

THE NAZE EDUCATION & VISITOR CENTRE



**BUSINESS PLAN FOR TENDRING DISTRICT COUNCIL
CABINET MEETING 11 APRIL 2014**

Essex Wildlife Trust

Protecting Wildlife for the Future and for the People of Essex

*Registered Charity
No 210065*

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1. Executive Summary

Tourism is worth more than £276 million to the district of Tendring, with the industry responsible for over 6,000 jobs, equivalent to 13% of the District's employment. It is an essential part of life in Tendring.

Although Walton-on-the-Naze in Essex has struggled to adjust to changing tourist trends, the Naze remains a key tourist asset for the town with an estimated 100,000 visits made to the area each year. It is recognised as crucial to Walton's regeneration as well as a significant destination for the Tendring and Essex tourist industries.

The current visitor offer at the Naze is both poor and narrow, with little or no visitor offer available from November to March inclusive. Some visitors experience a disappointing and unfulfilling visit, so are unlikely to visit again. Some enjoy their visit but find little to do, so are unlikely to stay long or re-visit. The vast majority do not understand the significance of their surroundings as interpretation is extremely limited. Although many may enjoy their visit, it could be so much more rewarding.

The Vision for the Naze Education & Visitor Centre:

- A key destination along the Essex Coast and within the East of England
- To provide top class visitor experiences throughout the year
- An exemplar site showcasing the issues facing the Essex coast and its coastal communities
- To encourage access to and understanding of this unique coastal landscape
- To celebrate and build upon the strong identity, individual character and history of the site and local people
- A centre of excellence for education

The project will:

- Create a unique destination which maximises its environmental and heritage assets
- Provide new and exciting experiences appealing to existing and new visitor markets
- Provide easy access to information about facilities, events, activities and attractions
- Improve the perception of Walton and Tendring district as a visitor destination
- Build a year round attraction – diversifying, extending and building the local economy
- Increase the number of people visiting the Naze and the District
- Extend the length of time people stay at the Naze, in Walton and in the District
- Increase the amount of money visitors spend at the Naze, in Walton and in the District
- Attract higher spending visitors
- Be financially sustainable

Project timetable

1. Planning application	<i>finish</i>
Planning permission granted	Nov'13
2. Legal	
Finalise Agreement to Lease and Agreements	Jun'14
Legal advice	Jun'14
3. Funding	
Secure match funding	Jun'14
4. Education & Visitor Centre	
RIBA Stage E Technical Design	Sept'14
RIBA Stage F Production Information	Oct'14
RIBA Stage G Tender Documentation	Oct'14
RIBA Stage H Tender Action	Nov'14
RIBA Stage J Mobilisation	Dec'14
RIBA Stage K Construction	Sept'15
Celebration Opening	March'16
5. Education & Visitor Centre staff	
Staff employed	Aug'15
6. Partnership Working	
Naze Heritage Project Steering Group meetings	Ongoing
Approach wider partners – tourism, regeneration, education sectors	Ongoing
7. Communications	
Communication Plan agreed by partners	Sept'14

Key stakeholders and partners

The Naze Education & Visitor Centre project is steered and supported by the wide partnership, the 'Naze Heritage Project'. The organisations represented on the Naze Heritage Project Steering Group are:

- Essex Wildlife Trust – Chief Executive has Chaired the Steering Group since 2006. A Project Manager acts as secretariat for the Group. Further Trust staff attend as appropriate including: Sales Company Manager; Reserves Manager; People & Wildlife Manager; Fundraising Officer.
- Tendring District Council – owners of the Naze Open Space. Managers attending represent Asset Management, Planning and Parks Departments.
- Naze Protection Society – a local charity run by local volunteers. Their Chairman and/or Treasurer attend
- Owners of the Naze Tower – a privately owned Grade 2* Listed Tower on the Naze Open Space. Open to the public from April to October it houses an art gallery, museum, tea rooms and a roof viewing platform
- Essex County Council – Senior Regeneration Manager attends and links with Essex Coastal Renaissance Partnership Board. The purpose of this Board is to strategically guide the direction of regeneration in the district of Tendring.
- Frinton and Walton Town Council – Councillor represents interests of the town and of local people.

- Owners of Walton Hall Farm and Stone Point –a representative of the owners of these landholdings which adjoin the Naze.

When the Education & Visitor Centre is open, local people will become active stakeholders in its ongoing management and future development.

Essex Wildlife Trust would expect that once the Education & Visitor Centre is working at full capacity volunteer opportunities will include: 50 helping run the Centre; 10 running events; 30 involved with practical land and building management and 10 with the education service. The majority will be local people.

Essex Wildlife Trust will develop collaborative working agreements with both the Naze Tower owner and the Naze kiosk tenant.

The Walton Forum is supportive of the Naze Education & Visitor Centre Project and secured funding to produce a number of trails and interpretation promoting links between Walton town and the Naze which Essex Wildlife Trust helped deliver.

In summary

Essex Wildlife Trust has long history of involvement at The Naze and as a lead partner in the Naze Heritage Project. We have a wealth of specialist skills and are working with potential partners to deliver a Vision. We have a proven track record for delivering what we promise.

2. Organisation Summary

Essex Wildlife Trust was founded in 1959 as a Registered Charity (No.210065) and Registered Company (No.638666).

It is one of the largest of the 47 county wildlife trusts, which work together throughout the British Isles as The Wildlife Trusts. The Wildlife Trusts now have over 800,000 members throughout the UK and around 30,000 volunteers. Taken as a collective we are the largest charitable wildlife organisation in the UK with a collective turnover exceeding £107 million.

Essex Wildlife Trust now: has more than 33,000 members; manages and protects 7,250 acres of land on 87 nature reserves and 2 nature parks; runs 9 Visitor Centres and has over 100 staff. We welcome over 300,000 people at our Visitor Centres each year and our People & Wildlife Team run courses, activities and events throughout the year for over 62,000 children and adults. We have over 2,000 volunteers who freely give their time and skills to support every aspect of our work for nature conservation in Essex.

Essex Wildlife Trust has a strong and active Tendring Local Group with an active committee. Of our total membership of over 33,000, a growing membership of over 1,600 comes from within Tendring. The Local Group Committee pools expertise on local conservation issues, helps warden local reserves, runs events for local people, represents the Trust on local meetings and responds to local planning enquires.

The aim of the Essex Wildlife Trust is to “Protect Wildlife for the Future and for the People of Essex”.

The Essex Wildlife Trust Memorandum of Association states the Objects for which the Trust is established are:

1. For the benefit of the public, to advance, promote and further the conservation maintenance and protection of:
 - (i) wildlife and its habitats;
 - (ii) places of natural beauty;
 - (iii) places of zoological, botanical, geographical, historical, archaeological or scientific interest
 - (iv) features of landscape with geological, physiographical, or amenity valuein any ways that are Charitable in Law and in particular, but not exclusively, in ways that further biodiversity.

2. To advance the education of the public in:
 - (i) the principles and practice of sustainable development
 - (ii) the principles and practice of biodiversity conservation

Essex Wildlife Trust has a skilled, knowledgeable and experienced Senior Management Team:

- John Hall, **Chief Executive Officer of Essex Wildlife Trust**. Involved in: over 20 years of working in conservation in Essex; the build, design and fundraising of 9 Visitor Centres; partnership work at county, East of England and national levels; and a proven track record of project management and delivery. John has been the Chairman of the Naze Heritage Project since 2006 and is Deputy Lieutenant of Essex.
- Steve Beary, **Director of Essex Wildlife Sales**, a wholly owned subsidiary of Essex Wildlife Trust. Involved in fundraising, design, build and management of 9 Trust Visitor Centres for over 20 years. Steve has been involved in the Naze project for a number of years and has been involved in the detail of the Visitor Centre design. He is also part of the Centres Management Team which coordinates management of all 9 Visitor Centres.
- David Smart, **Reserves Manager**. Involved in habitat management for 16 years in Essex and involved in managing nature reserves in Tendring and Walton, including John Weston Nature Reserve at the Naze. David has been on the Naze Heritage Project Steering Group since 2011.
- Neil Harvey, **Manager of Essex Ecology Services** (a wholly owned subsidiary of Essex Wildlife Trust set up to run as an Ecological Consultancy) and having a great deal of specialist biodiversity and species knowledge gained in over 16 years of work in Essex including writing the Naze Open Space Management Plan and undertaking specialist species surveys there.
- Rebecca Gibson, **People & Wildlife Manager**. Manages a staff team of 17 people consisting of Education Officers, Schools Outreach Officers, Community Outreach Officers, Forest School Officers plus Assistant and Seasonal posts. Works across Key Stages 1, 2, 3 & 4 of the National Curriculum, as well as with Further and Higher Education institutions and with Adult Education. Becky has worked on the review of the Naze Teachers Pack and has been involved in the detail of the Education & Visitor Centre design. She is also part of the Centres Management Team.
- Rebecca Malthouse, **Finance and Services Manager** - manages the long term financial viability of the Trust and its subsidiaries; produces sound financial reports and advice to the CEO and the Senior Management Team so that they can judge financial performance in their areas of responsibility; reports results to the Honorary Treasurer, Finance and Audit Committee and Board of Trustees and, as necessary, recommends and makes improvements to the accounting systems in use.
- Michele Kench, **Fundraising and Marketing Manager**. Manages a team of 11 staff including the fundraising, marketing, membership and development teams, to deliver project and core income into the organisation. To work on new projects effectively and within budget and to communicate and inspire the public, members, partners and decision makers about the work of Essex Wildlife Trust.

Essex Wildlife Trust has delivered 9 Visitor Centre projects in Essex, and has learnt lessons from each. These lessons have been in all aspects of such projects – their design; the partnerships needed to deliver them; fundraising; their project management; communication; acknowledgement of funders; administration, as well as their ongoing management and maintenance.

Essex Wildlife Trust understands what works well in Visitor Centres and what doesn't. This experience and learning is carried forward through the Senior Management Team and Centres Management Team to help shape new Visitor Centre projects.

3. Project Background

In 2006 a number of organisations with a long history of involvement at the Naze - Essex Wildlife Trust, Tendring District Council, The Naze Protection Society, Frinton and Walton Town Council, the owners of the Naze Tower, and the owners of Walton Hall Farm and Stone Point – came together and agreed to work together as the **'The Naze Heritage Project'**. These original partners were subsequently joined by funders Essex County Council and Haven Gateway Partnership.

A Steering Group was formed and has been chaired by Essex Wildlife Trust's Chief Executive Officer. This Steering Group has met regularly since 2006, inviting other organisations and partnerships to attend specific meetings when relevant. Organisations signed a Letter of Agreement to work together and subsequently signed up to a Communications Plan with an agreed Vision. The agreed Vision has two phases -

Phase 1- to construct Crag Walk– the £1.2 million educational public access and viewing platform with interpretation at the south end of the Naze Cliffs. This was agreed to be the first priority as its construction would secure the future of the Naze Tower and its surrounds, as well as the busiest part of the Naze Open Space.

The Steering Group successfully fundraised for, designed and obtained planning permission plus other necessary consents and licenses needed to deliver this construction project on time and within budget in 2011.

Crag Walk was officially opened in July 2011 by Nicholas Crane, the presenter of the BBC's "Coast" programme. The event was attended by 1,300 people – 700 of whom were estimated to be local people.

Phase 2 - improving the management of the Naze and improving the visitor experience.

In late 2011 the Naze Heritage Project successfully secured a European grant to progress with architect's designs for a new visitor building to RIBA Stage D.

All Naze Heritage Project partners have played an active and meaningful role in the Education & Visitor Centre project to date. The Steering Group:

- Developed and agreed the Education & Visitor Centre brief
- Agreed which architects should be invited to compete to work with them to develop Visitor Designs to RIBA Stage D
- Chose the successful architect.
- Finalised the Education & Visitor Centre's external form and surrounds
- Agreed the Education & Visitor Centre location
- Finalised the Education & Visitor Centre internal layout
- Agreed the process of community consultation

English Heritage has also been involved in the Education & Visitor Centre design due to the Centre's proximity to the Naze Tower, and the importance of the Tower's setting. English Heritage attended Naze Heritage Project Steering Group site and indoor meetings to agree the location of the Centre and its external form.

Planning permission for the Education & Visitor Centre was given in November 2014.

To add to Essex Wildlife Trust's experience in developing and delivering Visitor Centre projects, the Naze Heritage Project organisations represent a wealth of local knowledge, history and expertise that ensures the Naze Education & Visitor Centre is uniquely and expertly tailored to the local area and its markets.

4. Aims, Objectives and Strategic Context

The Naze Heritage Project has been working to improve visitor facilities at the Naze.

The Vision for the Naze Education & Visitor Centre:

- A key destination along the Essex Coast and within the East of England
- To provide top class visitor experiences throughout the year
- An exemplar site showcasing the issues facing the Essex coast and its coastal communities
- To encourage access to and understanding of this unique coastal landscape
- To celebrate and build upon the strong identity, individual character and history of the site and local people
- A centre of excellence for education and life-long learning

The project will:

- Create a unique destination which maximises its environmental and heritage assets
- Provide new and exciting experiences appealing to existing and new visitor markets
- Provide easy access to information about facilities, events, activities and attractions
- Improve the perception of Walton and Tendring district as a visitor destination
- Build a year round attraction – diversifying and extending the local economy
- Increase the number of people visiting the Naze and the District
- Extend the length of time people stay at the Naze and in the District
- Increase the amount of money visitors spend at the Naze and in the District
- Attract higher spending visitors
- Be financially sustainable

4.1 Evidence of need

The organisations working together as the Naze Heritage Project represent a wealth of local history and knowledge as well as a long involvement with The Naze. It is through this that we are clear on the demand for:

- A focal point for visitors before they explore the Naze
- Visitor facilities in the 5 months, November to March inclusive
- Information about the Naze, the local countryside and the coast
- Visitor events and activities focussing on the Naze, the local countryside and the coast
- Covered facilities for visitors
- Disabled access visitor facilities
- Disabled access toilets
- Covered facilities for school visits
- Quality-assured led school visits
- Improved land management

Walton-on-the-Naze Community Assessment – Walton Forum and Markets Town Initiative Partnership, The Guinness Trusts and Centre for Environment and Society, University of Essex, October 2001

The aim of this study was: to collect information on the needs of the community; involve a wide range of local and professional stakeholders, and increase involvement and motivation of local people.

A variety of sampling methods were used to ensure that as large as possible sample population were involved, and this group was representative of the whole population. This included drop in sessions, meetings with community groups at their normal place and time, pre-arranged locations for chance encounters and a questionnaire. 1,188 local residents were actively involved.

Relevant outcomes include:

- Local people saw the area as a good place to live, in particular with the Naze. “*What is special about Walton?*” – 25% said the Naze.
- Many felt the need to encourage business to the area all year round and not just for summer months.
- Need to encourage new business.
- Community: Need to encourage people to get involved.
- Education & youth: Problem of lack of facilities.
- Environment and conservation – need investment in the regeneration of area.
- Leisure and tourism – Problem: not enough tourist attractions; no facilities if wet.

East of England Tourist Board survey, 2004 - A survey of visitors to the car park shows that 65% would be interested in visiting a Visitor Centre.

Walton-on-the-Naze Scoping Report, The Prince’s Foundation, July 2006

This lists Walton as having four key assets – one of which is The Naze. They conclude it is clear the town is in decline and has suffered from an overdependence on seasonal tourism. There is no evidence to suggest the town has declined beyond the point of no return. To this end it is imperative to address the root cause by the creation of a strong all year round local economy.

Realising the Potential, Delivering Prosperity - Walton-on-the-Naze Regeneration Framework, Tendring District Council, 2010

As a result of its economic decline, Walton was the focus of a Regeneration Framework, developed through stakeholder and public consultation. This identifies Walton’s lack of economic diversity as a problem, being dependant on a narrow and declining ‘traditional’ visitor offer and highlights how more successful resorts have responded to changing tourist patterns by supplementing their seaside offer with year-round facilities and attractions based around creativity, leisure, heritage, the natural environment and culture.

Four core objectives were agreed, all of which are delivered through the Naze Education & Visitor Centre:

- *Build a strong year round economy* – diversifying and extending the local economy;
- *Create a unique destination which maximises its environmental and heritage assets* – realising the largely untapped potential presented by its natural environment and heritage
- *Make Walton a place where people choose to live* – a town with a good range of...community and leisure facilities....
- *Ensure a sustainable future* – balancing economic growth and environmental management.

The Regeneration Framework identifies 'The Naze' as a key area and "working with Essex Wildlife Trust on a permanent visitor and interpretation centre on or near the Naze" a key principle.

Tending Life, Transforming Tourism – Our Tourism Strategy 2010-2016, Tendring District Council

The Naze Visitor Centre project delivers on four priorities:

- *Marketing, PR and E-tourism*- - information on the Naze and the visitor offer will be available on-line
1. *Thematic Product Development* - Banner marketing to attract new specialist markets. The Naze Education & Visitor Centre delivers 4 of the 6 banners i.e. 'Active Coast and Countryside', 'History and Heritage', 'Family Fun', and 'Countryside and Nature'. The development of a Naze 'Environmental and Educational Centre' by 2016 is cited.
- *Visitor Economy and Experience*- new and exciting experiences appealing to existing and new visitor markets; easy access to information about services and attractions; local pride in the area and a warm welcome
 - *Responsible Tourism*- includes eco-tourism. Delivery of 'The Naze designated as a centre of excellence for wildlife protection' by 2016 is cited.

A Sustainable Community Strategy for Tendring, Tendring Local Strategic Partnership.

It describes the vision for 2016. There are six strategic themes and the Naze Education & Visitor Centre project proposals contribute to the following:

- *Health* – by "...promoting healthy living"
- *Economic Development* – by "improving the leisure and tourism offer " and "raising the skills of the workforce"
- *Children and Young People* – by "increasing leisure, cultural and volunteering opportunities"
- *Deprivation* – by "developing appropriate actions in Walton" and "upskilling the workforce, raising self-esteem and achievement"
- *Environment* – by "liveability initiatives including improving open spaces"

Haven Gateway Partnership Green Infrastructure Strategy, Haven Gateway Partnership, 2008

Haven Gateway Sub-Region is one of the fastest growing areas in the UK and was declared a New Growth Point in 2006 by Department for Communities and Local Government and set a target of providing 65,100 new homes and creating 49,700 new jobs in the 20-year period from 2001 to 2021.

A key component of achieving sustainability will be the ability to deliver a multi-functional greenspace network. A Haven Gateway Green Infrastructure Strategy was produced in 2008 and is a vision that: *“aims to champion the role of green infrastructure plays in delivering sustainable communities, in attracting investment, delivering life-long learning and bringing a sense of well-being to all who live, work and visit the area”*.

The Green Infrastructure Strategy identifies The Naze as a potential green infrastructure project to *“address District-level deficiency to Accessible Natural Greenspace”* and to *“improve open space and enhance visitor facilities”*. The Naze was put forward as one of the twelve priority green infrastructure projects in the Haven Gateway Integrated Development Programme 2009-11.

Essex Wildlife Trust also undertook its own community consultation as part of the planning application for the Naze Education & Visitor Centre. Consultations took place with local residents, businesses and schools. The most strongly-held opinions are summarised below.

- 9 out of 10 businesses and 36 of 38 members of the public ‘agreed’ or ‘strongly agreed’ that an Education and Visitor Centre which was open through the year would be an asset to the town.
- 29 of 38 members of the public would be more likely to visit the Naze in the winter.
- 9 out of 10 businesses ‘agreed’ or ‘strongly agreed’ that the Centre would improve the perception of Walton-on-the-Naze, and would help build the local economy.

4.2 Regeneration through green tourism

The Naze has a wealth of latent assets for green tourism which will widen and build the traditional tourist offer within the ‘seaside season’ as well as addressing seasonality by creating new facilities and activities for visitors in the shoulder season and during the winter.

The Education & Visitor Centre allows the Tendring community to better use their assets to help the regeneration of Walton. These latent assets are:

Geology - Most geological sites are either too specialist or too subtle to be easily understood - the Naze is one of the exceptions. Fossilised sharks teeth, shells and wood are found daily on the beach. Fossil discoveries from here shaped the global understanding of bird evolution and the cliffs are designated as a Site of Special Scientific Interest accordingly.

Coastal change - A huge issue for Essex and its coastal communities and one which is clearly visible at the Naze. The soft crumbling cliffs are actively eroding through a combination of rotational slumping and wave action. The result is a complex, chaotic topography subject to frequent change, particularly during the winter months.

Terrestrial wildlife - The Naze is an excellent site to explore and gain memorable experiences of the natural world. It is home to a small number of locally and nationally rare plants and is an important land fall for migrant birds. It lies at the mouth of Hamford Water, an area of global importance for the number of wildfowl and waders it supports.

Marine wildlife - The Naze is a great place to get an understanding of the living off the Essex coast – the 70ft cliffs give spectacular long-distance views or walking the beach allows for a close encounter.

Built heritage - An important part of The Naze landscape, the 86ft Naze Tower was built in 1720 for navigation. The Tower is Grade 2* listed which puts it in the top 5% of heritage buildings and the top twenty listed lighthouses in the country. The Tower most likely had a beacon in its early days and is the only remaining structure in the UK which was used for this purpose as the predecessor of the reflective lighthouse.

Military heritage - The site became a military camp during World War II, and radar put on top of the Naze Tower. A number of military relics remain intact whilst two pill boxes which used to be on top of the Naze cliffs now lie out on the beach – a clear demonstration of the rate of coastal erosion.

Social heritage - The Naze is a really important place for the people of Walton and Tendring and one which engenders huge civic pride. It is the symbol of the Town and the mayor's emblem. Local people have used it to walk, relax, picnic, fly kites, exercise dogs, bird watch, swim, sunbathe, hunt fossils and meet friends there for many years – as have tourists.

Sustainable coastal communities – the Naze cliffs allow great panoramic views, providing an opportunity to interpret that a sustainable coast must have a prosperous economy plus a thriving community plus flourishing wildlife. Walton town; the pier; hotels; caravan parks; marinas; fishing boats; passenger and cargo ships; Harwich and Felixstowe ports; off shore wind farms; the beach; Hamford Water National Nature Reserve – are all clearly visible and help explain the issues faced by coastal communities.

The project will:

1. Create a unique destination which maximises its environmental and heritage assets
2. Provide new and exciting experiences appealing to existing and new visitor markets
3. Provide easy access to information about facilities, events, activities and attractions
4. Improve the perception of Walton and Tendring district as a visitor destination
5. Build a year round attraction – diversifying and extending the local economy
6. Increase the number of people visiting the Naze and the District
7. Extend the length of time people stay at the Naze and in the District
8. Increase the amount of money visitors spend at the Naze and in the District
9. Attract higher spending visitors
10. Be financially sustainable

4.3 Target beneficiaries

- Tourists

Volume & Value figures (2006) received by Tendring District Council record the total number of tourists to the Tendring District as 3,159,000 – made up of 2,747,000 day trippers and 412,000 staying visitors

Walton-on-the-Naze is a significant destination within Tendring. Walton Pier, only 1 mile from the project, receives an estimated 500,000 visitors each year. There are a number of accommodation facilities available to summer visitors, which include 2 caravan/holiday parks, 1 hotel and 4 guest-houses. The surrounding areas, such as Clacton, have a host of accommodation facilities, which include: 24 hotels, 26 guest-houses and 17 campsite/holiday parks.

The Naze remains a key tourist asset for Walton and is recognised as crucial to the town's regeneration. The Naze currently receives 100,000 visitors per year the majority of these being in the 7 month season April to October inclusive.

Detailed monthly Naze car park ticket sales collected over previous years clearly reflect the current 7 month season when visitor facilities are open. 85% of tickets are sold between April and October compared to just 15% in the 5 months when there are little or no visitor facilities on offer.

In February 2008 Essex Wildlife Trust surveyed visitors coming to the Naze 'out of season'. 65% of visitors were local i.e. from the directly surrounding communities of Walton, Clacton, Kirby, Thorpe le Soken, Frinton and Holland on Sea. The remaining came from elsewhere in Essex or from London.

In contrast, Essex Wildlife Trust also analysed the Naze Tower Visitor Book, a facility only open 'in season'. From those listing their origin: 6% were from within Tendring; 13% from the neighbouring Colchester district; 37% from elsewhere in Essex; 34% UK outside Essex and 10% were international visitors.

Based on our understanding of the site and our experience of opening and operating eight other Visitor Centres, we expect to increase the visitor numbers from 100,000 to 130,000 through extending the site's season. We also predict that although these additional visitors will be both 'local' and 'non-local' – there would be a higher increase in the percentage of new 'non-local' visitor during these winter months. Over time, the visitor profile would be more consistent throughout the year.

- Local economy

Tourism is worth more than £276 million to Tendring, with the industry responsible for over 6,000 jobs, equivalent to 13% of the District's employment.

Essex Wildlife Trust looks to stock local produce and source goods from local suppliers. There are therefore benefits for the local supply chain and local community as a result of this new business.

Through providing new visitor facilities, new activities and numerous events, the Naze Education & Visitor Centre will extend the length of time people stay at the Naze as well as encourage repeat visits. Longer visits mean people are likely to spend more in the hotel and restaurant industry, which accounts for 7% of people working in Walton. This then brings further induced effects to the local economy.

Essex Wildlife Trust requires all Visitor Centre staff to live within 30 minutes of their site. This means staff are either sourced from the local community, or move into the local area, further benefitting the local economy.

- Local people

Local people will benefit directly from the Education & Visitor Centre project, as they represent a significant percentage of the site's visitors. All will have a better visitor experience as well as new access to facilities in the winter months.

As well as simply visiting, local people will directly benefit by having new opportunities to become involved in the project through events, activities and volunteering. This leads to increased ownership with people then wanting to take local action for their local area, so becoming stakeholder in its future.

- Educational visits

Having worked closely with Naze Heritage Project partners at the Naze for many years, Essex Wildlife Trust knows there is a large untapped demand for quality-assured led group visits, in particular, led school visits.

Essex Wildlife Trust predicts that once the Education & Visitor Centre is running at capacity, each year the site will receive annually: 85 primary schools, 65 secondary schools and 40 college visits – or over 9,500 students annually.

- Events and activity programme

There are a handful of events held at the Naze each year. Once the Education & Visitor Centre is running at capacity, the site will deliver a wide range of events and activities for a wide range of audiences. We estimate that each year there will be 150 half day events and 10 major events on offer to visitors.

4.4 Consultations with the target beneficiaries

Section 4.1 lists a number of consultation, research or strategic documents evidencing the need of visitor facilities at the Naze. In addition to these, the needs of local people have been represented throughout the Naze Education & Visitor Centre project development through Steering Group representation of: a local community group; a local Town Council; the local district council – as well as a number of specific meetings with interested parties.

Essex Wildlife Trust has worked closely with the Naze Tower owners, who have run the Tower as a privately-owned visitor attraction on the Naze since 2004 and so have an excellent understanding of the needs of both visitors and local people alike. They have

been closely involved in the Education & Visitor Centre project from the outset, including assisting selection of the architect, inputting into the Centre brief and developing the internal layout.

To ensure Essex Wildlife Trust understands the needs of visiting school groups, Essex Wildlife Trust staff have accompanied a number of school visits and our People & Wildlife Manager has attended plenary sessions in a school. The Trust has also met with teaching staff to understand how schools would use the Education & Visitor Centre.

4.5 The options that were considered for meeting the identified need and delivering the outcomes and the reasons for choosing the option proposed

Option 1. Delivering solely events and activities at the Naze through a base elsewhere

1.1 Staff based in local office space

This option did not meet the majority of identified gaps in existing services e.g. providing a focal point before exploration; dedicated visitor facilities and interpretation; indoor space for schools; disabled facilities – as well as posing significant logistical problems.

1.2 Columbine Centre, Princes Esplanade, Walton

This is a large multi-purpose community venue owned by Frinton & Walton Town Council, based in Walton town. It is mainly a leisure centre and theatre with meeting rooms and other facilities available to hire.

We do not believe this option is in the right location – quite simply, it is not at the Naze but just over one mile from it. It would not provide the focal point needed at the Naze and it is too far away to run events/activities that either have an indoor session or for school groups looking for indoor cover.

Option 2. Using an existing structure at the Naze, renovating or extending as needed

2.1 The Naze Kiosk, the Naze

The kiosk is a small building owned by the local authority and leased to a tenant who runs it as a café and seaside-souvenir shop. The building is close to the cliff top and engineers have predicted the building will become structurally unsound with 10-15 years. Were the building larger, and its future secure; we would have explored developing this option further.

2.2 Walton Farm, Old Hall Lane

This is a privately owned farm adjacent to the Naze. There are a number of farm buildings that have the potential for renovation. Essex Wildlife Trust assessed the potential of using this as a site for a new Centre, but believes it is not in the right location and has very significant if not insurmountable access issues.

2.3 Residential houses along Old Hall Lane

A number of residential houses are for sale along Old Hall Lane, adjacent to the Naze. For the same reasons listed in the Walton Farm option above we do not believe these houses to be in the right location and they have significant access issues. In addition, the floor space and layout of potential conversions would be challenging and less than ideal.

Option 3. Constructing a new build

3.1 Large iconic structure

A number of Essex Wildlife Trust's Visitor Centres are large iconic eye-catching buildings, the focal point in their landscape. However, we did not believe this option would be right for the Naze. We are very clear that the Naze Tower is the iconic structure, not only for the Naze, but for the whole of Walton, and must remain so.

3.2 Proposed Option – Modest and passive structure of 400m²

After considering all the above options it was decided that a modest new build in the correct location, which merged with the Naze landscape so leaving the Naze Tower as the dominant feature, was needed. The Naze Heritage Project Steering Group specifically chose an architect design team to work with them whose outline design concepts showed they understood the essence of the Naze landscape and the importance of blending with it – as well as having experience of building Education & Visitor Centre sites.

The Steering Group worked hard to identify and agree the correct location, taking advice from the planning authority, English Heritage and neighbours. The Steering Group then worked with the architect team and planning authority to evolve the outline design concepts to reflect the proposed location and its surrounds. The building brief was revisited by Essex Wildlife Trust's Centre Management team to reduce the floor space as much as possible, whilst still allowing the Education & Visitor Centre to function well. The Steering Group then worked with the architect team again on the proposed internal layout, reflecting the revised brief.

4.6 Existing provision and how the project will complement this

The current facilities and visitor offer at the Naze includes:

- Car Park – a large Pay & Display car park owned and managed by Tendring District Council (TDC). The car park will continue to be managed by TDC. The increase in visitor numbers by extending the season and the increased time people stay because there is more to do will both result in an increase in car park income to TDC.
- The Naze Tower – Privately owned this opened to the public in 2004 and currently opens 1 April to 31 October. Over eight floors it houses an art gallery, a museum, tea rooms and a roof viewing platform. The business is limited by the size, nature and dimensions of the Tower structure itself.

Essex Wildlife Trust has worked closely with the Tower owners through the Naze Heritage Project and the Education & Visitor Centre proposals. Both parties wish to work closely together in the future and will draw up a 'Collabrative Working Agreement' looking at ways to cooperate and collaborate to ensure visitors have an improved visit. This deals with marketing, retail, group visits and joint events and activities.

- The Naze Kiosk – a small building owned by Tendring District Council (TDC) and leased out as a cafe and shop selling beach paraphernalia, kites, postcards and holiday souvenirs. The kiosk can remain shut in bad weather. The tenant closes from November to March inclusive, opening on fine weekends.

The building is close to the cliff top and is not protected by coastal defences. Engineers have predicted the building will become structurally unsound with 10-15 years.

The Education & Visitor Centre has been designed in recognition that the kiosk exists from the outset. Both Essex Wildlife Trust and TDC have met with the kiosk tenant about the Education & Visitor Centre project and identify opportunities for joint working.

In the short-term, Essex Wildlife Trust and the kiosk tenant will draw up a 'Collabrative Working Agreement' looking at ways to cooperate and collaborate to ensure visitors have an improved visit. Due to the nature of the business, this Agreement will largely be based on marketing and retailing.

In the long-term, the building will become structurally unsound and an important service to the public will be lost. TDC are keen this service is maintained, and with this in mind the Education & Visitor Centre kitchen has been designed with the potential to replace this service in the future if required.

The loss of the brick buildings in the long-term would further enhance the Naze environment and setting of the Naze Tower.

- The Nazeman Educational Trust – a one-man business operating through a licence from Tendring District Council. His base is an open wooden trolley which is wheeled on site when the weather is fine, and parked outside the Naze kiosk. From the trolley he sells gemstones, fossils, jewellery as well as conducting walks and talks on the ecology, geology and history of the area. His website provides a lot of information for visiting schools including information packs and worksheets.

- Public Toilets – a small toilet block in need of renovation owned and run by Tendring District Council. There are no disabled toilets.

The Naze Education & Visitor Centre project would see the demolition of these sub-standard facilities and the provision of new improved facilities within the Centre building, including disabled facilities. A number of toilets would be available outside Education & Visitor Centre opening hours.

- Events – very occasional events are run on the Naze Public Open Space, mostly by Tendring District Council or the Naze Tower.

- Seating and picnic benches – away from the Naze Tower, a small number of picnic benches and benches are scattered across the site, mainly on the grassy area between the car park and the scarp. We aim to increase this provision as well as providing disabled access benches

- Site information – there is little interpretation on site at present. Five interpretation boards were produced for Crag Walk in Phase 1 of the Naze Heritage Project. Walton Forum delivered a World War II trail and Essex Wildlife Trust helped deliver their ‘Wildlife Trail’. A small number of leaflets are available from websites.
- ‘Student Naze Pack’ - Tendring District Council produced this a number of years ago and made it available to visiting schools. It is now out-dated and Tendring District Council asked Essex Wildlife Trust to lead a review of the document in 2011 which the Trust has started.
- Facilities for people with disabilities – there are currently no facilities for people with disabilities. The Naze Education & Visitor Centre project would: provide dedicated disabled parking space; easy-access paths in to the Visitor Centre; disabled toilet facilities; mobile hearing loops; large print site information; a building, its lighting and signage being DDA compliant. Visitor Centre sites have regular Access Audits undertaken, specifically looking at facilitating our desire for ‘Access for All’.

5 Project Delivery

5.1 Description of your project

The Naze Heritage Project has been working to improve visitor facilities at the Naze..

5.2 Location

Tendring

The Tendring District is situated in North East Essex between the estuaries of the rivers Stour and Colne. Tendring has the longest (60km) coastal and river frontage of any district in the UK with all the major towns and the vast majority of its population living within two miles of the water. Tendring is in the 29% of most deprived areas in the country with significant pockets of deprivation. 14% of the population live in the most deprived Super Output Areas in the country.

Walton-on-the Naze

Walton-on-the-Naze is a small town with a population of about 6,000 located in the east of the Tendring district. Walton emerged as a popular tourist resort in the mid-19th century and has the second longest leisure pier in the UK. However, like many English seaside towns since its heyday Walton has struggled to adjust to changing tourist trends.

The Naze

'The Naze' is a peninsula stretching 3 miles northwards from Walton town. The Naze Public Open Space is a 40-hectare green open space managed by Tendring District Council and includes John Weston Nature Reserve, managed by Essex Wildlife Trust. The land at the top of the cliffs is predominantly grassland with footpaths leading to the beach.

5.3 Job numbers - including whether they will be new, safeguarded, full-time, part-time, temporary, seasonal or permanent

- **Direct jobs**

	No. of jobs	New (N) or safe – guarded (S)	Full (FT) or part time (PT)	Permanent (P), seasonal (S) or temporary (T)
Jobs created				
Education & Visitor Centre – staff when opens. Centre Manager, Education Officer, Community Ranger	3	N	FT	P
Education & Visitor Centre – staff when opens – Team Leader Assistant (1 day a week)	1	N	PT	P
Education & Visitor Centre – when running at capacity (year 5 of operation). Assistant Centre Manager (2.5 days a week)	1	N	PT	P
Education & Visitor Centre – when running at capacity (year 5 of operation). Seasonal Education Officer – 9 months a year, determined by demand	1	N	PT	S
Jobs safeguarded				
Education & Visitor Centre –Project Manager (3 days a week)	1	S	PT	P

Architect Team – 0.5 architect + 0.5 other building consultants	1	S	FT	P
Design Company – design, construction & fitting interpretation	1	S	FT	P
Total direct jobs created	6			
Total direct jobs safeguarded	3			

- **Indirect jobs**

	No.	New or safe - guarded	Full (F) or part time (P)	Permanent (P), seasonal (S) or temporary (T)
Jobs created*¹	13	N	F	
Jobs safeguarded				
Naze Tower	4	S	PT	S
Naze kiosk	1	S	FT	S
Nazeman Educational Trust	1	S	PT	S
Total indirect jobs created	2.8			
Total indirect jobs safeguarded	6			

*¹ Indirect jobs created have been calculated after taking advice from Regeneris, an economic consultancy, and using composite economic multiplier effects published by English Partnerships in their “Additionality Guide” plus calculations based on the forecast retail expenditure and additional spending the local area. The Additionality Guide sets out the standard methodology on how to assess the additional impact of a regeneration intervention and is consistent with HM Treasury’s Guide to Appraisal and Evaluation (the Green Book).

- **Construction jobs –**

	No.	New or safe - guarded	Full (F) or part time (P)	Permanent (P), seasonal (S) or temporary (T)
* ² Site construction and supervision	40	S* ⁴	FT	P
* ² Off-site construction	8	S	FT	P
* ³ Manufacturing jobs	0.5	S	FT	
Total construction jobs safeguarded	48.5			

*² Construction jobs have been calculated by T.J. Evers, a building contractor with experience of already delivering Essex Wildlife Trust Visitor Centres. Their off-site production forecast includes elements such as bespoke joinery and prefabricated frames etc. that are specific to that project.

*³ Manufacturing jobs have been estimated by Essex Wildlife Trust and include the manufacture of standard products, materials and components used in the construction such as radiators, light fittings, ironmongery, flooring etc. not included in T.J. Evers calculations.

*⁴ If a smaller contractor was used, then additional workforce would have to be employed to meet the contract and so new temporary jobs created.

- **New volunteering positions – with appropriate skills training**

Helping run the Education & Visitor Centre	50
Running events	10
Involved in practical habitat and building management	30
Running Educational Activities	10
Total:	100

5.4 How the jobs created will be sustained

The Education & Visitor Centre staff will open with 4 new permanent posts - Centre Manager, Education Officer, Community Ranger and Team Leader Assistant. Once running at full capacity these new jobs are financed through the Visitor Centre sales, events, donations and other income.

Once at full capacity it is envisaged 2 more permanent staff will be required to meet demand – an Assistant Centre Manager and a Seasonal Education Officer.

A breakdown of the projected annual expenditure and the projected annual income is given in Section 8.

5.5 Project timetable

1. Planning application	<i>finish</i>
Planning permission granted	Nov'13
2. Legal	
Finalise Agreement to Lease and Agreements	Jun'14
Legal advice	Jun'14
3. Funding	
Secure match funding	Jun'14
4. Education & Visitor Centre	
RIBA Stage E Technical Design	Sept'14
RIBA Stage F Production Information	Oct'14
RIBA Stage G Tender Documentation	Oct'14
RIBA Stage H Tender Action	Nov'14
RIBA Stage J Mobilisation	Dec'14
RIBA Stage K Construction	Sept'15
Celebration Opening	March'16
5. Education & Visitor Centre staff	
Staff employed	Aug'15
6. Partnership Working	
Naze Heritage Project Steering Group meetings	Ongoing
Approach wider partners – tourism, regeneration, education sectors	Ongoing
7. Communications	
Communication Plan agreed by partners	Sept'14

6. Project Resources

6.1 Staffing resources

Essex Wildlife Trust's **Environmental Projects Manager** will coordinate the overall delivery of the Naze Education & Visitor Centre project, with support from line manager **Environmental Projects Programme Manager**, and senior manager, **Fundraising and Marketing Manager**.

New staff to be recruited once the Education & Visitor Centre opens is listed below.

- **Centre Manager & Team Leader** - To lead the Team in managing the Education & Visitor Centre, equipment and staff and volunteers working on site. Developing and implementing the current Strategic Plan and deliver the objectives within that plan. To ensure the efficient running of the Education & Visitor Centre. To be responsible for the interpretation of the site. To ensure the Education & Visitor Centre works well with the surroundings.
- **Team Leader Assistant** –To assist and support the Team Leader in the efficient running of the Education & Visitor Centre and delivery of the Strategic Plan.
- **Assistant Centre Manager** - To assist the Centre Manager in the efficient running of the Centre. To assist the Centre Manager in running the events programme and organising the interpretation of the site. To assist the Centre Manager in ensuring the Education & Visitor Centre works well with the surroundings. To assist the Centre Manager in attending to volunteer and staff requirements, thus ensuring that the Centre is a credit to the Trust and that shop profits are maintained. To attend to the above in the absence of the Centre Manager
- **Education Officer** – The main aim of this post is to deliver and promote a varied education programme of informal and formal education at the Education & Visitor Centre. Formal education programme is targeted at primary, secondary, further and higher education. Informal activities range from pre-school to young people and adults. To promote Living Landscapes and Living Seas. The education officer is a key holder and shares responsibility for the running of the Education & Visitor Centre and other facilities.
- **Seasonal Education Officer** – To carry out environmental and educational activities to cover and support staff and volunteers, and to run addition sessions according to demand. To be responsible for the running and organising of activities in accordance with visitor/group needs, to ensure the safety and wellbeing of volunteers and participants and carry out good practice in accordance with the handbook. To ensure the maintenance of equipment and facilities and that EWT knowledge is current. To complete the admin tasks when necessary and to ensure good time management and flexibility. To seek additional ideas and events to further income and visitor numbers.

- **Community Ranger** – The aim of this post is to work with the local community and ensure good management of biodiversity and conservation projects as well as help deliver the events and education programme through close working with the Centre Manager and Education Officer. To follow the current Strategic Plan and deliver the objectives within the plan. To work within national and legal frameworks.
- **Naze volunteers** – all of the above posts will be supported by key volunteers, without whom, the post holders would not be able to do their jobs.

Essex Wildlife Trust has a Recruitment Policy that would be followed. Staff posts would be in post one month before the Education & Visitor Centre opens to the visiting public.

6.2 Management and supervision resources

Section 2 sets out the Essex Wildlife Trust senior management team with reference to their relevant skills, experience and expertise, and their current involvement with the Naze project.

Essex Wildlife Trust has a raft of policies regarding the company, conservation, human resources, health & safety and our nature reserves. No new policies would have to be developed to deliver this project.

Project finances will be coordinated by the Environmental Projects Manager, through close working with the Architect Team, the QS and Essex Wildlife Trust's Finance & Services Manager. In addition, a financial position summary will be reported to the Naze Heritage Project Steering Group.

6.3 Partnership working and stakeholders - Naze Heritage Project Steering Group

The Naze Education & Visitor Centre project is steered and supported by the wider partnership, the 'Naze Heritage Project'. The organisations represented on the Naze Heritage Project Steering Group are:

- **Frinton and Walton Town Council** – a local Councillor represents interests of the town and of local people.
- **Tendring District Council** – owners of the Naze Open Space. Managers attending represent Asset Management, Planning and Parks Departments.
- **Essex County Council** – Senior Regeneration Manager attends and links with Essex Coastal Renaissance Partnership Board. The purpose of this Board is to strategically guide the direction of regeneration in the district of Tendring.
- **Naze Protection Society** – a local charity run by local volunteers. Their Chairman and/or Treasurer attend.
- **Owners of the Naze Tower** – a privately owned Grade 2* Listed Tower on the Naze Open Space. Open to the public from April to October it houses an art gallery, museum, tea rooms and a roof viewing platform. The private owner attends.
- **Owners of Walton Hall Farm and Stone Point** – a representative of the owners of these landholdings which adjoin the Naze attends the meetings.

- **Essex Wildlife Trust** – Chief Executive Officer has Chaired the Steering Group since 2006. The Environmental Projects Manager acts as secretariat for the Group. Further Trust staff attend as appropriate including: Sales Company Manager; Reserves Manager; People & Wildlife Manager; Fundraising Officer.

When the Education & Visitor Centre is open, local people will become active stakeholders in its ongoing management and future development.

6.4 Volunteer resources

Education & Visitor Centre Development and Construction

A key volunteer involved in this stage is Essex Wildlife Trust's Buildings Officer, Brian Hodgson, who has an engineering background and experience of maintaining Essex Wildlife Trust's buildings as well as close involvement in new Visitor Centre construction projects.

Through the Naze Heritage Project Steering Group a number of volunteers are involved through the local community group, the Naze Protection Society.

Running the Education & Visitor Centre

Volunteer numbers expected to be involved when the Education & Visitor Centre is running at full capacity is given in 5.3.

Training given will include: meeting and greeting visitors in the Centre; environmental education; practical conservation and work party; commercial skills; information sharing and leading walks or events; wildlife surveying and recording; administrative and office help; basic finance skills; general maintenance and housekeeping. In addition, all Trust volunteers will be offered two Essex Wildlife Trust courses free of charge per year.

7. FUNDRAISING

Essex Wildlife Trust is confident that, with the support of the wider Naze Heritage Project partners, all match-funding required can be secured. Essex Wildlife Trust has a wealth of fundraising experience, and a fundraising team committed to the delivery of the Naze Education & Visitor Centre project.

Potential funders

- The Naze Protection Society is supportive of the Education & Visitor Centre.
- Essex Wildlife Trust's Tendring Local Group is supportive of the Education & Visitor Centre.
- Regeneration Grants -Tendring is in the 29% of most deprived areas in the country. 14% of the population live in the most deprived Super Output Areas in the country. Essex Wildlife Trust would work with partners to identify and apply for funding specifically available for the regeneration of deprived communities.
- Education Grants - there is a large demand for better education services. Essex Wildlife Trust would work with partners, using its specialist expertise and established track-record in education to identify and apply to specialist sources of education funding.
- Geodiversity Grants - Essex Wildlife Trust would work with organisations such as GEOEssex and GEOEast to identify and apply to specialist sources of geodiversity funding.
- Tourism Grants - Essex Wildlife Trust will work with organisations such as Essex Tourism Association and Tendring District Council's 'The Essex Sunshine Coast' campaign to identify and apply to specialist sources of tourism funding.
- Essex Community Foundation - Essex Community Foundation is an independent charitable trust that encourages individuals, groups and companies to donate funds, which can then be used to support community based projects around the county, including Tendring.
- Large Charitable Trusts - Essex Wildlife Trust has worked with a number of large charitable trusts in the past, a number of which could potentially fund work at The Naze. These include Tubney Trust, Esmee Fairburn Trust and the Garfield Weston Foundation.

8. Financial appraisal

8.1 Projected Annual Expenditure

Projected Annual Expenditure is based on the Education & Visitor Centre running at full capacity i.e. 5 years after opening to the public along with events and activities running on the Naze.

Projected Annual Expenditure:	£190,554
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8.2 Projected Annual Income

Projected Annual Income is calculated based on our experience operating 9 other Visitor Centres, educational visits and events programmes in Essex plus our knowledge of the Naze:

	(£)
Gross sales profit	104,450
School Groups - donations	48,300
Events - donations	20,000
Other income – <i>this relates to either (a) additional sales or events income or (b) additional car park income, or a combination of both</i>	17,500
Total Projected Annual Income	£190,250

The Naze Heritage Project will continue to fundraise to ensure the Naze Education & Visitor Centre is continually improved; one people are proud of and want to visit again and again.

9. Marketing, communications and sales

Objective

1. To encourage a wider/more diverse range of audiences to the area of Walton-on-the-Naze focusing on the site's unique themes:
 - Active Coast and Countryside
 - History & Heritage
 - Geology
 - Countryside and Nature
 - The seaside
 - Family Fun
2. To use different tools for different audiences to convey messages
3. To plan communications to ensure the most efficient use of resources.

Target Audiences

- Local people including: dog walkers, families, retired people, younger people
- Day trippers to Tendring and Essex's branded 'Sunshine Coast'
- Day trippers to Walton town, beach and pier
- Holiday visitors – staying within Tendring and in particular Walton
- The general public including families, retired people and adults who have not visited the site
- Members of Essex Wildlife Trust and other general countryside and coast enthusiasts
- Specialist interest groups – geology, marine and terrestrial biodiversity, military heritage, sustainable development, green tourism
- A wide range of primary schools, secondary schools and further education organisations.
- traditionally 'hard-to-reach' groups - through the running of Essex Wildlife Trust's eight existing Centres, we have gained experience of various methods of reaching groups such as: older people; visitors with disabilities; young people; BME groups and low income/high deprivation groups - although in reality there is much overlap between them.

One of the critical actions for Essex Wildlife Trust identified in our Strategic Plan 2011-13 is to: *"identify which sectors and areas of the community we are and are not reaching at present, and work out how to improve this most effectively."*

Tools and Activities

Media Coverage

The media are extremely interested in the work that is on-going, through the second phase of the Naze Heritage Project. Press releases will be produced throughout the project and after. This will inform the press about the development of the project. Media coverage will be gained on television, radio and local press

Essex Wildlife Trust membership magazine

Regular articles will appear in the membership magazine, of which 20,000 copies are printed 3 times a year. This publication is a 48 page, 4 colour magazine which informs Essex Wildlife Trust members (32,000) about the work undertaken by the Trust.

Essex Wildlife Trust website

A page of the website will be devoted to up-to-date information about The Naze Heritage Project; it will explain the project itself, its importance for both people and wildlife and the regeneration that will form an important part of the project.

Social networking sites

Information is input daily on these sites and queries answered. Essex Wildlife Trust currently has 2,800 followers on Twitter and 600 regular followers on Facebook. However, we reach many more people than this, on Twitter we can reach up to 30,000 people when our news is re-tweeted.

Regular articles in other publications

Essex Wildlife Trust's Media and Marketing Officer, currently writes for Essex Life magazine and the Colchester Evening Gazette. Links with specialist publications e.g. geology, biodiversity, heritage, tourism would be developed.

Centres for information

Tourist Information Centres; hotels and caravan parks; other Tending tourist, heritage and nature destinations.

Important Events

Essex Wildlife Trust will run important events at The Naze, which means we will encourage a much wider audience to visit. The opportunity to reach a much wider audience means that Essex Wildlife Trust will be able to put resources into publicising and marketing this project.

Influencing others

Essex Wildlife Trust's Strategic Plan concentrates the Trust's work on four key areas:

- *To create Living Landscapes* - a big but simple idea, to look after whole landscapes for the benefit of wildlife and people.
- *To secure Living Seas* - to ensure that areas of our sea are protected in the same way as nature reserves are on land, enabling our seas to recover and flourish
- *To encourage individual action for wildlife*
- *To inspire people about their natural world*

Essex Wildlife Trust will use the Naze Education & Visitor Centre and its surrounds as a showcase for all four key areas. One aspect will inform and educate important decision makers such as MP's, local authority Cabinet and senior staff plus statutory agency senior staff.

10. Monitoring and evaluation frameworks

Indicator Baseline = 0, unless otherwise stated	Monitoring and evaluation
Leverage funding secured	<ul style="list-style-type: none"> Regular reports reviewed
Visitor Centre built on schedule and within budget	<ul style="list-style-type: none"> Milestones recorded against Gantt chart and reviewed Regular financial reports reviewed
Visitor Centre meets demands of visiting public	<ul style="list-style-type: none"> Customer feedback form completed and reviewed
Development of new local supply chains	<ul style="list-style-type: none"> Percentage of local suppliers approached during construction period recorded. Percentage of local suppliers approached and used as part of Visitor Centre services recorded
Visitor Centre is well marketed	<ul style="list-style-type: none"> Records of all media and marketing kept Links with Walton town reviewed
Increase in visitor numbers. Baseline = 100,000	<ul style="list-style-type: none"> Naze car park ticket numbers recorded Number of visitors to Visitor Centre recorded
Number of new visitor events / activities	<ul style="list-style-type: none"> Number of events / activities recorded Number of attendees on events recorded
Visitor offer improved and diversified <i>Baseline = current provision described previously</i>	<ul style="list-style-type: none"> Range of events and activities recorded Customer feedback form completed
Provision of one new sustainable visitor facility	<ul style="list-style-type: none"> Opening of Visitor Centre to the public Finances breaking even by year 5 of operation
Wider partnership built through involvement with new sectors	<ul style="list-style-type: none"> New sectors approached recorded New partners approached recorded Collaborative project work recorded
Partnership capacity built	<ul style="list-style-type: none"> Increase in contributing organisations recorded Contribution recorded
Shared learning with other coastal communities	<ul style="list-style-type: none"> Coastal communities contacted recorded Key shared messages recorded
Funding bids submitted for improvements to the Naze	<ul style="list-style-type: none"> Funding organisations approached recorded Funding applications made recorded Total funding applied for recorded
Volunteers involved in delivering the project Baseline = 2	<ul style="list-style-type: none"> Number of volunteers involved and in what capacity recorded Volunteer feedback recorded
Links made to training, skills and volunteering centres	<ul style="list-style-type: none"> Organisations/centres approached recorded Outcomes recorded Collaborative project work recorded
Number of 11-16 year old on accreditation scheme	<ul style="list-style-type: none"> Numbers enrolling recorded Numbers achieving accreditation recorded Customer feedback form completed
Demand for quality-assured formal education activities met	<ul style="list-style-type: none"> Number and type of schools/ groups recorded Total number of pupils/ students recorded Customer feedback form completed, including a question on comparison with any previous visit(s) to site

