



# LEP VISITOR ECONOMY BOARD

WEDNESDAY, 3<sup>RD</sup> OCTOBER 2018

Wilkin & Chapman, Cartergate House,  
26 Chantry Lane, Grimsby, North East  
Lincolnshire, DN31 2LJ

## Paper 0 - Agenda

| Time  | Item and brief description                                                                                 | Lead            |             |
|-------|------------------------------------------------------------------------------------------------------------|-----------------|-------------|
| 9.30  | Refreshments                                                                                               |                 |             |
| 10.00 | Welcome and Introductions <ul style="list-style-type: none"> <li>New Members/Nominations</li> </ul>        | Chris Baron     |             |
| 10.10 | Minutes/Update from 17 <sup>th</sup> May 2018                                                              | Chris Baron     | Paper 1     |
| 10.20 | Mayflower 2020                                                                                             | Mary Powell     | Paper 2     |
| 10.30 | Visitor Economy Conference                                                                                 | Ruth Carver     | Paper 3     |
| 10.40 | LEP Visitor Economy Sector Management Pathway Report                                                       | Ruth Carver     |             |
| 11.00 | Creative Industries                                                                                        | Sukhy Johal     |             |
| 11.20 | Tourism Officer Update                                                                                     | James Gilbert   | Paper 4     |
| 11.30 | CCF Skills Update                                                                                          | Nichola Radford |             |
| 11.50 | Update Papers <ul style="list-style-type: none"> <li>Skills</li> <li>Visitor Economy Statistics</li> </ul> | Ruth Carver     | Paper 5     |
| 12.10 | Recruitment Update (Standing Item)                                                                         | Chris Baron     | Discussions |
| 12.20 | Partner Update                                                                                             | All             | Discussion  |
| 12.30 | Date of Next Meeting                                                                                       | Chris Baron     |             |

### Parking Arrangements

Parking at local "Pay and Display" car park - most will accept card payment

# LEP VISITOR ECONOMY BOARD

17<sup>TH</sup> MAY 2018

Epic Centre, Lincolnshire Showground

Draft Minutes

# Draft Minutes

## Present:

**Board Directors:** Chris Baron - Chair (Butlins), Paul Learoyd (Lincolnshire Wildlife Trust), David Norton (Springfield), Dave Skepper (East Midlands Stagecoach), Stuart Hardy (Coastal BID/Hardy;s Animal Farm), Lydia Rusling (Visit Lincoln), Jayne Southall (Epic Centre/Showground), Matt Corrigan (Lincoln BIG), Bob Callison (Cleethorpes in Bloom/Adelaide Hotel), Mary Powell (Lincolnshire County Council), Andrew Norman (Tourism SKDC), Nicky Barr (International Bomber Command Centre), Cllr Claire Rylott (Boston Borough Council)

**Secretariat:** Nicole Radford (Lincolnshire County Council)

**Guests:** Cathy Jones (GL LEP), James Gilbert (Tourism Officer Group), Nigel Brough (Calderdale College)

**Apologies:** Mark Hollingsworth - Vice Chair (Visit Lincoln/Doddington Hall), Flora Bennett (Brackenborough Hall/Wilkin Chapman), Sukhy Johal (University of Lincoln), Liz Parry (Discover NEL), Claire Birch (Doddington Hall), Ruth Carver (GL LEP)

## **Minutes and Matters Arising**

The minutes of 18<sup>th</sup> January were approved, subject to amended attendee list, Paul Learoyd was not in attendance, and can be published

NR

Retention of Business Rates - Consultation should be with businesses on what the monies should be spent on, however some Districts have predetermined spend, increase will be dependent on business growth but there is a formulae to even out uneven business growth 2/3 rd to Districts 1/3<sup>rd</sup> County Council

MC

Visit Lincoln Website - proposal submitted and accepted verbally, transition onto a Micro - site, cyber-attack has caused delays

LR

Investment in Visitor Economy By District - how many staff employed in Tourism, Budget for Marketing and what investment / income - study through the Tourism Officers Group

MP/JG

## **Skills**

Presentation by Nigel Borough, Calderdale College  
ESF Skills for Workforce £6m steered by the LEP and contracted through ESA. 30 Providers, 6 of which are local colleges. Cannot fund level 3 or above or mandatory training.

Ends July 2018 but an extension has been submitted to March 2019 with request for additional monies. Half the budget has been allocated

## **Extension AGREED**

## **Outputs**

800 businesses supported

3.5k employees through training

7.5k learning aims supported

Health and Social Care highest request for training followed by Visitor

NB/CH

| <p>Economy and Construction</p> <p>The program does fund World Host but a barrier to take up is releasing part time staff into training and covering their roles whilst they are attending. To become a World Host Destination 25% employees have to be signed up.</p> <p>Opportunities around customer care, safe guarding, autism and dementia awareness. - need to look at training outside of season, volunteers can access training if on a contract</p> <p><b>Marketing is needed around Extension - World Host Opportunities</b> especially with Visit Britain funding and need for customer care - need clear communication and connectivity around other schemes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                   |                                                                                                                           |                                                                                                                           |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--|-------------------|-----------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------|------------------|-----------------------------------------------|-------------------------------------------------|--------------------|-------------------|---------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------|-----------|
| <p><b><u>Industrial Strategy</u></b></p> <p>LIS development timeline:</p> <table><tr><th>Phase</th><th>Timing</th><th colspan="2">Stakeholder engagement<br/>(Government, local authorities, GLLEP Board / sub-committees, broader local stakeholders, LEPS)</th></tr><tr><td>Phase 1: Research</td><td>Now - May</td><td rowspan="4"></td><td>seeking input and testing assumptions identifying key areas of focus</td></tr><tr><td>Phase 2: Development / drafting</td><td>June - September</td><td>testing and developing solutions in key areas</td></tr><tr><td>Phase 3: Testing and adjusting near final draft</td><td>October - November</td><td>agree final draft</td></tr><tr><td>Phase 4: Agreement with National Government</td><td>March 2019: First wave of Strategies to be agreed - we don't expect to be in this</td><td>(not much is known at this stage about how this will work)</td></tr></table> <p>Paper Circulated</p> <p>Report going to the GLLEP Board - 25<sup>th</sup> May 2018 - <b>Update needed</b></p> <p>Lincolnshire priorities looking at Future of Food Processing, National Centre for Rural Health, Future Skills needs, Rural Energy Pilots - with cross cutting themes of future proofing sectors through digitalisation.</p> <p>It is difficult to raise productivity in the Visitor Economy - need to reference <b>Tourism sector deals</b> (developed through Tourism Alliance)</p> | Phase                                                                             | Timing                                                                                                                    | Stakeholder engagement<br>(Government, local authorities, GLLEP Board / sub-committees, broader local stakeholders, LEPS) |  | Phase 1: Research | Now - May |  | seeking input and testing assumptions identifying key areas of focus | Phase 2: Development / drafting | June - September | testing and developing solutions in key areas | Phase 3: Testing and adjusting near final draft | October - November | agree final draft | Phase 4: Agreement with National Government | March 2019: First wave of Strategies to be agreed - we don't expect to be in this | (not much is known at this stage about how this will work) | <p>CJ</p> |
| Phase                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Timing                                                                            | Stakeholder engagement<br>(Government, local authorities, GLLEP Board / sub-committees, broader local stakeholders, LEPS) |                                                                                                                           |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |
| Phase 1: Research                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Now - May                                                                         |                                        | seeking input and testing assumptions identifying key areas of focus                                                      |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |
| Phase 2: Development / drafting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | June - September                                                                  |                                                                                                                           | testing and developing solutions in key areas                                                                             |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |
| Phase 3: Testing and adjusting near final draft                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | October - November                                                                |                                                                                                                           | agree final draft                                                                                                         |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |
| Phase 4: Agreement with National Government                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | March 2019: First wave of Strategies to be agreed - we don't expect to be in this |                                                                                                                           | (not much is known at this stage about how this will work)                                                                |  |                   |           |                                                                                     |                                                                      |                                 |                  |                                               |                                                 |                    |                   |                                             |                                                                                   |                                                            |           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <p>There is a need to see Lincolnshire as a <b>PLACE</b> making it a more efficient, clean environment with facilities to support an ageing population</p> <p>Can Energy section include clean growth with energy being produced from grass verges- clean growth</p> <p>Place Marketing - recruitment issues in all sectors</p> <p>Vehicle movements - import / export of fresh produce to and from the South of the County, pressures with increase in food costs / labour costs</p> <p>Visitor Economy can't be replaced by robots - need to grow careers, need to influence artificial intelligence "Alexa, where shall I visit this weekend"</p> <p>Transport digitalised - manage real time bus times,</p> <p><b>Circulate report from LEP Board, members to send any comments and feed into paper, first draft end of September 2018.</b></p>                                 |                     |
| <p><b><u>Tourism Officer Group</u></b><br/> <b>Tourism Officer Group</b><br/>         Paper Circulated on District Activities - BBC additional information to be added.</p> <p>Agreed list useful and should be circulated at each VEB meeting</p> <p>Visit England Updates to be circulated</p> <p><b>Request from James Gilbert to join the VE Board as a Member</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>JG</p> <p>LR</p> |
| <p><b><u>Hotel Study Update</u></b><br/>         Committee report with Action Plan is going to LCC committee end of May<br/>         Attending Hotel conference in Manchester in November.</p> <p>Debate about public sector selling land to private sector hotels and under cutting private sector - public sector should only intervene where there is market failure.</p> <p>Is there any help available to help current hotels develop / improve<br/>         Current level rate is not high enough to attract brands, but by supporting current stock and rates will get more figures - need grants and subsidies.<br/>         Some hotels should also close as not good enough and the Council should support this and encourage alternative usage.</p> <p><b>Need to disseminate hotel studies finding to all planning authorities to support planning applications</b></p> | <p>MP</p>           |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| E brochure needs to include fact file about Lincolnshire including Universities, visitors, events, infrastructure works etc. to provide a complete picture of area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                |
| <u><b>Update work Program</b></u><br>Investment plan - updated, keep adding to list.<br><br>Visitor Economy Conference - <b>Conference in Skegness Coastal BID - Be my guest - November - need to avoid duplication.</b><br><br>Visit Lincoln event in March over 300 attendees, maybe look to run in conjunction with Visitor Expo in 2019 with Stonebow.<br><br>May not include Leaflet Swap.<br><br>Boston Conference 7 <sup>th</sup> June - with the College and Town Team.<br><br>Need to collate all VE events into central point to avoid duplication.<br><br>Mayflower - More partnership working needed around County. Collective branding. Need to develop product to meet expectation. Using Lincoln as a hook with day trips. Spalding bulbs, for the mayflower on display at Chelsea.<br><br>Common themes - Broadband installation costs / roll out. | NR<br><br>NR<br><br>LR<br><br><br>DN<br>MP<br><br>MP<br><br>SH |
| <u><b>Recruitment</b></u><br>Chefs, solicitors - difficulty recruiting quality to Lincoln -<br><b>Update needed on Place Marketing Group</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | MP                                                             |
| <u><b>Partner Update</b></u><br>Visit Lincoln - became a Community Interest Company April 2018<br><br>Lincoln BIG - RAF 100<br><br>Bomber Command - opening 63million online hits, double what was forecast - had to double staff<br><br>Stage Coach - went contactless nationally in May 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                |
| <u><b>Next meeting</b></u><br><b>20<sup>th</sup> September 2018 - 9:30 Refreshments, 10:00 start meeting - HUMBER ROYAL HOTEL, GRIMSBY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                |

## Action Points

### Business Rates Feedback

*ELDC - Our response would be that our focus is delivering statutory services, protecting the vulnerable and supporting economic growth, which includes support for the visitor economy. We hold an economic growth reserve, which is largely built on retained business rates, and that fund can support projects that encourage economic development activity within this particular sector. The work we are already doing to support the visitor economy is funded in part through retained business rates.*

*West Lindsey - There has been no discussion regarding the reallocation of funding, it is not perceived there will be any additional funds, it is just been allocated in a different way. Any decisions regarding funding would take place in the usual way as part of our budget setting exercise.*

*South Holland - The Business Rates Pilot arrangement for 2018/19 is only in place for one year (under current government proposals).*

*As part of the submission to support the setting up of the Lincolnshire Pilot individual authorities had to identify schemes or areas where investment could be made from the additional funding that might be generated under this pilot arrangement.*

*In the case of most authorities the focus has been on the use of such business rates income to support the funding of larger scale initiatives aimed at economic growth, employment, housing, social care.*

*The priority areas identified for South Holland were:*

*Crease Drove - industrial units, Spalding town centre housing site assembly, Infrastructure for the Food Enterprise Zone and an extra care centre in Spalding.*

*Business rates income has not been specifically earmarked for investment in the visitor economy.*

*The question you pose presumes that at some point in the future we will be retaining business rates, that not being the case at the moment.*

*There is no mechanism in place that I am aware of to ensure some funding would be allocated to the visitor economy. Given the current priorities of SKDC it would be likely that monies would be allocated to economic development and in our case this includes the visitor economy team.*

# Paper 2 - Mayflower 2020

## 1. Progress on Mayflower 400 planning from Tourism Section

We have been proceeding on a number of fronts - improvement to Lincolnshire's Mayflower product, but also working with national partners on developing trails and joint working and with international partners on the marketing, particularly to the US market.

We have taken this opportunity to add in all Lincolnshire's US connections as we believe this makes both a stronger product and sense to any American visitors making the journey in 2020. In addition some of the national funding that has been made available by Visit England/Visit Britain from the Discover England Fund (DEF) has been badged up 'American Connections'.

In brief Lincolnshire's US connections include Captain John Smith; the Mayflower Pilgrims; those who later left Boston in 1630 and founded Boston Massachusetts; USAAF connections in WWII; Magna Carta has huge resonance for the US market as the basis for their own constitution; other documents with US connections held within the Cathedral Library and the Lincolnshire Archives including material on the Abdication and Wallis Simpson.

## 2. ACTIVITY

### National

- We have put match funding into the national DEF funded project US Connections led by Emma Tatlow. Emma was formerly the CX of Visit Lincoln before taking up this national role so fortunately her Lincolnshire product knowledge is excellent.
- The project has included research into the US market - their likelihood to visit and their needs; an audit of the product and guiding offer; product development in particular bookable product; business support and training; developing product for the trade and attendance at trade shows including World Travel Market; marketing and PR inc website (See the Boston example here <http://www.mayflower400uk.org/explore/boston/> )
- We are pleased with how well the project has been run. Notable successes include the latest research and insights we now have on the US market (see link) <http://www.mayflower400uk.org/media/1448/mayflower-400-research-infographic.jpg> large number of successful visits to the county by travel trade operators such as Kuoni, which has led to them developing bookable product, for example one early travel trade visit led immediately to £3k of business to the White Hart in Lincoln. Also visits by journalists such as Lonely Planet, leading to some excellent pieces appearing. Links to a selection of these:
  - <https://www.london-unattached.com/2018/04/lincoln-top-things/>
  - <https://www.christianpost.com/voice/on-the-pilgrim-trail-across-england-400-years-after-the-mayflower-part-2.html>
  - <https://www.travelpulse.com/news/tour-operators/commemorating-the-mayflower-voyage.html>
  - <https://www.london-unattached.com/mayflower-pilgrims-gainsborough-boston/>

## Paper 2 - Mayflower 2020

- The project is to run through to March 2019. On a downside, they applied to VE/VB for extension funding, for which we offered further match funding - they submitted a very good bid which was unsuccessful. This was disappointing and I should mention that there is considerable disquiet amongst the tourism industry nationally at the way that Visit England/Visit Britain have managed the Discover England Fund. We are discussing with Emma our next steps. Update 28.08.18 I can now report that after much behind the scenes pressure this project has now been extended - but this has not been publicly announced as yet.

### Local

- A local partnership called Pilgrim Roots has been meeting for several years. It includes ourselves, Boston, West Lindsey, Bassetlaw and South Yorkshire. LCC Heritage Service together with WLDC have funded a project officer.
- The Pilgrim Story around Gainsborough, Scrooby, Austerfield is so intertwined that it made sense to work together. Bassetlaw have been applying to Heritage Lottery Fund (HLF) for product development funding for some years and have received some unfortunate knock backs, but eventually made it through. We have helped with funding advice etc. The Mayflower links will be interpreted through a series of panels. There is a specific interpretation panel which is designated to go outside the Old Hall.
- The Old Hall at Gainsborough is working towards an exhibition in 2019 to run through the 2020 celebratory year with a potential refresh in 2020. This would see the exhibition in the Upper West Chamber with interpretation panels and mainly replica material, as we do not have much original material, but we are looking to see what can be achieved. This work may also allow for a change in the room settings in the Old Hall and for us to continue to better display this major story as part of the permanent visitor flow. We continue to work in partnership with West Lindsey to make this happen.
- There are ongoing discussions between Cultural Services and the University regarding a Wampum belt which could be displayed at The Collection. There are also discussions with the Arts Council about funding a commission for a group of Wampanoag artisans to make a new belt, inspired by traditional practice and the historic wampum belt collections with the British Museum. This piece will then tour the UK, alongside an exhibition documenting the process and the significance of the work to the Wampanoag people in 2020.
- The local partners have for a number of years organised, around Thanksgiving, a series of events called Illuminate. Boston's event is the most ambitious, but they have all built up their audiences. These annual events will culminate in 2020.
- LCC has worked with Visit Lincoln for them to deliver the 'on the ground' detail of the journalist and travel trade visits, they also did the product audit, itinerary building and hosted all the training sessions.

# Paper 3 - Creative Lincolnshire Project (CLSP) Update

## 1. PURPOSE

This report provides the background to and update on the Creative Lincolnshire Project.

## 2. RECOMMENDATIONS

The Visitor Economy Board are asked to:

- a. Note the initiation of the work and the progress made to date, in particular look ahead to the final report and suite of policy and intervention recommendations
- b. For members to proactively cascade the reports interim activity to relevant stakeholders and encourage organisations to participate in the project and consultations (the first consultation event is scheduled 11<sup>th</sup> October 2018)

## 3. BACKGROUND

Creative Lincoln Shire Project (CLSP) is a development programme to support the growth of the creative sector across the Greater LEP area, embracing arts, design, media and digital. The project is led and co-funded by the Centre for Culture and Creativity at the University of Lincoln, together with the Greater Lincolnshire LEP, Lincolnshire Economic Action Partnership, Investors in Lincoln, Lincoln City Council, Lincolnshire County Council, and national partner Arts Council England.

There is a growing recognition of the importance and contribution of the creative and cultural Industries to the Visitor Economy. The creative industries have proven to be one of the fastest growing parts of the economy in the UK and internationally. Britain's creative industries are worth £92 billion, employ 2 million people and are growing twice as fast as the rest of the economy. They are also catalysts for innovation and productivity, and can play a transformative role in the quality and distinctiveness of places. This is recognised in the Government's Industrial Strategy and subsequent 'Sector Deal' for the Creative Industries. It is also championed across Europe (e.g. by the European Commission and many governments and cities), and internationally (e.g. by UNESCO). In Lincoln and across the County, there is an emergent creative industries sector, ranging from micro enterprises in design and crafts to fast-growing digital businesses, as well as a growing number of festivals and cultural projects driving and expanding the tourism and visitor economy market.

The commissioned work, and final policy and wider recommendations will feed into the GLLEP's considerations as it develops the framework and priorities for the Local Industrial Strategy.

The project responds directly to the challenges and priorities presented within the County Council's Cultural Strategy, and is supported by the City's strategic cultural partnership LCAP.

# Paper 3 - Creative Lincolnshire Project (CLSP) Update

## 4. BACKGROUND

Internationally leading cultural consultants Tom Flemming <http://tfconsultancy.co.uk> associates along with architectural practice We Made That, were appointed in July following a tendering process to undertake the consultancy assignment. The work of the consultant team will be overseen by a Programme Oversight Group (POG), representing all funding partners.

The scope of work covers two principle areas, and can be summarised as

### Lot 1 GLLEP wide sector study

- Detailed audit and mapping study and analysis of the sector
- Identification and development of a series of case studies to highlight the growth and growth needs of Creative Businesses
- Policy and intervention recommendations to the funders, setting out how they could support and drive the sectors growth and development

### Lot 2 Creative industries facility/ies assessment – Lincoln City

- Investigate the need for additional spaces and facilities to support the growth of the sector (productions, consumption, retail space potential and need)
- Develop a business plan and financial model, as well capital fundraising plan
- Analysis and site options – initial designs for preferred site

An initial sector consultation event with the sector is to held on 11<sup>th</sup> October 2018, with further consultations being planned and developed.

It is expected that the consultancy assignment will be completed in early 2019.

### Report Author

Sukhy Johal MBE

Director of the Centre for Culture and Creativity, University of Lincoln

Member of VEB

# Paper 3 - Creative Lincolnshire Project (CLSP) Update

## Appendix 1 - Mary Ney Implementation Plan

|    | Recommendation                | New | Action                                                                                                                                                                                                                                                                                                                                                                                                                                           | Key Deadlines                                                                                                                                                                        |
|----|-------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No | Area                          |     | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                   | Complete                                                                                                                                                                             |
| 1  | Culture and Accountability    | New | The National Assurance Framework requires a brief formal assurance statement on an annual basis from the leadership of the LEP - ie, the chair and CEO on the status of governance and transparency within their organisation                                                                                                                                                                                                                    | Completed and discussed at the annual conversation                                                                                                                                   |
| 2  | Culture and Accountability    | New | The current Assurance Framework requirement for LEPs to have a standards of conduct policy that all board members and staff sign up to, should explicitly require the Nolan principles of public life to be adopted as the basis for this policy.                                                                                                                                                                                                | Complete - The Greater Lincs LEP code of conduct has been updated to and has been published on the website.                                                                          |
| 3  | Structure and decision making |     | The National Assurance Framework should draw explicit attention to the importance of <b>LEP decision making structures</b> accommodating these separate components of good governance and that they form an essential part of assurance and ensuring probity. In addition we will cross check with Government guidance when published to ensure compliance                                                                                       | Complete - Existing LEP policy and processes already comply with this recommendation.                                                                                                |
| 4  | Structure and decision making | New | Local Assurance Frameworks should set out that all decisions must be subject to the normal business case, evaluation and scrutiny arrangements. There must be a written report with the opportunity for the Section 151 officer to provide comments, that the conflict of interests policy will apply to decision makers regardless of whether there is a formal meeting, and that decisions should be recorded and published in the normal way. | Complete - Existing LEP policies and processes already comply with this recommendation. In addition we will cross check with Government guidance when published to ensure compliance |
| 5  | Conflicts of Interest         |     | All Board Directors take personal responsibility for declaring their interests and avoiding perceptions of bias.                                                                                                                                                                                                                                                                                                                                 | Complete and published                                                                                                                                                               |
| 6  | Conflicts of Interest         | New | LEPs to include in their local statements how scenarios of potential conflicts of interest will be managed whilst ensuring input from their areas of expertise in developing strategies and decision making without impacting on good governance.                                                                                                                                                                                                | Complete                                                                                                                                                                             |
| 7  | Complaints                    | New | LEPs to publish a whistleblowing policy and arrangements for confidential reporting of allegations of untoward concerns by third parties/the public.                                                                                                                                                                                                                                                                                             | Complete                                                                                                                                                                             |
| 8  | S151 Officers                 |     | The National Assurance Framework to set a requirement for the Section 151 officer to provide a report on their work for the LEP and a requirement to identify any issues of concern on governance and transparency.                                                                                                                                                                                                                              | Complete as part of Annual Conversation                                                                                                                                              |
| 9  | Transparency                  |     | National Assurance Framework to provide additional guidance of publication of agendas, meeting papers and decisions. Complete by end of Feb 2018.                                                                                                                                                                                                                                                                                                | The LEP Board is already compliant                                                                                                                                                   |

## Paper 3 - Creative Lincolnshire Project (CLSP) Update

|    |              |  |                                                                                               |                                                         |
|----|--------------|--|-----------------------------------------------------------------------------------------------|---------------------------------------------------------|
| 10 | Transparency |  | LEP to publish its accounts and to keep on its website a rolling schedule of funded projects. | Complete - our financial statement is already published |
|----|--------------|--|-----------------------------------------------------------------------------------------------|---------------------------------------------------------|

# Paper 4 - Tourism Officer Group Update

## Update on tourism development/marketing activity in Greater Lincolnshire

### 1. COLLABORATION

- New Visit Lincolnshire website set to be launched in early October. This work has been led by Visit Lincoln with support from partners.
- A number of Councils/organisations are coming together to attend Excursions 2019 Group Travel Show on Saturday 26<sup>th</sup> January at Alexandra Palace. South Kesteven District Council are leading the co-ordination with all attendees contributing to the "Lincolnshire" presence.
- A working group is looking at a strategy around Group Travel.

### 2. BOSTON BOROUGH COUNCIL

- Working with Niccy Halifax (Producer of 'Made in Hull' Hull City of Culture) to scope and help develop a major 2020 cultural event in Boston and more widely for Destinations regionally involved in the 400<sup>th</sup> anniversary of the Pilgrim story.
- Developing a bid for an innovative public realm arts intervention with Boston town centre with community partners, the environment agency, Transported and the University of Lincoln. Utilising nationally and internationally known artists and aligned to the LCC 'Structures on the Edge' project.
- Developing a bid with Transported and LCC for 'Structures on the Edge' project at Scotia Creek close to the Pilgrim Memorial site.
- Continuing delivery of improvements in the public realm of the town centre with new benches installed and plan continue improvement to the street scene.
- Developing a project to build on a deliver another phase of the initial Heritage Lottery Funded, wayfinding interpretation and place branding initiative 'Boston: Explore and Discover'.
- Delivering an innovative and vibrant programme of events within the town centre Market Place and events base in the Central Park including the Boston Beach Party, Fairy Door Hunt and Sausage and Beer Festival.
- Continuing to host more international group travel operators and international travel journalists; and receiving inclusion in operator's itineraries for Pilgrim 2020 tours and industry and consumer press is resulting in increasing advance bookings for tours and visits.

### 3. EAST LINDSEY DISTRICT COUNCIL

- Continuing to host journalists/bloggers on the coast and inland.
- Coastal promotions film to be launched in a month or so – which will support digital promotion of the area.
- Launching a campaign called 'Love' focused on the Lincolnshire Wolds. Will primarily be digital marketing activity using high quality imagery and film.
- Contributed funding to the Cycle England Project to support Welcome to Yorkshire and Visit Lincoln in developing the Lincolnshire aspect of the project – routes, business engagement.
- Bid submitted for £50,000 from the Coastal Revival Fund (£70,000 scheme) to improve the Rockery Gardens area of Skegness Foreshore.
- Premier Inn construction in Skegness well underway.

# **Paper 4 - Tourism Officer Group Update**

## **Update on tourism development/marketing activity in Greater Lincolnshire**

### **4. LINCOLNSHIRE COUNTY COUNCIL**

- Hotel Demand Study: working on the provision of a version that we can distribute widely (current version contains some commercially sensitive information).
- Natural Coast marketing plan to launch in the autumn – covering in particular the walking, cycling, bird-watching potential of the natural coast from Frampton Marsh to Donna Nook.
- Ongoing funding support to St Wulfram's Grantham.
- Ongoing funding support to Lincolnshire Archives.
- Mayflower 400 ongoing.

### **5. SOUTH KESTIVEN DISTRICT COUNCIL**

- The Discover England Fund £1.4m A1 corridor project touching Lincolnshire has an official name: The Explorer's Road – Die Strasse des Entdeckers to its German market. Example itineraries along the 300-mile route include Houses of History, East Drink and Be Merry and Culture and Curiosities. Beneficiaries and financial contributors include SKDC, Visit Lincoln, Newark and Sherwood and Rutland CC.
- A major cycling event is new on the district agenda. The Bourne Cycle Classic will be held in September 2019, will start and finish in Bourne and comprise ladies and men's races and a separate Sportive.
- SKDC's RAF 100 programme draws to a conclusion with a concert from the Band of the Royal Air Force Cranwell Brass Ensemble and Military Wives Choir on 16 November.
- The council's new tourism team has concluded stakeholder engagement events and is well under way with its new website, a membership scheme, promotional video, and an improved visitor guide.

### **6 NORTH LINCOLNSHIRE COUNCIL**

- Visit North Lincolnshire website refurbishments with homepage promotional video and page turning leaflet library.
- Normanby Hall investment and improvements to the children's play areas and new events calendar.
- Belton Visitor Centre – opened during September.
- Series of new Cycle routes published online and packs available to purchase: and taking part in the DEF Cycle England project.
- Year 2 of the Quality Accommodation Scheme (QNL) with members and renewals, continued participation of the DEF England's Coast Project.
- The Isle of Axholme and Hatfield Chase Partnership (IoAHC) – a 5 year project delivering 16 individual projects across the Isle of Axholme with 3 themes – Peatlands and Wetlands, Time and Place, Community Connections.
- District events strategy being developed.
- Humber connections with Visit Hull and East Yorkshire.
- Visitor Economy Plan to be launched.
- Visit North Lincolnshire Partnership Scheme to be launched.
- Diversifying the Quality band into attractions and eateries.

# Paper 4 - Tourism Officer Group Update

## Update on tourism development/marketing activity in Greater Lincolnshire

### 6 WEST LINDSEY DISTRICT COUNCIL

- Gainsborough has been successful with a stage 1 bid for Townscape Heritage from HLF and has now commenced the Development Phase, hopefully paving the way for £1.8m for building restoration in Gainsborough's Historic Centre.
- A new Travelodge and Ponti's Italian Restaurant is due to open in Gainsborough in October.
- A new development partner has been secured (Muse Developments) for developments in Gainsborough and surrounding area, including mixed use Leisure/Cinema Development.

James Gilbert

Growth and Promotions Service Manager, East Lindsey District Council

Chairman of Lincolnshire Tourism Officers' Group

# Paper 5

## Update Paper

### 1 State of the Economy - STEAM Economic Data for Lincolnshire 2017

- The economic impact of the tourism sector in Lincolnshire in 2017 was £1.47bn - a 7.3 per cent increase on 2016.
- In the 5 years between 2012 and 2017 the tourism sector has increased in value by nearly one third in Lincolnshire.
- The number of visitors increased by almost 3 per cent, with 20.45m people visiting Lincolnshire during 2017.
- The tourism sector and associated industries supports around 19,500 FTE jobs.
- In particular there was a rise in terms of non-serviced accommodation stays, potentially driven by the rise of services such as AirBnB, with an 8 per cent rise in visitors staying in non-serviced accommodation; and an 11 per cent rise in economic impact in non-serviced accommodation stays between 2016 and 2017.
- The number of day visitors to Lincolnshire increased by around 450,000, whilst the number of staying visitors increased by around 160,000, a 5 per cent rise.
- August remains the busiest month for Lincolnshire tourism with an impact of almost £250m in the month, however October and March have seen the largest increases in visitor numbers, a possible indication that the season is widening.
- In terms of supply, it is noticeable that the amount of stock available (in terms of beds) has actually fallen between 2016 and 2017, with a drop off of 1,246 beds (around 1.6 per cent of total stock). This is largely driven by a drop off of static/touring caravan capacity.

### 2 Business Lincolnshire Growth Hub Update

#### **New Senior Project Officer ( Internationalization & Visitor Economy)**

The Enterprise Growth Team (within Lincolnshire County Council), who deliver the Business Lincolnshire Growth Hub Service has recently recruited a full-time senior project officer, Simon Murphy( starts on the 1 Oct), to manage the development of business support provision for the Visitor Economy Sector and explore the opportunities for Internationalization. This will involve developing support, securing funding, commissioning and delivery of business support services for the Visitor Economy sector and forging economic co-operation agreements with countries that directly align with Lincolnshire County Council's and Greater Lincolnshire LEP's Strategic Economic Plan eg China, India and US. This in turn will lead to increased cultural and civic links, tourism opportunities and trade agreements. We will seek to fully understand business support gaps and develop a support guide for the sector over the next few months.

The [www.BusinessLincolnshire.com](http://www.BusinessLincolnshire.com) website has been refreshed and feedback to date is very positive. It contains a Supplier Directory for businesses to input their services and to find new suppliers and we are encouraging all businesses to sign up to the newsletter so that they can be kept up-to-date on all the support available - please see [www.businesslincolnsire.com](http://www.businesslincolnsire.com)

One of the main support areas is how the sector can adopt sustainable practices to reduce energy costs and boost the visitor experience.

<https://www.businesslincolnshire.com/news/hotels-and-bbs-can-generate-savings-and-attract-more-customers-through-sustainability>

# Paper 5

## Update Paper

The Business Lincolnshire Growth Hub had commenced events planning for a November Tourism Conference, however we were made aware of another conference by Lisa Collins from the Lincolnshire Coastal Destination Bid Team, that they would be hosting a hospitality event called Be My Guest at Butlin's in Skegness on the 13<sup>th</sup> of November. The one day business development event is for regional accommodation owners to attend to meet with new suppliers and learn new business skills. Therefore the Growth Hub will be an exhibitor at this event.

We have also been liaising with Visit Lincoln Partnership to see if there is an opportunity to hold an event in Feb /March but being mindful that on Thursday 16th January 2019 there is the Lincolnshire Expo incorporating Visit Expo again (which the Growth Hub supported last year).

Planning was undertaken for the conference however we have had to change the initial focus agreed by Lydia Rusling and Mary Powell because it overlapped in terms of date/theme with the Be My Guest Conference, which we have chosen to sponsor and exhibition at Skegness.

Therefore we would like a steer from the board about the focus of the conference for 2019.

- What does the VE LEP Board want the conference to focus on?
- Please review and agree a theme and suggestions for content?
- What development areas does the sector have and how can we assist?
- Do you want an inspirational high profile event with high profile speakers or would the board like a practical business improvement conference with examples/learning points that delegates can take away?
- Should we partner with other organisations to deliver this?

Please review date, timings and content

### **Visitor Economy Conference (Doing business more effectively Theme ?)**

**TBC Feb/March 2019**

#### **Outline Programme**

|              |                                                                                                               |
|--------------|---------------------------------------------------------------------------------------------------------------|
| <b>09:30</b> | <b>Arrival, Registration, Refreshments and Networking</b>                                                     |
| <b>10:00</b> | <b>Welcome, Introduction &amp; LEP Sector Update</b>                                                          |
| <b>10:10</b> | <b>Tools to attract new and repeat customers</b><br>Speaker to be sourced                                     |
| <b>10:40</b> | <b>Digital Marketing Essentials</b><br>Speaker to be sourced                                                  |
| <b>11:10</b> | <b>Discover England Fund Update</b><br><i>Lydia Rusling, Head of Visit Lincoln, Visit Lincoln Partnership</i> |
| <b>11:30</b> | <b>Refreshment Break</b>                                                                                      |
| <b>11:45</b> | <b>Mayflower 400 Celebrations: Preparing for US Visitors</b><br>Speaker to be sourced                         |
| <b>12:00</b> | <b>Keynote Speaker</b><br>Suggested speaker – suggestions please                                              |

# Paper 5

## Update Paper

|       |                      |
|-------|----------------------|
| 12:45 | Closing Remarks      |
| 13:00 | Lunch and Networking |
| 14:00 | Close                |

### 3 Employment and Skills

Employment and Skills are a high priority for the LEP and we help people to access the best opportunities that are available to them, and help employers to fill vacancies by improving the pool of skilled and motivated staff.

A further 14m of training activity is currently being commissioned across Greater Lincolnshire so that schemes such as Skills Support to the Workforce will continue beyond March 2019. There are thousands of different courses available including the World Host programme, all fully funded, and employers interested in accessing this should complete the form at <http://ssw.fundingunit.org.uk/areas/greater-lincolnshire/>

The LEP is only one part of the employment and skills picture. The government commissions a substantial amount of training centrally -estimated as £50m per year in Lincolnshire alone. Employers and individuals also have to take responsibility for their own employment and training.

A series of short reports have been commissioned as part of the EU funded skills work, to further our understanding at a fairly granular level of some of the persistent skills agenda challenges. These include: What works in address barriers for young unemployed people, that Lincolnshire has a higher than average proportion of; Management training needs and availability of training in LEP priority sectors, including the Visitor Economy. These reports are helping us to define the exact nature of the 'skills' challenge so that interventions address the precise problem.

The Greater Lincolnshire LEP is one of a small number of LEPs working with central government on pilot schemes to plan future training at the local level. We expect further information will be provided later in the autumn.

One of Lincolnshire's persistent challenges is that young people do not recognise the career opportunities that they have within the area. We have created a website [www.theworldofwork.co.uk](http://www.theworldofwork.co.uk) which has examples of local careers and we are launching some new resources on the site in the next month. We have recently recruited an Enterprise Coordinator who will help schools to work with businesses on producing a careers plan.

We also know that employers struggle to recruit from outside the area because of a low awareness of the area. The [www.marketinglincolnshire.com](http://www.marketinglincolnshire.com) website has been created to support employers all over the LEP area, and it holds a wealth of information, photos, videos, quotes, etc about the benefits of working in Greater Lincolnshire. Our initial evaluation shows that the businesses that have used [www.marketinglincolnshire.com](http://www.marketinglincolnshire.com) have found it to be a valuable tool, .

Employers are encouraged to use both website that have been developed in response to the challenges