.	O	3	4	12
2	21.05.10	JS	Business uptake/engagement	2	4	8	Businesses do not engage with the process limiting the potential value of the scheme.	Assess as the project progresses and amend as required.	O	2	2	4

7. Project Controls

7.1 Management

The project will be documented with the following; project initiation document, project plan, ongoing issues log, quality log, lessons learned log and change log as required. The project initiation document will be agreed by the Project Board.

The board will be updated during each stage of the project and will make decisions at key points and advise in the project direction. When 'exceptions' occur which require a decision to be made urgently by the project board, information will be circulated via email to members of the Board. The discussions and decision will be recorded in the emails and resolution must be met in a maximum of 5 working days.

NNDC officer time in delivering this project will be recorded so the cost can be allocated to the project budget. The cost of officer time will be accounted for in the project management costs allocated to the project.

The contract with Blue Sky will be monitored through monthly reports which will be submitted to the project officer, issues causing an exceptions to the project or high levels of risks will be directed to the Project Board.

7.2 Financial

As stated the project must not exceed the total budget of £84,265 revenue spend. The accounts will be monitored monthly following a report from the Accounts Team by the Programme Manager and reported back to the board.

Should the project have an expected under spend of 10% or if there is any predicted overspend, it will be reported to the board.

8. Quality Plan

The quality log will include the meetings for the Project team and Management Board. Any correspondence or feedback from the North Norfolk Tourism Round Table will be recorded in the quality log.

Following the receipt of each monthly report from Blue Sail the project officer will assess any quality issues which arise and inform the Programme Manager to record in the quality log.

Where the quality check reveals the project is off specification or feedback suggest the scope of the project may need amending, the project team with the programme manager will investigate the options and present to the Project Board agree the most appropriate action. The monthly financial report/check and scheduled re assessment of risks and issues logs will be completed prior to Project board meetings.

9. Miscellaneous

9.1 Document Versions

Project documents will be saved in the pathfinder folders M:\File System\Pathfinder Programme\Projects\Infrastructure Package\Trimingham village hall of the coastal management section and documents will carry in their title the creation/amendment date to enable current versions to be easily identified.

9.2 Meeting Minutes

Meetings will be concisely recorded with Actions, Decisions and Issues highlighted where appropriate.

10. Defra Reports

The project will be reported quarterly from April 2010 to Defra on the proforma provided.

Report will be produced for the end of the month in:

- April 2010
- July 2010
- October 2010
- January 2011
- April 2011