

Greater Lincolnshire Visitor Economy Board

Tuesday 23rd March 2021

10:00 - 12:00

Via MS Teams Video Conference

Paper 0 - Agenda

Item	Item and brief description	Lead	Access/Circulation
10.00	Welcome and Introductions, and declaration of interest on the agenda	Ruth Carver	
10.05	For Decision - Appointment of Interim Chair and Refresh of Visitor Economy Board	Ruth Carver	
10.10	For Approval - Minutes of 15 th December 2020	Interim Chair	Paper 1 attached
10.15	For Approval - Terms of Reference approval	Nicola Radford	Paper 2 attached
10.20	For Discussion and to complete the template - Economic Revival Plan for Greater Lincolnshire <ul style="list-style-type: none">• Priorities for Visitor Economy• Headline Grants• Recovery and Re-launch	Interim Chair Angela Driver Mary Powell / Charlotte Goy	Paper 3 attached
11.00	For discussion - Towns Fund - Visitor Economy Spot light	Lydia Rusling	Paper 4 to follow
11.15	For discussion - DMO Review	Charlotte Goy	Paper 5 attached
11.25	For discussion - Visit Lincoln's Transformation Plans	Charlotte Goy	Paper 6 attached
11.30	For discussion - LCC's Tourism Commission	Mary Powell	Paper 7 attached
11.45	Recovery Planning Summary of Activity	Mary Powell	Paper 8 attached
11	Any other business	All	
12	Date and time next meeting 22 nd June at 10.00am	Interim Chair	

Attendees: Flora Bennett, Claire Birch, Paul Learoyd, Mary Powell, Lydia Rusling, Dave Skepper, Jayne Southall, Nicky van der Drift, Kimberley Vickers, Will Mason, Jenny Couch, David Norton, Charlotte Goy

LEP Officers: Nicola Radford, Ruth Carver

Apologies: Samantha Mellows,

Tentative: Sukhy Johal, Stuart Hardy

To be confirmed: Bob Callison, Pete Holmes, Jon Hinde

Dates of Next Meetings: -

21st September

15th December

VISITOR ECONOMY BOARD

15th December 2020

TEAMS

Draft Minutes

Present: Board Members: Chris Baron - Chair (Butlins), Stuart Hardy (Hardy's Animal Farm), Lydia Rusling (East Lindsey), Flora Bennett (Wilkin Chapman/Brackenborough Hall Coach House), Claire Birch (Doddington Hall), Nicky Van Der Drift (international Bomber Command), , Mary Powell (LCC), Will Mason (Heritage) Charlotte Goy (Visit Lincoln) Emma Brealey (Petwood) Paul Learoyd (LWT), Sukhy Johal (Lincoln University); Dave Skepper (Stage Coach);; Jenny Couch (North Lincs) Helen Thompson (NE Lincs)

LEP Secretariat: Nicola Radford (LCC)

Guests: - Justin Pover Visit Lincoln; Gill Harvey (Business Lincolnshire)

Observers

Jade Elkington - Lincolnshire County Council

Apologies:

Bob Callison (Adelaide), Ruth Carver (GLLEP) Jayne Southall (Showground); David Norton (Springfields)

	Actions
<p><u>Minutes</u> Minutes of the 13th October 2020 were approved with the following amendments</p> <ul style="list-style-type: none"> • Tourism Sentiment Research - still awaiting results • Terms of Reference <p>A thank you was extended to Chris for his role as Chair on the Board</p> <p><u>Election of Chair / Vice Chair</u></p> <p>The Chair is appointed by the GLLEP Appointments Committee - Members wishing to be considered for this role to express their interest to NR by 15th January 2021</p> <p>Vice Chair is appointed by the Visitor Economy Board on appointment of the Chair.</p> <p>Circulate "job specification" Chair / Vice Chair</p> <p>Advert been sent for Visitor Economy Sector Board member for the wider GLLEP Board - no appropriate candidates received. Circulate details - deadline 30 Jan 2021</p> <p><u>Terms of Reference - Nicola Radford</u></p> <p>Draft Revised Terms of Reference were discussed: initial comments</p> <ul style="list-style-type: none"> • Terms need to be strategic not project specific • Add Unitary authorities, DMOs, Coastal BID, Discover Rutland • Rescue, Recovery, Rebuild - theme • Levelling up agenda needs to be include as a hook for future investment <p>Revised Terms of reference to be circulated</p>	<p>CG Agenda</p> <p>All</p> <p>NR</p> <p>NR</p> <p>NR</p> <p>NR</p> <p>NR</p>

<u>Peer Networks - Justin Pover</u>	
Introduction to Visitor Economy Peer Network led by Visit Lincoln	JP
Details circulated - deadline to apply 8 th January 2021	
Wilkin Chapman happy to provide Legal Advice - JP to link in with FB	FB
<u>Visitor Economy Business Advisor - Gill Harvey</u>	
Introduction to new business advisor for sector specific Visitor Economy.	
Discussed the need to demonstrate the value of a sector specific advisor instead of a generic advisor - Link in with University.	SJ
<u>Tourism Commission - Mary Powell</u>	
Two sub-groups already met - Marketing and Product Development - minutes to be circulated.	Complete
Two Further meetings - Investment and Skills to meet in January 2021 with a final joint meeting to bring all the recommendations and plans together.	
<u>Tourism Action Plan - Mary Powell</u>	
Revised action plan discussed: amendments requested. See chart at end.	
Need to include Tourism Commission Actions - who leads on delivery of the tourism commission? To be discussed at Tourism Commission wider meeting	MP
Confirmation that the Action plan is a working document and needs to be dynamic to fit with new Government priorities.	
<u>Any other Business</u>	
STEAM results now published - not appropriate to do Press Release due to COVID situation.	LR
Circulate latest figures	MP
<u>Three Messages to Government that are Important and Urgent</u>	
<ul style="list-style-type: none"> • Reduction in VAT • Business Rate Relief extension • Joined up approach / discussion on extension tourism season on coast • Clarification on Travel Package regulations in line with BREXIT 	
Visit Lincoln have done a briefing to MPs which will be updated and circulated	CG
Hildred's Centre a part of a campaign for national support	LR
<u>Agenda Items for next meeting</u>	
<ul style="list-style-type: none"> • Towns Fund bids - links into Visitor Economy 	

<ul style="list-style-type: none"> • Digital agenda - online bookings / access to digital support • Accreditation Scheme for accessibility • Levelling Up Agenda - what projects should come forward <p><u>Dates of Future Meetings - On TEAMS in the interim</u></p> <ul style="list-style-type: none"> • 23rd March 2021 10:00-12:00 • 22nd June 2021 - 10:00 -12:00 • 21st September 2021- 10:00 -12:00 • 15th December 2021 - 10:00- 12:00 	
---	--

Action Points - 15th December 2020

Circulate Tourism Sentiment Research	CG	Ongoing
Update Terms of Reference based on comments <ul style="list-style-type: none"> • Overarching themes not specific projects • P4/P9 add unitary authority, NE / N Lincs / Rutland • "preserving" too passive - "Build back" • Include Rescue, Recover, Rebuild • Levelling up agenda - hook for political priorities 	NR	Board 23 rd March
Minute vote of thanks to Chris in the notes	NR	Complete
Circulate advert / request for VE member for GLLEP Board	RC / NR	Complete
Peer Network - Legal advice joint working	JP / FB	Ongoing
Research into how demonstrate value of VE Specific business advisor not a generic advisor	GH / SJ	Ongoing
Circulate minutes / recordings of Tourism Commission mtgs	MP / JE	Complete
Action Plan additions / amends <ul style="list-style-type: none"> • Infrastructure / planning - Brown Signs • Nature Study - needs change name • Who leads on Tourism Commission Actions • P36 - Governance - who leads TAZ • Less emphasis TAZ more focus on Gov. direction • Incorporate University comments into plan • Purple Sector • Could GL become Accessibility Ambassadors? • Welcome packs for RAF families • Ambassador Program across attractions • Cross reference Towns Fund proposals into plan • More emphasis on digital - bookings etc. 	MP	Ongoing
Update and Circulate		
Any other business		
Circulate EL STEAM report	LR	Ongoing
Decision no press releases on figures due to current climate	MP	Ongoing
Update GL STEAM results / summaries and circulate 3 Messages to GLLEP / Ministers		

<ul style="list-style-type: none"> • VAT • Business Rates • Travel Packages • Season length extension 	RC/CB	Complete
Circulate updated MP briefing paper	CG	Complete
Circulate National Campaign for Shopping Centres	LR	Complete
Levelling Up Agenda - what VE Projects should feed in	All	Ongoing



Greater Lincolnshire Visitor Economy Board

Terms of Reference March 2021

The Visitor Economy Strategic Advisory Board for Greater Lincolnshire was established in April 2017 with the following Terms of Reference and Membership arrangements established.

Vision of the Board : to develop the Visitor Economy Sector to a £3 billion sector across Greater Lincolnshire in five years

The aim of the Board is to

1. Develop an economic plan to revive and boost the economic growth of the Visitor Economy Sector across Greater Lincolnshire and Rutland in line with the economic revival plan
2. Strategic leadership for the sector in Greater Lincolnshire
3. Where appropriate develop proposals or funding bids to boost the Visitor Economy
4. Provide strategic advice to the LEP Board on the Visitor Economy
5. Be ambassadors for the Greater Lincolnshire Visitor Economy Sector
6. Act as critical friend to Business Lincolnshire, the business support arm of the Greater Lincolnshire LEP to shape relevant business support offers for the sector

DEFINITION OF VISITOR ECONOMY

Greater Lincolnshire and Rutland has a vibrant and successful visitor economy. In 2018 the value of the Visitor Economy reached £2.3bn, however the sector has been heavily impacted by Covid-19 and Brexit. Over the next five year to 2026 we expected the sector to recover and grow to a £3 billion sector in Greater Lincolnshire.

Visitor Economy is defined as Accommodation, Hospitality, Leisure, Arts, Food service.

The visitor economy sector can make a real and positive change to the Greater Lincolnshire's and Rutland's economy. It can deliver growth, safeguard and create jobs, drive investment and have positive impact on the quality of life for Greater Lincolnshire and Rutland's residents.

Relationship to the LEP

The LEP will provide the Secretariat for the Board, and the Chair of the board shall be appointed by the LEP through the Appointments Committee. Membership of the Board will be shaped by the Chair and Vice Chair of the board, and discussed with the appointments committee.

There will be a two-way relationship between the Greater Lincolnshire LEP and the Visitor Economy Board, and each will give advice and be asked for advice on matters where a Visitor Economy perspective is required.

The Board will:

- Develop a medium visitor economy plan to support the economic revival plan for the area
- Each year the Board will develop an action plan
- in light of COVID work with Government to ensure we 'help the recovery of' the current visitor economy
- Use the Government's Tourism Sector Deal approach to coordinate the development of tourism investment, skills, product development and marketing
- Coordinate the delivery of the 2020 Tourism Action Plan
- Develop and deliver a proposal to Government for a Tourism Action Zone
- Maintain a comprehensive body of information about visitors to Greater Lincolnshire and Rutland
- Ensure that the Visitor Economy Sector in Greater Lincolnshire and Rutland is positioned to influence and benefit from the Governments new levelling up agenda and attached funding streams

Accountability

The Visitor Economy Board will be one of the LEP's boards strategic advisory boards. There will be a visitor economy champion on the LEP Board, or invited to the LEP Board as and when required who will also be the Chair of the GLLEP Visitor Economy Board.

A deputy Chair of the Visitor Economy Board will be appointed from the membership

The Visitor Economy Board will approve an action plan for the year and make recommendation to the LEP board for endorsement. The Visitor Economy Board will report regular progress to the LEP board on its delivery.

The Visitor Economy Board members will have a term of office for three years with a view to renewal for a further three years in order to provide continuity and to ensure confidence with Government, and Business partners.

The Chair of the Visitor Economy Board will initially be selected and invited by the LEP Chair to the board. The Chair of the Visitor Economy Board will, in turn, invite members to join the Visitor Economy Board.

As members of the board resign or reach term of office, the Visitor Economy Board will make recommendation to the Visitor Economy Board Chair for replacements or renewal. NO board member will serve for more than 9 years.

As part of these arrangements, the current local Tourism group comprising officers from the LEP and County, District authorities will work to the Visitor Economy Board to ensure better co ordination of visitor economy initiatives that relate to the implementation of the GLLEP visitor economy strategy and funding programmes.

Membership

Membership of the board can also include representatives that can provide a level of specialist support and knowledge that will be required to successfully deliver the agreed priorities within the work program. This will be with the approval of the Chair.

Ideally all board members will work or live in the Greater Lincolnshire and Rutland area.

The Chair of the Board will be appointed by the GLLEP Appointments committee and the role of Vice Chair will be nominated and agreed by the Visitor Economy Board. The Chair will be from the Private sector.

Meetings

The Board will meet at least 3-4 times a year in private. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed.

Secretariat and Executive Support – the GLLEP will provide secretariat support for the VEB and executive support will be delivered by the GLLEP, together with any nominated partners where any activities are not directly managed.

Scope and Role

The Visitor Economy Board will build close working relationships, through means to be agreed, with other key partners operating at both City, unitary and district level, along with the Coastal BID and Visit Lincoln and Discover Rutland. These include the Councils of the Local Authorities; Visit Lincolnshire, Coastal Business Improvement District, Chambers of Commerce, and other appropriate organisations including Tourism Business Networks.

ROLE DESCRIPTIONS: CHAIR, AND MEMBERS

All Board Members will be required to sign the wider GLLEP Code of Conduct document **Appendix B** and Declaration of Interest Forms upon appointment.

THE VISITOR ECONOMY BOARD (VEB)

As well as attending Board meetings, members may be asked to attend other meetings as a representative for the LEP and Visitor Economy, and will be required to read background papers and documents and input into plans.

The specific role of a Board Member is to:

- Use experience and knowledge to help shape strategy and policy on the Visitor Economy;
- Influence the prioritisation, planning and investment in the Visitor Economy to support provision and the shape of delivery;
- Support the strategic aims of the Greater Lincolnshire LEP
- Represent a range of people, organisations or views, not just their own or that of their own organisation



- Creating the case for and awareness of funding availability to ensure the sector maximises opportunities

Equality & Diversity Statement

The Greater Lincolnshire LEP is a future focused, growth driven, not-for-profit organisation, which works transparently and honestly in partnership with the private and public sectors, to deliver inclusive economic opportunities for all.

Greater Lincolnshire LEP is committed to achieving diversity and equality of opportunity as a commissioner of services and projects. Lincolnshire County Council is the LEP's host employer of the core workforce, and together, this means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and within our workforce and commits that all staff, visitors, contractors and others we have contact with are treated fairly, equitably and with dignity and respect.

THE CHAIR

The Chair of the Visitor Economy Board is responsible for advising the LEP Board and reporting to it on all matters within the remit of the Visitor Economy Board.

The Chair of the Visitor Economy Board will be appointed from the Private Sector via the Appointments Committee

The Chair will provide leadership to the Visitor Economy Board, ensuring that it works as a coherent and effective leadership team, that it provides wider leadership and support to the LEP area visitor economy and that the Visitor Economy Board's work is informed by the views of its membership/constituents.

The Chair shall act as the spokesperson for the Visitor Economy Board, building and maintaining influential relationships and close working with international, national, regional and local institutions and key players in Governmental, private sector and public sector arenas concerned with the visitor economy to support the areas visitor economy objectives.

The Chair will also be the LEP Board's visitor economy champion and will work closely with the Vice-Chair of the Visitor Economy Board; the Chairs of the LEP's senior Boards and with the chairs of other senior groups within the LEP area in pursuance of the GLLEPs accelerated economic growth objectives.

The Chair will advise, and bring into play the collective expertise of the Visitor Economy Board and its membership to advise senior regional groups and players on the matters for which the Visitor Economy Board is responsible. S/he will represent the views of the Visitor Economy Board to the LEP, membership, partner and stakeholder organisations and the general public.

The Chair shall ensure that the Visitor Economy Board is provided with regular advice, intelligence and reports on the development and delivery of the Visitor Economy Board's destination management plan and related objectives and targets.

The Chair will encourage high standards of collective working and governance.

The Visitor Economy Board Chair: expertise, skills and influencing requirements

The Chair of the Visitor Economy Board will have wide ranging and extensive high level experience and knowledge of, and well developed connections and working relationships in the visitor economy, in national and international arenas.

S/he will have highly developed leadership, strategic and organisational skills, developed in international, national or regional executive roles, and a track record of operating effectively in, and with, Governmental and major corporate spheres.

Board Members

Members should be senior decision makers and able to influence at local and potentially national level to support the delivery of priorities. They should also be advocates of the sector, able to commit the time to attend board meetings and exert influence as is required.

Whilst this list is not exhaustive, the key areas of specialist expertise required within the Visitor Economy Board are as follows:-

- Hospitality and Tourism and Leisure Operators
- Employment and Skills
- Destination and Place Marketing
- Arts and Culture

The visitor economy board shall be set by the Chair. However the maximum would be 18 Board Members including the Chair, 12 from the private sector and 6 from the public sector and ensure a good reach of the Greater Lincolnshire area and the sub sectors above.

Observers (non-members)

The LEP Secretariat will also be represented at all meetings.

Members of the Tourism Officers Group and Unitary Representatives will be invited to attend Board meeting as observers from time to time to provide continuity between the Board and The Governance Board; by request to the Chair.

Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where particular expertise is required.

Occasional observers may request to attend a meeting through the Chair.

Paper 3 – Economic Revival Plan for Greater Lincolnshire

Publication	Published					
Meeting date:	23rd March 2021					
Agenda Item:	3					
Item Subject:	Economic Revival Plan for Greater Lincolnshire					
Author:	Angela Driver and James Baty					
For:	Discussion	X	Decision		Information	X

1. Summary

- 1.1 Throughout the Covid19 pandemic there has been a variety of grants aimed at supporting businesses which have been forced to close due to Government legislation, and support businesses and sectors most impacted by the pandemic.

These grants have been administered predominantly through local authorities, with a group convened by the Business Lincolnshire Growth Hub to support and ensure deployment of grants is as uniform as possible. This paper outlines the various support schemes and distributed values to date.

2. Grant Funding

2.1 Local Authority Administered Schemes

Local Authorities have distributed Grant funding through the various government schemes aimed at supporting businesses that have been required to close or have been impacted by COVID national lockdowns and local tier restrictions. These grants have been aimed mainly at the Retail, Leisure and Hospitality sectors.

Full disclosure of the value of grants that have been distributed by local authorities were published up to the end October 2020, but have subsequently stopped being published. Table 1 shows the value of grants distributed to end October 2020. Table 2 shows the value of grant funding allocated to Local Authorities.

Table 1: Distributed Values 4th to October 2020, Small Business, RLH and Discretionary Grant

	Small Business Grant and Retail, Leisure and Hospitality Grant	Discretionary Grant
Boston	£ 14,160,000	£617,500
East Lindsey	£ 42,725,000	£2,742,000
Lincoln City	£ 20,965,000	£681,500
North East Lincs	£ 26,365,000	£1,587,000
North Kesteven	£ 20,020,000	£1,030,211
North Lincs	£ 30,600,000	£1,022,000
Rutland	£ 11,335,000	£430,000
South Holland	£ 16,850,000	£220,303

Paper 3 – Economic Revival Plan for Greater Lincolnshire

South Kesteven	£ 27,495,000	£810,000
West Lindsey	£ 16,425,000	£535,000
Lincolnshire total	£ 158,640,000	£6,636,514
Greater Lincolnshire total	£ 226,940,000	£9,675,514

Table 2: Allocated Values November 2020 to 15th February Schemes

	November 2020		January 2021		
	ARG (£20 per head)	LRS (Closed Addendum)	ARG Top Up	Closed Lockdown	Closed addendum
Boston	£1,403,460	£1,161,360	£623,350	£3,483,000	£1,742,040
East Lindsey	£2,834,540	£4,750,776	£1,258,968	£14,247,000	£7,126,164
Lincoln City	£1,985,980	£2,181,564	£882,078	£6,543,000	£3,272,346
North East Lincs	£3,191,260	£2,814,966	£1,417,406	£8,442,000	£4,222,449
North Kesteven	£2,338,300	£1,311,462	£1,038,562	£3,933,000	£1,967,193
North Lincs	£3,445,840	£2,511,918	£1,530,479	£7,533,000	£3,767,877
Rutland	£798,540	£786,276	£354,674	£2,358,000	£1,179,414
South Holland	£1,900,380	£1,377,450	£844,059	£4,131,000	£2,066,175
South Kesteven	£2,848,480	£2,364,678	£1,265,160	£7,092,000	£3,547,017
West Lindsey	£1,913,340	£1,329,516	£849,815	£3,987,000	£1,994,274
Lincolnshire total	£15,224,480	£14,476,806	£6,761,992	£43,416,000	£21,715,209
Greater Lincolnshire total	£22,660,120	£20,589,966	£10,064,551	£61,749,000	£30,884,949

- 2.2 Further allocations of Closed Lockdown and Closed Addendum have been provided to Local Authorities for the period 16th February 2021 to end March 2021 which is when the Local Restrictions Grant Schemes will cease and be replaced with new schemes announce the Chancellor in his budget statement, the Restart Grant and further ARG.

These schemes will comment 1st April and payments cannot be made before 1 April.

3. Restart Grants

- 3.1 The Restart Grant scheme will offer one-off grants to businesses in the non-essential retail and hospitality, leisure, personal care and accommodation sectors. Grants will be administered locally by Local Authorities as with previous grants. Eligibility for the

Paper 3 – Economic Revival Plan for Greater Lincolnshire

Restart Grants will be defined by sector rather than requirement to close. The larger grants are for those sectors that will open later under the roadmap or will be more impacted by restrictions when they do open.

- For non-essential retail, which may potentially be able to re-open as early as 12th April, the following grant rates will apply:
 - For properties with a rateable value of £15,000 or under: grants of £2,667
 - For properties with a rateable value between £15,000 and £51,000: grants of £4,000
 - For properties with a rateable value of £51,000 or over: grants of £6,000
- For Hospitality, accommodation, leisure, personal care and gym business premises in England, they will be eligible for grants worth up to £18,000, subject to their rateable value:
 - For properties with a rateable value of £15,000 or under: grants of £8,000
 - For properties with a rateable value between £15,000 and £51,000: grants of £12,000
 - For properties with a rateable value of £51,000 or over: grants of £18,000

4. ARG Scheme

4.1 The Chancellor also announced that there would be a further top-up of the Additional Restrictions Grant. This will allow local authorities to help those not eligible for Restart Grants.

- A further £425 million will be made available meaning that a total of just over £2 billion will have been allocated to the ARG scheme since November. The scheme will remain discretionary and can be spent through to March 2022.
- However, there will be some changes in the conditions that need to be met in order to access an allocation of the new £425 million top-up, the detail of which will be set out when the ARG guidance is updated in parallel with the Restart Grant guidance.

5. Kickstart Grant

5.1 In August the ERDF project was extended with a further £776,842 funding to support the delivery of the Kickstarting Grant which provided 100% grants of between £1000 and £3000 to approximately.

5.2 Based on anticipated grant values, there was an expectation that 250 SMEs would be able to be supported via the scheme. Over 400 applications were made within the first hour of the scheme launch in the first week in September.

5.3 257 grants have been paid with a total value of £680k. There are a remaining 24 applications still to drawdown their funding. Final payments are required to be paid by end June 2021.

5.4 The distribution of paid grants across districts is as follows:

Paper 3 – Economic Revival Plan for Greater Lincolnshire

	Number of Applications	Percentage of Value
Boston	14	5.8%
East Lindsey	61	23.1%
Lincoln City	41	15.8%
North Kesteven	52	19.6%
South Holland	9	3.4%
South Kesteven	63	23.8%
West Lindsey	20	8.3%

6. LCC Grants

6.1 The County Council identified £12m of funding from reserves to support a range of business recovery measures. Four grants to businesses have been approved through the approval process and were announced during February.

6.2 In scope are:

- Business Recovery Fund
 - The Business Recovery Fund was aimed at those businesses that had not been able to access any of the Local Authority administered government support grants for open and impacted businesses, due to eligibility criteria.
 - Businesses and business owners based in Lincolnshire were able to access grants of between £2,500 and £10,000. The scheme opened between 23rd and 25th Feb for the first tranche of applications and between the 4th and 6th March for the second tranche.
 - A total of 502 applications were received totalling £3.7m. These applications are now being processed and the first payments went out to businesses WC 8th March.

	Number of Applications	Percentage of Value
Boston	28	5.6%
East Lindsey	80	15.9%
Lincoln City	86	17.1%
North Kesteven	92	18.3%
South Holland	38	7.6%
South Kesteven	88	17.5%
West Lindsey	90	17.9%

- Rural Business Grant
 - The Rural Business Grant was developed to support existing rural businesses and organisations with the purchase capital equipment so that they can respond to the challenging trading environment caused by Covid-19. 75% Grants of between £3,000 and £25,000, aimed predominantly at village shops, post offices, pubs and other retail
 - Due to unprecedented demand, the scheme closed the day after launch, at noon on 9 March.
 - A total of 228 expressions of interest were received with a total value of £3.6m. These are now being reviewed on a first come first served basis and successful applications will be invited forwards as soon as possible.

Paper 3 – Economic Revival Plan for Greater Lincolnshire

	Number of Applications	Percentage of Value
Boston	13	4.9%
East Lindsey	93	43.8%
Lincoln City*	0	0
North Kesteven	47	21.4%
South Holland	17	6.2%
South Kesteven	22	7.0%
West Lindsey	39	16.8%

- Digital Voucher Fund
 - The Digital Voucher Scheme was developed to support businesses to move towards increased digitisation. 100% Grants up to £5,000 to support digital projects such as 1-2-1 specialist digital advice or new technology investments, such as e-commerce platforms, contactless payment systems, website development, software development, IT hardware and software for example, to support remote working, digitisation of processes, etc.
 - Due to unprecedented demand, the scheme closed the day after launch, at noon on 9 March.
 - A total of 801 expressions of interest were received with a total value of £3.2m. These are now being reviewed on a first come first served basis and successful applications will be invited forwards as soon as possible.

	Number of Applications	Percentage of Value
Boston	31	3.9%
East Lindsey	196	24.5%
Lincoln City	177	22.1%
North Kesteven	137	17.1%
South Holland	49	9.1%
South Kesteven	101	12.5%
West Lindsey	110	13.7%

- Invest for the Future
 - The Invest for the Future Grant has been developed to support growth in the priority sectors. 25% grants of between £25,000 and £75,000 are available to provide funding for growth projects such as new investment in property infrastructure, buildings and refurbishment costs, plant, machinery and equipment and / or IT and new technology, for example.
 - The scheme opened for Expressions of Interest on 15th and at noon had received 50 applications with a value of £2.5m. The window for Expressions of interest is due to close on 26th March, but this date will be brought forwards if demand significantly exceeds the value of funding available.

	Number of Applications	Percentage of Value
Boston	2	6%
East Lindsey	16	32%
Lincoln City	6	12%
North Kesteven	10	20%
South Holland	3	4%
South Kesteven	5	10%
West Lindsey	8	16%

Paper 3 – Economic Revival Plan for Greater Lincolnshire

Paper 3A – Short Term Priorities for Visitor Economy

Publication	Published					
Meeting date:	23 rd March 2021					
Agenda Item:	x					
Item Subject:	Short Term Priorities for Visitor Economy					
Author:	Charlotte Goy					
For:	Discussion	X	Decision		Information	X

1. Topics for Discussion and Debate

- How can the information below feed into the GLLEP's Medium Term Covid Recovery Plan?
- What is next - how do we stay ahead of the curve, looking at Autumn 2021 recovery (new markets, demand, shoulder season, Christmas, events, functions etc)

2. Observations

- Very strong tactical response to support reopening, issuing grants quickly and speaking directly to businesses.
- But a strategic response is missing.
- Nearly all districts have additional budget to support Covid recovery.
- Some early coordination of resources, budget and activity is emerging (video contract / Cycle Lincolnshire etc) but it is fragmented and project based which will result in 'start - stop' activities.
- New energy around collaborating accelerated by Covid - but little discussion how this can be done.

3. What is the immediate Covid recovery response across Greater Lincolnshire? (March - July)

- March - VisitLincolnshire.com will relaunch (LCC).
- April - a Greater Lincolnshire PR Campaign and new video (marketing asset) contract. Social Media activity TBC (LCC)
- April - 12 month Media Agency contract for Lincoln City (stand out national media coverage) (Visit Lincoln)
- April - launch of consumer marketing for Cycle England cycling holidays to UK consumers. Work begins on Cycle Lincolnshire campaign and product development (Visit Lincoln & local authority Partners)
- April - Additional Recovery Grant (ARG) recovery campaign work starts Lincoln City Council focused on inclusivity (recovery for all businesses) digitalisation of the visitor economy, reaching higher spend visitors and shoppers, upskilling generating demand, tackle consumer confidence (Visit Lincoln)
- April - Additional Recovery Grant (ARG) recovery campaign work starts with ELDC focussed on inclusivity, digitalisation of the visitor economy, focus on outdoor / countryside / coastal experiences and packages, tackling consumer confidence, business support (recovery for all businesses) confidence (Visit Lincoln)
- Discover Rutland - 12 month marketing campaign with budget of £21,000.
- SKDC is supporting ongoing projects e.g. DEF Explorer's Road, Cycle Lincs, Open Attractions listing online, visitor Info displays etc. Staying adaptable to new opportunities as they arise.
- May - relaunch of TasteLincolnshire.com (ELDC, Visit Lincoln)
- Business Support ongoing by everyone within district boundaries. Business Lincolnshire and Visit Lincoln support is Greater Lincolnshire.

Paper 3A – Short Term Priorities for Visitor Economy

- 4 Medium Term recovery work (July - March 2021)**
 - Phase 2 development of VisitLincolnshire.com (LCC)
 - SKDC website integrated into VisitLincolnshire.com to strengthen and prevent duplication
 - NKDC relaunching HeartofLincs website as a signposting site.
 - Cycle Lincolnshire launched (Visit Lincoln, CoLC, NKDC, NL, NEL, ELDC, DBID)
 - Destination Lincolnshire - launched and leading sector B2B (Visit Lincoln, ELDC, BBC, CoLC)
 - ShopLincoln.com - relaunched (Visit Lincoln)
 - Brand Partnerships - LNER and East Midlands Rail (Visit Lincoln)
 - Green Tourism Agenda launched (LCC)
- 5 Long Term (2022/23)**
 - Destination Lincolnshire DMO (Visit Lincoln, ELDC, BBC, CoLC)
 - Town Deals x6 across Lincolnshire (CoLC, NL, NEL, ELDC, BBC, Visit Lincoln, private sector)
 - Digitalisation of visitor economy & high streets/town centres (Visit Lincoln)
 - Green Tourism Agenda (LCC)
 - Greater Lincolnshire Tourism Awards
- 6 Who has a dedicated Covid plans marketing plans for visitor economy**
 - Yes - CoLC, Visit Lincoln, ELDC, NKDC, NEL, LCC, Discover Rutland
 - No - SKDC
 - Didn't respond - WLDC, BBC, NEL
- 7 What do the marketing plans involve and what is missing?**
 - Included - focus on digital, a little print, website updates, mainly organic social media with pockets of ad spend, paid PR & Media, business support that's district focussed due to grant geography
 - Missing - coordinated campaign, business tourism, MICE, coordinated data capture, effective links with Visit England
 - Delivery method is predominantly in-house and with local suppliers.
 - Little focus on product development, distribution channels.
- 8 Business Support**
 - NEL & NL delivered own business survey
 - Visit Lincoln lead / coordinated x3 business surveys with councils across Greater Lincolnshire.
 - Business Lincolnshire - TBC
 - Fragmented across districts and services
- 9 Emerging Collaboration**
 - Cycle Lincolnshire - by Visit Lincoln and supported by LCC, NL, NEL, NKDC, ELDC, CoLC to a total value of £20k so far.
 - Taste Lincolnshire - relaunch with ELDC and ongoing conversations with other councils, Lincolnshire Agriculture Society and Lincolnshire Chamber of Commerce.
 - Destination Lincolnshire

PRIORITY ACTIONS

SUB-COMMITTEE FRAMEWORK - VISITOR ECONOMY

CONTEXT: PRIORITY ACTIONS

Evidence

What is the size, nature and scale of the opportunity or challenge that needs to be addressed.

What are the barriers, levers or constraints?

Ambition

Where do we want the sector/economy to be in the medium to long term.

Actions & Deliverables

What are the specific short and medium term **MUST WINs** in order to help us realise the ambition?

What will be delivered?

What is required in order to deliver? What is the nature of the LEPs role to enable?

VISITOR ECONOMY

Our Ambition is to develop the visitor economy sector by levelling up and supporting the areas of Greater Lincolnshire with competitive advantage in the sector through providing higher-quality and more reliable employment for workers in the sector

IS THE AMBITION RIGHT?

Are the actions and leads right?

Our Priorities for years 1-5	Suggested Lead
Develop and take forward the actions outlined by the Greater Lincolnshire Tourism Commission, to ensure the visitor economy in Greater Lincolnshire is providing the right products to support areas of competitive advantage; and visitor offer to meet the future demands of customers in 2025 through ensuring visibility and a supporting labour market of skilled and knowledgeable people.	Local Authorities and Greater Lincolnshire LEP
Achieve Tourism Zone status by preparing and championing a proposal through the LEP, and deliver the Tourism Action Plan. Capitalise on new opportunities by refreshing our marketing offer around sustainability and attracting private investment, as well as bringing forward necessary transport infrastructure	Greater Lincolnshire LEP
Improve the digital offer and use that to create packages that make booking easier for visitors, including promoting the use of the TXGB booking system developed by Visit England to build domestic tourism	Visit Lincoln and Lincolnshire County Council
Support sustainable tourism as an overarching theme, fitting with the Connected Coast vision, Green Masterplan work and plans at Doddington Hall, Grimsthorpe Castle, RSPB Frampton Marsh, the Grimsby Fishing Heritage Centre, Normanby Hall Country Park, English Heritage investment at Gainsborough Old Hall and the Alkborough Flats.	Local Authorities

WHAT ARE THE MUST WIN ACTIONS?

List Must wins here, they should be SMART objectives:

WHAT IS THE LEP ROLE IN ACHIEVING THIS?

What control does the LEP have to take forward the actions, who are the lead actors?

Is the LEP convening, funding, lobbying or delivering to enable?

WHAT THINGS DO WE NEED TO MAKE IT HAPPEN?

List needs



Lancaster House | 36 Orchard Street
Lincoln | LN1 1XX

T 01522 550540

E greaterlincslep@lincolnshire.gov.uk

🐦 GreaterLincsLEP

Paper 4 – Town Deals across Greater Lincolnshire

Publication	Published					
Meeting date:	23 rd March 2021					
Agenda Item:	4					
Item Subject:	Town Deals across Greater Lincolnshire					
Author:	Lydia Rusling					
For:	Discussion	X	Decision		Information	X

1 Summary

- 1.1 This paper provides a summary of the recent Town Deal announcement by Government and how it is set to benefit the Greater Lincolnshire area.
- 1.2 100 towns received the opportunity to pioneer new multi-million pound Town Deals as part of the Government's £3.6 billion Towns Fund to level up our regions by improving connectivity, skills and culture, creating new jobs and boosting growth.
- 1.3 There are 30 places across the Midlands Engine invited to bid for a Town Deals - and six within Greater Lincolnshire.
- 1.4 A fundamental prerequisite of a Town Deal was strong governance arrangements, which led to the establishment of Town Deal Boards. With the support of the local authority as the accountable body, they consulted with stakeholders, communities and businesses through the preparation of the Town Investment Plans, which were submitted to the Ministry for Housing, Communities and Local Government (MHCLG) and were assessed by a multi-departmental review process.
- 1.5 On 3rd March Town Deals were announced for Scunthorpe and Grimsby, Lincoln, Boston, Skegness and Mablethorpe.
- 1.6 The focus of the Town Deals are primarily on town centre regeneration with projects focussed on education, skills and training, health, transport and connectivity as well as planned investment into heritage, culture and the visitor economy.

2 A summary of each of the Town Deal project which will benefit the visitor economy are shown below (*not all Town Fund projects*):

2.1 Scunthorpe:

- Developing Scunthorpe's New Cultural, Arts and Heritage Offer - Creation of a new cultural, arts and heritage offer in our Urban Centre of Scunthorpe. The centre one of a kind in its region, will showcase regionally and nationally significant collections, whilst looking to engage the local communities and encourage collaborative working with other partners in Scunthorpe.
- Creating 21st Century Digital Connectivity - This project will provide ultrafast broadband to homes and businesses across Scunthorpe.

2.2 Grimsby:

- The development of a new public square at Riverhead Square (phase 1 of this work is already being planned thanks to an early award of £1m of Government funding);

Paper 4 – Town Deals across Greater Lincolnshire

- Better pedestrian and cycle loops to connect the town centre and Alexandra Dockside;
- The next phase of development of Garth Lane towards the creation of a major new waterfront residential community;
- Refurbishment of the Central Library to accommodate new uses, including the potential for a new learning and innovation facility;
- Development of a Victoria Mill Quarter including enhancement to the waterfront, to attract new uses to this heritage part of the town;
- Further regeneration of St James' Quarter to complement the regeneration works currently being carried out;
- A local grant programme for community and local business-based initiatives, which supports activity in the town centre.

3 For the Lincolnshire Coast these include:

- The Colonnade at Sutton on Sea has already commenced thanks to accelerated funding received. It will feature a new café, restaurant, gallery and exhibition spaces - with viewing decks overlooking the beach, paddling pool and Pleasure Gardens.
- National Trust purchased the former Sandilands clubhouse and golf course in March 2020, with a commitment to transform it into a nature reserve. The Town Fund project is focussed on the new visitor centre.
- The Foreshore transformation in Skegness has already been kick-started by the accelerated funding, which will expand and diversify the visitor offer with investment into green, cultural, heritage, arts, sports and leisure.
- Cultural Skegness links the foreshore to the theatre and proposes new educational activities and an exciting cultural and sports programme of events with reinvented illuminations!
- There is also a new multi-user trail for cycling and walking, providing much needed connectivity for visitors and residents to Chapel St Leonards and Ingoldmells.
- Skegness became one of the most popular resort towns in Britain thanks to advent of the railway in the 1800s so the renovation of the main station building with an emphasis on creating a gateway to Skegness town is an essential initiative for the town.

3.1 Boston:

- Boston's train station is also set for redevelopment as a welcoming hub connected to the town centre.
- Boston also boasts a cluster of heritage projects to transform its historic town centre. This includes investment in to buildings, public realm and green spaces. The development of the medieval library at St Botolph's and a new lighting scheme will enhance its architectural, education and cultural assets. The renovation and development of other historic sites will provide community spaces that also improve and preserve the historic nature of the town - Shodfriars, Blenkin and the Trinity Centre.

Paper 4 – Town Deals across Greater Lincolnshire

3.2 Lincoln:

- Lincoln's town deal will use digital technologies to enable better access to arts, culture and heritage. The city's projects also include:
- The development of the UK's first Hospitality, Events and Tourism (HEAT) College.
- The restoration and repurposing the Grade II listed Central Market Building to create a modern and diversified market offer, combining retail, food, leisure and technology.
- Greyfriars restoration of the C13th building to open it to the public as a heritage attraction.

4 Collaboration:

- 4.1 These projects will see a much-needed boost to the area's visitor offer. They have also come to fruition through collaboration. The Towns Fund has provided a perfect opportunity to talk to local communities, businesses and regional and national organisations about the investment and opportunities for our Lincolnshire towns.
- 4.2 Lincoln, Boston and the Coastal towns of Skegness and Mablethorpe have initially come together to enable collaboration to drive growth in the visitor economy. Work is currently being undertaken on a visitor economy action plan for these four towns, which will support the next stage of the business case development for the town deal projects. A literature review and stakeholder interviews have taken place. The interim report has a number of recommendations including visitor segmentation for the four destinations to support the business case development of tourism related projects, place marketing, skills and business development. These plans are being developed through collaboration with Visit Lincoln.

5 Next steps:

- 5.1 Heads of Terms have been offered to the six towns:
- Skegness £24.5 million
 - Mablethorpe £23.9 million
 - Boston £21.9 million
 - Lincoln £19 million
 - Scunthorpe £20.9 million
 - Grimsby £20.9 million
- 5.2 Within two months of accepting this offer, the towns fund partnership (Town Deal Boards and local authorities) should confirm in writing details of projects being taken forward and a plan for addressing key conditions relating to those projects and the overall Town Investment Plan.
- 5.3 Each partnership must then complete business cases for the projects being taken forward and submit the Summary Document within 12 months of the deal being agreed. MHCLG will then provide the agreed funding up to the maximum amount of amount set out in the Heads of Terms.

6 Recommendation:

- 6.1 To have a standing item on the agenda of the LEP visitor economy board to provide regular updates on progression of these projects.

Paper 5 – DMO Review

Publication	Published					
Meeting date:	23rd March 2021					
Agenda Item:	5					
Item Subject:	DMO Review					
Author:	Charlotte Goy					
For:	Discussion	X	Decision		Information	X

1. Topics for Discussion and Debate

1. What recommendations will the Visitor Economy Board of the GLLEP put forward in the review?
2. What is the best way for Greater Lincolnshire to engage with this national review, and who will lead it?

2. Background

- 2.1 In March 2021, the Government announced an independent review to:
 1. Assess how Destination Management Organisations (DMOs) across England are funded and structured,
 2. How they perform their roles
- 2.2 A set of recommendations will be provided in Summer 2021 which will establish whether there are more efficient and effective model for supporting English tourism at the regional level, and if so what that model may be.
- 2.3 The review is led by Nick de Bois, Chair of the VisitEngland Advisory Board, acting in an independent capacity. Mr de Bois will receive administrative support from a DCMS Secretariat and will report to the DCMS Secretary of State.

3 Scope of the Review

- 3.1 The review seeks to examine the extent to which the current DMO landscape:
 - Is economically efficient, effective and sustainable (with regard to funding, structure and performance)
 - Best enables the government to meet its leisure and business tourism policy objectives at a national, regional and local level
 - Engages within the wider local and regional economic landscape, and the current focus on English devolution and Levelling Up
- 3.2 Depending on the findings of this examination, the review will need to make recommendations to government, the tourism sector, or both as appropriate, about:
 - Whether DMOs might be structured or funded differently, and if so how any proposals might maximise post-COVID-19 recovery and long-term success
 - What the role of DMOs should be, bearing in mind existing other local structures such as Local Enterprise Partnerships, Mayoral Combined Authorities, local authorities and other similar local/regional bodies, and where these might intersect
 - How DMOs should best engage with, and be engaged by, VisitEngland, VisitBritain and DCMS, as well as wider government/public bodies where relevant (e.g. Arts Council England; UK Sport)

Paper 5 – DMO Review

4 Consultation Process

- 4.1 Over the coming months, the review team will aim to speak to as many English DMOs as possible, ensuring consultation with a diverse and representative spread of these organisations in terms of geographical location, size and nature of funding streams.
- 4.2 The reviewer will also engage with other local bodies with an overlapping interest in the sector: these are likely to include Local Enterprise Partnerships (LEPs), Mayoral Combined Authorities (MCAs), regional convention bureaux and local authorities.
- 4.3 The reviewer will also speak to a representative sample of tourism stakeholders. This includes commercial business representatives (e.g. hotels, attractions, event venues, hospitality venues etc), and wider organisations with an interest like heritage organisations, the National Parks, and local transport bodies. This engagement will help to establish the views of wider stakeholders who have worked closely with DMOs both pre- and during the pandemic - as well as those who have not worked with DMOs before, or who may have started to do so only recently.
- 4.4 Finally, the reviewer will also need to consider the views of key sector stakeholder bodies in the sector, such as VisitBritain, VisitEngland. It may also consult wider Arm's-Length Bodies and Executive Agencies (e.g. Arts Council England; UK Sport) to understand local funding structures in place across government for other sectors (such as ACE's National Portfolio Organisations).

5 Call for Evidence

- 5.1 From the week commencing Monday 15 March, the Review team will be undertaking stakeholder meetings and a written consultation process, to enable everyone to have the chance to contribute their thoughts to the review - whether as a DMO representative, someone who runs or owns a tourism business, a local stakeholder, or an interested member of the public. We will update this page with further details on how to share your views shortly. In the meantime, please direct any queries to dmo-review@dcms.gov.uk

Paper 6 – Visit Lincoln's Transformation Plans

Publication	Published					
Meeting date:	23 rd March 2021					
Agenda Item:	6					
Item Subject:	Visit Lincoln's Transformation Plans					
Author:	Charlotte Goy					
For:	Discussion	X	Decision		Information	X

1. Topics for Discussion and Debate

This paper is shared for information only. Key findings from Visit Lincoln's Transformation Pathfinders Group will be shared with the Visitor Economy Board of the GLLEP in June 2021 once the process is complete.

2. Background

2.1 Over the last 10 years the Destination Management Organisation (DMO) known as 'Visit Lincoln' has seen its remit grow far beyond the city of Lincoln.

In response to this, *Visit Lincoln* is deepening its remit within a broader branding strategy to establish *Destination Lincolnshire*.

The DMO will grow its commitment to Lincoln through investment in Visit Lincoln as an important consumer brand, alongside its other brands Shop Lincoln, Taste Lincolnshire, Meet Lincolnshire and Be In Lincolnshire. This direction of travel was agreed at its last Board meeting.

The team has been working on several Lincolnshire wide business led themes for some time, and this therefore represents a natural evolution of the work. These include:

1. Cycle England / Lincolnshire - <https://www.cycle-england.co.uk/en/>.
2. Health Workforce Campaign (Beinlincolnshire) - <https://www.beinlincolnshire.com/>
3. Visitor Economy Business Support - individually with partners and a commission with Business Lincolnshire's Peer-to-Peer programme (BEIS).
4. Private sector partnerships which include businesses outside of the city.

2.2 Other important drivers of this change are:

- A demand from businesses for a strong county wide response to the challenges of building back better in terms of the post covid tourism world
- A series of exciting new investments which will strengthen the tourism infrastructure in Lincoln and wider including the upcoming town deals for Boston, Skegness, Mablethorpe and Lincoln which collectively bring approaching £100 million of new resources to strengthen and repurpose our strongest tourist attractions.

3 Public Sector Collaboration

3.1 A new collaboration between CoLC, Boston and ELDC will provide a foundation for Destination Lincolnshire.

3.2 There is a strong rationale for these local authorities to be involved in this collaboration around Destination Lincolnshire. Firstly, there is an opportunity to strengthen the delivery of the Towns Fund bids in Lincoln, Boston, Skegness and Mablethorpe; and secondary it will enhance the offer/experience for tourism businesses.

Paper 6 – Visit Lincoln's Transformation Plans

- 3.3 Lincoln City Council, which currently has a Service Level Agreement with Visit Lincoln, supports this transition. And at local authority level, Lincoln, Boston and East Lindsey have a strong tourism and hospitality businesses community which needs support post Covid.
- 3.4 We are currently in a dialogue with other local authorities across Greater Lincolnshire about a future engagement with this enhanced approach.

4 A Joined-Up Approach

- 4.1 Destination Lincolnshire will provide scope for stronger and mutually reinforcing alignment with other key groups needed for visitor economy delivery. There is already a clear operating protocol between the DMO and the Lincoln Bid. There is potential to develop a similar arrangement with other stakeholders across Greater Lincolnshire. Consideration and conversations have already been given to how Destination Lincolnshire could work with Discover Rutland and the Coastal TBID.

5 The Next Stages

- 5.1 The next stage will include building a pathfinding group. It will have a private sector chair and vice chair. It will include representation from each of the local authorities involved in the Towns Fund, Lincolnshire County Council and other key stakeholders in the geographies to discuss the scope and set up of Destination Lincolnshire. The pathfinding group will oversee the transition to Destination Lincolnshire.
- 5.2 Industry experts with experience of the sector and DMOs modelling will be invited to help shape our plans.

The pathfinding group will include:

- X9 business leaders
- Representatives from the BIDs and local authorities and Discover Rutland
- And expert industry advisors

6 Vision for Destination Lincolnshire

- 6.1 It is evidently clear that tourism - incorporating retail, leisure and hospitality - has been most affected by the pandemic.
- 6.2 Destination Lincolnshire is a new structure for tourism that is focussing on private sector engagement and delivery. It builds on the well-respected DMO currently known as Visit Lincoln, which has a proactive partnership of over 250 Greater Lincolnshire tourism businesses. The DMO team is already well connected to national organisations including VisitBritain, VisitEngland, DCMS, Tourism Management Institute, regional DMO partners and the Tourism Alliance.
- 6.3 Destination Lincolnshire will have an open and inclusive agenda. It will provide scope for businesses and local authority representation from other areas of the county to join in with activities at a pace to suit their own tourism development agenda.
- 6.4 Destination Lincolnshire will develop sub-brands around natural geographies of interest as its membership grows. Initially it will work on sub-brands associated with Lincoln, East Lindsey and Boston.
- 6.5 Destination Lincolnshire is a business led, project focused initiative. It will add value to future strategic pan Lincolnshire (including North and North East Lincolnshire) discussions of tourism from a public sector and GLLEP perspective.

Paper 7 – Tourism Commission

Publication	Published					
Meeting date:	23 rd March 2021					
Agenda Item:	7					
Item Subject:	Tourism Commission					
Author:	Mary Stuart					
For:	Discussion	X	Decision		Information	X

1 Background

1.1 The Tourism Commission met six times between September 2020 and February 2021. The attached pdf document is the recommendations that emerged from the final meeting of the Tourism Commission on February 24th. A final version has not been approved. In blue below are comments made by Chris Baron, they have not been absorbed into the document as yet and I thought it might be useful for them to be seen separately before they are.

- A really useful comment about increasing resident's knowledge but do we need to flesh out the "how" a bit more? Should we also mention the need to get buy in from local businesses so they keep the web pages updated with what is happening across the county as this always seemed to be an issue with previous incarnations of the site.
- Under long term commitment in the marketing section shouldn't we also mention Green Tourism as mentioned several times elsewhere and will need marketing support?
- Under investment where we mention "enhance existing hotels" should we also mention Public Houses and their accom stock as to keep this sector going they will need to diversify?
- Under "investment" we mention Green Tourism but do we need to clearer about what we mean here as seems to be coming a very wide term.
- Under investment should we mention Scampton as a facility that can be repurposed and give a major boost to the sector and so hopefully undoing the damage of its closure?
- Under Skills should we mention Town Funds as these have been very successful in attracting funds for the Skills sector but the VE sector should maximise the benefits of this expansion by helping shape its course options to the practical needs of local businesses.
- Under skills re middle and senior management should we mention place marketing and how a successful VE will help this not only for the sector but also for the wider business sector as it becomes a more desirable place to live.

1.2 In the paper Recovery Planning: Lincolnshire County Council some of the recommendations have already been developed further, but this is an ongoing piece of work. The Tourism Commission will have an update three times a year on delivery progress. The first will be in June as an electronic/paper update, in October and next February the Tourism Commission will gather for either a virtual or real meeting.

TOURISM COMMISSION

(DRAFT) 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.

The 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. 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.

Commissioners were asked about their problem areas and what they would like to see emerge from the Tourism Commission. The following 'One Great Holiday' brings all that aspiration together, it's not what good looks like, but what could excellent look like in a holiday in Greater Lincolnshire and Rutland.

“

ONE GREAT HOLIDAY

I didn't really know what Lincolnshire had to offer but I did want to know what I was letting myself in for. A friend thought it might be flat – is that right? I like rural but I don't want boring. I know what I like, but I'd like something I'm not expecting too.

I'm going on www.visitlincolnshire.com - seriously, they've got 5 minutes to sell it to me. My, oh my, it looks gorgeous! The heritage looks amazing, but I want to chill and take my bike so it's the lovely countryside that's selling it for me. Okay it's not mountains, waterfalls and dramatic scenery, but that's not what I'm looking for – I want to relax and it seems to have a 'real feel' and I like the sound of that – I want to find out more.

I start with where to stay. Through the website I find a small quiet hotel in a very pretty village who seem to have made efforts to reduce their carbon footprint. They have the right availability and tell me they're cycle friendly – what does that mean? Secure storage for my electric bike and a drying room for my kit when I get soaked – which I always do. I hate it when marketing hype doesn't match the reality; so far things are looking very good!

The essentials are booked, but I go looking for more. Cycling routes sorted, some great looking food stops and a few shopping stops – there seems to be some lovely independent stores across the county -and, this is the coolest!
One click and I've booked a walk with alpacas! Can't wait!

How did it go? Loved it! Met my expectations and some. Not in your face but Lincolnshire is laid back and charming. Everywhere I went people were kind and helpful, nothing too much trouble – but not in an OTT way that makes you feel uncomfortable. In fact the 20 something who was on the front desk at the hotel tells me that she's got the perfect career, providing service to people, something which as a recent college leaver she really values. Looking out for the Cycle Lincolnshire logo was really helpful as I knew there'd be somewhere to secure the bike.

Highlight? Walking across the widest sandiest beach with the biggest skies and feeling as free as a bird, then just stopped to watch flocks of wading birds. Worked up an enormous appetite and treated myself to fish and chips. Bliss.

Did I do everything planned? Not by a long way! Lincolnshire was rather bigger than I was expecting and I ran out of time rather than things to do. Plenty of reasons to go back and those alpacas are very photogenic
– I'm the one on the right!

”

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. The following recommendations represent short term (rest of 2021 (these are in bold italics in the report)) and medium term (2022); many will be on-going through both periods.

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?

By Easter 2021 the revised 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. During 2021 a major campaign will run nationally, targeted at our main market of over-50s, encouraging them to visit greater Lincolnshire and Rutland. During 2021 and 2022 product will be developed and campaigns run that will attract new markets, notably families with teenagers and millennials to the area.

DISCUSSION	RECOMMENDATIONS
<p>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.</p> <p>www.visitlincolnshire.com is undergoing a complete redevelopment with some £68k 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.</p>	<ul style="list-style-type: none"> • <i>The commission are ambitious about raising 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.</i> • <i>The commission recognise that currently the over 50's are our strongest market. It is further recommended that the new website will meet their needs and an improved PR campaign will ensure that we are feeding them the right experiences and stories that will engage and resonate with them the Greater Lincolnshire and Rutland strengths.</i> • The commission felt that the Family market was currently under-developed in the area. Some of our offer is appropriate for young children, but we are lacking when it comes to the teenage market. It is recommended that we establish their needs and use technology more to reach them. In terms of their needs it is recommended that those options for the teenage market are packaged together. • The commission felt that 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. • The commission 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. • 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.
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?

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.

DISCUSSION	RECOMMENDATIONS
<p>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. Accommodation providers on the commission explained that three night breaks are ideal for the viability of their businesses.</p> <p>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. The Tourism Commission felt the need to differentiate between what is essentially Greater Lincolnshire and Rutland (sparsely populated and deeply rural) and what is unacceptable (poor quality).</p> <p>The commission recognised <i>The Great Outdoors</i> 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 the need to expand hotel provision and whether we have product that appeals to teenagers and millennials.</p>	<ul style="list-style-type: none"> • <i>The commission recognised that consumers are increasingly interested in environmental measures. The commission recommended that we should produce a Green Tourism Action Plan or toolkit to help business leaders to make the most of their environmental credentials.</i> • <i>The commission recommended 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.</i> • The commission felt that 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? • The commission wanted to provide opportunities for new businesses to come forward.
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?

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 spring 2022. Digital technology will be used both to increase business productivity and to package up our products to meet changing customer interests –we'll establish a packaged approach to green tourism, cycling walking and the great outdoors, niche retail, short breaks for millennials, and aviation heritage.

DISCUSSION	RECOMMENDATIONS
<p>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.</p> <p>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 for families; design by women for women.</p>	<ul style="list-style-type: none"> <i>The commission felt that a digital transformation was 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.</i> <i>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.</i> 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. 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.
WHAT DOES SUCCESS LOOK LIKE?	
<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?

A recruitment hub will be established by spring 2022, enabling employers to 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.

DISCUSSION	RECOMMENDATIONS
<p>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.</p>	<ul style="list-style-type: none">• <i>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.</i>• <i>The commission was concerned 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.</i>• 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.• The commission 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.
WHAT DOES SUCCESS LOOK LIKE?	
<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.	

Paper 8 – Recovery Planning

Publication	Published					
Meeting date:	23rd March 2021					
Agenda Item:	8					
Item Subject:	Recovery Planning					
Author:	Mary Powell					
For:	Discussion	X	Decision		Information	X

1 Background

- 1.1 At the weekly GLR Tourism Officers meeting (which includes Visit Lincoln and the Coastal BID), which was set up early on in the first lockdown, recovery planning has been on the agenda. An initial fund was put together which the county council has been able to subsequently add further funds. This weekly forum has provided a really useful real time airing of all the current issues and the workload divided up between the participants. The areas that we think will be strong post-lockdown are:
- The need for good quality, up to date information
 - The strength of the 'great outdoors' - people have enjoyed their walking and cycling during lockdown and this is expected to continue
 - The need of a good digital offer - during lockdown to book and to shop online has become the norm
- 1.2 So some of the following have been in delivery for some time and are funded by county and districts, others are due to be funded through the fund set up by the county council to support the visitor economy sector and is closely connected with the recommendations made by the Tourism Commission. The following list is not exhaustive but reflects progress to date.
- www.visitlincolnshire.com has been completely redeveloped and Phase 1 will be launched 18 March. All content will be on the website by May. The former website was a gateway site designed to inspire. The new website is to inspire and inform. It is a much larger site, features the latest technology and has much potential to be developed still further. It incorporates new photography and video, new content and currently, for obvious reasons, majors on 'outdoors Lincolnshire'. Everything that we do leads to the website and from it. The site is largely funded by the county council with contributions from SKDC, NKDC, WLDC, ELDC, Boston, Coastal BID and NE Lincs. Investment into the website is ongoing.
 - Campaigns to promote the website locally, regionally and nationally will follow through the rest of 2021 and 2022. It was felt that although the road map was in place, consumer confidence may still be an issue and that steady consistent messages would be better than a big bang approach.
 - Additional investment will be made into PR. The existing PR contract will be enhanced and a new ground handling service will be put in place. This was trialled on Lincoln Castle Revealed and proved very effective. It was run by Charlotte Goy who was then at the Chamber of Commerce. Visits by journalists are very rewarding but also can be challenging and time consuming to set up. Travel writing has become an increasingly complex area with the growth in online pieces, but print journalism having contracted. As we did on the Castle we will be able to offer a seamless offer from the moment that a potential journalist is 'hooked'. The county council has asked Visit Lincoln to run the ground handling service. The success of attracting journalists in the first place is very dependent on all sectors of the visitor economy feeding through upcoming news, events and developments to the PR consultant in a timely way.
 - Video is now a vital component of any website and social media campaign. The new website does feature video that is currently available, but it was felt that we needed to continue to invest in the medium but to do so in a joined up manner, ensuring that good quality video is available to all for editing and re-editing purposes. The county council has

Paper 8 – Recovery Planning

suggested that Visit Lincoln act as the lead on this, almost acting as the 'curator' of the video collection. Several other organisations are planning video and it is hoped that we can create a well-rounded bank of material that covers, through the seasons, all of the areas great themes without duplication.

- The cycling and walking product needs further development. We want to encourage businesses to be cycle friendly and that cycling packages are developed. This would build on the excellent Cycle England work, but would see development of Cycle Lincolnshire as a recognisable brand. This project involves infrastructure, development of the offer, increasing digital booking and working with businesses across GLR.
- A green tool kit will be produced to go out to every business. This will provide impartial and constructive advice on every aspect of greening their business. GLR is made up largely of small and micro businesses; it is poor use of time for them all to be researching the same information. A reward and recognition package will follow. The county council has already asked for a new green category to be introduced to the annual Lincolnshire Tourism Awards and will be the first sponsor. The Brief for consultants has been drawn up and run past Tourism Officers and LWT.
- Digital Training. A report funded by Business Lincolnshire has looked into the digital capabilities of the sector. The final report has not been received but is imminent. It divides the sector into very good, good and poor. Those in the good category can be quite complacent that they have done enough, those in the poor category are very resistant. There will be no one size fits all approach, some want online materials (like we did on the Instagram bootcamp) that they can use in their own time, whilst others would like 1:1 help. Digital training needs to be an ongoing investment.
- Research needs to be ongoing. The research that was funded by Business Lincolnshire 2016-18 including the non-visitor research was instrumental in future planning of activity. Tourism Officers are to discuss future research needs, but have just agreed a common format business survey.
- Improved Communication needed throughout the sector - newsletter, webinars and workshop/forums