



Greater Lincolnshire Visitor Economy Board

Tuesday, 22nd June 2021 - 10:00-12:00

Via MS Teams Video Conference

Paper 0 - Agenda

Item	Item and brief description	Lead	Access/Circulation
10:00 1	Welcome and Introductions	Nicky Van Der Drift	
10:05 2	Minutes 23 rd March 2021 <ul style="list-style-type: none"> Action Points 	Nicky Van Der Drift	Paper 1 attached
10:15 3	DCMS Review	Mary Powell	Paper 2
10:30 4	DMO Review / Destination Lincolnshire Towns Fund Visitor Economy Projects	Charlotte Goy	Paper 3 Paper 4
10:50 5	Tourism Commission Including discussion on priorities	Mary Powell	Paper 5
11:40 6	Any Other Business <ul style="list-style-type: none"> FSB Support Recruitment Crisis Accessibility accreditation Digital agenda 	Charlotte All	Paper 6
11:55 7	Date of Next Meeting - 21 st September 2021 10am <ul style="list-style-type: none"> Potential Agenda Items 		

Visitor Economy Board

23rd March 2021

Action Points

Chair / Vice Chair <ul style="list-style-type: none"> To go back to wider GLLEP Board for nominations 	RC	done
Terms of Reference <ul style="list-style-type: none"> Need action point about coordination /lead of Tourism Action Plan 	NR	done
Tourism Action Plan <ul style="list-style-type: none"> Needs to be generic and responsive National Agenda – remove references specific projects – e.g. Tourism Action Zones Need to widen sectors to attract wider audiences Proof of concept projects / flagship / demo projects 	MP	

Peer Network <ul style="list-style-type: none"> • Wilkin Chapman offered legal support 	JP/FB	done
Research/ intelligence on sector specific business advice <ul style="list-style-type: none"> • Repository of information / research Visitor economy • Link in research • Use students • Need data to drive investment / decision making • Cost benefits research needed 	SJ	
Community Renewal Fund <ul style="list-style-type: none"> • Share specification • Board to discuss proposals to submit / lead- cycling? 	RC	
Ambition and strategy – facilitated session for Board	RC	
DMO review <ul style="list-style-type: none"> • Working Group to be established to develop collective response 	CJ	



VISITOR ECONOMY BOARD

23rd March 2021

TEAMS

Draft Minutes

<p>Present: Board Members Nicky Van-Der-Drift, Flora Bennett, Claire Birch, Paul Learoyd, Mary Powell, Jayne Southall, Jenny Couch, Charlotte Goy, Lydia Rusling, Stuart Hardy, Ginny Flack, David Skepper, Sukhy Johal, Ruth Carver, David Norton</p> <p><u>LEP Secretariat:</u> Nicola Radford (LCC)</p> <p><u>Observers</u> Kimberly Vickers, Helen Thompson, Will Mason,</p> <p><u>Apologies:</u> Bob Callison, Samantha Mellows, Pete Holmes</p>	
	Actions
<p><u>Election Chair / Vice Chair</u></p> <p>No nominations were received / agreed at the GLLEP Board so discussions are on-going to find both a Chair for the Visitor Economy Board and a Visitor Economy Champion for the GLLEP Board.</p> <p>An interim Chair will be appointed.</p>	RC
<p><u>Minutes</u></p> <p>Minutes of the 15th December 2020 agreed</p> <p>Outstanding = wider discussion needed on repository of intelligence</p>	NR SJ
<p><u>Terms of Reference</u></p> <p>Timescale for refresh and approval is GLLEP May Board meeting Page 2 needs to include reference to coordination of Tourism Action Plan Needs to be responsive to National Agenda and not project specific</p>	NR
<p><u>Economic Revival -reports circulated</u></p> <p>There is a need to ensure that plans / discussions are strategic and that partner's work together strategically in responses to Government and recovery plans . It is the role of the board to co-ordinate activity but not necessarily lead.</p> <p>Cycling - paths need to link up outside of the County boundaries (Along the Trent) A meeting will be arranged with the Cycling Officer at LCC</p> <p>Data is needed to drive decisions around investment - to identify spend to benefit profile across Greater Lincolnshire</p> <p>VEB should lead on flagship / demo projects to prove proof of concept and champion these through the Midlands Engine Investment Fund.</p> <p>Community Renewal Fund - the VEB to hold workshop on proposals 7th May 2021 the lead LCC Officer will present the prospectus and then discussion on opportunities</p> <p>Levelling Up Fund has Cycling proposals in discussions on MPs, need to also include Bus walks in Partnership with StageCoach</p>	MP/CG SJ NR LR

Peer to Peer support - sharing best practice / championing good practice ideas Case studies to be developed and workshops Details on Visitor Economy specific grants to be circulated	CB All CG
One off Facilitated Session on ambition and strategy to be held with the Board	RC
<u>Towns Fund - Paper circulated</u>	
Visitor Economy Focus - collaboration, skills, place marketing - now need to develop a business case based on audience research. £131m for Greater Lincolnshire area, £300m Towns Deal, Freeports, Levelling Up, Off shore wind and Community Renewal Fund.	LR
<u>DMO Review - Paper Circulated</u>	
Recommendation that the Board shares a collective response to the DMO - response due Summer 2021. Visit Lincoln is holding a meeting with DCMS and will form a working group including the VEB members to form the response around the 5 key recommendations Place Marketing, Place Development, Product Development, Skills Development	CG
<u>Visit Lincoln Transformation - Paper Circulated</u>	
Soft launch in May to businesses	CG
<u>Tourism Commission - Paper circulated</u>	
Visit Lincolnshire website needs to collaborate with Visit Lincoln website	MP/CG
<u>Recovery Planning - Paper Circulated</u>	
Strategy planning session in the summer	RC
Community Renewal Fund - workshop	NR
<u>Date and times Future meetings</u>	
22nd June at 10.00am <ul style="list-style-type: none"> • Vision • Action Plan 21st September 15th December	

Action Points - 23rd March 2021

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<p>Community Renewal Fund</p> <ul style="list-style-type: none"> • Share specification • Board to discuss proposals to submit / lead- cycling? 	RC	7 th May
<p>Ambition and strategy – facilitated session for Board</p>	RC	
<p>DMO review</p> <ul style="list-style-type: none"> • Working Group to be established to develop collective response 	CJ	

Paper 2

Report to the Visitor Economy Board on the DCMS Recovery Plan

The DCMS Recovery Plan, published on 11 June, sets out the role that they will play in the recovery of what is undoubtedly one of the hardest hit industries by COVID. It highlights the importance of tourism to the economy and that the government is determined to help the sector recover faster than independent forecasts have predicted. The Visitor Economy to emerge more resilient, more sustainable, more inclusive and more innovative.

- Recover domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023.
- Ensure that the sector's recovery benefits every nation and region, with visitors staying longer, growing accommodation occupancy rates in the off-season and high levels of investment in tourism products and transport infrastructure.
- Build back better with a more innovative and resilient industry, maximising the potential for technology and data to enhance the visitor experience and employing more UK nationals in year-round quality jobs.
- Ensure the tourism sector contributes to the enhancement and conservation of the country's cultural, natural and historic heritage, minimises damage to the environment and is inclusive and accessible to all.
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.

The main initiatives are:

- A New Rail Pass

"Working with the Rail Delivery Group, the government and VisitBritain will pursue the development of a new domestic rail tourism product to accelerate the recovery of domestic tourism. Introducing an offer for domestic tourists will encourage sustainable domestic holiday travel and reduce tourism's reliance on cars. It would build on the success of rail tourism products such as the BritRail pass, which is sold through the VisitBritain Shop and provides international visitors with flexible travel across the network to spread the benefits of tourism across the country, as well as provide discounted attraction entry. The aim is to launch this new domestic rail tourism product later in the year, subject to a successful business case being developed"

- £10m of Tourism Vouchers

"The British Tourist Authority will deliver a £10 million consumer promotion with The National Lottery to support the domestic tourist industry. The initiative will see vouchers, or similar, made available to National Lottery players that will be redeemable at tourist attractions across the UK. The scheme will open in Autumn 2021 to encourage off-season trips in support of the hard-hit domestic tourism sector. Businesses taking part will need to ensure they are using the We're Good To Go industry standard. More information will be made available later in the year"

- Consultation on Statutory Registration

“The government will also launch a consultation on the introduction of a Tourist Accommodation Registration Scheme in England. A Registration Scheme is one potential route through which to create a data-driven approach, creating an improved national picture of the precise shape of the accommodation landscape which could feed into a wider Data Hub. Any such scheme could encompass the breadth of the sector, from ‘traditional’ accommodation such as hotels and B&Bs to short term lets in the sharing economy and could be used to underpin future government interventions, for example regarding the regulation of the sharing economy. The rise of the sharing economy has and will continue to play an important role in attracting tourists to destinations across the country and contributing to the UK economy. However, it has created concerns about uneven regulatory requirements and negative impacts on local communities compared to other types of accommodation. The government is committed to hearing the views of all interested parties on the merits and drawbacks of a Registration Scheme, and how any potential scheme could be implemented proportionately to avoid placing a significant regulatory burden on the sector or risking a reduction in supply.”

- Sustainable Tourism Plan

“The government will develop a Sustainable Tourism Plan, and put the UK at the forefront of the global discussion on sustainable travel. Domestically, the government will work with industry and the British Tourist Authority to identify achievable ways for the sector to ‘grow back greener’, in ways that will reduce the travel industry’s impact on the natural and built environment, respect local host communities and take their needs into account, and maximise the economic benefits for tourism businesses and their local communities in all regions of the UK. VisitBritain/VisitEngland are working with the tourism sector to celebrate and amplify best practice, and to coordinate an industry response that promotes the UK as a leader in sustainable tourism and puts the UK’s natural landscapes and communities at the heart of the country’s brand proposition.”

- Inclusivity Roundtables and Ambassador

“The Minister for Tourism will hold a series of roundtables with stakeholders from across the tourism industry to better understand the barriers holding back participation in tourism. These roundtables will be themed around issues such as guest accommodation, transportation, attractions, working with customers and skills. The aim is to establish a clear baseline of where the UK is in terms of inclusive tourism, and to come up with a series of concrete actions that the government can pursue to make a meaningful difference, above and beyond existing activity. Later this year, the government’s intention is to recruit a new disability and access ambassador for tourism. The selected individual will promote best practice, help identify ongoing barriers and contribute to strategic thinking around how to improve accessibility in the sector.”

- Ministerial Advocacy For Business Events

“The UK government will also enhance its Ministerial advocacy programme. The Events Industry Board notes that advocacy is critical to winning international business events. As such, UK government Ministers will commit to delivering keynote speeches on a regular basis at international business events held in the UK. The government will also work with GREAT and VisitBritain to

designate sector-specific UK-wide events ambassadors, who will promote the UK as a location for, and advocate for, events in key industries and sectors. These ambassadors will be pre-eminent and high profile in their field, helping the UK win, grow or retain events that showcase the UK on a global stage and drive growth in strategically important industries. To drive forward these commitments, the government has created a cross-Whitehall group of senior officials in key government departments with an interest in growth and business events. This group will be tasked with developing a target list of international business events for the government to focus on bringing to – and retaining in – the UK, and developing a plan to host them here.” It will also:

- Produce a strategy for sustainable business events, including a blueprint for how to hold more sustainable, low carbon international business events.
- Assess gaps in business events venue provision, both in terms of regional ‘cold spots’ and whether the UK has the right variety of venues to support its international competitiveness in hosting 21st century business events.
- Identify the skills and capacity gaps that have emerged as a result of both the pandemic’s impact on the workforce, and of structural changes to the industry.

Most of the themes of the government's 2019 Tourism Sector Deal such as seasonality, accessibility, sustainability and the need for investment in the product are contained within their new Recovery Plan. This is good as we felt that the TSD had very much got things right. What has gone is the concept of Tourism Zones.

"Whilst the 2019 Sector Deal introduced the idea of piloting Tourism Zones across the country, it is the government’s view that much of what Tourism Zones aimed to address – such as improving digital skills, place-making and seasonality – can now be accomplished with the significant levels of funding outlined in this Plan, such as the new Help to Grow: Digital scheme, the £220 million Community Renewal Fund, and the £4.8 billion Levelling-Up Fund. These investments in local communities will help level up the visitor economy and support UK destinations. Although creating a separate set of Tourism Zones is no longer the right solution post-pandemic, the government and the British Tourist Authority will work together to support destinations to bid for these skills, innovation and place-based investment funds for tourism projects, and Destination Management Organisations will have an important role to play in this effort."

Whilst we had the intention of applying for Tourism Zone status, as a competitive process it was always going to be a big ask. The new dedicated funds, if anything may be a more satisfactory approach, particularly bearing in mind the continued commitment to the themes of skills, investment, product development and marketing. The GLR Tourism Action Plan and then subsequently the Tourism Commission recommendations (see later report) are all based around these four themes, with addressing digital skills, seasonality, sustainability, business tourism and product development for example at the heart of our plans. Relatively small adjustments can be made to the Tourism Action Plan bring it within this new scope.

The consultation on the introduction of a Tourist Accommodation Registration Scheme in England is new and when we have more information this will be an important discussion area for this Visitor Economy Board.

Structural Considerations & Design Principles

Destination Lincolnshire Pathfinders

Introduction

This paper reflects on the learning from the three previous pathfinder meetings to suggest a structure for the evolution of Destination Lincolnshire.

Design Principles

The key discussions to date have identified the following design principles for a future organisation:

Shape

- **Business & operator focused** – an ideal model would see the organisation continuing as a CIC.
- **Partnership based** – with a clear set of wider accountabilities to its partnership base and a clear and value adding offer to partners.
- **Lincolnshire wide** – with a board and representative structure that provide scope for involvement from across the administrative county of Lincolnshire. Able to effectively represent the interests of its partners.
- **Sympathetically positioned** – with a clear set of active MoUs governing relationships with organisations which operate (in part) in some of the same space.

Operation

- **Disruptive and radical** – in the way it delivers services and positions itself around the tools (Digital, Networks, Risk Taking etc) and ways it works.
- **Versatile** – able to deliver benefits to partners, win and deliver contracts for services and manage a mixed portfolio of activities which make the organisation sustainable.
- **Nuanced** – fully able to represent the sub-brands and constituencies that make up its agenda.
- **Connected** – established at a national and international level as an ambitious and driven contributor to excellence and innovation.

Proposed Structure

Arising from these design principles we propose the following template for the development of the organisation:

- Retain the current CIC.
- Extend the Board to include business / operator representation from across the administrative county of Lincolnshire.
- Establish '*Innovation Finders*' – based on a bringing together of board partners and other key thinkers to support a radical delivery and relationship agenda.
- Refresh and clearly communicate the partners offer including being clear on the relationship between the executive structures of the organisation and its wider partner base.
- Develop a series of clear MoUs with key partner to include: BIDs, Chamber of Commerce, North and North East Lincolnshire Councils, GLLEP, Discover Rutland.
- Set up a series of board and wider business / operator sub-groups to reflect the key brand sub-geographies of the organisation.

- Establish a clear site of wider protocols, active participation arrangements with national and international partners.

Timescales

It is important to manage the transition to the new organisation to take advantage of the momentum created by the work of the pathfinder group. There is also significant merit in positioning the new arrangements to maximise the restart opportunities arising from the Covid- Pandemic. We suggest therefore that an immediate start is made to the implementation of these new arrangements with a view to having everything in place within 3 months.

Outcomes would include (see Paper 2)

- A new larger representative board.
- Clear MoUs which position the organisation with partners.
- A clear delivery structure and business plan which reflect the design principles above.
- A comprehensive SMART organisational operational plan.
- Cross reference with other groups and boards/ groups/ companies / associations that visitor economy cuts through and have a rep on them / engagement with
- Destination marketing campaign focus
- A new partnership offer.
- Staff structure identifying the right skills and experience needed.
- A straightforward contracting arrangement with organisations purchasing services from Destination Lincolnshire.
- Team development / continued professional development.

Destination Lincolnshire – Partnership Modelling & Brand DNA

A destination organisation established to provide specialist tourism expertise to increase the value of the visitor economy.

DL will lead the positioning and branding of Lincoln and Lincolnshire as a visitor destination and place to invest, study and work.

Activities:

1. Marketing

- Branding and positioning
- Local distinctiveness and civic pride
- Marketing campaigns
- Web & social media
- PR campaigns
- CRM and direct mail

- Research and market intelligence
- Travel trade, events, corporate hospitality and business tourism

Key: act as a catalyst and facilitator, an umbrella and context for others' marketing activities
Combination of DL-initiated activity, and working as marketing services agency for partners

2. Visitor management

- Increase visitor spend
- Addressing seasonality
- Visitor dispersal to broaden benefits of visitor economy
- Product development
- Sustainability and VICE model – balancing the needs of Visitors, Industry (businesses), Communities (residents) and the Environment

3. Business support

- Offering specialist tourism advice and guidance to help businesses benefit from the work of DL.

4. Delivery agent

- Funded projects and product development

Funding:

- Local authority contributions
- Project delivery and partnerships
- Marketing services
- Membership subscriptions
- Sponsorship
- Collaborations to raise profile of Lincoln and Lincolnshire as a place to invest, work and study

DMO models from elsewhere

- Arms-length local authority – more focus on management
- Private sector – publishing and marketing focused e.g. Visit Dartmoor
- Public-private sector partnership e.g. North York Moors National Park and Tourism Network (Destination management and marketing)
- Stand-alone CIC – Visit Cornwall
- Private sector focus - Marketing Manchester (significant funding from the airport)

Partners and benefits

Freemium model

DESTINATION LINCOLNSHIRE | BRAND FRAMEWORK (DRAFT V2)

TARGET AUDIENCE Operators and Owners (Tourism, Hospitality, Business, Support Services)		
TONE OF VOICE CLEAR, APPROACHABLE, GUIDING, PROUD		
BRAND PILLAR INNOVATE	BRAND PILLAR COLLABORATE	BRAND PILLAR GROW
HEADLINE BENEFITS Inspiring fresh thinking in the visitor landscape Sparking creative ideas to drive innovation in tourism Challenging the status quo and thinking differently	HEADLINE BENEFITS Connecting people and places to move visitors around Greater Lincolnshire Creating opportunities for mutually beneficial collaborative partnerships Providing expert tools and resources to help communities to thrive	HEADLINE BENEFITS Providing resources + opportunities that empower growth in economic value Championing and sharing success stories to stimulate and inspire growth Nurturing people and partnerships to improve skills
BUSINESS OUTCOMES Opportunities and incentives for your business Increased number of customers and spending Having a role in the future of the visitor economy	BUSINESS OUTCOMES Increased visitor numbers and repeat business Rewarding, sustainable partnerships Improved visitor reviews and ratings	BUSINESS OUTCOMES Increased revenue and profit Achieving your goals via proven strategies Increased staff retention via upskilling and training
PURPOSE Destination Lincolnshire exists to support, guide and inspire businesses within the Lincolnshire visitor economy, empowering growth via resources, tools and opportunities and cultivating positive, lasting change within the sector and beyond		
VALUE PROPOSITION Destination Lincolnshire is created for businesses, by businesses; relying on the wonders of Lincolnshire to thrive. It not only creates jobs in heritage, coastal towns and countryside but reduces poverty and inequality and enriches communities both economically and socially, from the Humber to The Wash.		
VISION To become the UK's most exemplary DMO, elevating Lincolnshire as a top UK visitor destination		
MISSION To support, educate and inspire business with solutions, opportunities and resources that enhance visitor experiences and stimulates growth within the Lincolnshire visitor economy at large.		

- Free communications to all to draw in from all sectors
- Online community – peer-peer sales

Paid membership

- Marketing participation
- Use branding, campaign inclusion and co-marketing messages
- Do with us – develop as you do
- Savings with... need to define amounts
- Business support (part-paid)
- Events, networking and collaborations

Buy into additional or dedicated services e.g. credits for one-one support

Susan Briggs/April 2021

Celia Lockley/April 2021

DMO Activity Update

1. Community Renewal Fund

- Visit Lincoln is included in x2 Community Renewal bids.
 - 1 *Active Lincolnshire: Active People & Places (Investment in Communities & Place)*
 - Active Tourism focus
 - Feeds into existing work of the DMO and will fund activities.
 - Active Tourism – Cycle Lincolnshire extension, active product development for tourism.
 - Taste Lincolnshire – provision of local food in tourism and local communities.
 - 2 *Lincoln College: HEART Business Support (Investment in Businesses & Investment in Skills)*
 - Business Support

2. Lincoln Town Deal: Lincoln Connected People and Places

- Voted through by the Lincoln Town Deal Board.
- Business Case is being developed ready for submission. It will be shared with the BOD.
- It's suggested that we establish a Town Deal Sub Group for the digitalisation programme.
- The value of the project is £1.5million, with £890,000 supporting digitalisation project.
- Visit Lincoln's project focusses on digitalisation the visitor economy and high street and fits perfectly with the remit of the digital activities of the DMO.
- Key milestones – business case is in development and project starts 2021.

3. Town Deal: Lincoln, Mablethorpe, Skegness & Boston

- The Towns Funding in Lincoln, Skegness, Mablethorpe and Boston represents a catalyst for rapid, sustainable development and prosperity.
- Melanie Sensicle (Tourism Consultant) is developing an action plan that district councils and DMO could work together on to pull together the visitor economy themes across all four Town Deals.
- The focus will be skills, seasonality, business development and place marketing.

4. Welcome Back Fund

- City of Lincoln Council
- Fund destination marketing in 2021/22.
- Working on campaign plan with CoLC

5. Covid Recovery ARG Grants

- Each district council has ARG Grant funding available for reopening and supporting the retail, tourism, leisure and hospitality sector.
- Visit Lincoln has been working with CoLC, ELDC and BBC on their ARG funding.

6. Taste Lincolnshire

- Relaunching in 2021/22 with CoLC and ELDC and current Destination Partners.
- North East Lincolnshire Council three year SLA has been approved.

7. Cycle Lincolnshire

- £25,000 has been secured from District Councils CoLC, NL, NEL, NKDC, ELDC.
- The focus will be to keep developing cycling routes and packages, plus domestic marketing.
- In conversation with Mary Powell at LCC about developing Cycle Lincolnshire pages on VisitLincolnshire.com.
- Plan is to monetise this and incorporate it into the DMO paid partnership.

VEB Report on the GLR Tourism Commission

Throughout the COVID period as well as supporting businesses, planning work for the future of tourism in GLR was ongoing. Work was based on the themes of the Tourism Sector Deal (TSD) published by government in 2019 which we felt offered the most joined up approach to the sector than has been seen for many years. A GLR Tourism Action Plan was produced based on the TSD themes of Investment, Skills, Marketing and Product Development. The county council wanted to further support the sector and in September 2020 set up a Tourism Commission (TC) to do so. The Tourism Commission representing all areas of the visitor economy met six times between September and February 2021. The Commissioners produced a series of recommendations for future work, both short and long term. The county council subsequently launched a tourism grant scheme and new funding to deliver the recommendations.

The Tourism Commission vision was that by the end of 2025 the Greater Lincolnshire and Rutland visitor economy will be:

- A well-known, thriving and attractive destination
- Well on its way to flying the 'Green Tourism' flag
- Future focussed, adapting to a continually changing audience
- Developing a joined up 'New products' selection
- Showcasing the quality and sustainability of our region
- Taking online bookings for holidays and attractions, embracing digital opportunity
- Working hard to attract large scale Investments to continually improve the offer
- Creating highly qualified and highly motivated employees
- A warm welcome. A place to tell your friends about. A place to come back to.

The TC Recommendations are attached to this report.

In the three months since they were produced progress on delivery has been steady. In brief:

1. Re-development of www.visitlincolnshire.com – phase 1 was delivered 18 March, now working on phase 2, getting more businesses on and developing the Cycle Lincolnshire pages
2. 12 months VisitLincolnshire campaign of display advertising, sponsored post and editorial collaboration on website and social media with The Lincolnite
3. Increase spend on PR. Offer a ground handling service (through Visit Lincoln) for journalists visiting GLR
4. Increase spend on video – currently auditing existing video and re-edit potential. Developing proposal through TO's group.
5. Out to procurement on the Green Tourism tool kit. New award for green tourism to be sponsored through the existing tourism awards
6. Visitor Economy Investor Proposition in delivery by Team Lincolnshire. TO's in consultation.
7. Six product development areas in hand: Cycling, Walking, Staying Visitors, Natural Coast, Bored Teenagers, Business Tourism. All are at differing stages of development. Cycle Lincolnshire the most advanced due to the earlier DEF funding, Visit Lincoln leading with support from county and districts. Walking – we are currently looking at the walking pages

on www.visitlincolnshire.com and how we can develop further. Natural Coast awaiting opening of Huttoft Boat Shed Café before starting promotion. Encouraging Staying Visitors sits within the PR and general marketing campaign work. Bored teenagers market auditing existing product available and discussion with those businesses to establish market. Business Tourism commissioned Base Line Analysis which will be followed by Vision, Strategy and Development Plan.

8. Provide opportunities for new businesses to come forward. We are re-launching the Pub Development Study which was originally launched in lockdown 1. Webinars taking place.
9. Developing digital skills for businesses. A piece of research has been delivered which indicates that we have very good businesses, good but complacent and a large section whose skills are poor. Agreed that one size will not fit all and we are developing a number of ways forward. VE Business Advisor is developing work sheets and other training materials and we are working in partnership with Business Lincolnshire. A bid has been submitted on this area to the Community Renewal Fund.
10. Improve Communication – looking at holding an event in the autumn.

Further work is at early stages and it is suggested that report on progress is regularly supplied to the Visitor Economy Board.

TOURISM COMMISSION

Final Recommendations

The Tourism Commission was established for the purpose of making recommendations for an ambitious and sustainable tourism sector in Greater Lincolnshire and Rutland which grows, increases in value, and provides jobs, investment, and quality.

By the end of 2025 the Greater Lincolnshire and Rutland visitor economy will be:

**A well-known, thriving and attractive destination
Well on its way to flying the 'Green Tourism' flag
Future focussed, adapting to a continually changing audience
Developing a joined up 'New products' selection
Showcasing the quality and sustainability of our region
Taking online bookings for holidays and attractions, embracing digital opportunity
Working hard to attract large scale Investments to continually improve the offer
Creating highly qualified and highly motivated employees
A warm welcome. A place to tell your friends about. A place to come back to.**

These recommendations are intended to help the tourism economy of Greater Lincolnshire and Rutland both step up following the end of lockdown and then with more ambitious long term actions.

Tourism is Greater Lincolnshire and Rutland's third biggest industry and worth £2.49bn in 2019. Needless to say the sector has been decimated by the lockdowns and at March 2021 it is unclear on how many businesses will survive through the Government's four step plan to ease lockdown.

The sector had already embraced the Government's thinking around the Tourism Sector Deal and a Tourism Action Plan has been produced after extensive consultation with the industry and based on its key themes of Investment, Product Development, Marketing and Skills. If the opportunity comes up to apply for Tourism Zone status then Greater Lincolnshire and Rutland has every intention of doing so and has been 'putting its house in order' in readiness.

Although there is great concern over business survival rates, the intention moving forward is to see the 'new normal' as a great opportunity. Of how we take the sector forward, creating a tourist industry that embraces quality, bookability and sustainability; that invests in its considerable but undeveloped 'outdoor' offer year round and invests in its staff, who will see tourism as a worthwhile career.

Recovery planning has been divided up into short and long term. Businesses need to recover and to earn money, so that short term (18 months) is all about ensuring that we regain profile and business. The long term is about an ambitious re-investment in every element of the sector to create the right platform for growth. As the economy re-opens, through research and data capture we will need to establish whether visitors aspirations for their holidays has changed temporarily or permanently.

The largely private sector Tourism Commission has met virtually six times between September 2020 and February 2021. At each meeting it has taken a different theme, using the Tourism Sector Deal as its framework and covering marketing, investment, product development and skills.

The commission has not sought to create a new tourism strategy for the area, this exists in the form of the Tourism Action Plan. Instead it has remained focused on specific issues and ambitious in the response that it recommends. Chaired by Councillor Colin Davie, portfolio holder for Economy and Place (which includes the visitor economy) at Lincolnshire County Council, with Vice-chairman Chris Baron from Butlins. Other Commissioners represented all sectors and all sizes of businesses across Greater Lincolnshire and Rutland.

In essence a holiday in Greater Lincolnshire and Rutland will be easy and quick to book; we will present ourselves as an inspiring destination that offers great experiences. The welcome is warm and the customer service across the sector is consistent. There is quality in the places to stay, the places to visit and all the spaces in-between.

At the first Commission meeting a Key Line of Enquiry was established for each theme.

1. MARKETING



Key Line of Enquiry:

Who are Greater Lincolnshire and Rutland's visitors of 2025, and how do we make sure they know how great the area is?

The commission felt that Lincolnshire is too little known. Research confirms this, no negative perceptions fortunately, but just 'no knowledge'. The Non-Visitor research confirms that Greater Lincolnshire and Rutland often has the products that potential visitors want, they are just oblivious that we have them. The Commission were keen to stress that customer perceptions will change in the coming years and it is important that both our promotional messages and our technology changes to meet customer interests.

www.visitlincolnshire.com is undergoing a complete redevelopment with some £70k plus investment to date. The Tourism Commission felt that the new website (launch Easter 2021) is critical to marketing; everything will lead from and to it. Its aim is to both Inspire and Inform. It will use the latest technology being responsive on mobile and computer and quick to navigate. It will include online bookability and enable CRM more effectively.

Immediate and Long term vision

Short term: By Easter 2021 the redeveloped www.visitlincolnshire.com website will have been re-launched, providing a high quality digital presence for the area to rival those of other tourism hotspots. It is designed as a platform for growth and to showcase the quality, breadth and depth of our offer to both our residents and visitors. It is the platform that is needed to match the messaging, everything leads from it and to it.

Long term: And by Easter 2025 www.visitlincolnshire.com's reach will go to all of its target markets across the UK and to those foreign markets that will be most interested in Lincolnshire's tourism product. Our marketing campaign and website will be self-financing because it achieves real benefit for operators in the visitor economy, and online bookability will be smooth, intuitive, and the means of booking of choice.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>During 2021 a major campaign will run nationally, targeted at our main market of over-45s and the family market encouraging them to visit Greater Lincolnshire and Rutland. During 2021 and 2022 further product and packaging will be developed and campaigns run that will attract new markets and strengthen existing ones.</p> <p>Raise the awareness of Greater Lincolnshire and Rutland. It is recommended that investment is made in a major social media and PR campaign (including ground handling service) to give a big push to the launch of www.visitlincolnshire.com</p> <p>Knowledge of the Greater Lincolnshire and Rutland visitor offer by our residents could be much better. It is recommended that an On Your Doorstep campaign with a call to action to move the customer journey along is established. Quality of life feeds into this strategy; we would create a vision and tell the engaging stories. As Covid-19 restrictions become clearer, this campaign can be further developed for regional and national audiences.</p> <p>It is felt that we were behind the leaders in terms of our use of technology. Website and social media require a regular supply of video and it is recommended that a programme of video filming throughout the year to cover seasonality and product strengths is commissioned. This will give us a stock of video that we own and can be edited and re-edited according to need.</p> <p>The importance of the Greater Lincolnshire and Rutland cycling and walking offer amongst all our target markets was important but also under-developed. It is recommended that the website includes branded Cycling and Walking product that is easy to access, geared up businesses and packaged.</p>	<p>Marketing campaigns should continue year on year with no return to the former stop/start, allowing the creation of a continual budget commitment from authorities and businesses alike.</p> <p>Using all available data to make sure that we understand what our visitors want, ensuring that we continue to cater to the changing markets of 2025 and beyond.</p> <p>Continue to invest in the website so that it continues to inspire, has new experiences and product being developed.</p> <p>Continually research the newest available technology for use within the industry, to help keep us on a level or ahead of the rest of the Country, and use this to create an advantage within any marketing campaigns.</p> <p>Improve and expand on the cycling offer, making Greater Lincolnshire and Rutland a prime cycling destination for national and international visitors.</p>
WHAT DOES SUCCESS LOOK LIKE?	
<ul style="list-style-type: none"> • Change in perception, richness of proposition, and reciprocal work with other Lincolnshire providers to broaden the appeal and the richness of Greater Lincolnshire and Rutland. • Moving to fully digital. 	



2. INVESTMENT

Key Line of Enquiry:

What new products will be most attractive to the visitors of 2025, and how will we attract the right finance to create them?

The commission felt that the quality of the Greater Lincolnshire and Rutland product wasn't always good enough and that it needed more packaging. The quality of the existing and new attractions and accommodation; and the quality of the surroundings – roads, paths, public space, beaches, parking, and broadband are all critical to positive experiences.

The commission advised that Greater Lincolnshire and Rutland needed a major new attraction, although it is recognised that this can take 5-10 years. Bearing in mind that the visitor economy is Greater Lincolnshire and Rutland's third most important industry it was felt that the planning system needed to understand quality tourism and the demand for it. Investment in new products should look at working on what people know to be good about the area e.g. food, farming, environment, aviation heritage. The Commission underlined the importance of maintenance of the existing product and investment in Events and Festivals- particularly family friendly ones. They felt the need to differentiate between what is essentially Greater Lincolnshire and Rutland (sparsely populated and deeply rural) and what is unacceptable (poor quality).

The commission recognised The Great Outdoors as a strength of the area –but challenged whether we make enough of it, whether our environment and sustainability credentials are as good as we claim. Also recognised that boutique hotels should be encouraged, the need to upgrade and enhance existing hotels and whether we have product that appeals to teenagers and millennials.

Immediate and Long term vision

Short Term: By autumn 2021 businesses in Greater Lincolnshire and Rutland's tourism sector will have been provided with advice and development to enable them to contribute to our ambition of increasing green tourism in the county; a green tourism action plan will set out the steps that strategic bodies will take to support that ambition.

Long term: By 2025 the sector will be on its way to be becoming a 'Green Tourism' destination. Plans will be well developed for a large scale investment, with public and private sector working together to make it happen.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>Recognition that consumers are increasingly interested in environmental measures. The commission recommended that we should produce a Green Tourism toolkit to help business leaders to make the most of their environmental credentials. A reward and recognition package would follow.</p> <p>The recommendation that economic development agencies make direct contact with new and/or improved visitor attractions, providing them with access to a range of business support products including through improved product knowledge and communication.</p> <p>There should be engagement with the planning authorities on the importance of tourism to Greater Lincolnshire and Rutland and its changing needs, particularly when current provision no longer meets the needs of 21st century visitors. It is recommended that there is a debate with local planning authorities about whether we allocate land in local plans for major tourism investment?</p> <p>The commission wanted to provide opportunities for new businesses to come forward.</p>	<p>Put together a compelling investor case for the sector, demonstrating what a fantastic location Greater Lincolnshire and Rutland is and the wider offer.</p> <p>Work with Team Lincolnshire to promote opportunities for investment in the sector. Our assets that could be exploited include former military bases, stately homes with plans for investment, and countryside and nature parks. We will prepare investment propositions for each of these and target potential investors about these propositions.</p> <p>Create a soft landing to help investors, including: support in finding suitable sites and premises, funding support and advice, access to sector specialists, planning support and advice on skills and recruitment.</p>
WHAT DOES SUCCESS LOOK LIKE?	
<ul style="list-style-type: none"> • Greater Lincolnshire and Rutland has a year round offer of quality attractions and accommodation. • Business start-ups are encouraged. • Greater Lincolnshire and Rutland puts across a sense of being ready for and welcoming to visitors. • Greater Lincolnshire and Rutland working towards carbon neutral. 	



3. PRODUCT DEVELOPMENT

Key Line of Enquiry:

What aspects of Greater Lincolnshire and Rutland's current visitor offer are the ones that visitors most enjoy, and how can we future proof them for 2025?

Does Greater Lincolnshire and Rutland have enough bookable product that is digitally available? Cycling England, Explorer's Road, US Connections and England Originals have all developed bookable product which works well, but this is just a small part of Greater Lincolnshire and Rutland's tourism offer. The commission recognised that the great outdoors and family coast were our strengths –weaknesses around the offer particularly for teenagers and millennial's.

The commission felt there was not enough product knowledge within the sector. The commission recognised the speed of generational change and consumer requirements, hence the importance of bookability and sustainability. Importance of understanding the offer and what visitors of 2025 will expect – wellness/relaxation; multi-generational; design that works for all such as families or women only groups.

Immediate and Long term vision

Short Term: A digital transformation programme will be delivered so that Greater Lincolnshire and Rutland's tourism sector rivals the most digitally advanced areas in the country by late 2022. Digital technology will be used both to increase business productivity and to package up our products to meet changing customer interests –we will establish a packaged approach to green tourism, cycling, walking – the great outdoors, niche retail, short breaks for millennials and aviation heritage.

Long Term: 2025 will see Greater Lincolnshire Rutland ahead of the game in terms of their digital culture within the sector, with offers for the changing visitor market. We will have great experiences for everyone, while constantly improving and moving with visitor needs and requirements.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>Digital transformation is needed. Investment in digital training, including workshops stressing the importance of online bookability should be delivered. A benchmark should be set for what a good digital tourism business looks like and this should be promoted.</p> <p>The commission recognised The Great Outdoors as a strength of the area -but challenged about whether we make enough of it, whether our environment and sustainability credentials are as good as we claim. The commission recommended more packaging of products -slicker and bigger than has been done before. All ages, wellbeing, treats and experiences and rooted in Greater Lincolnshire and Rutland's strength of The Great Outdoors.</p> <p>It is recommended that greater effort should be put into ensuring that the areas businesses have got good product knowledge and that there is good communication across the sector.</p> <p>It is recommended that annual surveys are conducted so that policy makers and tourism operators understand through research what visitors want in a post-Covid-19 world.</p>	<p>We continue to invest in the Great outdoors to ensure the quality of the offer to include off-road cycle paths, widely available cycle storage and businesses geared up with appropriate facilities</p> <p>Wilder Witham from Doddington Hall to Hill Holt Wood would be the largest Nature Recovery project in the East Midlands and an exemplar of nature based tourism including glamping, sustainable transport and cycle safaris.</p> <p>We should be both ambitious and imaginative in our thinking at both the small and large scale. From converting public loos to cycle storage, to establishing a major attraction which features its own nature reserve and is cycle friendly both on site and in terms of its accessibility.</p>
<p>WHAT DOES SUCCESS LOOK LIKE?</p>	
<ul style="list-style-type: none"> • High proportion of businesses signed up to TXGB or other online booking platforms. • Experiences packaged and readily available. 	



4. SKILLS

Key Line of Enquiry:

How can we fill every vacancy in greater Lincolnshire and Rutland's visitor economy with a motivated individual who has the right skills for the job?

At every meeting the Commission discussed skills, competence, knowledge and employment. People are at the centre of every holiday experience, but tourism development doesn't have skills as a major priority and the tourism sector is perceived as a Cinderella industry and no positive aspirations as a career. Hiring people is a skill particularly if we want people who are motivated and at the top of their game. It is recommended that skills and employment are put at the heart of this commission's recommendations and indeed put at the heart of every tourism strategy.

Immediate and Long term vision

Short Term: A recruitment hub will be established by spring 2022, enabling employers in the visitor economy to recruit into hard to fill posts. Potential employees will understand the career opportunities that are available in greater Lincolnshire and Rutland's visitor economy because of the advice, guidance, and career path information that will be produced about the sector. Skills and employment will be a resourced priority in the area's tourism strategies.

Long Term: Greater Lincolnshire and Rutland will have a highly skilled, highly motivated workforce, providing opportunity to all those already within or looking to move into the sector. A range of opportunities to retrain, but with a strong message that it is important to be satisfied and happy with the role whatever the skills set is. Every role within the sector is important.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>The commission identified two distinct issues -recruitment and training. The commission recommended that a clear plan is established to fill vacancies in the areas of staff shortage. This will include the establishment of an online recruitment hub and the suggestion that recruitment master-classes are run for the sector.</p> <p>There is concern about the negative perception of the sector amongst students and that teaching about tourism often did not use local examples. It is recommended that there is substantially more engagement with schools and colleges about careers in tourism. Encourage those working in the sector to talk about their career paths.</p> <p>In order to drive up interest in tourism careers, the commission recommends that high quality education/training in tourism -potentially through a core new training facility which adds value to existing provision.</p> <p>It is recommended that leadership skills in businesses should not be forgotten and that we should aim to improve enterprise and skills at all levels. It was recommended that current business advice programmes for the sector are expanded to meet a wider cohort of businesses.</p>	<p>Work with training providers to attract commercial and government money for new, high quality facilities for the visitor economy.</p> <p>Lead a campaign amongst schools, colleges and job centres to promote careers in the visitor economy, highlighting the variety of roles and opportunities available.</p> <p>Businesses are doing their part to promote what a vast sector Visitor Economy is and the opportunities it brings, to ensure that the negative perception of a Cinderella industry is a thing of the past.</p> <p>Both the public and private sector will be working closely with recruitment agencies</p>
<p>WHAT DOES SUCCESS LOOK LIKE?</p>	
<ul style="list-style-type: none"> • Greater Lincolnshire and Rutland is noted for its friendly and professional service. • Staff are appointed on full time contracts because business is now year round. 	

UK's biggest business group (FSB) calls for new strategy to help bolster hospitality and tourism sector

PRESS RELEASES 18 Jun 2021

- New FSB report outlines a package of recommendations to help get the £130bn tourism and hospitality sector back on track after devastating impact of COVID-19
- A Menu for Recovery calls for the development of a UK hospitality and tourism sector strategy, asks that red tape holding back small firms from operating as takeaways and in outside spaces is cut, and introduces ways to help them employ the staff they need

Long term help must be given to ensure the survival of small hospitality and tourism businesses, according to a new report by the Federation of Small Businesses (FSB).

Research by FSB highlights the devastating impact of the pandemic on the UK's tourism and hospitality sector and its supply chain, and outlines what small firms, which make up the majority of the sector, need to get back on their feet.

Many will now be reeling after the Government's final stage of reopening in England was set back earlier this week, leaving some businesses closed and without income for 15 months, and thousands of others still not operating to full capacity.

The new report 'A Menu for Recovery' calls on Government to develop **a new hospitality and tourism strategy, overseen by a minister**, to focus on the underrepresented small businesses in the sector and help lay out future support plans.

The report asks Government to help small firms in the sector employ and retain skilled staff, which many businesses are struggling to do against a backdrop of Brexit and the pandemic. Cutting **Employer's National Insurance Contributions** would play an important role in enabling retention and recruitment. FSB also wants to see more young people encouraged into the sector by **ensuring T Levels work for small businesses** by extending incentive payments for employers in England to deliver industry placements beyond July 2022.

The business group has also called for urgent action to:

- **Extend the hospitality VAT rate reduction to 5% until March 2022, and 100% business rates relief throughout the full financial year** for businesses in

England. More than half (56%) of small hospitality businesses say further rates relief would support their high street.

- **Make the process easier for businesses that sell food and drink to apply to their local authority for a pavement licence, and maintain the right for pubs, cafes and restaurants to operate as a takeaway. FSB research shows 65 per cent of small hospitality and tourism businesses backed the relaxation of planning regulations, allowing them to do so.**
- Back restaurants, cafes and bars by **reducing alcohol duty on beers, ciders and wines.**

Levels of debt amongst businesses is rocketing, with three quarters (77%) of small firms in the sector taking on debt post-COVID. More support is needed to ensure they are able to manage it, as well as providing **greater clarity around the Pay As You Grow scheme**, ensuring all options covered by the scheme are available to all businesses with Bounce Back Loan debt. With the **moratorium on evictions** coming to an end in less than two weeks, Government needs to limit the amount of rent arrears that landlords can claim back, to encourage mediation. The moratorium must also be extended.