



Greater
Lincolnshire
Destination
Management Plan
2013 – 2020

Contents

	Page
1. Introduction	3
2. Destination Management	3
3. A DMP for Lincolnshire	3
4. Executive Summary	4
5. Why Tourism?	6
6. Glossary of related terms	6
7. Principles for visitor economy in Lincolnshire	7
8. Shaping the strategic priorities	8
9. External trends and influences	8
10. Tourism Structures	9
11. Understanding current performance	18
12. Profiles and characteristics of visitors to Lincolnshire	20
13. Tourism Product	23
14. Destination image, branding and promotion (marketing)	25
15. Routes to market	25
16. Skills and training	26
17. Glossary	28

1. Introduction

Destinations are complex. From a visitor perspective, a destination is primarily a collection of experiences that each visitor will package together to create their own, unique experience. The visitor will use many things to influence how they choose to use a destination, including interests, age, mobility and access, budget, time scale etc.

However, destinations tend to be managed by dividing them into often artificial areas based on political, historical and administrative boundaries. Towns, districts, boroughs and counties often proudly display welcome signs at the boundary point, but are those boundaries relevant to visitors and is managing the experience of visitors based on these boundaries the best way to achieve growth in the visitor economy?

In spite of this, those geo-political boundaries are here to stay and therefore managing the visitor economy needs to work with this structure through effective destination management.

2. Destination Management

Destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment. A destination management plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying responsibilities that each will take. The plan will provide a destination-wide framework to ensure that all organisations and resources are aligned and deployed to deliver the greatest impact and return on investment.

In these definitions, 'manage' and 'management' are taken in their widest sense. Crucially, destination management includes the planning, development and marketing of a destination as well as how it is managed physically, financially, operationally and in other ways.

3. A DMP for Lincolnshire

This destination management plan for Greater Lincolnshire is a facilitating document. It aims to provide 'light touch' yet high level guidance to a range of partners and partnerships within the county to ensure that an impact is achieved that is greater than the sum of the parts. It states an ambition of where the visitor economy needs to get to in order to maximise its impacts on the economy, resulting in growth, wealth, employment and improved quality of life.

This DMP will provide a steer for action plans to be developed at a sub-destination and thematic level, encourage greater co-operation across the county's tourism offer and a culture of the visitor mattering the most.

A large destination such as Greater Lincolnshire contains many separate destinations within it, such as the City and Coast, resorts, market towns and defined rural areas. In some cases, separate DMPs have been prepared where destinations felt the need and merit for one. Others may be in preparation or this county-wide DMP may encourage others to do so. It is therefore vitally important that they should relate strongly to each other.

This DMP will accommodate those sub-destinations that have, or will have, their own plans whilst also providing a 'catch-all' DMP for areas that do not.

A key principle is that the level of the plan does not need to dictate the level of the action. While the questions asked should be the same at each level, concerning visitor needs, product quality, information, amenities, awareness etc., and the DMP points to actions being undertaken at different levels. For example, work on local amenities, events, community engagement (place making) may often be best carried out at a local level while some aspects of brand awareness and marketing may be best undertaken at a higher level, whilst reflecting local strengths and needs.

In summary, this DMP will:

- ❖ Support growth and investment: Developing existing provision to improve quality and performance and encouraging investment will sustain existing and create new jobs and wealth.
- ❖ Address fragmentation: The visitor economy involves a whole set of experiences delivered by many organisations in the public, private and voluntary sectors. It is essential that they work together and in doing so achieve better use and management of resources.
- ❖ Recognise, strengthen and coordinate different functions: Supporting the visitor economy is not just about promotion but must cover a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses.
- ❖ Manage and monitor impacts: Tourism has a range of impacts on society and the environment and is inherently an activity that benefits from management.
- ❖ Influence the priority and allocation of resources: A key benefit of having a plan is to identify what the real needs and priorities are so that financial and human resources can be used most effectively.

4. Executive Summary

The Vision for tourism in Greater Lincolnshire;

By 2020, tourism will be recognised as having made a real and positive change to Greater Lincolnshire's economy. It will be seen to have delivered growth, safeguarded and created jobs, driven investment and had a positive impact on the quality of life for Greater Lincolnshire residents.

Together, we will aim to double the real value of tourism to our economy by 2020.

- ❖ This is a very demanding vision. It will only be achieved if all resources are focused and targeted towards a common goal, duplication is avoided and return on investment is maximised.
- ❖ Greater Lincolnshire is a large county with a diverse tourism offer. It is right that this offer should be presented to visitors as individual destinations or themes rather than a generic whole. It therefore follows that it is right that key destinations should have their tourism activity managed by dedicated tourism organisations.
- ❖ However, to maximise return on investment and ensure the industry is properly served, there is a need for a county-wide strategic group that can provide a high-level steer and ensure

that the whole is greater than the sum of the parts. There is a need for a certain degree of 'top down' in order to ensure a clear vision is in place that all partners can work towards.

- ❖ This is not a call to recreate an organisation like the former Visit Lincolnshire, but a recognition that all partners need to be working towards a single, common set of agreed goals and ambitions.
- ❖ There will be times that national bodies such as Visit England or DCMS will want to be able to talk to a single body representing the county and not have to consult with many individual organisations to get a view.
- ❖ Similarly, funding bids may need to have a single entity behind them that is mandated to speak on behalf of the whole county.
- ❖ There are many areas where a more co-ordinated approach would lead to achieving the ambitious growth targets set out in this plan. The list of actions may seem daunting. However, a number are simply issues of practice or policy that need agreement on. Others clearly fall within the domain of existing bodies and organisations and serve to provide a steer or focus to existing activity. Once the partnership works to identify who will lead on and support the actions, it will become clear that whilst this represents a stretching plan, it is not unrealistic.
- ❖ Marketing should be delivered on an 'attract and disperse' basis focusing on no more than 6 honeypot destinations or themes. Some audiences will be better targeted by a single approach on behalf of the whole county, for example the Coach and Group sector and possibly the MICE sector.
- ❖ One of the greatest areas at risk of duplication of effort and confusing customers is how the county tourism product is represented on-line. A priority is to review and agree a county-wide approach to on-line marketing.
- ❖ Investment, both public and private sector, will be hard won in the next few years. A clear strategic approach to investment is needed that moves the county towards the goal of this plan. Investment in research and intelligence is needed to influence and guide.
- ❖ Similarly, key strategic bodies must work tirelessly to ensure that there are as few barriers as possible preventing growth and investment where partners are willing and able to do so.

What will success look like in 2020?

- ❖ A small number of coordinated, well managed and promoted distinct destinations performing well and delivering growth.
- ❖ A highly effective network of destination organisations working seamlessly towards a shared set of goals.
- ❖ Lincoln positioned on a world stage as a leading heritage destination.
- ❖ The Coastal product re-established as a quality offer presenting a range of experiences appropriate to a wide range of target audiences.
- ❖ A network of strong, fully functioning, supporting destinations and experiences built around market towns, rural themes, aviation, food and drink.
- ❖ An overall increase in the quality of the visitor experience, and especially a growth in quality accommodation provision.
- ❖ An established reputation as a provider of high quality visitor experiences.
- ❖ An extended tourism season with a more diverse audience base.

5. Why Tourism?

During the current period of economic uncertainty and austerity, it is worth asking the question: why is the visitor economy important to a destination? Tourism can be seen as many things and has in the past sometimes been dismissed as a 'candy floss' industry of low value. This view is now largely rejected and tourism is seen as one of the sectors that can help drive economic growth within a destination and within the country. Of particular interest to local authority partners is the role tourism plays in influencing the overall quality of life of residents and for the wider local economy:

- ❖ By strengthening the visitor economy, services enjoyed by local people, such as restaurants, attractions, arts and entertainment will benefit.
- ❖ Looked at the other way, actions directly aimed at making somewhere a better place to live and work will also make it a more appealing place to visit.
- ❖ Strengthening and promoting the image and awareness of a destination and the services available can be highly important in attracting new business and investment across all sectors.
- ❖ Tourism has demonstrated its ability to stimulate growth in jobs and is a relatively accessible sector in which to start a new business.
- ❖ The health of tourism-related businesses can be very important to other parts of the local economy who supply them, such as food producers, maintenance services etc.
- ❖ The skill set required for the tourism industry is not bespoke; therefore training can incorporate and have impact on other sectors such as the care sector.

Data illustrating the current impact and value of tourism is given in section 12.

6. Glossary of related terms

Like many industries, tourism is awash with acronyms and other terms that may have particular meaning in a tourism context. The following terms may occur in this plan, or in a wider discussion about the industry:

Tourism: The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. The term 'tourist' may be taken as those persons defined above. There is some inconsistency in whether 'staying' is taken as implying overnight stays or includes day visitors.

Visitor Economy: All aspects of the economy related directly or indirectly through the supply chain to the provision of services to visitors and benefitting from their spending. The term 'visitor' has the same meaning as tourist above but unequivocally also includes people visiting just for a day or less as well as overnight.

Place Making: A multi-faceted approach to the planning, design and management of public spaces. This can include aspects such as information, interpretation, events, community and business engagement etc. as well as physical appearance and facilities.

Place Marketing: The application of marketing and branding strategies and tactics to destinations in order to attract investment and income. This latter may arise from attracting new business, tourists, residential expansion and other development and activity. Place marketing includes, but is wider than, tourism and destination marketing.

Destination Marketing: An aspect of place marketing, commonly referring to the promotion of a destination to tourists.

Destination Management Organisation (DMO): The organisation with responsibility for managing tourism in a defined area. Private Sector driven.

Sustainable Tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. This is an essential component of effective destination management, integral to success and not an additional facet.

Visitor Management: The physical process of influencing, directing and accommodating the flow of visitors to and within a destination.

SFR/VFR: The sector of the visitor economy that relates to people Staying one night or longer away from their place of residence with a family member or close friend (SFR) or visiting them for a day visit (VFR.)

MICE: Meetings, Incentives, Conferences and Events – a sector of the business tourism market.

7. Principles for the visitor economy in Greater Lincolnshire

The Local Enterprise Partnership (LEP) for Greater Lincolnshire recognises the visitor economy as a priority sector and states an ambition for sustained growth. The visitor economy is referenced directly in the over-arching vision:

"Greater Lincolnshire's economy is diverse and resilient, and has made, and continues to make, an effective contribution to the UK economy. It provides real opportunities for people to live, work, invest and visit."

This plan distils that headline vision into a series of specific objectives for developing the Visitor Economy in the area, the cumulative impact of which will be:

- ❖ Increasing economic prosperity and creating new jobs
- ❖ Sustaining, and improving the quality of existing jobs
- ❖ Generating interest and support for the conservation of the area's natural and cultural heritage whilst working to minimise potential environmental impacts
- ❖ Providing a wider range of opportunities, services and facilities for residents than would be available if demand was entirely from within Greater Lincolnshire
- ❖ Ensuring social inclusion – maximising opportunities and access for all

8. Shaping the strategic priorities

This plan sets out an approach to developing the visitor economy that will address the following issues:

- ❖ **Tourism Product** - overall appeal and appearance, access, infrastructure and visitor services, issues of capacity and quality of accommodation, attractions, places and services, making improvements, filling gaps and pursuing new development. Sustainable development.
- ❖ **Routes to market** - the need to embrace new technologies especially relating to communicating and social media, selling to customers, existing markets, trends and the opportunity for change, consideration of current and future target markets, overseas v domestic.
- ❖ **Skills and training** - identifying needs within the industry and ensuring the various training providers are offering appropriate and accessible opportunities.
- ❖ **Destination image, branding and promotion (marketing)** - the need to 'sing from the same song sheet' in how we talk about the county and our tourism products. The balance between county-wide and sub-destination activity. Agreeing on our 'hero' brands and supporting their growth and development.
- ❖ **Working structures and communication** - the need to improve stakeholder engagement and joint working, through better structures and communication.
- ❖ **Tourism performance and impacts** - the balance of volume and value, the advantage and chance of increasing spend per head. Opportunities to increase the level of tourism spending retained locally, for example through local supply, prioritise towards staying as against day visitors, and increasing length of stay, lengthening the season.

9. External trends and influences

The correct approach to grow the visitor economy will be shaped by the macro environment in which tourism in Greater Lincolnshire operates. National and international economic trends, the activities of national government and agencies such as Visit England and Visit Britain, new technologies and changes to consumer preferences need to be reflected.

Tourism is ever changing.

The concept of tourism now embraces all manner of leisure pursuits, from undertaking activities to visiting attractions, attending events and staying overnight. It includes the economic activity of local residents and their visiting and staying friends and relations (VFR & SFR), as well as the traditional tourist from outside of the area. There is currently a significant trend towards attracting domestic tourism and towards attracting greater 'consumption' of tourism by ever more focused consumer segments. Underlying all this is a continuing growth in leisure and in the wider aspects of improving one's quality of life. Whilst economic conditions remain challenging, there are sizeable sectors of the population with high disposable incomes and time to enjoy increased leisure activity, commonly known as the 'grey pound.'

Recent economic, social and environmental issues have all had a significant impact on the nature of tourism in England. As taking leisure breaks in the UK as a real alternative to overseas travels continues to be fashionable, the 'stay-cation' phenomenon is here to stay.

The national and regional tourism sector is changing dramatically in response to structural and financial policies at national and local levels. We need to create a more focused and streamlined mechanism for enabling the tourism industry to flourish. The private sector increasingly has to accept their role in supporting initiatives they wish to see delivered, not least by offering direct financial support. The public sector needs to continue to recognise the growing importance of the tourism sector through direct support and continued investment in the large sectors of the tourism infrastructure that it is directly responsible for.

Tourism and tourists do not recognise boundaries. Tourism experiences take visitors from one district into another and from one county into another. Tactics need to embrace these opportunities and develop effective links with public and private sector partners in these neighbouring areas to maximise the quality of the visitor experience and economic impact.

The product in Greater Lincolnshire is changing too. Some examples of this include: A major programme of investment in Lincoln Castle will see around £22m invested prior to Magna Carta's 800th anniversary in 2015 with a possible further £3m investment to follow. It is planned that Lincoln Cathedral will have invested £12m by 2018. There are many others too. Private sector operators such as Bourne Leisure continue to invest in their branded products on the coast. Smaller private sector operators are finding it harder to invest due to difficulties in obtaining funding.

10. Tourism Structures

Tourism at government level sits within the Department for Culture, Media and Sport (DCMS) they contract with their national delivery body for England - Visit England. Both the government tourism strategy and Visit England's tourism framework place strong emphasis on tourism growth being supported and delivered by a network of regional Destination Management Organisations (DMOS).

❖ National	Country	Visit England & DCMS
❖ Regional	Region	There is no regional tier after April 1st 2011
❖ Sub-regional	County	Local Enterprise Partnerships (LEPs) County Councils
❖ Local	Area	DMOs Sub-Destinations/Districts

To ensure that tourism is properly coordinated, resources are effectively allocated, return on investment is maximised and effective channels are in place to ensure full integration with the Visit England framework, destinations are encouraged to have a clear structure in place using the DMO model.

DMOs are described as:

Those with responsibilities for tourism locally vary in form, function, governance and size but essentially take a lead role for the development of tourism in a destination. These may be a single organisation, such as a local authority; a legal entity, such as a community interest company or company limited by guarantee, or an informal partnership. These are England's Destination Organisations.

Around 40 of England's destination organisations meet the criteria to attend the Destination Management Forum which brings together senior executives from England's destination organisations in order to enable productive, collective engagement with each other and with the lead tourism body, VisitEngland, around a joint agenda of national and local tourism growth and management issues affecting their organisations.

Currently, only Visit Lincoln is eligible to attend the Destination Management Forum meaning the interests of much of the county are not represented.

The landscape of tourism management across Greater Lincolnshire is complex. It comprises a number of area-based organisations in various stages of development and maturity, thematic based groups, representative bodies and local authority partnerships. In 2012, a report was published by 'Social and Local' on behalf of partners to help shape the future direction of tourism in the county. This work looked at delivery and management structures and recommended that Greater Lincolnshire needed to 'create a joined up, co-ordinated, cost efficient and financially strong destination management and marketing model where ... leading product offers are leveraged through distinct same interest groups acting independently and in concert with each other to support individual strands and the overarching ... County story. '

The report commissioned from Social and Local Consultants report comments 'There is a strong preference for organising structures to demonstrate a mix of geographic and theme and that these organisations should be responsible for marketing and destination management as well as product development.

It is however recognised that this will only work if partners work towards an overarching framework that will:

- ❖ Work with groups in setting measurable objectives and hard targets
- ❖ Ensure that groups collaborate and that cross-selling and cross-promotion is seamless
- ❖ Seek/Drive investment in the overarching strands of IT, Transport, Inward Investment (accommodation), Signage, Skills & Training
- ❖ Lobby on behalf of the county with national and international bodies
- ❖ Provide a single united voice in lobbying and representation
- ❖ Demonstrate cohesion and collaboration in support of future funding applications

This will be very difficult to achieve unless there is an agreed county-wide strategic approach to tourism development that is owned and managed on behalf of the many partners.

The following is the current list of known groups that play a part in destination management across the county:

Greater Lincolnshire Destination Forum:

An officer group for tourism in Greater Lincolnshire which includes district council representatives (including North and North East Lincolnshire) as well as the two Destination Management Organisations in the county – Visit Lincoln and Visit East Lincolnshire. This group has also signed up to the Film Friendly Partnership with Creative England and respond through LCC to all film location requests.

Visit East Lincolnshire:

Visit East Lincolnshire was established to promote the tourism assets of East Lindsey to increase the economic wealth that tourism brings to the district and to support the industry through product development and training and skills opportunities. Visit East Lincolnshire is a membership organisation that is financially supported by East Lindsey District Council. The Lincolnshire Chamber of Commerce provide membership recruitment and financial accountancy services.

Visit Lincoln:

Visit Lincoln actively markets all that there is to do within Lincoln. The focus here is on promoting Lincoln as a city with much to do and see. Besides pinpointing tourist attractions and events which are going on, it provides information about the business opportunities and high standards of education to be had within the city. A membership organisation supported by Lincoln Business Improvement Group and the Lincolnshire Chamber of Commerce.

Boston Visitor Economy Partnership:

This Partnership has evolved through a Knowledge Transfer Partnership between the University of Lincoln, Lincolnshire Chamber of Commerce and Industry, and Boston BID. Boston Borough Council, Lincolnshire Chamber of Commerce and Industry and Boston BID along with other partners and stakeholders within the Boston Visitor Economy Partnership are working together to create a collaborative effort in identifying priorities and driving Boston's visitor economy forward.

Lincolnshire Chamber of Commerce (Tourism and Hospitality):

The Lincolnshire Chamber of Commerce is a membership organisation that provides business support and networking facilities to its affiliates. The aims of this organisation are to boost the regional economy as well as develop partnerships between Lincolnshire's businesses. The Chamber works with and supports, among others, Visit Lincoln, Visit East Lincolnshire and the Boston Visitor Economy Partnership, as well as the 'Select Lincolnshire' project for food and drink.

Hidden England:

A group of five historic houses and selected partners (hotels and visitor attractions) that come together for joint marketing opportunities and to provide visitors with special offers.

Farm Attractions Group:

The National Farm Attractions Network (NFAN) is a cooperative which strives to support the diversification of farms across the UK. Particular emphasis is placed upon the development of rural tourism including raising the profile of farm and rural attractions.

Lincolnshire Heritage Forum:

Lincolnshire Heritage Forum is a membership organisation that provides marketing opportunities to services and businesses that operate within the heritage and culture sector. It is also the publisher of 'Heritage Digest', an informative newsletter that markets heritage and cultural events to its subscribers.

Heritage Trust of Lincolnshire:

The Heritage Trust of Lincolnshire strives to conserve the county's heritage and enhance it so that it can be enjoyed by locals and visitors. Events and projects are organised which are deemed to benefit the preservation and enhancement of heritage.

Lincolnshire Wolds AONB:

The Lincolnshire Wolds is an Area of Outstanding Natural Beauty (AONB); the aims of this organisation are to encourage the enjoyment and discovery of this landscape. In addition, a focus is placed upon sharing information about the Lincolnshire Wolds Countryside Service and pinpointing local grant schemes.

Churches Conservation Trust:

The Churches Conservation Trust was established in 1969 and is a national charity that aims to protect and conserve historic churches in need of additional support. Not only does the trust aim to conserve the fabric of its churches but it also aims to provide community regeneration through the promotion of their usage.

Lincolnshire Wildlife Trust:

Lincolnshire Wildlife Trust is a charity safeguarding wildlife and wild places in Lincolnshire and promoting understanding and enjoyment of the natural world from the Humber to the Wash. It operates a number of visitor destinations including Gibraltar Point, Donna Nook, Whisby and Snipe Dales along with many smaller attractive sites of interest such as Red Hill, Deeping Lakes and Dole Wood.

Lincolnshire Agricultural Society:

Lincolnshire Agricultural Society was formed in 1896; its aims at this time were to oversee the progress and welfare of the Agricultural Industry. However it is now probably best known as the organiser of Lincolnshire Show. The society proudly has over 3400 members and actively works to better connect these members throughout Lincolnshire's agricultural sector.

SECWHA (Skegness, East Coast and Wolds Hospitality Association):

SECWHA are an accommodation and marketing group with a range of private sector members from across the district of East Lindsey. They operate a Marquess quality assurance scheme which gives certification that its membered accommodation is of good quality and is in line with the Star Rating standards.

Lincolnshire Wolds Walking Festival Steering Group:

This partnership between voluntary walk leaders, various organisations and local authorities was founded in 2005. Its operation includes the creation of walks and walking events over the Lincolnshire Wolds.

Louth Town Partnership:

The Louth Town Partnership's purpose is to provide information about the historic market town of Louth. The partnership additionally seeks to improve and sustain Louth's economic infrastructure, emphasis is not placed on just visiting the town but also investing in it. The partnership effectively encourages economic growth and sustainability within the town of Louth.

Mablethorpe Community Interest Company

The Mablethorpe Community Interest Company comprises of representatives from the Town and District Council as well as local business and voluntary organisations. The underlying motive of this group is to spur on economic growth within Mablethorpe through the collaborative action of its stakeholders.

Skegness Town Centre Partnership:

The Skegness Town Centre Partnership aims to increase economic growth within the town through the planning of new projects and promotion of existing attractions. The partnership is between both local businesses and the Town and District council which aim to work in unison to increase investment and visitor numbers.

Market Rasen Business Improvement Group (MR BIG):

Market Rasen Business Improvement Group is a voluntary organisation whose members are concerned with improving the experience of those who live and work in the town. The main focus currently is to improve the feel of the main street and retail areas.

Bailgate Area Guild:

The Bailgate Area Guild meets monthly to discuss matters of concern to retailers within the area. Its function is to lobby for improvements to the Cathedral Quarter that will benefit independent retailers and consequently improve tourism to the Bailgate area.

Lincoln Hoteliers Association – Lincoln Hotel & Guest House Association:

The Lincoln Hotels & Guest House Association comprises of twenty-five members which strive to provide quality accommodation to their visitors. The members to this organisation are subject to an investigation to ensure a high quality of accommodation can be received by their customers.

Lincoln Cathedral:

The 2009 East Midlands Regional Plan stated that 'Lincoln Cathedral is one of the most important medieval buildings in Europe and its prominent, visually dominating position makes it one of the finest sites of any great building of European civilisation.' The Cathedral is regarded as an icon for the county and plays an active role in promoting Lincoln and Lincolnshire to visitors in the UK and worldwide. It has a significant role in the Lincolnshire economy. A recent economic impact assessment by Globe Consulting found that Lincoln Cathedral contributes £17 million to the local economy including £6.7 million from adult paying visitors. It ranks within the cohort of only 3% of employers in Lincolnshire employing more than 50 people. Internationally, it is the owner of one of the four 1215 Magna Carta together awarded 'Memory of the World' status by UNESCO. This Magna Carta is on loan to Lincoln Castle but it is also toured principally in the USA and so has an important ambassadorial role for Lincoln and Lincolnshire.

For the future The Dean & Chapter of Lincoln Cathedral are embarking on an ambitious Heritage Lottery Fund bid: Lincoln Cathedral Connected. With this bid they are aiming high to become a first-class tourist attraction, engaging a wide range of people with its history, architecture and work. Plans unveiled in September 2013 show a project that will transform the cathedral's visitor facilities, grounds and internationally important architecture. The intention is to attract even more visitors to Lincoln and Lincolnshire.

The organisations vary in the level of their resources, ambitions, priorities and activities. Among the most active are:

Lincolnshire County Council

Lincolnshire County Council (LCC) is focused on product development and economic regeneration projects to create vibrant places, support job creation and improve the product offering.

Key product development projects include:

Lincoln Castle Revealed (LCR) is an ambitious restoration of this building that dates from 1068. Some £22m is to be spent on the Castle between 2011 and 2014. The revealing of the restored Lincoln Castle which will have a vastly improved visitor offer will be in time to celebrate Magna Carta's 800th anniversary in 2015.

Lincolnshire Waterways Partnership (LWP) was formed by Lincolnshire County Council, Environment Agency and British Waterways as a commitment to the regeneration of the river corridors of Lincolnshire. The LWP is still the only area in the UK to have a county-wide waterway regeneration strategy. Since 2003 some 16 successful funding applications totalling £18m have been made for both EU and regional money. A whole variety of projects have been delivered, multi user paths, new bridges and moorings, facilities for boaters, visitor centres, locks and a

nature reserve. The aim of the partnership is to deliver a quality experience to all users, whether they are boaters, walkers, cyclists, horse riders or anglers.

Select Lincolnshire is raising the profile of Lincolnshire whether it is signposting local produce within the County, sending the best of Lincolnshire's food and drink across the UK or promoting and attracting investment into the county. Working with the Lincolnshire Chamber of Commerce to help businesses promote Lincolnshire's food and drink locally and across the UK, Select Lincolnshire for food has a membership of approximately 225 businesses who are supported through umbrella marketing activity and a programme of events, business support, PR and communications. The Select Lincolnshire project is funded by Lincolnshire County Council, formerly the Tastes of Lincolnshire and Select Lincolnshire projects.

LCC considers food, drink and agriculture in Greater Lincolnshire as being at the very heart and soul of our way of life. The Love Food Select Lincolnshire marque is available for member businesses to display on produce, in local shops, accommodation, pubs, cafes and restaurants and represents an assurance of quality, local produce.

Select Lincolnshire for food offers Lincolnshire's food, drink, tourism, hospitality, agriculture & horticulture sectors a unifying brand for use alongside businesses own branding to highlight provenance and aims to attract visitors to the County, promote business growth and job creation within the sector.

Good Taste magazine is the main promotional tool of the Select Lincolnshire project. Recognising a need to promote the county's produce and also to raise the perception of Greater Lincolnshire as a destination Good Taste tells the stories of Lincolnshire more fully and explains what the county is really like. Showing the 'behind the scenes' of Select members has proved particularly powerful. Good Taste tries to 'think like a visitor' packaging up shopping, countryside, eating, heritage experiences. The print-run is currently 90k and 42% of the Good Taste database live outside Lincolnshire. It has been instrumental in moving Lincolnshire people to explore their own county. The magazine plays a crucial part in constantly ensuring that businesses see things through the eyes of their customers and visitors and its power as a tourism development and place marketing tool should not be underestimated.

Aviation Heritage Lincolnshire is raising the profile of the aviation heritage product in the county, and promoting aviation within the schools and colleges. Lincolnshire has a broad depth of aviation heritage; this is a partnership that recognises this and endeavours to promote it. This partnership has been established through the help of Heritage Lottery funding in order to reach out to locals and visitors as well as inform them about their rich aviation history. There are many anniversaries in the period 2014-18 that can be used to promote this.

Other current projects impacting on the visitor economy in Lincolnshire managed by LCC include Superfast Broadband (On Lincolnshire) and road infrastructure developments. Furthermore, within Lincoln itself, LCC lead on infrastructure developments such as Park & Ride and highways access improvements - all important elements of the visitor experience.

Lincolnshire County Council's work on the coast includes:

- ❖ Lincolnshire Coastal Country Park – a site which comprises of landscape and seascape, its extent stretches from between Grimsby to Gibraltar point. It is a partnership funded by Lincolnshire County Council but is in collaboration with numerous organisations. The country park is an area of preservation as well as a visitor attraction.
- ❖ Structures on the Edge – Artistic installations along the Lincolnshire Coast including the Cloud Bar and Round and Round House at Anderby Creek, the Sound Tower at Chapel Six Marshes and Salt Licks at Huttoft.
- ❖ North Sea Observatory – Iconic new seafront building planned at Chapel Point taking advantage of the stunning views. The building will contain a visitor's centre for the Coastal Country Park, a cafe, public toilets and Arts Council funded art gallery and artspace. Plus a lookout for the Coastwatch organisation.
- ❖ Xsite Skate Park in Skegness - opened in 2006 Xsite in an impressive indoor skate park. There's also a full exterior street environment called The Plaza and an events programme.
- ❖ LCC led the RDPE program that funded Farmer Brown's Ice Cream Shop, Festival of Bathing Beauties, Coastal Country park signage and interpretation, also the Churches Conservation Trust Archways project and Walking Festival.

LCC owns and runs a number of visitor attractions in Lincoln in addition to Lincoln Castle. These are the Museum of Lincolnshire Life, Ellis Mill, Usher Gallery and The Collection. These attractions are maintained, developed and promoted by LCC. The Collection has seen considerable recent investment and the Museum of Lincolnshire Life is to undergo refurbishment through investment in 2013.

The Countryside Access team promotes routes and open areas with public access for walking, cycling and riding, including nature reserves and the Viking Way.

With regard to tourism marketing, LCC own the Destination Management System and associated website visitlincolnshire.com, produce an annual countywide visitor guide, deliver tourism PR and manage the 'Select Lincolnshire' food scheme, which includes the production of Good Taste magazine - the main promotional tool for Lincolnshire County Council's Select Lincolnshire for Food project, showcasing the county's food and drink. There are two issues printed and distributed each year, Spring/Summer and Autumn/Winter.

Visit Lincoln Partnership

The Visit Lincoln Partnership is supported by public and private sector stakeholders and leads on place marketing in Lincoln. Lincolnshire Chamber of Commerce and the Lincoln Business Improvement Group founded Visit Lincoln Partnership in April 2011, evolving the already established Lincoln Area Tourism Chamber within the Chamber of Commerce.

The Visit Lincoln Partnership is the conduit for private sector business engagement and effective collaborative working within the visitor economy and has published a Destination Management Plan for Lincoln.

It exists to raise the profile of Lincoln as a place to live, visit, work and invest through three key areas of activity:

- ❖ Tourism – attracting day and staying visitors to Lincoln for short breaks
- ❖ Trade – raising the profile of Lincoln as a place to do business, hold conferences and events and to bring group tours
- ❖ Talent – celebrating Lincoln’s talent; raising the profile of the city as a place to excel in education, sport, music and the arts

VLP has created a Destination Management Plan for the city considering transport infrastructure; quality of product; business development and training and marketing. The VLP will work in partnership with others to deliver this plan.

It is a membership organisation but existing members of the Chamber and Lincoln BIG are exempt from a membership fee.

Visit East Lincolnshire

Run as a private-public partnership involving businesses and East Lindsey District Council, Visit East Lincolnshire, a Destination Management Organisation, takes a lead role in influencing the way the area markets itself to existing and new visitor markets, exploring training needs to up-skill workers in the sector and being a collective voice of tourism stakeholders.

Overseen by a Board and with membership by subscription, another of Visit East Lincolnshire’s key roles will be to draw in funding to support improvements in the visitor economy sector and be the point of contact for the national tourism organisation, VisitEngland. The group is chaired by Resort Director at Butlins and LEP lead for tourism, Chris Baron. As a single voice for tourism in East Lindsey, Visit East Lincolnshire aims to raise issues facing the tourism industry on behalf of its members and help to find solutions and lobby for support.

Opportunities -

- ❖ *Good practice indicates an occasional review of structures and delivery mechanisms can be beneficial*
- ❖ *The creation of this Destination Management Plan will allow all groups to think about the role they play in supporting and delivering tourism growth*
- ❖ *The current 'bottom-up' structure fits well with the localism agenda, but will be strengthened with a clearer county-wide strategic framework sitting above it.*
- ❖ *Applications for funding will be strengthened by being able to demonstrate an effective, county-wide structure that gives a cohesive and joined-up approach to tourism development.*
- ❖ *Economies of scale can be achieved if some county-wide functions were handled centrally*

11. Understanding current performance

The impact on the economy in Lincolnshire of tourism activity is measured through the STEAM model. In 2012 the overall impact was calculated as £1.115bn and accounted for 17,796 jobs. Modest growth has been achieved in the last few years.

Impacts - £000's													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2007	48,537	46,829	55,304	83,677	105,982	101,794	140,979	169,993	114,813	77,536	47,686	60,109	1,053,239
2008	52,116	55,474	59,837	77,403	119,830	105,360	135,997	163,110	105,359	40,999	47,953	52,372	1,045,811
2009	50,003	50,504	53,336	86,148	116,671	103,623	134,867	181,349	106,190	77,842	46,588	52,457	1,059,578
2010	45,421	52,080	53,079	83,614	114,219	119,030	133,004	180,493	112,706	74,796	46,022	44,131	1,058,596
2011	51,323	52,864	58,301	91,299	115,439	112,429	132,376	169,724	110,180	76,669	48,187	44,167	1,062,959
2012	54,078	56,152	66,585	90,138	114,044	119,693	139,742	182,546	115,481	78,494	52,211	45,838	1,115,002

Employment													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2007	11,119	10,670	12,225	16,677	19,590	18,818	23,620	28,148	20,809	15,288	10,757	12,470	16,683
2008	11,802	12,139	13,042	15,762	22,037	19,798	23,274	27,301	19,690	14,521	10,989	11,560	16,826
2009	11,697	11,580	12,209	17,210	21,708	19,679	23,340	30,334	19,927	15,734	10,880	11,804	17,175
2010	10,972	11,686	12,086	16,756	21,296	21,866	22,766	29,757	20,631	15,218	10,745	10,586	17,030
2011	11,957	11,941	13,006	18,141	21,796	21,204	23,150	28,764	20,710	15,722	11,210	10,708	17,359
2012	12,376	12,410	14,182	17,721	21,291	22,004	23,908	30,130	21,159	15,770	11,693	10,909	17,796

The spread of tourism impact across the county also shows some clear honeypot destinations and highlights the importance of the coastal offer:

Total Revenue by District (£'s millions)	2012
Boston Borough Council	58.06
East Lindsey District Council	495.63
Lincoln City Council	152.94
North Kesteven District Council	99.97
South Holland District Council	78.64
South Kesteven District Council	136.76
West Lindsey District Council	93.00
TOTAL	1115.00

Perhaps not surprisingly for a destination with Lincolnshire's characteristics, the figures reveal a highly seasonal pattern of activity.

Other conclusions that can be drawn from these results indicate:

- ❖ A very high proportion of day visitors
- ❖ A strong bias to non-serviced accommodation for staying visitors
- ❖ A rise in staying with friends and relatives (SFR) activity that is not replicated by hotel use

Little is currently known about the size and value of the business tourism market in Lincolnshire.

Caution is needed when looking to bench-mark Lincolnshire's visitor economy with other destinations. Not all destinations use the STEAM model as alternatives are available and different methodologies will give different results. Population size alone can mask other relevant socio-demographic factors that can impact tourism performance. However, a headline comparison of Lincolnshire's visitor economy with a selection of other destinations starts to indicate some interesting patterns (2011 data):

	Area	Population	Tourism Value	Tourism Employment
Lincolnshire*	6,956 km ²	1,042,000	£1.063bn	17,359
Norfolk	5,371 km ²	859,400	£1.927bn	38,472
Leicestershire	2,156 km ²	980,800	£1.403bn	20,012
Hampshire	3,769 km ²	1,763,600	£2.30bn	60,500
Dorset	2,653 km ²	745,400	£1.495bn	40,295
Somerset	4,171 km ²	910,200	£1.16bn	31,457

*Lincolnshire County Council area

Opportunities -

- ❖ *Comparison with other destinations indicates clear room for growth and expansion*
- ❖ *There is capacity for job creation and ensuring skills and training opportunities relevant to the industry needs*
- ❖ *Seasonality needs to be 'flattened'*
- ❖ *Day visitors need to be converted to staying visitors*
- ❖ *Serviced accommodation must perform better in relation to self-catering*
- ❖ *More needs to be understood about the importance of inbound tourism from outside the UK*
- ❖ *More needs to be done to understand the current size and future potential of the business tourism market*

12. Profiles and characteristics of visitors to Lincolnshire

In 2008, a study was commissioned into the characteristics of leisure visitors to Lincolnshire using the ArkLeisure model. This is a segmentation tool that divides the UK market into 8 core segments. This model was developed originally for Visit Britain and is used extensively by destinations across the UK and increasingly by overseas destinations that are looking to develop greater volume or value of their UK market share.

The conclusions from that detailed study paint a clear picture of the nature of visitors to Lincolnshire:

Lincolnshire appears to have a strong and loyal local market following but is generally unknown by the wider market.

It has a perception of being a place with flat farming countryside, not as scenic as other parts of the UK, but offers the feeling of freedom and space both in the country and along the coast.

Lincolnshire is attracting the older independent-minded leisure visitor particularly the Traditionals and Functionals from the ArkLeisure segments. Traditionals like their holidays at a more relaxed

pace and don't enjoy really busy resorts. They do value the personal service they receive at smaller and more independent accommodations and restaurants. Functionals enjoy holidays where they can do what they want when they want. They tend to go for holidays in more rural locations where there is a mix of activities and attractions. They will often be found in the budget accommodation options as they are seeking a roof over their head and not a lot else.

Even though awareness is low, those who are aware of the region generally have a positive perception which stands Lincolnshire in a good position as, unlike some other destinations tested, they do not have to overcome negative perceptions, just try to concentrate on creating positive perceptions.

Testing the various types of city, rural and coastal breaks reveals the different types of breaks that appeal to the various demographic groups:

The younger market prefers the livelier offer compared to the older market that like their trips more relaxed.

Style Hounds prefer the man-made offer to the natural offer and would prefer lively cities or coastal resorts with plenty of shopping, bars and entertainment like theme parks; nothing where they have to think too much.

Followers have very similar interests to the Style Hounds but are not willing to take the risk of trying something until it has been tried and tested by the more leading edge segments in the market. They are easily swayed by their peers so destinations that have a reputation among the Style Hounds will be visited by the Followers soon after.

Cosmopolitans have a broad range of interests when it comes to UK breaks and are happy to visit cities, coastal resorts or rural areas depending on what type of break they are seeking. They are the most active when it comes to holiday taking so it is potentially easy to get a Cosmopolitan to visit your destination but it may be some time before a repeat visit due to the wide range of destinations they like to visit. The destination does have to have an offer that appeals which is most likely to be upmarket accommodation and contemporary dining with plenty of options for shopping and activities.

Discoverers are an active segment that likes to try new things and discover the true destination as the locals experience it. They like an element of entertainment along with increasing their knowledge. One thing that makes a Discoverer is their lack of interest in the arts. They prefer their knowledge to be built on facts rather than something subjective like art.

Traditionals are a core market currently for Lincolnshire. They tend to be slightly older and choose more rural or coastal destinations for their holidays. They like their heritage attractions and visiting gardens and tend to spend their holiday at a relaxed pace. They value personal service and this is something they are prepared to pay for. This usually means they opt for some of the smaller independent guest houses where they are likely to receive this kind of service.

Functionals are another core market currently. These are quite cost-conscious individuals and tend to go for budget accommodation like self-catering or static caravans. They tend to go for more rural

destinations, which is often where these types of accommodation can be found and go for somewhere where there is a good mix of attractions and activities that they can do. They enjoy the outdoors as this represents good value for them – fresh air is free.

High Streets like tried and tested destinations and rely heavily on recommendations. They are likely to go for some of the more mainstream destinations in the country that have a reputation, for example Blackpool for coastal fun or London for theatre breaks. They are quite brand-orientated as this provides reassurance for them. For example, if they were to visit an art gallery they would likely choose somewhere like the Tate as this is well known and respected, so they think they will get a good quality experience from this attraction more than a small independent gallery that they would not have heard about.

Habituals are the least active of the eight segments in the holiday market but do represent an important section of the visitors to Lincolnshire. These people are resistant to change and are likely to go to the same destinations time and again. They are likely to be found at the coastal resorts or holiday parks where they have holidayed for years. They have found what they like and are happy to stick with it.

Lincolnshire is seen as a place most suited to coastal and rural holidays. The one disadvantage is that scenery is important for rural holidays and the scenery is not seen as being impressive in Lincolnshire so the product offer and the activities that are available would need to be enhanced to give people a reason to visit.

Lincoln city has a positive perception as a traditional and authentic destination but it is not seen as a lively cosmopolitan city so is unlikely to attract the younger and higher spending segments because it is not seen as offering the product that they desire.

The coastal offer of traditional seaside resorts is appealing to certain segments but there are many similar destinations throughout the UK so destinations like Skegness, Cleethorpes and Mablethorpe need to ensure that their offer is differentiated in some way from other traditional coastal resorts.

It is interesting to note that the impact that the static caravans have on tourism on the coast is probably overstated, and that the size of the permanent and semi-permanent community that lives there is understated. There seems to be little understanding of exactly what they are actually used for. They represent a mixture of homes, second homes and some holiday accommodation. It would seem that it would be advantageous to have a considerably better understanding of how they are used, how much revenue they generate for the local economy, and what costs they bring to the local economy.

Opportunities -

- ❖ *Commission a new demographic survey to understand the characteristics of current visitors.*
- ❖ *Awareness will be built more effectively by individual brands, sub-destinations and themes rather than on a county-wide basis.*
- ❖ *Thanks to the diversity of product on offer, there is something to appeal to virtually all groups and segments.*

- ❖ *Partners that develop and sell products will be able to target their activity more effectively with a clearer understanding of the needs, motivations and aspirations of the key target groups for the product.*

13. Tourism Product

Tourism marketing activity will only ever be as successful as the product allows. Short-term growth may be possible by marketing alone, but longer-term sustained growth will only result from a strong product base and most importantly, a product base that is constantly evolving and improving. The product base in a destination is complex, covering accommodation, attractions, events, open spaces, towns, cities and villages etc.

A report commissioned from Social and Local consultants concluded that ‘the unique topography of the County along with its existing expertise & knowledge, affordable accommodation offer and resources suggests that the growing Festivals and Events market is one which can offer significant commercial opportunity for stakeholders.’ They recommend ‘a focus on investment in this area, exploring creative opportunities in areas such as “Ancestry”, “Christianity”, “Food & Drink”, “Beach”, “Academia” .’

A particular opportunity in the next few years will be the reopening of Lincoln Castle following extensive investment. This presents a unique opportunity to significantly raise the impact of tourism within the area's economy and detailed plans should be in place to ensure no opportunity is missed. However, in order to position and maintain the Castle as a truly iconic tourism destination of international significance, continued investment will be needed to further shape the product offer and maintain and grow its appeal to the widest possible audiences. In particular, the need to ensure ancillary services around the visitor experience are of a world-class quality, including for example, catering, customer service provision etc.

Customer service is one of the most often cited failures in visitor experiences. Investment in physical developments and marketing can be undermined if the visitor experience is weakened through poor or indifferent customer service. Competitive advantage could be generated by working over a sustained period to ensure that standards of service are raised across the whole offer.

The weather is an uncontrollable factor that has significant impact on the tourism economy. 2012 in particular saw many sectors being badly affected. Investment in ‘weather proof’ attractions can help mitigate the impact. However, spreading the risk across the whole year and developing activity that is driven by interest and in particular events can both help to counter the impact of the weather. Inevitably though for a destination with Lincolnshire’s characteristics, it will always be possible to map performance alongside the weather charts.

In 2009 Locum Consulting were commissioned to look in detail at the provision, performance and future of the accommodation supply in the county. That report concluded that there had not been the same scale and variety of investment that there has been in other parts of the country and, as a result, there are significant gaps in the nature of the offer. In particular they suggested that the county is almost entirely lacking in serviced accommodation product for those of a more

“cosmopolitan” disposition - the people that are the big spenders and like to take short breaks. They presented particular evidence of pent-up demand for visitor accommodation in Lincoln, Stamford and also, at a lower level, in places like Skegness, Gainsborough, Grantham and Boston.

There is consensus that there is an imbalance in accommodation supply with an over-provision of poor quality accommodation.

Any development needs to adopt the highest sustainable practices. A good framework for tourism development is available through the VICE model developed by the Tourism Management Institute (TMI.)

The VICE model provides a framework for the different stakeholders to work together to improve sustainability. It identifies sustainable destination tourism as the equitable interaction between:

VISITORS **V**
the INDUSTRY that serves them **I**
the COMMUNITY that hosts them **C**
and their collective impact on, and response to **E**
the ENVIRONMENT where it all takes place

It can be used as a simple check against the future viability (sustainability) of any tourism decision by asking:

- ❖ How will this issue/decision affect the visitor?
- ❖ What are the implications for industry?
- ❖ What is the impact on the community?
- ❖ What is the environmental effect?

If a positive answer to all four questions can't be found, the proposition is likely to be unsustainable.

Opportunities –

- ❖ *Ensure that opportunities around the new Lincoln Castle offer are fully developed and seek to continue investment in future years*
- ❖ *Invest in customer service and promotion of quality across the destination*
- ❖ *Encourage the development of ‘weather proof’ attractions at existing facilities and through new developments*
- ❖ *Refresh the 2009 hotel study to test its conclusions based on subsequent development and current market conditions and shape investment priorities for the next 5 years.*
- ❖ *Embed the development of new tourism attractions, facilities and accommodation within the county’s economic development and inward investment plans and make it a particular priority for the county’s investment team – Select for Business.*
- ❖ *Large-scale investments need a coordinated marketing approach to ensure maximum return on the investment.*
- ❖ *Support to help operators unlock funding would facilitate further investment and improvements in product diversity and quality.*
- ❖ *Ensure a sustainable approach is taken to all developments.*

14. Destination image, branding and promotion (marketing)

Across Greater Lincolnshire, there are many organisations in all sectors that invest time, money and effort in marketing and promoting. A single large-scale private-sector operator is likely to spend more on their individual marketing than the entire resource that may be available to the public sector for tourism marketing. It is therefore essential that clear agreement is reached on what the brand map for Greater Lincolnshire looks like. In this way, all marketing spend can be influenced and shaped in order to have far greater impact.

This plan has already looked at the geographic brand map and the various destinations currently being promoted. In addition, the Social and Local report looked at a thematic brand map and suggested that 'the diverse tourism offer within the County focus on the 5 market leading offers identified by the process Lincoln, Seaside Family Holidays, Aviation, Countryside & Market Towns, Food & Drink.

It should be remembered that all themes and packages developed for the individual leisure traveller can be readily adapted and promoted to the Coach and Groups market, which is a lucrative market in its own right and another that offers potential for growth.

Opportunities –

- ❖ *Agree a small number of 'Hero' destinations and themes that will be the focus for all tourism promotion and ensure that all marketing spend supports them. Use an 'attract and disperse' approach to then broaden the tourism benefit across the whole county.*
- ❖ *Improve return on investment and the overall impact of marketing spend by better coordination of brand promotion.*
- ❖ *Develop tourism packages around a strengthened events programme.*
- ❖ *Coordinate better activity to develop the Coach and Group markets.*
- ❖ *Close links with Visit England must be developed and sustained to maximise opportunities for joint working, as with the recent activity for Skegness as part of the 'Great' campaign.*

15. Routes to market

Consumers are becoming more sophisticated in how they choose and buy their tourism activity. The concept of the 'Visitor Journey' developed by Live Tourism describes a never ending circle of stimulation, influencing, researching and buying that reflects how customers make their decisions and purchases. From this, destinations learn that they must be constantly seeking to capture the imagination of consumers, offer new, interesting and cost-effective experiences and make it very easy for the customer to find out more and to book.

The tourism market place is so competitive and consumers are so fickle that the slightest barrier at any stage in the journey could mean the consumer moves on to a different destination.

Increasingly important in every stage of the journey is the way in which a destination manages its on-line personality. Even a quick Google search for tourism and Lincolnshire reveals a plethora of sites competing for customers, often the same customers. Destinations need to be aware of, and

actively manage their on-line presence and ensure that no barriers are put in place to a customer making a purchase. This needs to work at all levels – from the overall destination presence through to the smallest of operators be it a B&B embracing new technologies to open up new sales channels or a village pub making their menus available on-line and accepting table bookings through their web site.

It is right that the agreed destinations and themes across Greater Lincolnshire should have their own web presence but there needs to be a degree of coordination across them if only on key messages, the language and descriptions used etc. and especially to avoid duplication of effort in compiling and maintaining data sets.

Two other routes to market present opportunities: the business and events (MICE) sector and inbound tourism from overseas markets.

The MICE sector is especially important in lengthening the season of tourism activity, driving business when leisure tourism is traditionally lower and importantly is a market that is less price-sensitive.

Targeting overseas markets can be very resource-heavy but close links with national tourism bodies can be an efficient way to target agreed overseas markets.

Partners should agree the relative importance and priority of these markets alongside the leisure market. Work is needed in both sectors to understand the current level of performance and activity and to ascertain the collective enthusiasm and commitment for investing resource in developing these sectors.

Opportunities –

- ❖ *Strengthen the presence of the county tourism offer at a macro and micro level especially online.*
- ❖ *Improve cooperative working to develop new ways of getting marketing messages as far as possible as effectively as possible.*
- ❖ *Evaluate the importance of, and agree, appropriate strategies to develop business tourism and inbound tourism.*

16. Skills and training

There are numerous bodies at a national and local level charged with developing skills and training for all industry sectors. In the past destination organisations have operated as training providers by delivering their own programmes. However, this is no longer considered a good use of resources and the priority should be to ensure that resources that are being made available elsewhere are properly serving and meeting the needs of the tourism sector. The Social and Local report made three recommendations:

Drive our industry and others involved in supporting the Greater Lincolnshire economy to improve and invest in:

Training/skills, capital projects, inward investment, transport & planning regulations where they influence our sector.

Address the need for investment and coaching to improve the quality of our accommodation offer which is seen to be restricting trade.

Prioritise merchandising and marketing our food & drink offer.

There are established training providers that already provide a range of support, these include the Chamber of Commerce and a number of colleges and commercial operators. At a strategic level, partners need to be sure that provision truly meets need and that need is being driven by the businesses on the ground.

Opportunities –

- ❖ *Influence and direct resources to ensure proper support for the sector*
- ❖ *Recognise in relevant plans and strategies the strong seasonality of employment especially in coastal areas*
- ❖ *Ensure strong and effective partnership working People First and other relevant bodies.*

17. Glossary

DCMS	Department for Culture, Media and Sport
DMF	Destination Management Forum
DMO	Destination Management Organisation
DMP	Destination Management Plan
ED	Economic Development
GLDMF	Greater Lincolnshire Destination Management Forum
GLLEP	Greater Lincolnshire Local Enterprise Partnership
LA	Local Authority
LCC	Lincolnshire County Council
LRO	Lincolnshire Research Observatory
MICE	Meetings, Incentives, Conferences and Events
SFR	Staying Friends & Relations
STEAM	Scarborough Tourism Economic Activity Monitor
TMI	Tourism Management Institute
VEL	Visit East Lincolnshire
VFR	Visiting Friends & Relations
VICE	Visitors, Industry, Community and Environment
VLP	Visit Lincoln Partnership
VL	Visit Lincolnshire