



LEP VISITOR ECONOMY BOARD

17th May 2018

Epic Centre, Lincolnshire Showground

Paper 0 - Agenda

Time	Item and brief description	Lead	Access/Circulation
9.30	Refreshments		
10.00	Welcome and Introductions <ul style="list-style-type: none"> New members/nominations 	Chris Baron	
10.10	Minutes/Update from 18 th January 2018	Chris Baron	Paper 1 attached
10.20	Skills/current training courses	Calderdale College	Presentation/Discussion
10.50	Local Industrial Strategy	Cathy Jones	Paper 2 attached
11.20	Tourism Officer Update	James Gilbert	Paper 3 attached
11.30	Hotel Study Action Plan	Mary Powell	Update
11.50	Update Work Programme: <ul style="list-style-type: none"> Investment Plan Mayflower Visitor Economy Conference Common Themes 	Ruth Carver	Update Paper 4 attached Paper 5 attached
12.10	Recruitment Update (standing item)	Chris Baron	Discussion
12.20	Partner Update	All	Discussion
12.30	Date of Next Meeting: <ul style="list-style-type: none"> 20th September 2018 at Wilkin Chapman, Grimsby 9.30 - Refreshments 10.00 - Start of meeting 	Chris Baron	

Attendees: Chris Baron, Mark Hollingworth, Flora Bennett, Nicky Barr, Mary Powell, David Norton, Jayne Southall, Claire Rylott, Paul Learoyd, Dave Skepper, Lydia Rusling, Sara Blair-Manning, Andrew Norman, Stuart Hardy, Matt Corrigan

Apologies: Claire Birch, Sukhy Johal

Observers:

Guests: James Gilbert

Officers: Ruth Carver, Samantha Harrison, Nicola Radford, Clare Hughes, Nicola Shephard

Board Members:

Chris Baron – Chair (Butlins), Paul Learoyd, Lincolnshire Wildlife Trust, David Norton Springfield, Dave Skepper , East Midlands Stage Coach, Stuart Hardy, Coastal BID / Hardy's Animal Farm, Lydia Rusling, Visit Lincoln, Ruth Carver, Greater Lincolnshire LEP, Jane Southall, Epic centre / Showground, Claire Birch, Doddington Hall, Matt Corrigan, Lincoln Big , Bob Calliston, Cleethorpes in Bloom / Adelaide Hotel, Sarah Blair – Manning , National Trust, Mary Powell , Lincolnshire County Council

Secretariat:

Nicola Radford , Lincolnshire County Council

Guests:

Andrew Keeling – Hotel Solutions

Apologies

Mark Hollingworth – Vice Chair , Visit Lincoln / Doddington Hall, Flora Bennett , Brackenborough Hall / Wilkin Chapman , Sukhy Johal, University of Lincoln , Liz Parry, Discover NEL, Nicky Barr, International Bomber Command, Cllr Claire Rylott , Boston Borough Council

Item	Notes	Actions
<u>Item 1</u>	<p>The minutes of 13th September 2017 were approved and can be published</p> <p>A link is needed from the research page to the Visitor Economy Board https://www.greaterlincolnshirelep.co.uk/about/boards/visitor-economy-board/</p> <p>World of Work site needs Visitor Economy Page</p> <p>Lincoln Cathedral to be invited</p> <p>Andrew Norman (Head of Tourism SKDC) to be invited</p> <p>If you have not submitted your Declaration of Interest / Biography please forward send to GLLEPsecretariat@lincolnshire.gov.uk</p>	<p>NR</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>All</p>
<u>Item 2</u>	<p>Hotel Study – presentation by Andrew Keeling of Hotel Solutions</p> <p>Andrew presented the hotel study at a Greater Lincolnshire Level. Additionally, a deep dive into Lincoln was undertaken by Lincoln City, and Scunthorpe by North Lincolnshire Council</p> <p>There were discussions around the definition of a hotel for the study, and the evidence that we have on self catering accommodation. For the purpose of the study into hotel accommodation, the definition was above 15 rooms and star rated with a "brand" – there is a blur between accommodation and hotels. It would be useful to understand the accommodation capacity and provision, if additional resources could be found.</p> <p>Does the Public sector "need" to intervene in the discussions – not</p>	

	<p>necessarily, but there is some evidence of market failures where could accelerate investment – the main issue is room rates don't stack up.</p> <ul style="list-style-type: none"> • Need to promote RDPE tourism funding for upgrading current accommodation – (update, attending Expo 14 March) <p>How can we link the Hotel Study works into the VE research findings, currently attracting Traditionals / Functionals but not attracting Generation Y the younger market or families – hotel chains not about family brands, brands like Butlins are looking at hotels and some Country Homes are looking to develop into hotels.</p> <p>ACTION VEB needs to own the Hotel Study Action Plan and receive updates and monitor delivery at each meeting</p> <p>Agreed that the Fact File could be circulated and added to the LEP website, and the Action Plan once agreed is not confidential so once adopted it can be circulated The sites assessment to REMAIN confidential Lincoln Hotel Strategy confidential until adopted and then can go on website</p> <p>ACTION Mary Powell to take report to Tourism Officers Group</p> <p>OUTCOME Visitor Economy Board AGREED to adopt the Hotel Study Action Plan and would be added to the LEP Board in May 2018 for discussion.</p>	<p>SL</p> <p>NR/lead at LCC</p> <p>NR to action</p> <p>MP</p> <p>RC</p>
<u>Item 3</u>	<p>Industrial Strategy – Ruth Carver, LEP presented this item</p> <p>The importance of the Industrial Strategy will grow as a Local Industrial Strategy is produced across the LEP area by March 2019. The five foundations are</p> <ul style="list-style-type: none"> • Place • Innovation • People • Business Environment • Infrastructure <p>The document will be a "DEAL" for the place with the Government and not just BEIS</p> <p>ACTION The VEB will have an input into the development of the Strategy through a workshop on how to raise productivity in the VE, the impact of Brexit and inclusive growth / social mobility.</p> <p>Three things were discussed</p> <p>What are the 3 things that could increase productivity in the VEB in Greater Lincolnshire – for example piloting a VAT scheme on the Lincolnshire coast, Skills program etc. – Careers and skills</p>	<p>NR</p> <p>ALL</p>

	<p>How will success be measured? = Extending season good, but productivity will always be low due to peaks and troughs in delivery - Innovation</p> <p>Need a strategy for the area, looking at attractions, conferences, marketing and festivals (Coastal BID?) -</p> <p>Careers and Skills, Extension of the Season – what could this look like The proposed Tourism Sector Deals was discussed and a paper circulated to brief members ?</p> <p>Circulate People First Chef Study = need to be more Industry lead and not generalist, there is a need to grow the number of Chefs Nationally, potential Coastal Communities Fund pilot at subsidised rates</p> <p>OUTCOME Next meeting to get into allow members to discuss the Sector, and its future growth</p>	<p>NR</p> <p>NR</p> <p>NR to arrange with Liz/cathy and James</p>
<u>Item 4</u>	<p>Visitor Economy Board National Level = Lydia Rusling</p> <p>There is a need for clear representation from the GLLEP on national tourism boards – Tourism Alliance, Visit England / Britain, etc. would this be a LEP rep or DMO rep</p> <p>Action Chris Baron is going to the LEP Board 31st January to ask for some small resource for a VE Champion at a National Level</p>	Complete
<u>Item 5</u>	<p>Work Programme Update and Mayflower</p> <p>Nicola Radford led on this item Mayflower There is a need to ensure that all the funding nationally doesn't go to Plymouth as the story is wider than just Plymouth. Visit England has made funding available up to Sept 2020 for Mayflower projects. LCC is making monies available for American Connections</p> <p>Visit Lincoln is working on the Mayflower, but also wider American schemes with the RAF, Magna Carter, and Tennyson – there is already a PR contract let selling Lincolnshire to America.</p> <p>The University is exploring connections with students and Investment Opportunities.</p> <p>Spalding – Horticulture connections, 2020 bulbs from Holbeach being shipped to America – Needs PR message</p> <p>Shared Artistic Experiences – ACE funded event, with regional bid in at EO stage – does this link with the SO Festival (Anna Stock Manager)</p> <p>Investment Plan The investment plan is an attempt to capture past and planned</p>	<p>MP / DN</p> <p>MP</p> <p>MP</p>

	<p>investment in the sector. This will us allow us to say that VE sector has invested x in its product over the last few year, and look at way of maximising investment and funding in the future. Important that this is kept up to date .Circulate to Tourism Officers to add initiatives and bring back the VEB in may</p> <p>To add the Discover England Fund 4 Projects To add National Trust Schemes To add CCF proposals – Chefs / skills Add Jump Warriors £750k</p> <p>Visitor Economy Conference None Visitor Research conference and funding event to be developed Visit Lincoln / Mayflower / Leaflet Swap event 14 March</p> <p>AirBnB and digital event in November</p>	<p>LR / NR</p> <p>SB/ NR</p> <p>NR</p> <p>NR</p> <p>MP</p> <p>LR</p> <p>LR/ MP</p>
<u>Item 6</u>	<p>Skills, funding, recruitment – standing ITEM Action</p> <p>Calderdale College to be invited to March meeting for a skills discussion on courses and funding available to business for training. Business Support – Growth Hub to produce a guide on guide on business support SPECIFICALLY for the Visitor Economy</p> <p>Recruitment – 620 people attended Butlins jobs fair for 120 jobs, 50 people applied for 2 jobs at Hardy Farm – there is a lot of interest in Grounds maintenance, park management. 17 applications for 1 job at the Epic Centre</p>	<p>NR</p> <p>NR</p>
<u>Item 7</u>	<p>Partner Update</p> <p>Guide for "local issues" to the Sector Can a guide / list similar to the Investment Plan be developed for the VE of common themes / issues to identify threads – for example, broadband, mobile phone coverage, utilities</p> <p>Visit Lincolnshire Website Update – Options for developing existing and a new website were discussed, with a recommendation to seek resource from the LEP to ensure that a Greater Lincolnshire on line presence is maintained, along with support from the other local authorities.</p> <p>Business rates pilot for Greater Lincolnshire – VE board asked about the involvement from business in prioritising expenditure. Being discussed at LEP, and RC will feedback the response</p> <p>Any other business How much does each District invest in the VE and what do they get out of it?</p>	<p>All NR to keep the register</p> <p>LR</p> <p>MC</p> <p>MP/NR to gather intelligence</p>
<u>Item 8</u>	<p>Dates of next meetings 17th May 2018 – 9:30 coffee start 10:00 Epic centre, Show Ground, 20th Sept 2018 – 9:30 coffee, start 10:00 Wilkin and Chapman, Grimsby</p>	

Paper 2

Local Industrial Strategy

Industrial Strategy White Paper and Greater Lincolnshire plans to develop a Local Industrial Strategy.

1. Summary

- 1.1 The Government published its [Industrial Strategy White Paper](#) on 27th November. This Paper provides an overview of the key White Paper announcements and plans to develop a Local Industrial Strategy for Greater Lincolnshire.

2 What is the Industrial Strategy and what is it trying to resolve?

- 2.1 Fundamentally, the White Paper sets out a strategy that is aiming to address issues affecting low productivity and regional disparities to create growth and improve living standards across the country. Rebalancing the economy is a central theme, as Theresa May highlights in the introduction “for me it is not enough to see growth in the national economy if your local economy is shrinking.”

- 2.2 The UK’s productivity problem, which is that we produce less per hour than our competitors, has been well documented and is already a focus within the GLEP Strategic Economic Plan. The White Paper highlights the fact that the UK is currently experiencing record employment levels and yet within this there are issues about productivity levels and a need for more good quality jobs with higher wages. The White Paper states that:

“Our relatively weak productivity performance is, to a significant degree, a problem of composition: we have some of the most productive businesses, people and places in the world but also a ‘long tail’ of underperformance. Britain’s top businesses are among the most admired in the world, but if the long tail of lower productivity persists, it will hold back UK growth, wages and living standards”

- 2.3 Regional disparities are now wider in the UK than in other western European nations. In the UK, 61 per cent of people live in areas with incomes 10 per cent below the national average. This compares to only 50 per cent in Germany, and just 40 per cent in Italy. Even France, with a similarly dominant capital city, is more balanced - 53 per cent of people live in areas 10 per cent below the average. Furthermore, the productivity gap within regions is greater than between them.

3 How is the Industrial Strategy seeking to address the UK's productivity gap?

- 3.1 The White Paper identifies five foundations of productivity as the “essential attributes of every successful economy.”
- **Places:** focusses on reducing UK economic disparity and supporting all places to realise their potential primarily through the development Local Industrial Strategies (LIS’s) that will identify priorities to improve skills, increase innovation and enhance infrastructure and business growth. Government is proposing to work in partnership with each area to co-produce a strategy starting with a small number of pathfinders with the first strategies to be agreed by March 2019.
 - **Ideas (innovation):** focusses on increasing investment in R&D, boosting the ‘D’ research translation and improving linkages into local economies, strengths &

Paper 2

Local Industrial Strategy

clusters.

- **People (skills):** focusses on improving the quality of technical education, the shortage of STEM skills, entrenched regional disparities in education and skill levels and ensuring that people (throughout their working lives) are not left behind by technological change. The announcement of Skills Advisory Panels and Career Learning Pilots, both of which Greater Lincolnshire has been chosen to participate in, fall within this strand.
- **Infrastructure:** focusses on making investments more geographically balanced and becoming more forward looking in terms of significant global economic trends.
- **Business Environment:** focusses on spreading best practice of the most productive businesses, access to finance, increasing exports, management and leadership skills and making better connections between high-performing businesses and their supply chains, building skills and ensuring that everyone has the opportunity of good work and high-paying jobs.

3.2 Within the section on Business Environment, the White Paper provides further guidance on Sector Deals and announces the conclusion of four agreed Deals in Life Sciences, Construction, Artificial Intelligence and Automotive. Details are also provided of deals in advanced discussions including in Creative Industries, Nuclear and Industrial Digitalisation. The development of a sector deal in Food and Drink manufacturing is referred to elsewhere in the White Paper. The GLLEP has been involved in discussions about this deal and is supporting the development process.

3.3 Alongside the five productivity foundations, the White Paper proposes four Grand Challenges. These are developments in technology that are set to transform industries and societies around the world, and in which the UK has the opportunity to play a leading global role. These Grand Challenges, to be supported by investment from the Industrial Strategy Challenge Fund, are:

- a. **Artificial intelligence and big data:** e.g. establishing an AI Council to support rapid adoption of AI technologies at scale, working initially in 6 sectors: cybersecurity, life sciences, construction, manufacturing, energy, agricultural technology, £84m in teaching of computing and computer science, new adult digital skills entitlement.
- b. **Clean growth:** low carbon technologies, transform construction techniques to improve efficiency, improve efficiency of energy intensive industries including agriculture and food production).
- c. **The future of mobility (public and private transport systems):** new modes of transport and business models, zero emission vehicles, self-driving technology.
- d. **Meeting the needs of an ageing society:** support care providers to adapt business models to changing demands and develop new models of care, will support new products and services for the growing global population of older people & support sectors to adapt to changing and ageing workforce.

4 Latest policy developments

4.1 It has been announced that Government will initially work with the West Midlands Combined Authority, the Greater Manchester Combined Authority and Oxfordshire - in

Paper 2

Local Industrial Strategy

relation to the [Oxford - Cambridge Corridor](#) as pathfinders / pilots to co-develop LIS's. We understand that this work is going well but that different approaches are emerging with the intention of identifying a few things that can make the difference.

- 4.2 Meanwhile, beyond the criteria taken from the White Paper (that LIS's should be based on clear evidence, align with the national Industrial Strategy, identify local strengths and challenges and establish new ways of working) any steers around the precise nature of LIS's have been intentionally kept fairly high level. This is because Officials are keen to allow space to determine what works best for each area. That said, there has been an increasing interest in sectors and we have written to Greg Clark setting out Greater Lincolnshire's ambition, approach and existing thinking.
- 4.3 Alongside the work with pathfinders, the Cities and Local Growth Unit have asked the Cabinet Office Implementation Unit to explore the LEP experience of developing Strategic Economic Plans so that any lessons can be drawn into the LIS process. The team have spoken to the Greater Lincolnshire LEP. Discussions focussed on understanding our resource and structure, the deal approach, what Government can do to support LEPs in strategy and data collection and engagement with local stakeholders.
- 4.4 Work is underway within BEIS to develop the Grand Challenges policy and they are gathering intelligence about how different parts of the country can link into them. There are a number of opportunities for Greater Lincolnshire within this including: our plans for the National Centre for Rural Health; in relation to the food sector; as well as energy and infrastructure needs.

5 Developing a Local Industrial Strategy for Greater Lincolnshire

- 5.1 Following a Strategy Day with the GLLEP Board in December, we are actively developing plans for a Greater Lincolnshire LIS with a heavy emphasis on stakeholder engagement throughout the process and a renewed evidence base.

LIS development timeline

		Stakeholder engagement (Government, local authorities, GLLEP sub-committees, broader local partners, LEPs)
Research	July	Input and testing on identifying key areas
Development / drafting	September	and developing solutions in
Testing and adjusting near final	November	final draft
Agreement with National Government	19: First wave of Strategies needed - we don't expect to be	What is known at this stage (and what this will work)

Paper 2

Local Industrial Strategy

6. Research and evidence gathering

- 6.1 The research programme has focussed on three main areas of initial research. These are: Productivity, Brexit and Inclusive Growth. These were identified as areas that have caused disruptions or changes to the national economy and policy in the years since the SEP's were first written.
- 6.2 The initial productivity paper has been produced, with the findings reported at the GLLEP Board's March meeting. The productivity research has measured productivity at a macro level across the GLLEP area and has also looked into broad sectors and the varying productivity challenges that each broad sector faces.
- 6.3 The Brexit work is being undertaken presently, with sign off on the project due in late April. This research puts some of our priority sectors under a microscope in order to understand the potential opportunities and risks associated with leaving the EU. This research will factor in varying types of Brexit deal and deliver a range of impacts.
- 6.4 We have reviewed all of the leading research on the issue of Inclusive Growth and have built the Joseph Rowntree Foundation's Inclusive Growth Monitor into our evidence base. We are also in discussions with the RSA, who led the original Inclusive Growth Commission, in relation to their Food, Farming and Countryside Commission which is currently underway. They have selected Greater Lincolnshire as one of three places where they will conduct some deep dive research.
- 6.5 In addition, we have been selected as one of the places that will receive support from the What Works Centre for Local Growth to help develop our LIS.
- 6.6 The next phase of research is to understand the business and employment make-up of Greater Lincolnshire at a micro level. This will involve understanding concentrations, specialisations and supply linkages of businesses in the area.

7 Sectors

- 7.1 There has been an increasing focus on sectors in our discussions with Officials about the LIS process. The West Midlands Combined Authority are focussing in on their transformational sectors, identified within their Strategic Economic Plan, for example Advanced manufacturing, Business, professional and financial services and Digital and creative. They are planning to develop the thinking around what support is needed for these sectors and to develop a more detailed understanding of specialisms, sub-sectors and clusters. Cornwall and the Isles of Scilly have also published a document setting out their 10 key sectors in a brochure which Officials have been interested in. In line with these developments we are working on publishing a sector analysis as an early output of our LIS process.
- 7.2 This analysis will need to draw upon existing work in relation to the sectors set out in our Strategic Economic Plan (agri-food, advanced manufacturing and engineering, the low carbon economy, visitor economy, health and care, ports and logistics) including the sector plans. The sector analysis will need to draw on

Paper 2

Local Industrial Strategy

these findings as well as existing sector work such as our location quotient sector analysis. Building on this we will want this new sector analysis to help us develop a more granular understanding of the distinctive strengths of these sectors within. We will be aiming to pull together an initial draft during the Spring which can then be tested with stakeholders including the relevant GLLEP Sector Boards. This will be an important part of the process to validate our findings.

8 Engagement with the Visitor Economy Board: Discussion Points

8.1 The May Visitor Economy Board discussion provides a useful opportunity for early engagement. It would be helpful to receive the Board's contributions on the following discussion points, as well as any other matters which Members wish to raise:

- What are the impacts and opportunities post Brexit on the place and on your business?
- Challenges
 - Labour
 - Market demands
 - Export and Trade
 - Regulations
- What are the opportunities for growth in the near term and longer term for the sectors and places in which you are involved?
- What can local partners and others do to help?
- What can government do to help or hinder?
- What should our LIS cover?
- What should the priority themes be?

9 Further information

9.1 Further information about our LIS development can be obtained from:

- GLLEP website at <https://www.greaterlincolnshirelep.co.uk/>
- Liz Shutt: email lshutt@lincoln.ac.uk
- James Baty: email James.Baty@lincolnshire.gov.uk
- Cathy Jones: email cathy.jones@lincolnshire.gov.uk

Paper 3

Tourism Officer Group Update

Update on tourism development/marketing activity in Greater Lincolnshire

The Director of the Greater Lincolnshire Local Enterprise Partnership, , suggested it would be helpful for organisations involved in the Tourism Officer's Group to provide periodic updates to the Visitor Economy Board on their work programmes.

This update includes the Group's activity, which focuses on joint working where opportunities arise, and the activity underway by the various organisations to strengthen the visitor economy in Greater Lincolnshire.

Below is the information provided by the Councils/organisations:

Joint activity (Councils, Visit Lincoln and Visit Lincs Coast)

- The Group is currently working to support the introduction of the new visitor website for Greater Lincolnshire, which is led by the GLLEP and Visit Lincoln.
- The Tourism Officers' Group has agreed a clear terms of reference to support its work going forward (as tabled at this meeting).
- The Tourism Officers' Group has agreed a work plan for the next year, which focuses on producing theme based web content and itineraries for visitors (including travel media and travel trade). Organisations in the Group have agreed a theme to lead on county-wide (for example, cycling, walking, market towns, natural coast etc).

Boston Borough Council

- Boston Borough Council has been participating in a number of Group Travel familiarisation visits by operators interested in the American market and upcoming 2020 Pilgrim anniversary. The Council has received excellent feedback on the town as being a 'must' part of the offer based on its compact and quintessentially British market place and the main visitor attractions of the Stump (St Botolph's Church' and Boston Guildhall where the Pilgrims were tried and held). They are also impressed by the historic environment and the depth of the American connections with the Rev John Cotton and his congregation migrating to and founding Boston Massachusetts in 1630. Many operators have already included Boston in the live itineraries they are offering to market. The Council has also hosted a number of American and English travel writers, bloggers and travel trade journalists who are researching and promoting these offers of the town.
- The Council is pursuing public realm improvements and potential artistic interventions in a number of areas of the town and its surrounds to continue to improve the destination and have an ambition to develop a project to build on the successful signage, wayfinding, interpretation and design scheme which currently informs much of the place branding and place marketing of Boston.

East Lindsey District Council

- Marketing focus for 18/19 is the natural coast, cycling and walking and aviation connections.
- Appointed Shooting Star PR following competitive tender to provide PR support - specifically securing national and regional media coverage for the area on these themes.

Paper 3

Tourism Officer Group Update

- Recent national media coverage - The Guardian (web); The Guardian (print); Holiday Living magazine (print); Cycling Plus magazine (print) and Fabulous magazine (print).
- Planned media coverage - Country Walking (magazine); Coast (magazine); H & N (magazine); Yours (magazine); Manchester Evening News (newspaper) and Vicky Flip Flops (blogger).
- Proactively targeting the Dutch and Flemish Markets by working in partnership with the House of Britain and Ireland to take bookable products to market in both Holland and Belgium.
- Supporting the delivery of the Discover England Fund England's Coast project, as a formal delivery partner.
- Producing a video in partnership with the DBID to promote the natural coast to sit alongside those videos produced of the Wolds in 2017.
- Reviewing the Wolds Destination Plan and looking to build the business network in the Wolds.

North East Lincolnshire Council

- £3.8m CCF R4 secured for Cleethorpes: Public realm works to start Sept/Oct 2018; Café Dansant new facility to commence in Sept/Oct 2018; CCF Events Schedules ongoing throughout 2018/19 including RAF 100 Air Display 1 July and Ebb & Flo 'Endless Summer' event on 2 June.
- Through CCF R4 NELC is targeting to expand the Active and Eco tourism markets;
- A dedicated Business Advisor is now employed as part of the CCF R4 Cleethorpes Programme to provide business support services and tailored workshops to businesses in the resort;
- £1.9m HLF Townscape Heritage Fund heritage grant programme is open to upgrade heritage features of properties on Alexandra Road and Seaview Street;
- Cleethorpes Cycle Hub, involving the regeneration of a Victorian ticket office at Cleethorpes station is underway and due to open later in the year (hire, rental and repairs);
- Mayflower 400: NELC is a partner in the Pilgrim Roots project and a member of the National Compact Partners. NELC is proactively bringing forward project and cultural development ideas;
- A full season of events at the Meridian Showground and throughout NEL including Grimsby 10K, ABP Coastal Half Marathon, the Scooter Rally, Birdhouse Family Festival (Whit week), and Cleethorpes Light Coast Railway 70th Anniversary;
- The NEL Cultural Strategy will seek adoption through Cabinet in August 2018.

North Kesteven District Council

- Sponsor of RAF100 Voices Wing installed end of last week outside Cranwell Aviation Heritage Museum.
- Continue work with Visit Lincoln for promotion of NKDC visitor venues and the district as a visitor destination.
- Cranwell Aviation Heritage Museum's current exhibition 'Gallantry in the Air' opened on 1 April linking in with RAF100. Increased visitor numbers and good reviews. Four school groups have also been to visit in the last week as part of educational offer.
- Development of educational offer at all sites is currently ongoing.
- Further exhibitions for Cranwell Aviation Heritage Museum are currently being organised to maintain refreshed offer.

Paper 3

Tourism Officer Group Update

- CAHM likely to be the host for Fly to the Line regional finals in June, after working with the Learning Partnership. Final preparations being made for this. The best team/s at Cranwell will then go to a national final at RAF Museum, Cosford in June.
- Attendance at various shows including Kings of the Sky, Lincolnshire Show, Heckington Show, East Kirkby and RAF 100 celebration in Lincoln.
- Cogglesford Watermill working towards museum accreditation.
- From 1 April NKDC are now working with new operators to manage the National Centre for Craft and Design in Sleaford and the Natural World Centre at Whisby both managed by Lincs Inspire; and their leisure centres which are now managed by Better. The countryside services (CountrysideNK) and the North Kesteven Walking Festival are now managed by Hill Holt Wood.
- HLF Stage 2 submission in May for September board for Mrs Smith's Cottage in Navenby.
- Working with NK Arts Partnership to install a temporary piece of artwork at Cogglesford Watermill for Heritage Open Days in September.
- Exploring options to develop retained venue websites.

North Lincolnshire Council

- Group Travel - Launched the Group Travel Guide and marketing campaign to build offer nationally and attended the BTTS with Lincolnshire Partners.
- Quality North Lincolnshire - Accommodation assessment scheme launched in 2017, accredited by Visit England.
- Participation in the Discover England Fund Coastal Pass project.
- Go Ape opened at Normanby Hall in March.

South Holland District Council

- Continue to support the Visit Lincolnshire website.
- Continue to support Tourism Officers' Group meetings where possible.
- Work with local tourist attractions/businesses to support and promote their activities and aspirations.
- Promote Ayscoughfee Hall as a tourism venue and host of local historic events.

South Kesteven District Council

SKDC is partnering in the Discover England Fund £1.1m East of England Touring Route promoting the 300-mile A1 corridor from London to Berwick offering experience-led things to do and see - aimed primarily at the German market. SKDC will be working with Newark and Sherwood DC and Rutland CC in co-ordinated promotion of the Lincolnshire section of the A1.

SKDC has appointed a new Head of Visitor Economy and are currently recruiting another full time member of staff. They have joined Visit Lincoln and are using a promotional trailer to highlight the district offer with a full summer programme of event attendance inside and outside the district. In addition they are:

- promoting an RAF100 programme
- engaging with the new Yorkshire/Lincolnshire cycling initiative
- developing an enhanced website (www.southwestlincs.com)
- planning district videos
- running stakeholder events

Paper 3

Tourism Officer Group Update

- building an events diary
- planning a bigger improved Visitor Guide for 2019
- developing themed trails alongside county partners.

West Lindsey District Council

VE Strategy: Currently, WLDC is progressing on the development of a Visitor Economy Strategy for the district of West Lindsey. This strategy will aim to set goals for visitor economy development projects to 2020.

Gainsborough - Townscape Heritage Initiative: The Gainsborough Townscape Heritage Initiative Stage One bid was submitted to the Heritage Lottery Fund on December 1, 2017. They expect to hear the results of their Stage One Application on May 21, 2018.

Gainsborough Place Website: WLDC is developing a new place marketing website for Gainsborough promoting Gainsborough's lifestyle and visitor offer

(www.discovergainsborough.com), in line with the Invest Gainsborough website.

Mayflower 400: WLDC is currently progressing through to a Stage Two bid for the Pilgrim Roots project and are supporting Anna Scott in her aspiration to make the partnership an enduring success.

To this end:

- WLDC will be assisting in the preparation of the Stage Two Bid
- WLDC is currently in the process of beginning to conceptualise and arrange the Gainsborough Illuminate event for 2018.
- WLDC is currently undertaking work which will support the creation of an exhibition in Gainsborough Old Hall for the 2019-20 period.

Visit Lincs Coast

- Supporting the delivery of local events/projects which can enhance the tourism offer of the BID area and make a positive difference to both residents and visitors.
- Establishing its own calendar of events, including networking and business support events.
- Developing a website which will showcase local events, businesses and attractions which will be under one umbrella, and easily accessible to both levy-payers and visitors.
- Producing a promotional trailer to attend local events with Coastal Ambassadors and showcase materials such as leaflets and flyers from local businesses to attract people to the Lincolnshire Coast.
- Working closely with tour operators to offer a co-ordinated package to bring visitors back to the destination with a specific interest from the Chinese tourist market.
- Delivering a strong marketing focus on the Natural and Wild Coast. A video is currently being produced to showcase this working in partnership with ELDC.
- Collaborating with partners to introduce the Business Watch Scheme to the coastal area to reduce crimes against local businesses.

Paper 3

Tourism Officer Group Update

Visit Lincoln

The Visit Lincoln Partnership is the only established Destination Management Organisation in Lincolnshire with an active membership of businesses from across the region.

Destination partners include: Lincoln City Council, West Lindsey District Council, North Kesteven District Council and South Kesteven District Council - each has a dedicated area on the Visit Lincoln website. The team is award-winning and exemplary advocates of the tourism sector. By putting the destination at the heart of all future activity Visit Lincoln aims to become leaders in place marketing and promotion. Whilst focused on promoting Lincolnshire as a place to visit, Visit Lincoln takes a broad approach to its work, linking into promotion of the learn, work/live and invest elements of the offer which are pertinent to the area.

The Visit Lincoln Annual Review for 2017 can be found here:

<https://www.visitlincoln.com/about/about-us/highlights>

Visit Lincoln tourism objectives and activity for 2018:

- The transition to a Community Interest Company (CIC).
- Joint Venture Agreement with Lincoln Business Improvement Group (BIG), including support for the promotion of the city's events and retail offer.
- Adoption of Business Plan. *This leads onto a 3 year Action Plan setting out costed actions against the four core themes of the organisation: Visit, Invest, Learn and Live/Work.*
- Advocates of the visitor economy: establishing online knowledge hub, roll out of Tstats and maintaining relationships with national partners.
- Partnership growth and retention: B2B events, partnership events, development of Lincoln Loves Kids, Meet Lincoln & Lincolnshire and Group Travel. Promote recent evaluation of VL.com value.
- Thematic marketing campaigns: RAF100/RAF Lincolnshire including launch of new video and support for 100 VOICES TRAILS (incorporating new web pages), IBCC opening, Bastion in the Air Exhibitions and Bomber County Gateway.
- Support for LCAP, promotion of arts/culture and new A4E project.
- Support for GLNP and new tourism projects linking the city and natural coast.
- Working with transport/gateways: VTEC, EMT, Newark, Grantham, Hull/P&O Ferries.
- Ensuring Discover England Funded projects are supported and funded, whilst leading to product development and promotion of the area to an overseas market. DEF projects supported by VL:
 - East of England Touring Route
 - Cycle England
 - The Collection
 - US Connections (through LCC)
- Ensure the delivery of Mayflower Groups/Travel Trade contract for LCC to increase visitors from the US and NL.
- Continue to build on the success of last year's Tourism Excellence Awards for Lincolnshire in partnership with Lincolnshire Media.
- Attracting, supporting and delivering press visits and travel trade familiarisation visits (16 delivered from Jan to May).

Paper 3

Tourism Officer Group Update

- Delivering the marketing plan for Meet Lincoln & Lincolnshire, including support for the forthcoming WI visit to Lincoln in July (1,500 visitors).
- Continual development of the Visit Lincoln website and social media channels, particularly through 'new media' channels/UGC and relationships with bloggers, IGs, vloggers, and hosting Instameets.
- Pride of Place: coordinate promotion for Discover Lincolnshire Weekend, new 'away day' marketing activity in partnership with Lincoln City FC.
- Continue to deliver a range of printed publications including the city guide, city map, LLK guide, bedroom browser and RAF Lincolnshire promotional material. Along with partnership activity for Molly's Guide and What's On Guide.
- Event attendance: BTTS (coordinating Welcome to Lincolnshire presence), WTM to support DEF projects and Chinese operators.
- Support LCC with Hunan/Lincolnshire tourism opportunities.
- Progress proposal for Visit Lincolnshire in association with local authorities, LCC and LEP.

James Gilbert
Growth and Promotions Service Manager
East Lindsey District Council
02 May 2017
On behalf of Tourism Officers' Group

Paper 4

Work Program

Following the inaugural meeting of the GLLEP Visitor Economy Board, the initial work program has been updated to reflect the priorities of the partners.

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.

1. Produce a comprehensive body of information about visitors to Greater Lincolnshire

- 1.1 Comprehensive market intelligence will produce good decision making, being used to direct resources, marketing, branding and investment.
- 1.2 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.
- 1.3 The latest research from Melanie Sensicle has been uploaded onto the GLLEP website.

Completed

2. Development of a Strategic Investment Plan for the Visitor Economy

- 2.1 The development of a strategic investment plan for the Visitor Economy for Greater Lincolnshire will allow co-ordination of development, planning around funding opportunities and form a pathway for the future direction of the Visitor Economy.
- 2.2 A draft Investment Plan template has been sent to contacts to complete and a draft will be circulated with initial feedback from partners.

3 Visitor Economy Conference

Visit Lincoln - Tourism Expo/Leaflet Swap - March 2018 - completed

Visitor Economy Conference - 12th or 19th November on Funding via Growth Hub, with following themes:

- Heritage Coast
- Innovation and Technology
- Air BnB
- Place Marketing

4 Produce a Place Marketing toolkit for visitor economy businesses

- 4.1 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.
- 4.2 The draft toolkit was presented at the initial board meeting, as this is developed, the document will be circulated to partners for input/information - completed.

Paper 4

Work Program

5 Hotels Study

- 5.1 A hotel study has been commissioned via the GLLEP and was circulated to members, a presentation took place at the January Board meeting.
- 5.2 The Visitor Economy Board adopted the Hotel Study Action Plan and will monitor activity and receive updates.

6 Maximise the opportunities offered by the Mayflower 400 and lessons from Hull 2017 - ongoing

- 6.1 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.
- 6.2 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.
- 6.3 Visit Lincoln will update on their elements at the May Board meeting.

7 Identify a branding hierarchy for Lincolnshire - On hold

- 7.1 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.

Paper 5

Visitor Economy Local Issues/Common Themes

At the January Board meeting, Members requested a "platform" to highlight local Visitor Economy issues in order to establish whether there were any "common" themes that needed actions/support from the Greater Lincolnshire Local Enterprise Partnership

This list is evolving and will be updated at each meeting:

- 1 Sewage Network Capacity and long-term shortfall of capital investment disincentivising development
- 2 Electric Capacity Issues - there is very little slack left in the system
- 3 Seasonality of Trade, unintended side-effects of term time holiday fines further shortening the peak season, therefore making it even harder to carry staff through troughs in demand. Through constraints on trade, given the limits on occupancy of holiday accommodation for flood risk, we should be looking at finding an early evacuation strategy to see if we can find a position that EA is comfortable with (currently little appetite for these discussions from ELDC).
- 4 Street scene issues, particularly: Issues with sand clearance on promenades and the access/or issues this creates. General maintenance of verges in the resorts (slightly less of an issue in surrounding areas), issues with rough sleepers and addicts of various sorts in the main tourist areas of the resorts are becoming more common, and a bad first impression, sadly.
- 5 Mobile phone network capacity issues (particularly during peak times), issues making and receiving calls, most networks inability to access mobile internet (the greater issue for attractions/visitor experience).
- 6 Road capacity issues between reports (particularly A52 between Chapel and Skegness). Huge loss of spend from customers if they are sat in cars rather than enjoying the facilities. Can also be detrimental to the visitor experience that it prevents return visits.