



Norfolk County Council Action Plan

Partner Details

Norfolk County Council Environment Service

Green Pilgrimage Project

Norfolk County Council

UK

NUTS 2 Region UK

Contact person: Niki Taigel

Email Address: niki.taigel@norfolk.gov.uk

Tel: 0044 1603 228883

Policy Instrument

This Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

- France Channel England Interreg Programme Investment Priority 6.c which **'aims to conserve and develop natural and cultural heritage'**
- Specific Objective 3.1 **'To realise the potential of common natural and cultural assets to deliver innovation and growth'**.

Introduction

Green Pilgrimage (GP) is an innovative project working to influence growth and development policies to provide economic benefit whilst also protecting natural and cultural assets. GP demonstrates that protection and prosperity need not be exclusive and demonstrates this using pilgrimage as an example. Throughout the five-year project, partners seek to influence a policy instrument, aiming to increase the benefits of pilgrimage for the host region whilst reducing the negative impacts often associated with mass tourism.

Norfolk County Council (NCC) is targeting the Interreg FCE Programme Investment Priority 6c aiming to conserve and develop natural and cultural heritage; and Specific Objective 3.1 working to realise the potential

of common natural and cultural assets to deliver innovation and growth. Specific, measurable change produced by projects targeting these instruments is evidenced by two output indicators set out by the FCE Programme:

- Number of innovative products/services that result from projects enhancing natural and cultural assets
- Increase in expected number of visitors to supported sites of natural and cultural heritage

However, performance under either of these indicators will not necessarily produce sustainable, innovative growth or conserve heritage assets. Measuring success via this simplified framework could instead encourage exploitation, degradation and generate little lasting benefit. To truly link protection with prosperity, innovative products and services must consider more than simply enhancing the natural and cultural assets on which they are based. A product/service which attracts more people to an already overcrowded area, has a high carbon footprint and generates no revenue for local businesses will not create long-term benefits for the host site. Increases in expected visitor numbers without similar careful consideration could lead to erosion, disturbance of wildlife, overcrowding, pollution and displacement of the host community.

Through this project, we seek to influence the way tourism and economic development based on natural and cultural assets are developed and evaluated. We work with project partners to increase the uptake of a greener approach to pilgrimage travel, growing awareness of and support for the benefits of low impact tourism to both people and place.

The reasons for selecting a more sustainable approach over traditional development must be easy to measure and well-evidenced. This information can then be provided to decision-makers – a key first step in influencing policy. In Phase 1, Norfolk County Council (NCC) worked with the University of East Anglia (UEA) to explore challenges in understanding and tracking the impact and value of green pilgrimage. This research partnership revealed the concept of green pilgrimage to be complex, with many interrelated parameters requiring detailed analysis. Consequently, very little data on this form of tourism is available to pilgrimage host areas, making full analysis of economic impact and lasting benefit difficult. Following detailed consultation with GP project partners, NCC gathered evidence demonstrating demand for a tool which can be applied to improve measurement and therefore understanding of the direct/indirect benefits of green pilgrimage i.e. the wider benefits gained by a low impact approach to pilgrimage, versus mass tourism with little regard for heritage assets (limited economic benefit only). NCC worked closely with UEA to research and develop a methodology designed to meet this demand.

This approach to policy influence has already shown success. At the end of Phase 1, NCC led development of EXPERIENCE, a new sustainable tourism project approved for funding under the France Channel England Specific Objective (S.O.) 3.1 and targeting Investment Priority 6.c. Success under this programme has previously been measured by increases in expected number of visits to supported sites of cultural or natural heritage and attractions. Yet this indicator does not provide any insight in to the sustainability of investment i.e. lasting benefit for economy, environment and society.

This project will go beyond simple measurement of visitor numbers to monitor success against S.O. 3.1 and Investment Priority 6c. Project partners (including GP lead partner KCC) will build on thinking developed in GP and demonstrate project success by delivering net gain across environment, economy and society. Project impact will not be measured by visitor numbers alone. By approval of this €23.3million project, the FCE Programme recognises that increased visitor numbers are not enough to secure innovative growth or resilience of natural and cultural heritage assets, their surrounding environment and the communities that host them.

Our aims for Phase 2, outlined in this Action Plan, build on the knowledge gained from the green pilgrimage valuation methodology and interregional shared learning in Phase 1. In collaboration with GP project partners, we will rigorously test the developed methodology on established pilgrim routes across the project area, iterating to improve where necessary. We will produce a baseline measurement of the green pilgrimage value of all recognised pilgrimage routes across the Interreg Europe programme area, building up a valuation database which does not currently exist. The methodology will be made freely available for use via an online digital evaluation tool that could be used to value routes across the whole of Europe. This will ensure the same

data and evidence used to inform decision-makers and secure funding for sustainable heritage tourism development in Norfolk is available to a much wider area, making an important contribution to policy influence.

Partners

Kent County Council, UK

Region Ostergotland, Sweden

National Pilgrim Centre, Norway

Institute for Tourism Research and Development, Romania

Norfolk County Council, UK

Diocese of Canterbury, UK

Puglia Region, Italy

Project Background

The continued fragility of Europe's economy means that growth and development policies often take precedence over environmental policies, threatening our cultural and natural heritage assets. Green Pilgrimage (GP) is an innovative project which will show how growth and development policies can economically exploit AND protect natural and cultural heritage. Key to this is our focus on the power of pilgrimage - recognized today as one of the fastest growing segments of the travel industry (UNWTO, 2015) with more than 300 million pilgrims every year.

Project Aims and Outcomes

GP will show policy makers how to protect natural and cultural heritage whilst developing jobs and sustainable growth along pilgrimage routes through developing low impact tourism, digitalization, pilgrim accommodation and strengthening local traditions. This reconnects pilgrims with their environment, landscape and culture.

Policy influence will increase pilgrimage across Europe through creating a greater awareness of its benefits. GP will hold exchanges and workshops on sustainable pilgrimage promotion, pilgrimage tourism impact, environmental protection and European best practice.

The main beneficiaries will be government, local communities and businesses on Europe's main pilgrim routes and management groups safeguarding our natural and cultural assets. The project's advisory partner, The European Green Pilgrimage Network, will ensure that the indirect beneficiaries of the project are the major pilgrimage routes and destinations of Europe and, working with the support of the European Institute of Cultural Routes, the project's findings will also benefit the diverse 33 certified Cultural Routes of Europe.

Project Progress to End of Phase 1

NCC has changed policy within the France Channel England (FCE) Interreg Programme:

- The FCE Programme issued a call for targeted projects based on natural and cultural heritage tourism in March 2018. The challenge of addressing seasonality was set out as part of the call to create specific focus sustainability.
- NCC led development of EXPERIENCE – a €23.3 million, 14 partner project working to use heritage tourism as a mechanism for sustainable visitor growth

- between October-March. The green pilgrimage valuation methodology produced in Phase 1 directly influenced project design.
- EXPERIENCE targets France Channel England Interreg Programme Investment Priority 6.c which 'aims to conserve and develop natural and cultural heritage' and Specific Objective 3.1 'To realise the potential of common natural and cultural assets to deliver innovation and growth'.
- Success under S.O. 3.1 and 6.c has previously been measured by:
 - Increase in expected number of visits to supported sites of cultural or natural heritage and attractions
 - Number of innovative products/services that result from projects enhancing common cultural and natural assets
- Yet in fact these indicators alone do not necessarily result innovative growth or conservation of natural and cultural assets. In fact, as shown by GP, basing success on visitor numbers alone can lead to unsustainable economic growth, degradation of natural and cultural assets and negative impacts on local communities. If EXPERIENCE only considered visitor numbers, there is a strong chance no contribution or negative contributions would be made to both policy instruments.
- NCC therefore worked with the FCE Programme to communicate the findings of GP. As a consequence, EXPERIENCE will go beyond using visitor numbers alone to measure progress against Investment Priority 6c and Specific Objective 3.1. This is actual change in policy.
- The success of all new products and services will be measured by net gain to economy, environment and society to ensure fully innovative and lasting growth is produced by ERDF investment. Changes in off-season visitor numbers resulting from project activities will be tracked, but will be supplemented by data on wider impacts to give a stronger measure of sustainability:
 - Amount of revenue retained locally
 - Number of FTE jobs created locally
 - Mode of transport e.g. walking/cycling/public transport vs. car
 - Improved transport links and amenities for host community
 - Impact on environment e.g. compostable products vs. single-use plastic
- EXPERIENCE was submitted in April 2019 and approved in July 2019. Delivery is expected to begin in October/November 2019 until March 2023. This is the largest tourism project ever approved by the FCE Programme. This clearly demonstrates an actual shift in policy and recognition of the importance of the sustainable development of natural and cultural heritage, as advocated by GP.

NCC have delivered an All Partner Report on 'Measuring the economic benefits of Pilgrimage' to provide partners with the methods to evaluate pilgrimage routes (and long-distance walking/cultural routes) across the project area.

NCC has also developed a strong local stakeholder group which has an informed understanding of pilgrimage and has played an active role in study visits. NCC research work with the stakeholder group in Walsingham (UK's leading pilgrimage destination) has provided significant data and analysis that can inform local bids to improve a sustainable tourism offering including walking/cycling infrastructure.

Norfolk County Council (NCC) have participated in 5 study visits with regional partners, organised 1 study visit and 2 staff exchanges contributing the interregional learning.

NCC have participated in all partners requests for information to inform studies by:

- Puglia Region, Italy – 'A Policy Peer Review of the European National and Regional Policies on Pilgrimage Routes and Cultural Trails'.
- Region Ostergötland, Sweden – 'The Modern Swedish Pilgrim'.

The UK Context

Tourism is a key growth industry. By 2020 it is estimated there will be 1.6 billion international tourists (UNTWO). In the UK, the visitor economy represents the sixth largest industry and in the current economic climate of economic uncertainty it is one of the few sectors showing substantial growth, contributing almost 10% of the GDP. In 2018 inbound visitors to the UK topped almost 38 million, taking 120.7 million domestic overnight trips and spending £22.9 billion (Visit Britain, 2019).

However, tourism presents particular sustainability challenges which have attracted considerable attention in recent years from UNTWO, UNEP, national government via DEFRA and think tanks such as Forum for the Future. Recommendations for increasing sustainability focus on boosting regional tourism via experiential travel capitalising on regional assets, localised economies and support for providers to operate off season through improved infrastructure and joined-up marketing.

Walking and cycling are both low impact activities, popular with domestic and international visitors across a wide social and economic demographic including young families, couples and retirees. Visitors engaged in these activities tend to spend more and stay longer locally than other categories of tourist, benefitting rural businesses along the route e.g. pubs, cafes, holiday accommodation providers, shops, cycle hire facilities and outfitters. Unlike many tourism attractions, these activities are not limited to high summer. Wildlife and landscape viewing opportunities are available in all seasons (e.g. autumn leaves, spring flowers, seal pups, migrating birds) attracting walkers and cyclists year-round. The UK also possess substantial natural and cultural assets which are key to attracting pilgrimage tourism. This potential is further increased by excellent off-road access to many of these sites through an existing network of paths including National Trails and more than 118,000 miles of Public Rights of Way in England alone.

GP seeks to build on the power of pilgrimage (journeys through walking and cycling), recognized today as one of the fastest growing segments of the travel industry (UNWTO, 2015) but currently underrepresented in the UK. The Way of St. James in Spain (Camino de Santiago) is a long-distance walking and cycling route following a network of traditional pilgrimage paths. A successful visitor economy supporting pilgrims has been developed along the route. Recent analysis has evidenced that pilgrimage provides greater value to the local economy than the average visitor by a factor of 1.3. Research conducted shows that management interventions such as governmental support for businesses along the route have resulted in local communities that positively support the Way of St. James despite increased people traffic through their areas. The presence of pilgrims is curbing rural population decline via overnight stays in remote locations and supporting local services and facilities. Pilgrims are also more likely to purchase local products, spending 61% of their budget on food and drink compared to 26% for non-pilgrim visitors. Consequently, more than 90% of residents along this route have a positive perception of the Way of St James. This approach would be of benefit in the UK where current interest in pilgrimage is fragmented with no overall plan for unification of approach or maximisation of potential benefits for host environments and communities.

The Norfolk Context

Over 90% of Norfolk is considered to be rural, with 49.1% of Norfolk's population living in rural areas. Despite pockets of affluence, rural Norfolk suffers from high unemployment rates (4.3% of economically active population, compared to national average of 2.3%) and elevated levels of in-work poverty. As a Local Authority, one of NCC's core objectives is to work towards sustainable economic development within these rural areas (Norfolk Rural Strategy 2017-2020).

Norfolk's visitor economy has grown by 14% since 2012 and is now worth more than £3.1 billion p/a, employing 63,515 people and representing 47,518 FTE jobs. Key assets include the coast, countryside, Norfolk Broads and heritage sites. Norfolk has over 1200 miles of footpaths and bridleways and more medieval churches than any other county. The New Anglia LEP Strategic Economic Plan (SEP) aims to utilise distinct sector strengths and natural assets to deliver more jobs, new businesses and housing. It identifies Norfolk as fortunate in its

natural and cultural assets, with tourism as one of four sectors representing the largest employers in the economy.

Norfolk also has a strong history of pilgrimage and today boasts one of the most visited pilgrimage sites in the UK. Norfolk also has historical links with many Scandinavian partners within GP. Historical ports along the North Sea coastline such as Cley-next-the-Sea were a key entry point to Britain from Scandinavia. Vikings arrived on the eastern side of Britain in the late 9th century and, for nearly one hundred years afterwards, this part of the country (including Norfolk) was under the 'Danelaw'.

The village of Walsingham has been an important religious site for pilgrimage dating back almost 1000 years. Conservative estimates suggest that 300,000 visitors arrive in the area each year, primarily by coach/car causing congestion and pollution. Visitors spend a limited amount of time in the village, with little spend (and therefore benefit) retained locally. This is principally due to a lack of access to the site via footpaths or long-distance trails, making it difficult for visitors to make the pilgrimage on foot. The current situation shows great potential to replicate successful sustainable pilgrimage tourism seen along the Way of St. James. Current/increased visitors to Walsingham could be managed using a similar approach to create benefits for rural SMEs and generate local employment. Carefully targeted interventions could create a more sustainable tourism offering that is better for the visitor, economy, environment and host population.

The Green Pilgrimage project represents an opportunity for NCC to bring learning from other pilgrimage sites across the Interreg Europe area to Norfolk and work to develop the potential of pilgrimage as a form of low impact tourism. The policy instrument targeted by NCC within GP was selected to influence the way growth is measured. Visitor numbers are frequently used as a proxy for success and used to inform decision-making and leverage investment, yet this is a simplistic approach which does not consider long-term sustainability or value for money.

The methodology review delivered in Phase 1 sets out an approach to measure the economic, social and environmental impact of green pilgrimage. This will provide an evidence basis to inform decision-making when developing low-impact, sustainable tourism. This evidence can then be used to capitalise upon Norfolk's natural and cultural assets, directing investment to infrastructure, products and services to attract and sustainability manage new visitors to rural Norfolk. NCC will also work closely with Walsingham stakeholders to write a sustainability plan to manage and shape growth of pilgrimage tourism, focusing on a low impact approach informed by valuation methodology developed.

NCC holds a growing portfolio of European funded projects, using interregional learning and cooperation to develop and share new research and best practice in sustainable development. Within Phase 2, NCC will seek to use these opportunities grow the green pilgrimage proposition in Norfolk via an evidence-based strategic investment plan and digitisation of routes. This will be supported by conversion of the valuation methodology into an online tool for assessment of the benefits supplied by green pilgrimage. The recently funded EXPERIENCE project will use outputs from GP to sustainably grow visitor numbers to natural and cultural heritage sites, as part of an aim to attract 40 million new visitors to the FCE region by 2025.

Conclusions

Through Phase 1 of GP, NCC has influenced the Interreg FCE programme policy instrument. This is evidenced by direction of funds to EXPERIENCE, a €23.3 million project focused on innovative growth measured by sustainable tourism indicators. This has created a pathway for realisation of the potential of our natural and cultural assets for sustainable development, including via green pilgrimage.

We have contributed to regional development by identifying a gap in knowledge and baseline data. We have reviewed the methodologies and parameters required to evaluation the economic benefits of green pilgrimage, working with project partners to ensure a targeted process to meet the needs of pilgrimage routes across Europe. We have closed this knowledge gap by supplying a solution via an academically designed suite of methodologies to support our project partners to gain they data they need.

In Phase 2 we will build on these outputs, working with our partners to rigorously test the valuation methodology on long-distance pilgrimage routes across Europe. This will be an iterative process, supported by feedback and input from different areas to strengthen the methodology and build a robust baseline dataset. This will ultimately form the basis for development of a user-friendly, freely available online tool for measurement of the value and impact of pilgrimage across Europe.

Action Plan Summary

We outline 3 key actions generated as a result of learning from GP Phase 1. The study visits, reports and work undertaken to develop a methodology to measure the economic, social and environmental impact of green pilgrimage informs our actions going forward and further influence on the policy instrument selected.

During Phase 1 we identified a knowledge gap impacting green pilgrimage development in Norfolk and across the UK and Europe. This was demand for a methodology to assess the benefits and measure the impact of pilgrimage and supply evidence to decision-makers on the value of green pilgrimage.

- Action 1 applies the methodologies recommended during Phase 1 to pilgrimage routes across the GP project area to create a new evidence database for the value of green pilgrimage. Following successful testing on a range of scenarios, we will develop and build an online tool designed to allow wider use of the methodology. This will be free to use and accessible to all, providing the data needed to underpin investment decisions to increase sustainability of pilgrimage routes and destinations.

During Phase 1, interregional learning opportunities demonstrated the value of pilgrimage as a sustainable low impact form of tourism. Study visits showed examples of how pilgrimage routes can be developed in partnership with local communities and the importance of a cohesive strategic plan to unify actions. During this phase, Norfolk successfully influenced the policy instrument with its successful bid for EXPERIENCE, enabling us to focus on the development of low impact and out of season tourism in Norfolk.

- Action 2 will use outputs from Action 1 to focus investment. Action 2 will create strategic plan for development of a dedicated pilgrimage walking/cycling route in West Norfolk. We will work with District Councils and wider stakeholders to develop the policy and grassroots support required from local actors to develop provision for pilgrims along the route in line with the overall brand and best practice.

During Phase 1 partners shared examples of how to improve the experience for pilgrims/visitors once a path and services had been developed. Lessons from Sweden demonstrated the benefit of route digitisation to help with journey planning and accessibility.

- Action 3 will use outputs from Action 2 (developing a route and services) to provide a digital web application for pilgrims/visitors that will show the route, accommodation, places to eat, cultural sites of interest. We will also include communication functionality enabling pilgrims travelling at the same time to connect and leave feedback on the route.

Actions

Action 1 – Creation of an Accessible Digital Evaluation Tool

Description

Our ambition is to develop a digital evaluation tool capable of creating robust data to influence current and future investment in the sustainability of cultural routes across Europe.

Context for Action

During Phase 1 NCC delivered an All Partner Report on 'A methodology to measure the economic, social and environmental impact of green pilgrimage'. This focuses on how we can measure the value of green

infrastructure and the activities (e.g. pilgrimage/walking/cycling) conducted on it. This supports development of sustainability indicators to help identify progress towards more sustainable practices along routes and in pilgrim destinations. The valuation provides a means to demonstrate the current value of green infrastructure and also evidence the value for money of proposed improvements on walking/cycling routes. This information will be used to inform decision and policymakers seeking to invest in sustainable growth through low impact tourism.

This work in Phase 1 was undertaken in collaboration with our academic partners, the University of East Anglia (UEA) with consultant advice from the University of Santiago. This working relationship was established during the study visit to Galicia in 2018. The report reviewed and selected appropriate methodologies for measurement of green pilgrimage, defined as the experience of undertaking meaningful journeys via sustainable means.

The recommended methodologies can be applied to capture both financial benefit and benefit to physical/mental health, used as indicators to determine value/sustainable practice. Collaboration with the University of Santiago explored options for more representative measurements, broadening scope from direct financial benefit of pilgrimage alone to deepen understanding of wider indirect benefits to the local economy.

This research used government input/output tables at a regional level to calculate that the economic impact generated by each pilgrim is equivalent to 2.3 standard (non-pilgrim) tourists. This is due to the propensity of pilgrims to spend more locally. Given that understanding the impact of visitors on local communities is a key indicator of sustainability, this is a core component of further valuation work which will be carried out in Phase 2.

Learnings from Phase 1 – a review of valuation methodologies demonstrated that:

- Capturing the value of pilgrimage as a unique travel experience requires understanding of motivations and perceptions. This is complex and multifaceted.
- This complexity leads to a lack of understanding in what and how to measure, and therefore currently very little data is collected apart from simple visitor numbers.
- Data collected is not in a consistent format which makes meaningful analysis and comparison difficult.

The most suitable valuation methodology as recommended by this report will undergo initial testing on sites across Norfolk this year. We aim to gather 800 data points via this NCC-funded study.

Phase 2 Proposed Action

Our proposal seeks pilot funding for two key deliverables:

1. To test the recommended methodology more widely with GP partners at pilgrimage routes and destinations across the project area
2. Create an accessible, free-to-use, online digital tool to enable data collection, sharing and analysis in order to initiate a green pilgrimage database and inform wider stakeholders

Based on the work undertaken in Phase 1, NCC are in a unique position to test and guide development of such a tool and oversee its dissemination and maintenance.

This work has been divided into three phases of delivery:

1. Testing

- Working the University of Santiago and an internal project steering group (including UEA) we will test the methodology recommended in Phase 1 more widely than Norfolk. We will collaborate with and receive feedback from GP partners including Sweden and Romania, as well as partners from wider Interreg projects linked to walking & cycling routes and the visitor economy e.g. EXPERIENCE.
- This will be an iterative process with adaptations to the methodology made to account for regional variations following partner feedback. This will ensure the final evaluation tool will be suitable for use in different contexts in order to meet demand outlined in Phase 1.

2. Building an digital evaluation tool

- We will create an accessible, online tool that can be widely used to value the economic, social and environmental impact of green pilgrimage and walking/cycling routes more widely across the GP project area and further afield.

3. Tool release and maintenance

- Tourism projects involving different forms of walking and cycling activities will be able to gather baseline data in a uniform way using the online tool. This information can be added to a central database (populated during the testing stage) to provide comparative values.
- All further use of the tool will contribute to this database, creating a databank that can be used by other sites unable to undertake in depth research, through the use of 'benefit transfer'.
- This means that data will be available for wider evaluation of routes. Through collaboration we will be able to gather data from a significant sample size c. 4000 responses to surveys across a minimum of 10 projects.
- This tool will provide a baseline measure of the green pilgrimage value of all recognised routes across the entire Interreg Europe Programme Area. This as an important contribution to measuring change in the future and the challenge of climate emergency.

Through cross-border working to develop a tool that collects data in a consistent format and enabling the tool and results to be freely available for use by all organisations, we are providing strong transferability and added value to this output.

Return on investment

The digital tool will provide both a better economic value (market value) and social and environmental (non-market values) of walking and cycling activities, including pilgrimage. Currently we only hold limited evidence of economic value, which does not provide any indication of sustainability i.e. impact on the host environment. For example, the North Norfolk Coast Path National Trail is promoted in a similar way to pilgrimage routes such as the Way of St. James and St. Olav's Way. Evaluation of the economic impact of this route estimates an annual value of £12,171,662. This figure is calculated by multiplying the number of users of the route (519,841 people) by average visitor spend (factoring in length of visit). This economic figure is encouraging but does not provide any insight into sustainability i.e. how much of this spend is retained locally or what it is spent on.

The Global Sustainable Travel Report reveals that 87% of travellers want to travel sustainably, and nearly four in 10 (39%) confirm that they often or always manage to do so (Booking.com, 2018). Almost 40% of people therefore when given the option would make a sustainable choice – this represents a potential value of £4,746,948 that could be valued as sustainable growth (39% of £12,171,662).

The cost for development of evaluation tool is €104,300. If it was used to evaluate the sustainable usage of the North Norfolk Coast Path (i.e. provide the data and insight required to convert 4 in 10 of visitor value to sustainable revenue), this would deliver a cost benefit ratio of 1:45. Furthermore, given that there is a gap between visitors who report they already 'often or always' make sustainable choices (39%) and those who would like to do so (87%), there is potential further untapped value of £5,842,397 from visitors given the right opportunities or incentives to make sustainable choices.

Organisations Involved

Academic partners: University of Santiago, Spain as lead collaborator; University of East Anglia, England as an advisory partner.

GP partners; partners from other tourism projects in the FCE programme area e.g. EXPERIENCE; EICR.

This pilot project builds on work delivered in consultation with the partners from the Green Pilgrimage project in Phase 1 where a gap in availability of this type of valuation tool was identified. GP partners have a strong interest therefore in testing the methodology with the added support of an academic partner guiding them

through the process. As experts in pilgrimage, the partners are also best placed to supply feedback and make improvements in the valuation tool.

NCC, as lead partner of EXPERIENCE (14 partners across 6 pilot regions), is also extremely well placed to test the methodology and gather data. EXPERIENCE focuses on sustainable tourism via increasing visitor numbers during the off season and creation of sustainable tourism products. These products will be designed enable visitors to feel 'a sense of place', create the ability to travel lightly by sustainable means and offer connection with 'slow tourism' – doing more locally, buying local and buying fewer consumables.

NCC will use this tool to evaluate impact of activities within the EXPERIENCE partnership. It will also be applied by the NCC Environmental Data team across wider international projects including the Interreg 2 Seas project ENDURE and the Interreg North Sea Regions project PROWAD-LINK.

Implementation plan

Work package	Activity Title	Start month	End month
Package 1 Testing	Recruit partners based on project proposal for the testing phase	Jan 2020	Feb 2020
	Briefing meetings (remote) with all partners on methodology protocols supported by our academic partners	Feb 2020	Feb 2020
	Partners outline their plan for data collection including data parameters (what data they will be collecting) and timeline	Feb 2020	Mar 2020
	Six month check in for partners with our academic partners regarding data collected	Sep 2020	Oct 2020
	Partners undertake data analysis with support from our academic partners and any local academic institution partnerships.	Sep 2020	Nov 2020
	Collaboration Lab - Partners undertake evaluation on the usability of the methodology and share key insights to influence brief for the digital tool.	Dec 2020	Dec 2020
Package 2 Building an accessible digital tool - iteration	Brief developers on functionality needed for the tool	Dec 2020	Jan 2021
	Build a minimum viable product (MVP)	Jan 2021	Apr 2021
	Further testing of the tool with project partners	Apr 2021	Jun 2021
	Feedback on usability to developers	May 2021	Jun 2021
	Developers to make any amends	Jun 2021	Jul 2021
Package 3 Product release and maintenance	NCC to work with partners to create case studies to promote the tool	Apr 2021	Jun 2021
	Targeted communication campaign including at launch event	Jul 2021	Jul 2021

	Recruit at least 10 European projects to use the tool to gather and share data	Jun 2021	Jul 2021
	Platform open source, data freely available, hosted and maintained by NCC.	Jul 2021	Jul 2026

Link with policy

The successful development and funding of 'EXPERIENCE', a new €23.3m project funded by the Interreg France (Channel) England (FCE) Programme, is the result of influencing based on learning from GP study visits e.g. how to create tourism products around long-distance walks; the benefits of slow travel to the environment as well as the health of visitors and host communities.

Through working with the facilitators of the FCE programme, NCC were able to influence a more nuanced interpretation of the basic output indicator of 'visitor numbers', to instead focus on activities that visitors participate in, and when they visit. EXPERIENCE focuses on building off-season tourism through capitalising on a region's natural and cultural assets through experiential tourism activities. Through the Green Pilgrimage project, we have learnt that this is a growing phenomenon with a secular audience interested in meaningful experiences, and one that demonstrates well the main features of low impact tourism. Developing walking, cycling and pilgrimage routes will therefore be a strong part of activities developed within EXPERIENCE.

This tool will also influence policy on a local level, specific to Norfolk. We anticipate use of the tool will trigger changes in:

- Norfolk Rural Development Strategy 2013-2020
This policy helps to focus how rural Norfolk needs to develop over the next decade and beyond. The tool will help to demonstrate the long-term gains which can be achieved via sustainable investment in natural and cultural heritage. A new strategy will be produced in 2021, therefore this represents ideal timing to feed in data from the tool to shape the future resilience of pilgrimage routes and destinations in Norfolk.
- New Anglia Local Economic Partnership (LEP) Strategic Economic Plan (SEP)
This policy aims to transform the economy of Norfolk and harness natural assets to deliver more jobs, new businesses and housing by 2026. Again, this SEP will be reviewed within the next 10 years. The tool will ensure the robust, high-quality data required to demonstrate the value and importance of sustainable natural and cultural tourism is available to shape develop of the next SEP for the region.
- Norfolk Access Improvement Plan (NAIP)
This policy sets out priorities for increasing public use and enjoyment of rights of way. Again, the tool will gather data needed to demonstrate the importance of high-quality, accessible cultural routes, essential to ensure investment in their resilient future.
- Together for Norfolk (the '6 Year Plan') 2019–2025
This policy sets out Norfolk's ambitions for economic growth, managed development and a better future for all. The tool will provide the data needed to evidence the role well-managed cultural routes can play in innovative and sustainable growth and development.

Impact on policy

Currently we do not have the tools to be able to value to impact of additional visitors to a local economy and the effect on the environment. Creation of an evaluation tool that can measure the impact of more sustainable tourism experiences (including pilgrimage walking/cycling) will be key in demonstrating the effectiveness of this approach, influencing funding within existing and future tourism projects with a remit to invest in sustainability.

This tool will provide a baseline measure of the value of all recognised routes across the whole of the Interreg Europe Programme Area. This is an important contribution to measuring change in the future and in the

challenge of increasing the economic, social and environmental sustainability of tourism, particularly relevant under climate emergency. See section above on Return on Investment.

The majority of Norfolk policies listed end within the next 5 years. The evaluation tool will be critical to ensuring new policy is developed based on a robust platform of data and cutting-edge knowledge from across the pilgrimage routes of Europe. This will ensure investment is prioritised and effectively generates maximum sustainable growth from cultural routes and destinations in Norfolk. This is actual policy change as a result of GP.

Timeframe

2020/2021

Cost

Budget Item		Budget EUR
Staff Costs	1 Project Officer H Grade 2 years 0.5 FTE, primarily desk based	€28,000
Admin	(This is automatically calculated based on Staff Costs)	€4,200
Travel and Accommodation, room hire/catering	Partner meeting (travel, accommodation)	€4,800
	Launch event	€2,500
External Expertise and Services	Developers	€35,000
	Platform licences & service support (5 years)	€5,000
	Academic partners	€23,800
	Brochures, marketing materials	€1,000
Total		€104,300

Through cross-border working and developing a free-to-use tool that collects data in a consistent format and enabling the tool and results to be freely available we are providing substantial added value.

Sustainability

NCC have carefully considered the sustainability and resilience/future use the tool in order to ensure lasting impact and value for money. The tool will be:

- owned by NCC but publicly and freely available for use online
- open source, able to be adapted for wider future use as needed
- hosted and maintained by NCC funding for 5 years

Suggested Funding Sources

NCC will continue to look for funding opportunities to take this forward. NCC will contribute match funding of €15,000 to staff costs and for tool hosting/maintenance for 5 years after project end.

Action 2 – Strategic Plan for Trail Investment

Description

Context for Action

In Phase 1 'trail investment' featured as a strong theme across all study visits. Of particular note, the study visit to Galicia, Spain gave in-depth insight into a well-established pilgrimage route, with strong governmental support that has led the way in the development of a comprehensive strategic plan for sustainably growing pilgrimage tourism. This strategic plan outlined not only development of physical infrastructure such as safety, signage and waste management (mitigating against the environmental impact of increased visitor numbers), but also pilgrim services such as accommodation and catering, health and wellbeing and utilising cultural assets.

This study visit also gave us insight into the economic value of pilgrim tourists as opposed to simply tourists, particularly in the benefit to local businesses along the route. This is of particular interest to NCC for delivery of EXPERIENCE which will be seeking to support local actors to develop new out of season offerings based on natural and cultural assets. The trip to Puglia, Italy demonstrated a model of individual households in rural communities hosting pilgrims and this is a way of working that we would like to explore in Norfolk. At the Kent launch we also made contact with the Churches Conservation Trust and are exploring their innovative new accommodation provision 'champing' providing accommodation in heritage buildings in rural areas.

At the Norway study visit conference Are Skjelstad (National Pilgrim Centre, Norway) reviewed the strengths and weaknesses of a top-down versus bottom-up approach to route services generation. The bottom-up approach encourages more local interest and entrepreneurship in contrast to centralised national or regional government initiatives leading to potentially high levels of bureaucracy and distance from the ethos of pilgrimage. However, the advantages of National Strategy include increased cohesion. This is especially important for key infrastructure such as waymarking and decision making. Partnership key learnings from this showed us the need for careful consideration of the governance needed to manage any longer distance routes that might cross borders outside of Norfolk, and that our approach involving local actors early in the development of a branded route would be key to getting buy-in.

The Kent study visit in June this year showed clear examples of providers building experiences, such as guided walks and fundraising multi day events in collaboration with communities on route using the North Downs Way. The Policy in Practice workshop also showed best practice in how to create tourism products, and we will use this in workshops to support VSBs to create experiences for visitors along this new route. Visits to Kent's Pilgrimage Festival also demonstrated ways to market pilgrimage through events such as guided walks, discussions, and a micro film festival.

Norfolk Context

Walsingham, located in North Norfolk, is England's most significant centre of pilgrimage with approximately 300,000 visitors per year. Currently most of these visitors arrive by coach or car with a potentially negative impact on the environment. Through developing a core local stakeholder group in Phase 1, NCC has gained support from local businesses and councillors, and developed plans for walking/cycling routes to increase the amount of people who arrive in Walsingham by foot./bicycle. We are now exploring how a longer distance pilgrimage proposition can be developed with communities and businesses to support visitors along the routes.

The Norfolk study visit to the Hanseatic market town of Kings Lynn where we visited the exhibition 'Journeys' at King's Lynn Museum (funded through Green Pilgrimage) clearly demonstrated the importance of King's Lynn to Walsingham as a pilgrimage route. The visit through hearing talks from local actors reinforced that strong assets in both King's Lynn and Walsingham. The international partners were impressed with the offer for pilgrims at Walsingham and both the Shrine Business Managers are keen to receive more walking pilgrims.

Feasibility work undertaken in Phase 1 on routes between King's Lynn and Walsingham show a viable option to revitalise the route of the disused railway line. Not only do such assets as the disused railway, and the strong historic pilgrimage links build the case for this route, but there is also a strong economic argument. West

Norfolk is challenged by its isolated location to economically maintain employment and business investment. West Norfolk does however boast a wealth of walking routes, heritage sites as well as the coastal Area of Outstanding Natural Beauty (AONB), hence tourism forms one of the biggest contributions to the local economy. The re-creation of the route to Walsingham, running through the middle of the district of West Norfolk will provide important employment opportunities for rural communities.

Learnings from Phase 1 of the project, of pilgrimage as a low impact form of tourism, influenced the development of the targeted tourism project EXPERIENCE. Now successfully funded, this €23.3 million project will be developing out of season tourism experiences – the development of routes and the touristic offerings around this are an exact fit as follow on actions for Green Pilgrimage.

Although the initial work has been undertaken in Phase 1 to establish viable pilgrimage routes, work is now required to develop a strategic plan that supports the development and maintenance of a route, development of supporting tourism products and an overall branding to bring actors together to deliver a unique Norfolk pilgrimage experience.

Phase 2 Proposed Action

We will create a cohesive and strategic plan to guide development of physical walking/cycling infrastructure from King’s Lynn to Walsingham. This will be supplemented by branding centred around the concept of a circular economy - creating authentic sustainable local experiences around the theme of pilgrimage.

The plan will provide guidelines and shape training for stakeholders such as developers, District Councils, SMEs and VSBs to create a unified and consistently positive experience for users of the route. This will include guidance on development of physical infrastructure such a safety, signage and waste management, pilgrim services such as accommodation and catering, health and wellbeing, and optimal use of cultural assets.

The plan includes the development of a brand making explicit to visitors the uniqueness of Norfolk pilgrim routes. The branding guidelines, developed with stakeholders, will also unify the values inherent to pilgrimage and sustainable tourism. This will support all stakeholders in delivering consistency across products and services. This uniformity in high quality service is fundamental in increasing visitor numbers, repeat visitors and extended stays.

Organisations Involved

- National Pilgrim Centre, Norway; Xunta de Galicia, Spain – core GP project partner and observer partners to exchange experience and guide development of pilgrimage route and branding
- Visit Britain and Visit East of England and other Destination Management Organisations (DMOs) – key network organisations with experience and contacts in international, national and regional tourism
- North Norfolk District Council, West Norfolk District Council, Broadland District Council – departments involved in facilitating tourism and economic development
- Cycling UK – Expertise and interest in developing cycling and walking routes
- Pathmakers, Access to Norfolk – Advisory roles - Organisations aiding access to the countryside
- SMEs and VSBs in Norfolk – ideally placed to recognise and develop local business opportunities

Implementation plan

Work package	Activity Title	Start month	End month
Package 1	Mapping and surveying accommodation providers, SMEs and VSBs along route/s to identify existing provision and infrastructure gaps	Jan 2020	April 2020

Scoping and Consultation	Developing branding proposal with marketing specialists	Jan 2020	June 2020
	Collaboration workshop to explore the pilgrimage proposition developed with marketing specialists with Tourism bodies and communities/businesses on route	June 2020	June 2020
Package 2 Developing Core Team	Develop terms of reference	Feb 2020	March 2020
	Recruit project steering group involving key organisations and businesses for the proposed route/s	March 2020	May 2020
Package 3 Develop plan	Steering group review scoping work to develop key strategic priorities	June 2020	Sep 2020
	Collaboration workshop to test strategic priorities with key stakeholders (District councils, businesses)	Sep 2020	Sep 2020
	Steering group to devise strategic plan management outlining statutory responsibilities and opportunities for business development.	Sep 2020	Dec 2021
	Tourism Lab to launch strategic plan to key stakeholders (Tourism operators and SMES.VSBs) showing innovative examples of tourism offerings and opening tenders to operate key contracts and starter fund for SMEs and VSBs to develop tourism products.	Jan 2021	Jan 2021
Package 4 Support for delivery	Applications for tenders & applications for starter fund	Feb 2021	Apr 2021
	Offer contracts/funds	May 2021	May 2021
	Develop ongoing governance group	Apr 2021	May 2021
	Integrate management of route maintenance, contracts and fund into core team at NCC	Jun 2021	Jul 2021
	Review progress of implementation on annual basis	ongoing	

Link with policy

Name of the policy instrument addressed:

- France Channel Interreg Programme Investment Priority 6.c which '**aims to conserve and develop natural and cultural heritage**'
- Specific Objective 3.1 '**To realise the potential of common natural and cultural assets to deliver innovation and growth**'.
- Norfolk Rural Development Strategy 2013-2020
- New Anglia Local Economic Partnership (LEP) Strategic Economic Plan (SEP)
- Norfolk Access Improvement Plan (NAIP)
- Together for Norfolk (the '6 Year Plan') 2019–2025

Impact on policy

Walking and cycling are both low impact activities, popular with a wide social and economic demographic including young families, couples and retirees and attractive to domestic tourists. Visitors engaged in these activities tend to spend more and stay longer locally than other categories of tourist, benefitting rural businesses along the route e.g. pubs, cafes, holiday accommodation providers, shops, cycle hire facilities and outfitters. Unlike many tourism draws, these activities are not limited to high summer. Wildlife and landscape viewing opportunities are available in all seasons (e.g. autumn leaves, spring flowers, seal pups, migrating birds) attracting walkers and cyclists year-round.

The development of a strategic plan for walking /cycling routes centred around the increasingly popular pilgrimage theme, that incorporates all aspects related to the delivery of visitor experience is fundamental to producing a high-quality tourism offering. This will support increased visitors but critically will also encourage repeat visitors and longer stays. Both are key features of sustainable tourism.

A successfully developed and coordinated strategic plan will demonstrate a replicable approach that can be used cross border to enable regions to actively realise the economic potential of their natural and cultural assets.

Timeframe

2020 + 2021

Costs

Budget Item		Budget EUR
Staff Costs	1 Project Officer H Grade 2 years 0.8 FTE, primarily desk based	€44,800
Admin	(This is automatically calculated based on Staff Costs)	€6,720
Travel and Accommodation, room hire/catering	Lab meetings x 3	€1,800
	Travel to meet stakeholders	€150
External Expertise and Services	Marketing specialists	€15,000
	Brochures, marketing materials	€3,200
Total		€71,670

Sustainability

NCC will be developing the strategic plan in consultation with local actors from King's Lynn through to Walsingham. The plan will provide the overall structure, but the delivery will be encouraged to be 'bottom-up'. Through a process of tendering, integrating operations into the work of core teams at NCC, and developing a governance group to oversee development over a wide geographical area we seek for the strategic plan to be viable for the next 5-10 years.

Suggested Funding Sources

Internal funding; District Councils, ERDF such as Interreg and Urban Innovation Actions.

Action 3 – Digitisation of Trails

Description

Context for Action

A second theme that was of interest and discussed widely by all project partners was the role of digitisation of routes.

The Swedish study visit provided a successful example of a route that has benefitted from digitisation. The pilgrim trail from Ödeshög to Vadstena has been digitised using the Basetool system. This creates a dynamic map of the route which can be tagged with information about practical logistics e.g. accommodation, restaurants and shops, spiritual information e.g. times and locations of services, as well as information about the natural environment and heritage assets to help users plan and make the most of their journey.

Project partner Kent County Council showed examples of how Google Trekker has been used to map the North Downs Way, proving useful for route promotion and maintenance. However, learnings show this example is weakened by requiring resource to constantly update images of the route. In contrast, other digital maps discussed on the Swedish trip can crowdsource information from users including ratings, feedback and photographs of sites and landscape along the route.

Through over a decade of work to develop trails and utilisation of public rights of way, NCC has a wealth of audited walks in Norfolk. Projects with a specific focus on health (Active Norfolk Health Walks) and accessibility (Norfolk Easy Ambles – Dementia Friendly Walks), as well as heritage (Coastal Treasures) have developed quality offerings based around Norfolk's abundant natural assets. EXPERIENCE – NCC's recently successful funded €23.3 million project developing offerings in experiential tourism will further build on this and seek to showcase this in innovative and accessible ways.

The Norfolk Access Improvement Plan (NAIP) 2018-28 outlines improving rural access networks as a priority, identifying that local businesses e.g. pubs, cafes, holiday accommodation providers, shops, cycle hire facilities and outfitters will gain from high quality walking and cycling opportunities. Evidence shows that visitors engaged in these activities tend to spend more and stay longer locally than other categories of tourist, benefitting rural businesses along the route. Given this and the research of its benefits in decreasing physical inactivity, as well as positively impacting wellbeing there is a clear economic imperative to fully utilise our existing natural assets.

However, the wealth of walks (2000+) that exist are not currently available in a digital or consistent form making them hard to access. Auditing that has taken place to accredit many of the walks soon goes out of date due to the paths not being maintained or blocked. Maintenance on this scale is resource intensive and currently beyond reach. Although NCC have been keeping abreast of developments in technology, for example utilising the Google Tracker system to promote Norfolk's natural assets to the public and use for maintenance we have, like Kent, recognised its limitations. We are therefore seeking solutions.

Phase 2 Proposed Action

Learnings from Green Pilgrimage have influenced our decision to invest in digital, creating a free to use online repository accessible through a web application to bring together Norfolk's wealth of paths. This will both promote the walks and engage users in commenting on existing walks, with the ability to upload their own and share with friends.

Initial steps to review our catalogue of walks, ready for digitisation, are underway. Through this review process we will seek to develop universal search criteria that will be applied across the auditing of walks and represent the most common and useful search terms that will guide users to useful content. This would include categories such as:

- distance
- urban/countryside/coastal
- wheelchair/pushchair accessible
- Sites of Special Scientific Interest (SSSI)
- heritage sites, ancient trees
- nearby facilities – parking, toilets, pubs/cafes, accommodation.

Selected key routes will be re-audited and uploaded ready to be promoted through the digital platform as a way to engage people in use of the application and encourage feedback on routes.

Core functionality will require that the web application is:

- searchable (see examples above)
- provides an attractive presentation of each walk
- captures comments, feedback and insights from users that can inform maintenance/improvements and development of new routes.

The digital platform will be selected based on key criteria:

- cost effectiveness (for licences and ongoing service support)
- user experience
- key functionality (as outlined above)

Organisations Involved

- Region Ostergotland, Sweden - core GP project partner to exchange experience and guide selection of digital platform
- North Norfolk District Council, West Norfolk District Council, Broadland District Council – departments involved in facilitating tourism and economic development
- Cycling UK – Expertise and interest in developing cycling and walking routes
- Local Access Forum – PROW group, Pathmakers, Access to Norfolk – Advisory and testing roles - Organisations aiding access to the countryside

Implementation plan

Work package	Activity Title	Start month	End month
Package 1 Review and data collection	Review of database of audited walks	Oct 2019	Dec 2019
	Selection of key search criteria	Nov 2019	Jan 2020
	Selection of key routes to promote	Dec 2019	Feb 2020
	Consultation with Advisory groups on search criteria	Jan 2020	Feb 2020
	Re-audit key routes and get permissions	Feb 2020	Apr 2020
Package 2 Digital platform	Research market for leading digital platform	Oct 2019	Mar 2020
	Write brief and meet suppliers	Nov 2019	Dec 2019
	Choose supplier and contract to provide support (5 years minimum)	Feb 2020	Feb 2020

Package 3 Testing	Upload 10 test routes	Apr 2020	Apr 2020
	User testing with advisory groups	May 2020	May 2020
	Review and test with public (100+) at 3 events	Jun 2020	Jul 2020
	Select further 50 key routes for upload before launch	Jun 2020	Aug 2020
	Re-audit 50% key routes and get permissions	Aug 2020	Feb 2021
Package 4 Implementation & Maintenance	Outline communications plan	Nov 2020	Dec 2020
	Online and media campaign	Mar 2021	Jul 2021
	40 promotional stalls at key events around Norfolk	Apr 2021	Sep 2021
	Business Engagement	Mar 2021	Sep 2021
	Develop maintenance plan including toolkit for staff in producing walks audited in format for digital platform	Jul 2021	Jul 2021

Link with policy

Name of the policy instrument addressed:

- France Channel Interreg Programme Investment Priority 6.c which **‘aims to conserve and develop natural and cultural heritage’**
- Specific Objective 3.1 **‘To realise the potential of common natural and cultural assets to deliver innovation and growth’.**
- Norfolk Rural Development Strategy 2013-2020
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- Together for Norfolk (the ‘6 Year Plan’) 2019–2025

Impact on policy

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With our focus on creating a digitally enhanced visitor experience we seek to make local people and visitors more aware of and engaged with the countryside and wealth of sites of interest in Norfolk. The usability of the digital application adds to visitor experience, furthermore the ability to give feedback through the application also enables routes to be improved to maintain excellent visitor experience on the day. A quality experience is fundamental to not only encourage more visitors (growth) but also encourage repeat visitors which is a key feature of low impact tourism (sustainable growth).

Timeframe

2020 + 2021

Costs

Budget Item		Budget EUR
Staff Costs	1 Project Officer F Grade 1 years 0.8 FTE, primarily desk based	€16,800
	1 Project Officer H Grade 2 years 0.5 FTE, primarily desk based	€28,000
Admin	(This is automatically calculated based on Staff Costs)	€6,720
Travel and Accommodation, room hire/catering	Travel to meet stakeholders	€150
External Expertise and Services	Marketing specialists	€5,000
	Platform licences & service support (5 years)	€10,000
	Brochures, marketing materials	€3200
Total		€55,920

Sustainability

Staff costs associated with delivering this action are primarily involved in creating and set up of a platform that is fit for purpose for at least 5 year. Work packages include creation of a toolkit for staff that will ensure walks created by NCC in the future are audited following the established format in order that they can automatically be included on the digital platform. Similar guidelines will be provided for all Officers on use and promotion of the digital application in their programmes. Maintenance costs are low and could be subsidised by business sponsorship and advertising.

Suggested Funding Sources

Sports England Community Asset Fund, Internal funding; District Councils, ERDF such as Interreg and Urban Innovation Actions.

Conclusions and Monitoring

NCC will work during Phase 2 on three key actions that seek to, in sum, inform planning through better data, strategic planning and branding recommendations to integrate pilgrimage as a tourism option, and improved tools for users of routes.

Actions 1 & 2 will involve high levels of interaction with stakeholders, and a detailed plan for completing these actions has been drawn up indicating meetings with key stakeholders throughout the process to onboard, respond to developing needs, seek feedback and provide updates on progress. NCC will review this plan quarterly, and report back bi-annually.

Declared Support for the Action Plan

I support the aims and objectives of the Green Pilgrimage Action Plan as a means to support the growth of sustainable tourism in Norfolk in a way that supports natural and cultural heritage

Interreg France England Channel IVA Programme
Hélène Pasquier, Programme Representative

Signature.



Date. 14/04/20

New Anglia Local Enterprise Partnership
Madeleine Coupe, Innovation & Social Sector Manager

Signature.



Date. 29/04/19

Visit East of England
Pete Waters, Executive Director

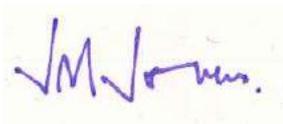
Signature.



Date. 09/04/20

Norfolk County Council
John Johns, Head of Environment,

Signature.



Date. 09/04/20

Norfolk County Council
Katy Owen, Head of Programme Development

Signature.



Date. 09/04/20
