

Norfolk
& Suffolk
Unlimited

Putting Norfolk and Suffolk Top of Mind

A Recovery Plan for the Visitor Economy



respond restart renew

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Foreword

Covid-19 has hit this region's economy hard, most of all our visitor economy. Businesses missed out on Easter, traditionally the start of the tourism year for many. Some have already been forced out of business by the pandemic, while many other livelihoods have been left hanging in the balance.

Last year Norfolk and Suffolk attracted more than 80 million day¹ trippers and just under 5 million staying visitors. That figure will be significantly lower in 2020.

Since July, the lockdown has been gradually relaxed and businesses have begun to open, now we must position ourselves to recover in a way that will be fit for a very different tourism and hospitality landscape. And we must take advantage of any opportunities that arise.

Overseas tourism is unlikely to recover quickly, and staycations represent a real chance for Norfolk and Suffolk as people seek out the space and fresh air in rural and coastal destinations on our own shores.

There is also a bigger prize at play. Last year's Tourism Sector Deal included the possibility of Tourism Zones and making a successful bid should be our ambition. Before that though, we must set about a resurgence of our visitor economy.

Collaboration will be vital, and it is encouraging to see the level of cooperation already taking place. Strong leadership will also be vital to help lead us out of these challenging circumstances and deliver on our regions unlimited potential.

New Anglia LEP and Visit East of England, working with our local authority and destination organisation partners, have developed this sector-specific Covid-19 recovery plan which lays the foundations for a Tourism Zone bid, as well as helping achieve targets set out in the Economic Strategy and delivering the interventions in the draft Local Industrial Strategy.

Cultural tourism is a hugely important economic contributor and the New Anglia Culture Board is developing an integrated vision of how the region's cultural sector can contribute to the economy, driving both investment and growth.

The visitor economy has endured an unparalleled crisis since March. But we should strive to grasp the opportunities from this. We must adapt, reset the way we do business, through increased digitisation and reskilling. We need to look at the bigger prize that could be achievable if we work together for a sustainable and brighter future.

This multi-partner plan will lay the foundations for the actions and interventions that are needed to lead us out of these challenging times and deliver that brighter future for Norfolk and Suffolk.



Doug Field
Chair of New Anglia Local Enterprise Partnership



Andy Wood
Chairman of Visit East of England

Restarting the Visitor Economy

Restarting the visitor economy will be challenging. The impact of the pandemic on the sector has been immediate and unprecedented. To restart, we need to think and work in a different way.

This Restart Plan sets out a new strategic model, developed by partners to help drive collaboration, promotion and new programme activity during 2020.





Aldeburgh, Suffolk



Broads National Park, Norfolk



Constable Country, Suffolk



Our Place

We have a superb tourism offering in Norfolk and Suffolk, but we are not ‘top of mind’ when it comes to destinations in the UK. This provides a challenge – but also an opportunity.

Between the two counties we are home to 9,172 km², of designated Areas of Outstanding Natural Beauty, nature reserves, country estates and parks. We enjoy around 2000 miles of walking and cycle paths and trails, quaint market towns and chocolate box villages.

Norfolk and Suffolk share more than 130 miles of stunning coast, from vast sandy beaches and majestic cliffs to tidal estuaries and saltmarsh.

We are home to a number of unique environmental, cultural and heritage assets of national and international importance, such as the Broads National Park, Britain’s largest protected wetland.

We have beautiful landscapes like the Shotley Peninsula, Fens and Wash, Constable Country, Thetford Forest and Brecks, and eye-pleasing scenery around Hanseatic Town King’s Lynn, historic Bury St Edmunds, home of horseracing Newmarket, and Suffolk’s Wool Towns. There is more than enough space to go around.

We have an offer that should resonate with a post-lockdown population who will want safe, quality, experiential travel.

We have the environment to participate in outdoor, fresh air activities and the open space to relax and enjoy wellbeing and mindfulness.

Visitors can choose from a fantastic array of coastal destinations, from traditional seaside resorts Great Yarmouth, Lowestoft, Cromer and Hunstanton, to the more genteel Southwold, Aldeburgh and Wells-next-the-Sea.

Ipswich is one of England’s oldest towns, with a cutting-edge theatre and arts scene, and is home to the vibrant waterfront and marina, with world-class Dance East, waterside café bars, and relaxing river cruises.

Norwich is a walkable city where modern design is juxtaposed with handsome architecture spanning 1,000 years. Culture, creativity, and a strong sense of community are at its heart. Independent stores stand shoulder-to-shoulder with national brands, and pavement cafés and eateries can be found around every corner.

Our area's vibrant cultural sector boasts award-winning theatres and major international festivals, such as Aldeburgh Festival of Music and the Arts and Norfolk & Norwich Festival. Norwich was designated England's first UNESCO City of Literature in 2012 and its city brand 'Norwich, the City of Stories' has been warmly adopted by locals.

The cultural and heritage sector and natural landscape play a unique role in creating the 'sense of place' that makes this region a great area to live, work, learn, invest and do business.

Local councils and DMOs (Destination Marketing Organisations) in Norfolk and Suffolk have been playing a leading role in supporting the visitor economy through the current crisis. Some have already published immediate recovery plans and more will do so in the weeks ahead. This Restart Plan acknowledges the very different needs of our towns, city, rural and coastal areas and provides a framework for partners to address specific issues in a supportive and collaborative way.

Ultimately, the destinations, venues and businesses are the stars of our tourism, hospitality and culture firmament. These are what we must support to recover from Covid-19.



Custom House, King's Lynn, Norfolk



Thetford Forest, Norfolk



Ipswich, Suffolk



Bury St Edmunds, Suffolk



The Forum, Norwich, Norfolk



Wells-next-the-Sea, Norfolk

Our Visitor Economy

The tourism sector is worth £127 billion to the national economy annually, supporting around 3 million jobs. In recent years, the sector has seen significant growth with a continued interest in domestic tourism, which accounts for approximately 78% of total tourism spend.



Warren Hill, Newmarket

International tourism has been a major success story in recent years, growing by 33% since 2010. After a strong 2019, VisitBritain had been forecasting inbound tourism to grow by 2.9% with spending to grow by 6%, which would have set new records for 2020. They are now predicting a decline of 48% for 2020, from £76 billion to £39 billion.

Unfortunately, the Covid-19 pandemic is unprecedented in its impact on the industry, with a collapse in both demand and supply. It will take some time for the sector to recover and domestic tourism will lead the recovery. Approximately 70% of business activity in the tourism sector happens between April and October. Reopening the visitor economy in a safe manner to ensure businesses can benefit from the summer season will be imperative to the recovery and to ensure resilience through the low season.

Within this report, we refer to the visitor economy. This is to reflect a holistic view of how food, accommodation, the arts and entertainment, as well as retail, are inextricably linked through an economy which supports growth and development of several other sectors.

Together Norfolk and Suffolk has one of the largest and fastest-developing local visitor economies in England.



89,100 jobs



11.3% of Norfolk and Suffolk's workforce



7,050 businesses



£2.5 billion of spending on tourism-related goods and services

A key challenge for the sector is the relatively low productivity at £26,000 GVA per job (less than half the value for the ICT sector in comparison). However, Deloitte estimates the tourism GVA multiplier to be 2.8, meaning that for every £1,000 generated in direct tourism GVA, a further £1,800 is supported elsewhere in the economy through supply chain and consumer spending.

Nonetheless, jobs in the visitor economy are a good place for non-graduates to start learning valuable life skills, and the sector can be an excellent route to social mobility. It is also a sector with multiple job opportunities across a disparate range of roles.

A priority for the sector, post-pandemic, is to invest in boosting productivity, encouraging innovation and enhancing digital skills. This will require much stronger collaboration to build and promote a higher quality product if we are to attract higher-value visitors all year round. We need to work together to develop a narrative for our place that we can all be part of. In Norfolk and Suffolk, the visitor economy employs 11% of the region's workforce and accounts for 89,100 jobs and 12% of all businesses. Put in perspective, the visitor economy here is worth significantly more than Cornwall's.



Norfolk & Norwich Festival
©ChrisTaylor



Pandemic Impact on our Businesses

Businesses from across Norfolk and Suffolk have felt the full force of the pandemic, with cash-flow turned off overnight. The longer the crisis goes on, so the number of businesses that won't reopen increases.

A Visit East of England Tourism Business Survey attracted 776 responses and highlighted the disparate nature of the sector, which can be considered both a strength and weakness in terms of recovery. Different elements of the industry will come back at different times, beginning with serviced and self-catering accommodation and outdoor attractions such as zoos and wildlife parks. Even if they do not immediately benefit themselves, progress will give businesses optimism.

Theatres and other indoor cultural venues will be some of the last businesses to reopen, and research shows that theatres in the region are projecting an unrecoverable gap of £10 million by September 2020.

A strong message from the survey was that Government financial packages have been welcomed. But more intervention is needed if segments of the sector are to get through the winter and be viable in 2021.

Post-lockdown will be dominated by social distancing for residents, staff and visitors, and this will be an educational and infrastructure challenge. We know businesses are working hard to plan for reopening with pre-booked visits, cashless payments and one-way

systems, extra signage and hand sanitiser stations soon to be familiar sights, as attractions strive to minimise risk to visitors and staff.

The survey has also highlighted new opportunities and priorities for our region that could aid recovery and support the long-term sustainability and resilience of the sector. As a region, we are striving to drive the 'Clean Growth' agenda and have the chance to lead the way in environmentally-friendly tourism that also promotes and supports local businesses and supply lines to keep value in the local economy.

We should use the reset to consider wider questions like business tourism, accessibility, sustainability, over-tourism, and the social and wellbeing benefits of supporting local firms, producers and environments.

We also need to develop our year-round visitor economy and mitigate the current reliance on Easter-September. This should be a key objective, using our natural, cultural and built capital and the fact the area has the best overall climate in the UK. Understanding global and national trends and developing our product to meet new and emerging customer demands is a necessity.



45% of businesses used the Job Retention Scheme



73% of businesses wanted the region to be promoted to help recovery



Accommodation providers had more than 55% of bookings cancelled



81% of businesses have had no income since lockdown



33% of businesses have innovated



£10m unrecoverable gap in theatres by Sept 2020



Innovation and Resilience

Once lockdown has come to an end, tourism will not be the same as before and business models and practices will change in order to survive and adapt in a 'new normal' world.

In the meantime, many of our businesses have shown great agility and innovation and been able to adapt under the current restrictions.

Breweries have moved production from barrels to bottles to sell in retail stores; pubs and restaurants are doing take-aways, some with booking apps for customers; venues like Duration Brewery offer virtual tours online; country estates such as Ickworth and Kentwell Hall are offering timed online booking to manage footfall, as will attractions such as Great Yarmouth Pleasure Beach and Roarr! Dinosaur Adventure.

Despite buildings and venues being closed, the region's cultural sector has risen to the challenge to continue providing rich creative experiences. Focussing on wellbeing NorwichTheatre@Home has brought poetry competitions and dance session, relieving the pressure of lockdown for many people. After the cancellation

of the 2020 Norfolk and Norwich Festival, the National Centre for Writing which curates its literature programme moved it online, providing a fantastic series of virtual conversations, reflections and connections across one week.

Britten Pears Arts meanwhile organised *A Celebration of Aldeburgh Festivals* for the period over which Aldeburgh Festival 2020 would have taken place. In addition, the interactive online experience *An Aldeburgh Musicircus* was made available and the Aldeburgh Festival Memories project gave artists and audience members to create a crowdsourced timeline of memories from the Festival's 72-year history. *A Celebration of Aldeburgh Festivals* was watched, listened to, and streamed by nearly 1 million people.

Examples of innovation and adaptability across the sector highlight the need, as suggested in the Tourism Business Survey, for more networking, better communication, peer-to-peer learning and cooperation, as well as better use of digitisation and technology to build resilience and harness new opportunities.



Bewilderwood, Norfolk

The Visitor Economy Recovery Plan will help prepare us for a new era of travel and leisure, support the levelling up of communities and making this region 'top of mind' for anyone planning their next holiday or day out. The crisis is an opportunity to drive innovation and improve productivity, as well as boost the region's profile as a destination.

→ A Roadmap to Recovery

Over the past months we have been working together with local partners to provide trusted advice to businesses, and to distribute timely and relevant communications, insights and data to ensure a coordinated approach to reopening across our destinations. Unprecedented numbers of businesses have responded to calls for intelligence, giving us a strong voice with national bodies to ensure the scale of the challenge is understood.

This document – our **Restart Plan** – is the first of a two-stage recovery plan. Looking over the next months from July to Autumn 2020, it provides a clear plan to support businesses, communities, and visitors to quickly and safely return to living life with confidence in an environment dominated by social distancing.

While the pandemic has posed huge challenges to visitor economy businesses, this period of disruption

has been a strong driver of collaboration, creativity, and innovation. The measures we put in place today will shape the visitor economy of tomorrow. This why it is critical for us to collectively use this opportunity to consider some of the longer-term actions we need to take to renew our destinations, develop a year-round visitor economy, and encourage innovation and the transition to a low-carbon visitor economy.

The impact of the crisis is being felt through the entire economy. Reopening and renewing destinations will require a joined-up approach. Much of the work to support communities and businesses will be led by Local Authorities, and our towns, city, rural and coastal areas will have very different needs. This plan is intended to complement local strategies being developed at county and district levels, such as Great Yarmouth’s new Culture, Heritage and Tourism Strategy.

This collaborative plan recognises that getting the visitor economy back on its feet cannot be achieved by one partner alone – we have always been more successful when we work together.

Before the pandemic, we were committed to working together to develop a Tourism Action Plan to set out our intentions to build on our strengths as a region to achieve transformational productivity improvements and sustainable growth. That ambition still stands and next year we will publish a **Renew Plan** which looks at the five-year actions we need to take together to build a stronger, more sustainable, and resilient visitor economy.





Restarting the Visitor Economy

Since July 4th, more lockdown measures have been relaxed and many businesses have been able to open, albeit with additional measures in place. Clear actions are needed to continue to reopen destinations as safely as possible, restore consumer confidence, build resilience, and develop new models of collaboration.



Certain areas of the visitor economy will be able to fully open sooner than others, with self-catering, boating and outdoor attractions less impacted by social distancing measures than indoor venues.

As the Government gradually

relaxes the lockdown, businesses in Norfolk and Suffolk need to have clear advice and a coordinated message. Intelligence from the sector demonstrates the concerns of business about the implications of social distancing on business operations. Partners need to work together to ensure the business community has access to the right support and information.



Ensure that every individual and business has access to the support they need, delivered through our partnership of local authorities, Growth Hub, business representative organisations, local and national agencies.

Together we will:

- ❖ Expand the package of local funding opportunities to deliver the Government's Kick-starting Tourism package, a programme specifically targeted at supporting visitor economy businesses. Work with partners to secure national funding, including supporting our region's cultural sector to access to the £1.57 billion intervention from Government.
- ❖ Maintain our dialogue with Government to ensure the needs and challenges of our sector are articulated and understood with clear asks, including calls for ongoing, sector-specific financial measures such as extensions to Business Rate Relief, flexi-furloughing and extended repayment lengths for CBILS loans. Recent announcements from Government including a reduction in VAT for tourism and hospitality businesses and the 'Eat Out to Help Out' initiative have been welcomed by the sector.
- ❖ Continue to provide bespoke, free and impartial advice through the New Anglia Growth Hub to support businesses to restart, reshape their business plans and provide a programme of online training.
- ❖ Deliver Collaboration: Place: Change, a cultural leadership programme for senior cultural leaders in Norfolk and Suffolk to support leaders to meet the challenges, obligations and opportunities in the sector generated by COVID-19.

- ❖ Support those individuals being made redundant and help businesses looking for new workers through a new local partnership of businesses and local and national agencies.



Help businesses access information and resources to enable them to reopen as safely as possible by developing a range of measures, toolkits and a resources hub.

Together we will:

- ❖ Develop a range of measures to help high street businesses reopen and operate safely, led by local authorities, Business Improvement Districts and other partners, with financial support from the Reopening High Streets Safely Fund and other schemes.
- ❖ Promote the new supply chain management system which has connected hundreds of businesses supplying Personal Protective Equipment (PPE) and return to work items directly to the frontline workforce. We will ensure this is promoted so visitor economy businesses can access the products they need.

Restore confidence and provide a safe experience for businesses, residents, workers and visitors.

Together we will:

- Undertake consumer confidence monitoring to understand the changed behaviour and concerns of our audiences and visitors. ALVA research suggests that 61% of visitors feel more comfortable as a result of signage about social distancing. Research will enable businesses to understand the market and act quickly to restore confidence.
- Encourage businesses in Norfolk and Suffolk to take the necessary steps to qualify for the Visit Britain 'We're Good To Go' quality mark. This will provide a 'ring of confidence' for tourism businesses, attractions and destinations, as well as reassurance for visitors that businesses have clear processes in place as restrictions are lifted. VisitBritain research suggests that 75% of visitors will be reassured by this Industry Standard. We will scope out the potential for a 'Vacation Makers' volunteer scheme to provide positive ambassadors to assist visitors.
- Coordinate messaging such as 'Respect, Protect, Enjoy' and 'Know Before You Go' with information to help people plan ahead, as well as working with Visit Britain to support their 'Enjoy Summer Safely' campaign. Residents and visitors need guidance on how to enjoy our destinations in a safe and responsible way, looking after one another and protecting the landscape.



Overseas tourism – inbound and outbound – is not likely to recover quickly, meaning that domestic tourism presents the best opportunity for visitors over the next 12 months. The sector, which is

relatively fragmented has shown extraordinary levels of collaboration and partnership throughout the crisis.

We know there will be heightened competition from other areas for visitors, but despite having a fantastic tourism offer we are not 'top of mind' for potential visitors. We need to change this. Working together will be pivotal to success as there will be a need to use one strong, cohesive message.

Make the region more 'top of mind' with potential domestic visitors through coordinated promotional activity for Unexplored England.

Together we will:

- Launch a proactive campaign to promote Norfolk and Suffolk to visitors. A recent VisitBritain Consumer Confidence Survey suggests that of those people thinking of holidaying or taking a break in one of 10 regions, the East of England is bottom. However, the rural and coastal nature of the offer in Norfolk and Suffolk will be in greater demand as visitors seek out less well-known destinations.

- Promote Norfolk and Suffolk as '**Unexplored England**', an appropriate title post-lockdown that will resonate with people looking for the undiscovered and off-the-beaten-track, avoiding honeypots where lots of people will congregate. The campaign will target areas with high populations and short drives to the region, such as London, East and West Midlands and Nottingham, as well as day trippers from closer areas, such as Cambridgeshire, Lincolnshire and Essex. This will be tailored to exploit our fresh air experiences and outdoor activities, promoting different elements such as unexplored market towns, unexplored beaches, unexplored nature, and unexplored cultural gems.
- Link up and collaborate with existing projects such as Look Sideways East, EXPERIENCE and Celebrating Culture 2021 to put cultural and experiential tourism at the heart of our recovery plans, promoting less well-known destinations and all-year-round attractions. Develop themed trails, tours and creative itineraries that share the diverse qualities that make our region so special.
- Commission Culture Drive Growth Phase 2 in August to create the structures, plans and projects to underpin the cultural sector's recovery and maximise the role of the cultural sector in wider regional recovery.

Develop new models of collaborating and networking so that our organisations and businesses can share experiences, learn from one another, and explore mutual opportunities.

Together we will:

- Scope and bid for funding for a Destination Alliance to deliver activity in a coordinated and collaborative way across local authorities and DMOs. This will capitalise on the aspiration to work together, embedding partnerships and ensuring they endure long-term.
- Launch a Peer-to-Peer network to provide business leaders with a B2B vehicle in which to support one another and share ideas and challenges. Through a range of events across the destinations and masterclasses in business and leadership, the network would enable business leaders to develop as professionals and build strategic partnerships with like-minded people.



Despite these challenging times, numerous businesses have adapted their business models, and adopted new practices. As we look to the future, we need to put the right actions in place now to rebuild a more innovative and resilient visitor economy.

Use this crisis as an opportunity to drive innovation and improve productivity.

Together we will:

- Work with other sectors such as the creative industries to create innovative and immersive experiences for our theatres, zoos and museums, commercialise content and develop the audiences of the future.
- Launch the Reimagine Challenge, a collaborative programme delivered through the Cambridge Norwich Tech Corridor with Norfolk & Suffolk Unlimited. It will bring the region's brightest thinkers together to help find commercially viable solutions to some of the challenges facing our high streets and urban centres in the coming weeks and months.

Ensure businesses have the digital skills they need to improve productivity and boost online presence.

Together we will:

- Develop a suite of programmes that enable businesses to thrive in a digital world, facilitating relationships with businesses in our thriving tech sector through an expansion of the Tech + Tourism programme by Tech East, and working with educational establishments to ensure the digital skills needs are met.

- Pilot examples of virtual high streets to connect shoppers with local retailers, keeping money in the local economy and protecting jobs. Share the learning so it can be rolled out to other destinations, supporting the development of resilient supply chains by encouraging connections between local food producers, artists and artisans and high street retailers. When appropriate and safe to do so, we will promote local street events, markets and festivals celebrating local produce, talent and creativity.
- Provide the right data and information at the right time. Detailed consumer data will be vital to help businesses focus their work and play their best role in recovery. This could include information like distance travelled, transport methods used, types of accommodation preferred and what consumers are looking for in a post-Covid-19 world. We will ensure our businesses have the know-how and access to the data they need to be successful, be it through the Visit Britain data hub, or by linking up with regional programmes such as the Norfolk and Suffolk IoT network and the Smart Towns initiatives.
- Develop a database of tourism-related businesses and services so the sector can communicate with itself, including all local authority assets to ensure they are promotable to visitors and residents alike, and grow a consumer database to promote our product to.



Renewing the Visitor Economy

We need to look to the future and be ambitious about how we can work towards the sustainable and productive visitor economy we all want. Following the restart phase, we will be developing a Tourism Action Plan to look at the longer-term actions we need to take together. We are ambitious to:

Build a year-round visitor economy

Seasonality is a key challenge for destinations across the globe. But attracting visitors outside of the main summer season is key to driving growth and productivity, as well as creating revenue in the entire value chain.

We will identify and invest in projects which grow the year-round visitor economy, raising the tide of the 12-month visitor economy to the high watermark of the summer months. This will establish demand, sustain businesses year-round and incentivise staff development and retention.

With a fantastic year-round offer in Norfolk and Suffolk, we will work together to promote it to those audiences we know we can attract in the shoulder and off-peak seasons, such as empty nesters and families with pre-school age children. We will look at diverse markets and plan for how we can attract visitors seeking short breaks to experience wellness, outdoor recreation and culinary tourism.

We will look at our regional strengths and build products which attract people to our region throughout the year, such as our world-class cultural offer. With leading clusters of ICT/digital technology, clean energy and agri-food, we will explore what infrastructure and investment is needed to capitalise on the opportunity to develop business tourism, conferences and events.

Lead the way with sustainable tourism and clean growth

Building on centuries of innovation, Norfolk and Suffolk is pioneering the technologies and science needed to power, feed, and connect a growing population for a cleaner and more sustainable future. Norfolk and Suffolk's key strengths and assets make it well placed to be at the forefront of the clean growth revolution. We are the UK's leading producer of renewable energy and a testbed for innovation in industries, such as farming and food production.

We know economic growth must go hand-in-hand with greater protection for our natural landscapes, our forests, beaches, clean air, and areas of outstanding beauty rich in biodiversity. We have an exceptional natural environment which is particularly vulnerable to climate change, but where innovative new mitigation measures and technologies are being pioneered. We will look at ways to improve accessibility of our destinations.

Universal disruption is the time for reinvention. These unprecedented times give us an opportunity to reset, and jump-start the sector towards a new model of sustainable production and consumption. This will be done by encouraging informed and responsible travel that contributes to local economies and connected local supply chains, protects cultural heritage and natural resources, and moves us towards a zero-carbon economy.

Bid to become a Tourism Zone, collaborating with our geographic partners

Norfolk and Suffolk have big ambitions. Working together, we know we can meet the challenges we face and move forward towards a strong and resilient future.

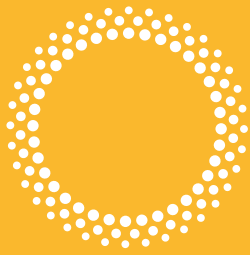
We will demonstrate our ambition and the contribution our visitor economy can make to the country's economic recovery by developing a bid to become a Tourism Zone.

Making it happen

In order to fully realise the opportunity as we emerge from the pandemic and unlock the potential of the visitor economy in Norfolk and Suffolk, a new approach with a joined-up plan will be required, underpinned by the following core principles:

- ❖ A collaborative, partnership driven approach working with industry and across destinations.
- ❖ A focus on innovation and digital technology, driven by consumer and industry data, boosting productivity and competitiveness.
- ❖ A commitment by all to develop and bid to become a Tourism Zone to fully realise the aspirations of Norfolk and Suffolk in becoming one of the most sustainable, accessible and desirable regions in the country.
- ❖ New operational structures such as the Destination Alliance, enabling collaboration and support, accelerating growth in a sustainable way.





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*Norfolk & Suffolk Unlimited promotes the region
as a fantastic place to invest, live and work.*

*For more information about how to help support our
visitor economy, working with our partner organisations,
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