

## Greater Lincolnshire Visitor Economy Board Meeting

Thursday, 4<sup>th</sup> May 2017  
11.00am to 1.00pm  
Banovallum House, Horncastle

### Paper 0- Agenda

<b>Time</b>	<b>Item and brief description</b>	<b>Lead</b>	<b>Access/Circulation</b>
<b>10.30</b>	<b>1 – Refreshments</b>  <b>Group Photo</b>		LWT to provide
<b>11.00am 10 mins</b>	<b>2 – Welcome and Introductions</b>	Chris Baron	
<b>11.10 20 mins</b>	<b>3 – Aims of the Board</b> <ul style="list-style-type: none"> <li>• Election of Vice Chair</li> </ul>	Chris Baron	Presentation Terms of reference circulated with agenda
<b>11.30 15 mins</b>	<b>4 - Overview of the LEP</b>	Ruth Carver	Presentation
<b>11:45 30 mins</b>	<b>5 – Tourism Review in Lincolnshire</b>	Melanie Sensicle	Presentation
<b>12.15pm 30 mins</b>	<b>6 – Outline Work Programme</b>	Ruth Carver	Circulated with agenda
<b>12:45pm 10 mins</b>	<b>7 – Partnership Update</b>	All	
<b>12.55pm 5 mins</b>	<b>Arrange date of next meeting</b>	Chris Baron	October? Venue?
<b>1.00pm</b>	<b>Lunch – Please advise of any dietary requirements</b>	All	Myers Bakery – arrival 12:30

**If you haven't returned your signed code of conduct, declaration of interest and sent a biography and photo please bring them along to the meeting**

Visitor Economy Board



Greater Lincolnshire  
Local Enterprise Partnership

Visitor Economy Board

**Terms of Reference**

Chris Baron

Visitor Economy Board





Greater Lincolnshire  
Local Enterprise Partnership

*Greater Lincolnshire has a vibrant and successful visitor economy.*

Visitor Economy Board

**Board Aims**



Lead  
Influence  
Champion

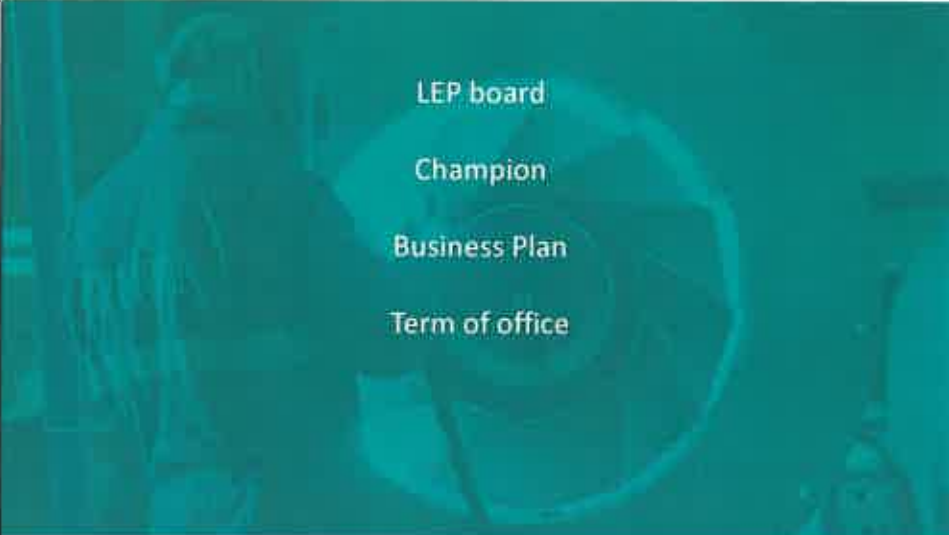

Visitor Economy Board

**What the Board will deliver**




Branding  
Knowledge  
Marketing  
Opportunities

Visitor Economy Board  
**Accountability**



LEP board  
Champion  
Business Plan  
Term of office

Visitor Economy Board  
**Role of members**



Experience  
Knowledge  
Influence  
Support  
Lead

Visitor Economy Board

Members remit




- Strategy
- Support
- Engage
- Facilitate
- Standards

The slide features a teal background with a faint image of a modern interior space, possibly a cafe or office, with tables and chairs.

Visitor Economy Board

The way we do business



- Champion
- Lead
- Influence
- Creative
- Best Practice
- Inclusive

The slide features a teal background with a faint image of a person standing in a large, open space, possibly a stadium or arena, with a grid pattern overlaid on the image.



## Greater Lincolnshire Visitor Economy Board

### TERMS OF REFERENCE

Following the Greater Lincolnshire Tourism review in the summer 2016, it was recommended a new Board for the Visitor Economy with the following Terms of Reference and Membership arrangements be established.

The review proposes the establishment of a new Visitor Economy Board to oversee the delivery of the recommendations within the Greater Lincolnshire Tourism Review

The aim of the Board is to boost the economic growth of the Visitor Economy by creating more appropriate, relevant support offers, and its role is to shape and influence future Visitor Economy products to meet the needs of Visitor businesses in Greater Lincolnshire.

### DEFINITION OF VISITOR ECONOMY

***Greater Lincolnshire has a vibrant and successful visitor economy. In 2016 the value of tourism has reached £1.9bn. The visitor economy is one of the top three priority sectors in Lincolnshire. In the Strategic Economic Plan (SEP) for Greater Lincolnshire it is identified alongside agri-food and manufacturing and engineering as one of the best opportunities for growth. Tourism can make a real and positive change to the Greater Lincolnshire's economy. It can deliver growth, safeguard and create jobs, drive investment and have positive impact on the quality of life for Greater Lincolnshire residents.***

The Board aims to:

- Lead, influence and champion the Visitor economy agenda
- Ensure that the Visitor economy is coordinated and aligned to provide visitor economy businesses with a clear route of products and expertise that will help them fulfil their growth potential.
- Oversee Visitor Economy activity and ensure alignment with the Greater Lincolnshire Local Enterprise Partnership's (GLLEP's) strategic economic plan
- Facilitate the joining up of national and local business support and simplifying the local offer
- Review the outcomes of the Greater Lincolnshire Tourism Review (which will identify what works and measure impact) and endorse recommendations
- Influence and support the growth ambitions of Visitor Economy businesses within Greater Lincolnshire
- Creating the case for and awareness of funding availability to ensure the sector maximises opportunities

The Board is the Visitor Economy support arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to the Visitor Economy growth needs.

The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire.

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:

- **Identify a branding Hierarchy for Greater Lincolnshire**
- **Produce a comprehensive body of information about visitors to Greater Lincolnshire**
- **Produce a place marketing toolkit for visitor economy businesses**
- **Maximise the opportunities offered by the Mayflower 400 and lessons learned from Hull 2017**

### **Accountability**

The Visitor Economy Board will be one of the LEP's boards There will be a visitor economy champion on the LEP Board who will also be the Chair of the GLLEP Visitor Economy Board.

The Visitor Economy Board will approve an annual Business Plan 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, EU 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.

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**

The Visitor Economy Board will have adequate sub regional representation and comprising no more than 40% public and no less 60% private sector representatives across the GLLEP area. The VEB will have representation from organisations that are central to development and implementation of visitor economy initiatives.

Membership of the board will 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 – see appendix A section



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

Attendance of 3 meeting out of 4 (on a rolling basis) will be a condition of membership. As a general rule, other than specific exceptions agreed with the Chair, exceptions will not be permitted.

The Chair of the Visitor Economy Board will be represented on the main LEP Board to ensure the sector is integrated with the activities of the GLLEPs other identified growth priorities and to ensure the interests of the sector are represented in decision making and policy formation.

The Visitor Economy Board will be able to co-opt members for a specific purpose and term as it sees fit, subject to agreement by the Chairs of the LEP and the Visitor Economy Board.

### **Meetings**

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

An annual calendar of meetings and venues rotating between Visitor Economy Board members will be agreed at the outset.

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 monitor progress of the delivery of GLLEP Visitor Economy work program through an agreed implementation framework. This will be based on the delivery of the agreed priorities within the strategy and include establishing performance targets, supporting the development of investment opportunities and exerting influence where this is required.

The Visitor Economy Board will work closely with other Boards of the LEP and any new groups with a directly relevant remit that the LEP may establish. The Chair of the Visitor Economy Board will agree the most appropriate forms of joint working with the Chairs of other Senior Boards and these might include reciprocal membership or regular attendance of each other's Boards.

The Visitor Economy Board will build close working relationships, through means to be agreed, with other key partners operating at both City and district level. 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.

The Visitor Economy Board will promote the recommendations in the published "Review of Tourism in Lincolnshire" to the private sector

The Visitor Economy Board will co-ordinate action against each of the recommendations where local partners don't naturally lead and monitor progress

The Visitor Economy Board will disseminate the findings of tourism studies to help businesses use tools to shape the way they deliver their business model

## **Appendix A**

### **ROLE DESCRIPTIONS: CHAIR, AND MEMBERS**

The role descriptions for the Visitor Economy Board and its Members have been developed to provide initial guidance, drawing on best practice from similar organisations. As the Visitor Economy Board develops in its role, this body of guidance will be the subject of review and adjustment to reflect collective lessons and experience. In the intervening period, the following will be brought into use in the establishment and operations of the revised Visitor Economy Board.

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

The Visitor Economy Board is a Board of the Greater Lincolnshire Local Enterprise Partnership (LEP). It is a high level leadership group, bringing together private and public sector across the Greater Lincolnshire Region, supporting and co-ordinating a wider community and forging and maintaining national and international connections and relationships.

The Visitor Economy Board will support the LEP in the development of the LEP strategy to deliver the LEP's accelerated economic growth objectives through the use of and investment in the visitor economy.

The role of Visitor Economy Board members is to proactively drive, challenge and influence the GL visitor economy sector to ensure that its growth objectives are realised and there is integration, as appropriate, with the GLLEP other identified growth sectors.

In so doing, the Visitor Economy Board will advise the LEP and its constituent members, on all matters within the scope of its remit and to act within any guidance and direction from the LEP. The Visitor Economy Board will identify all issues of major importance including strategy, key strategic objectives and

targets, and key decisions embodied in the Business Plan, Annual Budget, Destination Management Plan and the overarching Visitor Economy Strategy.

In carrying out these responsibilities, the Visitor Economy Board Members will look across all sectors of the areas visitor economy to identify key opportunities and priorities for growth, and to ensure appropriate marketing and promotional activity take place to support their achievement.

Visitor Economy Board Members will have collective responsibility, under the leadership of the Chair, to ensure that the Visitor Economy Board fulfils the remit set by the LEP. The Visitor Economy Board Members will collectively and individually provide leadership, support and generally work to build and maintain a vibrant and dynamic visitor economy in the region which is well connected to national and international markets. The Visitor Economy Board Members will support close working between the private and public sectors.

The Visitor Economy Board will partake in one stakeholder event per year with the LEP constituent members of the Visitor Economy and other appropriate organisations. These conferences will have two principal roles, i) To received feedback and views of the constituent members of the region in order to inform the Visitor Economy Board on progress and give insight to priorities, ii) To update constituent members on activity driven by the Visitor Economy Board and results of that activity along with and overview of performance of the GLEP Visitor Economy.

In pursuance of the Visitor Economy Board's remit, Board Members shall:

- (a) Establish the overall strategic directions for the visitor economy in the LEP area through the development and periodic review of the GLEP Visitor Economy Strategy Priorities;
- (b) Support, engage with and otherwise facilitate activity by the visitor economy membership to deliver priority activities and campaigns and require, receive and review information on activity and campaigns from key partners responsible for key activity;
- (c) Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken;
- (d) Maintain high standards of governance at all times.

Members of the Visitor Economy Board are appointed for their skills, expertise and influence and are expected to bring these to bear in support of the Visitor Economy Board's objectives together with commitment to deliver any specific actions within the Visitor Economy Board's Visitor Economy Strategy for which their organisation has lead responsibility.

Individual members of the Visitor Economy Board shall act in accordance with their responsibilities as members of the Visitor Economy Board, being mindful of any specific requirements or values which the LEP may from time to time decide. The Visitor Economy Board as whole and individual Members shall in particular be mindful of and respect the commercially confidential and sensitive nature of some activities.

Individual Members shall at all time act in the best interests of the agreed collective objectives and in good faith. In the event of any conflicts of interest, Individual Members shall declare these to the Chair.

Individual Members will commit to attending three out of four meetings of the Visitor Economy Board as a condition of membership and will make their facilities available for meetings of the Visitor Economy Board.

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.

### **The way we do business**

The Board will adopt good practice and its Members will act within the General Duties and Obligations set out in this document and adopt the following values:

- Championing to influence and lead by example
- Enterprising solutions that are creative
- Partnership working across the private, public and the third sector
- Sharing best practice
- Being inclusive of each locality and community across Greater Lincolnshire

A Code of Conduct and Register of Interest is in place and all Board members and observers are required complete a declaration.

## **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 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.

## **MEMBERS**

The general responsibilities of Visitor Economy Board Members are set out in Section 1. Additionally, Visitor Economy Board Members will bring specific contributions to the work of the Visitor Economy Board. These, together with required expertise, skills and influencing capabilities are set out below.

### **Observers (non-members)**

The Secretariat will also be represented at all meetings.

Members of the Tourism Officers Group 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.

### **Administration**

The Business Lincolnshire Growth Hub Governance Board and its sub groups will be supported by a professional secretariat hosted by Lincolnshire County Council. The meetings and the papers of the Board will be prepared by Lincolnshire County Council, and be in the same format as the LEP Papers, with members subject to the same conditions of operation, shared values and code of conduct.

The Code of Conduct and Register of Interest that accompanies this document is provided separately.

### **SPECIFIC CONTRIBUTIONS**

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

- i. Employment and Skills
- ii. Destination and Place Marketing
- iii. Arts and Culture
- iv. Business Tourism
- v. Transport and Connectivity
- vi. Sport

# Review of tourism in Lincolnshire – one year on



MAY 2017

MELANIE SENSICLE  
MELANIE SENSICLE CONSULTING LTD

## Aims of review



- ◆ Identify headlines priorities for the future
- ◆ Check that the visitor economy is being considered at a strategic level
- ◆ See where Lincolnshire is better working as a collective and suggest how

9 interviews - 2 workshops - Desk based review of county-wide plans

## Strategic relevance of tourism

- ◆ Visitor economy in top 3 sectors
- ◆ Public sector approach is to embed in economic development work and act as a catalyst
- ◆ Distinct projects for investment thin on the ground
- ◆ Existing actions focus on coordination, networking and supporting activity
- ◆ Cultural planning focused on capacity building for sector than providing platforms for visitor economy

## Future priorities agreed

- ◆ Product development no.1 BUT approach differs depending on who you are
- ◆ Skills important, both careers for education leavers and existing workforce
- ◆ Business support important esp. for small businesses
- ◆ Market intelligence a top priority for everyone



## Much discussed but not agreed



- ◆ **Leadership and coordination seen as lacking but not everyone considers it important**

## Much discussed but not agreed



- ◆ **Destination branding important to businesses but no agreement on branding hierarchy**

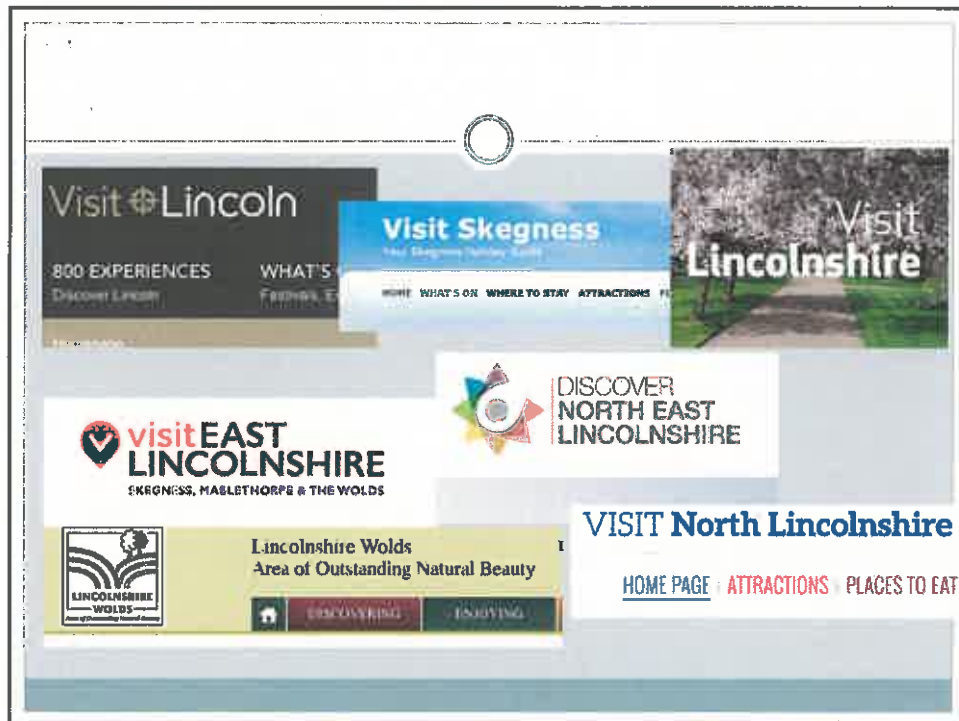
**“ We have an identity crisis’**

## Why change anything?

- ◆ Making Lincolnshire easy to work with
- ◆ Diminishing public sector budgets/economies of scale
- ◆ Realising untapped potential

## Recommendations

- ◆ Create a branding hierarchy for Lincolnshire
  - To help everyone understand the strongest destinations with ability to attract consumers
  - To help everyone use the right proposition for different markets
  - To help consumers better understand what is on offer in Lincolnshire



## Recommendations

- ◆ Improve market intelligence and create an evidence base

To support good decision making, product AND marketing

Identify areas of commonality within Lincolnshire

To grow existing and new audiences

Help all in Lincolnshire to be customer focused

## Recommendations

- ◆ Produce a place marketing/branding toolkit for businesses

To help businesses align with the strong destinations

To increase visibility – critical mass

To amplify public sector-led marketing with private sector support

## Recommendations

- ◆ Maximise the opportunity of Hull 2017 and Mayflower 400

VESR (North East Lincolnshire) to facilitate partnership with Hull 2017 on behalf of Lincolnshire – action plan by July 2016

Lincolnshire County Council to facilitate internal partnership around Mayflower 400 – action plan by December 2016

## Recommendations

### ◆ Create a new Visitor Economy Sector forum

LEP to facilitate/lead on creating new forum

Follow the pattern for existing sector forums - 60% private, 40% public

Forum to oversee delivery of recommendations

Forum to appoint a person/an organisation to deliver/manage recommendations

## Recommendations summary

- Create a branding hierarchy for Lincolnshire
- Improve market intelligence and create an evidence base
- Produce a place marketing/branding toolkit for businesses
- Maximise the opportunity of Hull 2017 and Mayflower 400
- Create a new Visitor Economy Sector forum

## Progress to date

- The visitor economy sector board is meeting today, for the first time
- A market intelligence report has been produced
- Visitor profiles and segmentation have been updated
- A study into non-visitors just getting underway
- Early work on place messaging and communication tools
- Hull 2017? Mayflower 400?

## Still to do

- Filling marketing intelligence gaps – large towns, southern area of Lincolnshire
- Future action plan for collaboration on research
- Destination branding hierarchy
- Branding tool kit for visitor economy businesses

The initial work program for the GLLEP Visitor Economy Board is based upon the Review of Tourism in Lincolnshire recommendations 2016 (Melanie Sensicle) which identified the need to establish a new board to champion the sector.

The outcome for the board is to ensure that the tourism marketing of greater Lincolnshire attracts the potential visitors that our visitor profiling exercise has identified.

- **Produce a comprehensive body of information about visitors to Greater Lincolnshire**

Good market intelligence will produce good decision making, being used to direct resources, marketing, branding and investment.

Current intelligence should be collected, collated and verified and then gaps in knowledge can be identified and filled – for example, the current GLLEP funded accommodation study, to provide a fully comprehensive data set.

- **Produce a place marketing toolkit for visitor economy businesses**

Out of the brand marketing and intelligence work produce a toolkit for the visitor economy businesses that explains how they can align themselves with the destinations and brands that make the most sense to the visitors and to themselves

- **Maximise the opportunities offered by the Mayflower 400 & lessons from Hull 2017– ongoing**

Both celebrations have / had a great opportunity to the GLLEP area, not just through raising awareness of the offer of the area but in sharing of bed spaces, joint promotion and employment opportunities.

Whilst discussions have taken place with Mayflower 400 a more proactive approach is needed by the GLLEP on who is going to lead on external works and capitalise on the opportunities

- **Identify a branding hierarchy for Lincolnshire – On hold**

There are numerous "Visit Lincolnshire" brands (e.g. visitlincolnshire.com, Discover North East Lincolnshire, The Wolds etc.) The GLLEP place marketing strategy should find out which of the existing brands is relevant for specific audiences at a local, regional, national and international level and outline a branding hierarchy for Lincolnshire. It should test whether there is a need to create a County brand (for example Yorkshire)

This aim would help tourism businesses better understand with destinations are most relevant to them as they look to grow their customer base, to focus Local authorities and other stakeholders on the best destinations to target at their customers and help clarify what Lincolnshire had to offer. It could suggest where the area could organise and direct its resources in the future.