



Greater Lincolnshire Visitor Economy Board

Thursday, 13th June 2019 - 9.30am to
12.00pm

Doddington Hall, Main Street, Doddington,
Lincoln, LN6 4RU

Paper 0 - Agenda

Item	Item and brief description	Lead	Access/Circulation
	Refreshments		
1	Welcome and Introductions Membership Resignations <ul style="list-style-type: none"> • Matthew Corrigan • Liz Parry • James Gilbert • Cllr Rylott New Members <ul style="list-style-type: none"> • Kimberley Vickers New Member suggestions Code of Conduct/Declaration of Interest	Chris Baron	
2	Minutes/Update from 7 February 2019	Chris Baron	Paper 1 attached
3	LORIC - Understanding Tourism Data	Katya Bozukova	Presentation
4	Place Marketing	Nicola Shepheard	Presentation
5	Discover England Report	Lydia Rusling	Verbal
6	Creative Industries	Sukhy Johal	Paper 2 attached
7	Tourism Sector Deals	Mary Powell/Lydia Rusling	
8	Update discussions <ul style="list-style-type: none"> • Visit England Digital Hub • Skills • Mayflower • Lincolnshire Pass • Autism and Dementia • Tourism Officers 	Nicola Radford Nicola Radford Mary Powell Nicola Radford Nicola Radford Andrew Norman	
9	Forward Plan/Investment Plan	Chris Baron	

10	Recruitment Update (Standing Item)	Chris Baron	Discussion
11	Partner Update	All	Discussion
12	Date of Next Meeting: <ul style="list-style-type: none">• 3 October 2019 at 1.30pm - International Bomber Command Centre Potential Agenda Items	Chris Baron	

Attendees: Andrew Norman, Chris Baron, Samantha Mellows, Claire Birch, Dave Skepper, David Norton, Flora Bennett, James Gilbert, Kimberley Vickers, Lydia Rusling, Mark Hollingworth, Nicky van der Drift, Paul Learoyd,

Apologies: Cllr Claire Rylott, Jayne Southall, Ruth Carver, Samatha Harrison

Tentative: Sara Blair-Manning, Sukhy Johal

Officers: Nicola Radford, Samantha Harrison, Clare Hughes, Mary Powell

Not responded: Bob Callison, Stuart Hardy, Liz Parry

Dates of Meetings 2019

13th June - Doddington Hall

3rd October - International Bomber Command Centre

12th December - Venue to be confirmed



VISITOR ECONOMY BOARD

7th February 2019

Butlins, Roman Bank, Skegness

Draft Minutes

Present: Board Members: Chris Baron - Chair (Butlins), Stuart Hardy (Coastal BID/Hardy's Animal Farm), Lydia Rusling (Visit Lincoln), Mary Powell (LCC), James Gilbert (ELDC), Flora Bennett (Wilkin Chapman/Brackenborough Hall Coach House), Sara Blair-Manning (National Trust), ; Kimberley Vickers (Lincoln Castle), Paul Learoyd (Lincolnshire Wildlife Trust), David Skepper (Stagecoach), David Norton (Springfield), Andrew Norman (InvestSK) Bob Calliston (Cleethorpes in Bloom)

LEP Secretariat: Nicola Radford (LCC)

Apologies: Mark Hollingsworth - Vice Chair (Visit Lincoln/Doddington Hall), Sukhy Johal (University of Lincoln), Liz Parry (Discover NEL), , Ruth Carver (LEP), Liz Parry (Abbey Gate, Jayne Southall (Epic Centre, Lincs Showground), Sam Mellows (Lincoln Cathedral), Clare Rylott (BBC), Claire Birch (Doddington Hall), Nicky Van Der Drift (International Bomber Command)

	Actions
<p>Minutes Minutes of the 3rd October 2018 were approved</p> <p>Matters Arising</p> <ul style="list-style-type: none"> • Business Rates - Lincolnshire was not successful in its application to become a pilot area • Place Marketing Group - the Board requested an update at the next meeting from Nicky Shepherd 	NR
<p>Coastal Highway- Theresa James Presentation on the Coastal Highway - attached</p> <ul style="list-style-type: none"> • Board suggested that Lincoln City Football Club need to be invited to discussions with Highways about the Western Corridor links. • Could the plans include a cycle route / promote cycle routes OFF the A158 Lincoln to Skegness to highlight scenic routes and safe routes to the coast • Board requested updates as the plans progress / options developed 	NR
<p>Training / Skills - Nicola Radford</p> <ul style="list-style-type: none"> • Update of Coastal Communities Fund Coastal Skills Bid - attached appendix 1 • Dementia and Autism training - discussion on how to make Lincolnshire Accessibility friendly. Courses at Visit Lincoln and the Castle have been very successful, with autism days and the rise of doggy friendly events have seen the need to be more inclusive in the Visitor Economy Sector • Board discussed providing training courses in Skegness and Lincoln for businesses - Kimberly and Lydia to send information on providers to follow up • National Trust provide "safe places" in their venues and have mental health first aiders on site for staff and visitors - 1 in 4 families are affected. 	NR
<p>Visitor Economy Conference - Mary Powell</p> <ul style="list-style-type: none"> • 27th March at Doddington Hall with Jonathan Foyle the key note speaker. The theme is Heritage and there will also be a leaflet swap. • Potential additional Leaflet swap at the Brackenborough for Wolds Businesses 	MP FB
<p>Creative Industries - Sukhy Johal</p> <ul style="list-style-type: none"> • Sukhy had tendered his apologies - the Board requested an update paper be circulated at the report has been part funded via the GLLEP. • The Board questioned whether creative included culture - need clarification. 	SK
<p>Tourism Tax - Nicola Radford</p> <ul style="list-style-type: none"> • Discussion on Scotland / Edinburgh consultation on Tourism Tax, charging a £1 a night "tax" on visitor accommodation • Tourism Tax is being looked into areas with "over tourism" and the Board advised this wasn't the case in Lincolnshire • Chris Baron raised the issue of current VAT charges on Tourism businesses and 	

<p>said that if this was reduced and there was a level playing field for the sector then a discussion could take place</p> <ul style="list-style-type: none"> • Concern was raised that the onus of the charge would be placed on individual hotels and hostels (whatever size) to implement the charge and the administrative burden would be onerous. • Scotland is looking to retain the monies for maintained and upkeep of Edinburgh not for marketing - what would Lincolnshire ring fence it for - medical schemes / marketing? • It was felt that the scheme was just an opportunity for free money - farmers aren't charged a road tax for holding up visitors etc. • The Board felt the scheme sounded like a previously raised scheme "Caravan Tax" • There needs to be a scheme to manage sites, but without a tax - Chester have a voluntary scheme where visitors can pay by contactless payment at venues <p>Agreed the Board did not support progressing the scheme.</p>	
<p><u>Tourism Action Zones - Lydia Rusling</u></p> <ul style="list-style-type: none"> • Sally Balcome CX Visit Britain had attended an event in Lincolnshire. She had advised that 4 or 5 Tourism Zones would be piloted in England. • There is an opportunity for Lincolnshire to apply, but there is a need to build a relationship with Visit Britain as there is a "feeling" that tourism in Lincolnshire is delivered in scatter gun manner/no single point of contact and is too difficult to work with - there is a need for the GLLEP to take the lead • Visit Britain like working with DMOs with links into LEPS - they like one point of contact - Lydia to send good examples joint working eg. Chester / Cheshire • Could the whole of Lincolnshire be a Tourism Action Zone? Or is that too big a geography? The zones are looking at Cities as hubs with rural hinterlands and areas of growth. • Tourism Action Zones unlock wider funding sources • Is Visit Britain only interested in International Visitors? There should be more emphasis on promoting residents to stay in the country • Are DBIDS recognised by Visit Britain as DMOs • Lincolnshire needs central point of contact to pull everything together that is "already happening" <p>Agreed that Lincolnshire should respond to Visit Britain and apply for a sector deal, but we need a coordinated voice for Lincolnshire (also there is a need to acknowledge that the area is varied - City, Coast and Countryside)</p> <p>Flora - it would be a shame to miss an opportunity and this was ideal in bringing everyone together - if Yorkshire can do it so can Lincolnshire</p>	<p>LR</p> <p>LR</p> <p>LR / MP / RC</p>
<p><u>Mayflower - Mary Powell</u></p> <ul style="list-style-type: none"> • Update nationally delayed till March • PR Visits have gone very well and training to guides progressing • Is the message getting into schools? - Not really, this needs following up • Update needed from Boston BC • Mayflower Bulbs - David Norton advised there had been no interest in people buying them - only Universities for future storage • Need to tie Mayflower into wider tours - faith, ancestor tours - wider offers 	<p>MP CR</p>
<p><u>Visit Lincolnshire Website</u></p> <ul style="list-style-type: none"> • 11000 users since relaunch • There has been no social media / PR for the site and it needs to rise in the SEO search engines - businesses need to promote it to raise the profile 	<p>LR</p>
<p><u>Recruitment</u></p> <ul style="list-style-type: none"> • Butlins recruitment event - 500 attendees at February event 	

<ul style="list-style-type: none"> Lincoln not overly concerned with recruitment - stable At the Midlands Engine Tourism group they discussed money for shared Apprenticeships - circulate information Cleethorpes is very quiet at the minute with few visitors and businesses open Springfields - £6-8m investment with 16 new outlets opening in 18 months Skegness Premier Inn - opening in June 	LR
<p><u>Any other business</u></p> <ul style="list-style-type: none"> Tower Esplanade regeneration taking place in June - JG Rockery Gardens - Coastal revival fund - end of June - JG Boston Future High Street Bid - March Mablethorpe Future High Street Bid - March LORIC - Bishop Grosseteste University - have provided Visit Lincoln with breakdown of STEAM data - why is there a decline in bed spaces, they are looking at forming a data hub / one stop shop of VE data - AGREED to invite someone from LORIC to attend the next meeting BREXIT - no one knows what the impact is going to be for the Visitor Economy, it is more difficult to plan for than Manufacturing sector etc. Butlins planning first quarter but no further. Will more people stay in UK due to uncertainty. Some staff feeling unwelcome and uncertain. More people taking picnics than buying food / cheaper days out. Bookings on the coast are down for Easter - is that due to weather last year? Only one national half term this year, reduced bookings as last year the half term spread over 2 weeks. Government Website - have you prepared for BREXIT 	NR
<p><u>Next meeting</u></p> <ul style="list-style-type: none"> June 13th - Doddington Hall <p>Agenda ideas</p> <ul style="list-style-type: none"> Discover England Report Loric research Cleethorpes Regeneration 	
<p><u>Future meetings</u></p> <ul style="list-style-type: none"> 3rd October - International Bomber Command 	

Appendix One

Coastal Sustainability through Careers and Business Skills in Greater Lincolnshire

Background

The Greater Lincolnshire Local Enterprise Partnership has submitted a funding application for £370K, to the Coastal Communities Fund for a coastal careers and skills program on the Greater Lincolnshire Coast. (21st January 2019)

The proposal was endorsed, in writing, by the Mablethorpe and Sutton Coastal Community team, The Coastal BID and the Lincolnshire Heritage Coast Coastal Community Team, in line with funding guidance.

Timescales for announcements are due "winter 2019" with this timescale in mind the application runs October 2019 to March 2021.

Summary

Provide the resources and support, at the right times to communities to enable them to access employment and develop careers on the Lincolnshire Coast, working with businesses to retain staff and offer annual contracts through extending the season, improving skills and raising aspirations.

This is set against a context of a highly seasonal economy, with the aim of

- Supporting coastal visitor economy businesses to survive and thrive
- Supporting coastal communities to access employment, and develop their careers, through raising aspirations and up- skilling
- Provision will be for both employed and unemployed individuals

Focus

The primary focus of the bid is to fill skills gaps in the coastal community around seasonal needs, improve the quality of life of residents on the coast and provide a quality year round visitor economy, which allows local businesses to grow and become sustainable with a local supply of skilled reliable staff:

Aims

- Establish and run a Coastal Business / Provider Forum supporting strategic and collaborative work with local employers and providers developing a local skills offer. This forum will harness leadership of key anchor employers that already offer year-round employment to the benefit of the wider economy
- Developing a Coastal careers "brand" promoting the opportunities in the Visitor Economy as progressive and not "just a job"
- The opportunity to innovate where the national skills system provides challenges to coastal businesses and residents
- Develop and pilot a Coastal Escalator Skills Portfolio, where an individual (employed or unemployed) can gain locally-recognised skills and qualifications to access employment, and build a local career. This will focus on visitor economy skills, but also connect with other sectors of opportunity such as adult social care that the employee use to access employment, e.g., dementia care, customer care, that is endorsed/supported by the Coastal BID, so an employee doesn't need to retrain with each job and the employer doesn't need to retrain them each season
- Bite sized courses, relevant and easily delivered
- In partnership with DWP, build ownership and application of the local labour market data to enable the project to better understand seasonality employment trends, barriers and opportunities (especially in light of Universal Credit)-
- Potential pilot of 52 week employment working with DWP to test employment around Universal Credit
- Develop a Coastal Champions program– Inspirational role models – linking into the Greater Lincolnshire LEP Enterprise Advisors

Outcomes

Jobs Created	50
Indirect Jobs	50
Safeguarded Jobs	120
New learners	370
Apprenticeships	7
Businesses Supported	50
Social Enterprises Supported	5

Management

The project will be managed by Nicola Radford, Senior Commissioning Officer (Regeneration) who has previous experience of delivering a successful CCF Project (Coastal Business Modernisation) and other funding programs (SRB, ERDF, RDPE) related to 15 years on the Lincolnshire Coast, and built up working relationships with businesses and providers who will be involved in this program. This also includes direct liaison with all of the CCT partnerships based on the Greater Lincolnshire Coast.

Roy Harper (SkillsReach) will lead on the Business / Provider Forum through his experience and success of the East Lindsey Rural Skills Hub works with rural businesses, he has also delivered the contract for the CCF Business Modernisation Program, delivered strategic business and skills support for the visitor economy sector in Greater Lincolnshire and New Anglia LEP areas, plus established partnerships with national stakeholders such as the NCTA.

The team will report through to the Coastal Developers Forum, as it was from an original business interest that this initiative was instigated, and provide regular finance and performance reports to the GLLEP.

Partnership

A Business / Provider skills group has been established through the CCF process with the following partners who have worked on the proposal and will continue to work together to deliver this project

- Lincolnshire County Council
- Greater Lincolnshire LEP
- East Lindsey ITEC (First College) – East Lindsey (Louth and Skegness)
- Community Learning In Partnership – East Lindsey, (Mablethorpe)
- Boston College of Further Education
- Grimsby Institute/Skegness TEC
- Bishop Burton College, Lincoln
- DWP
- Butlins
- Lincolnshire Coastal BID
- Coastal Developers Forum
- East Lindsey District Council
- Visit East Lincolnshire
- Stage Coach
- Princes Trust
- Magna Vitae
- Hardys Animal Farm
- Coastfields Leisure
- Coastal Communities Alliance
- Skills Reach

The group is in discussion with What Works to establish a baseline and evaluation system if the bid is successful.

Next Steps

- Update Coastal Developers Forum 8th February 2019
- Business / Provider Forum update and next step discussions – March 2019
- DWP / MHCLG – update and next step discussions - April 2019

Paper 2 - Creative Lincoln Shire

1. Introduction

Creative Lincoln Shire Project (CLSP) is a research and development programme to support the growth of the creative economy across the Greater Lincolnshire Local Enterprise Partnership area including the County of Lincolnshire and unitary authorities of North East Lincolnshire and North Lincolnshire. The project is led by the Centre for Culture and Creativity at Lincoln University, together with local and regional partners including Lincoln City Council, Greater Lincolnshire LEP, Lincolnshire County Council, Arts Council England, Lincolnshire Economic Action Partnership and Investors in Lincoln.

The University of Lincoln and partners, commissioned consultants Tom Fleming Creative Consultancy and We Made That to undertake a programme of research and development, producing detailed plans to guide the partners in acting to stimulate growth. The aim of the work is to:

- To provide a baseline position on the cultural and creative industries in Lincolnshire and assess key opportunities for growth. This includes a focus on boosting GDP through sector development and generating positive spillover effects to other priority sectors and agendas (e.g. to tourism, inward investment and place-making).
- To identify the key priorities for sector investment and support. This includes the priority investment of a new creative hub in Lincoln and a set of support, networking and hub interventions across the County.
- To support partners in shaping a new plan for the cultural and creative industries in Lincolnshire which supports inclusive growth, connects the diverse geography of the County, and helps other sectors to innovate.

This paper sets out an overview of key findings and recommendations of this work, with two priorities for investment. This work is still underway, with final recommendations to be presented in July 2019.

1.1 Why the Cultural and Creative Industries matter

As the Government's Sector deal for the Creative Industries acknowledges, cultural and creative industries are very important to our economic future. They have grown twice as fast as other sectors since 2011 and now account for more than 5 per cent of the UK economy's GVA. They are worth over £100 billion to the UK economy and employ two million people. This is 6 per cent of UK employment, showing 28.6 per cent growth since 2011.

This growth has partly been driven by activities related to digital and technology (e.g. video games, film and television). Yet growth has also been characterised by increasing interdependencies and value-chain relationships between different types of creative and cultural activities, including those traditionally 'subsidised' sectors such as visual and performing arts. There have been related positive trends in fashion, arts, music, performing, visual arts, literature and publishing; collectively contributing to a creative economy that has art and culture at its core.

UK Labour Market projections illustrate that this buoyant trajectory is likely to continue and that creative occupations will grow by over 5.3% over the next six years. This is double the projected job growth across the national economy and represents an additional 119,495 creative jobs by 2024.

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With targeted investment, Nesta and the Creative Industries Council¹ forecast that over 1 million new creative jobs could be created by 2030. These will help drive innovation and bring wider benefits for those places that see the most growth.

The recent **Cultural Cities Enquiry**² highlights how culture delivers a growing part of the UK's economic output - now valued at £10.9 billion a year, growth of 57% since 2010. At the same time though, public investment in culture is falling - down 11% in the 4 years from 2011/12 to 2016/17, driven largely by a 19% fall in local authority funding which is the mainstay of cultural investment in the UK.

Several LEPs across the country are championing the cultural and creative industries as a priority for growth and competitiveness. This includes OXLEP (which has developed an investment plan for the sector and is aligning approaches to the creative industries with housing-led growth, smart tourism and technology); SELEP (which has developed a creative economy portfolio and investment plan); New Anglia LEP and Lancashire LEP (which have developed cultural strategies and investment plans); and D2N2 (which has a Creative and Digital Sector Action Plan serviced by an Action Group).

1.2 The Cultural and Creative Industries in Lincolnshire

Lincolnshire has an emergent but underdeveloped cultural and creative industries. The County has not significantly benefitted from the very high growth of the creative industries nationally and internationally and lacks the hubs and associated agglomeration effects seen elsewhere. The quality of place, access to talent (via the University of Lincoln and wider education sector), relatively low cost of living, and strong local culture, all point to the **potential of establishing a high growth and high value creative economy:**

- The Cultural and Creative Industries in Lincolnshire presents a nascent and fast-growing sector of the economy. It currently accounts for 2.4% of all employment across the Greater Lincolnshire, but has grown 7% between 2015 and 2017.
- The GLLEP area has over 3,000 creative, cultural and digital businesses and employment in the sectors estimated to be 10,710 .
- The creative, cultural and digital sectors are significant employers in Lincoln, North Kesteven and South Kesteven where they account for 4.0%, 4.7% and 4.0% of all employment respectively. The three districts together account for nearly half of all Greater Lincolnshire creative, cultural and digital businesses and 60.0% of creative, cultural and digital sector employment.
- The Tech Nation 2018 report shows all the GLLEP area is below the national average national density of digital and tech businesses. Lincoln Travel to Work Area has the highest digital specialisation across the GLLEP area but still below the UK average at 0.69, Grantham 0.52, Boston 0.33, Skegness and Louth 0.14, Scunthorpe 0.12, Spalding 0.12, Grimsby 0.03.

¹ *Creativity and the Future of Work, 2018, Nesta*

² Led by the Core Cities Group with the backing of the Key Cities Group, Arts Council England, Virgin Money, Arts Council Wales, Arts Council Northern Ireland, and Creative Scotland: <https://www.corecities.com/cultural-cities-enquiry>

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2. Opportunities and Barriers

The cultural and creative industries sector in Lincolnshire can be described as one of **significant potential**. The City of Lincoln is growing as a cluster of regional significance and can drive growth across the County with the right network, hub and business support mechanisms. Grimsby, which is one of just 5 areas selected for the Cultural Development Fund, will invest £3.2 million in new programme of international events and public art to revive the town centre, provide a business support programme for local creative businesses and create new production facilities in the town's historic centre. Coastal Lincolnshire is growing its offer for cultural tourism, festivals and events. Market towns and villages across the County are becoming micro-hubs for micro creative businesses which can, with the right network and support infrastructure, build capacity for growth and innovation. Plus the rural creative economy is growing, with digital infrastructure making sector development viable and the quality of place across Lincolnshire increasingly attractive to micro creative firms.

Opportunities include:

- The establishment of Lincoln as a creative hub, accessing talent and expertise from the University and plugging into regional clusters such as Nottingham to attract and retain talent. This will involve more effectively linking assets in culture, education and the creative industries - so that knowledge exchange, innovative practice and research are more aligned.
- Connecting the creative economy of the County - via the development of spaces, networks and platforms for exchange and trade - where creative and digital businesses can access knowledge, skills and markets in a hub / / network environment.
- The growth of key sectors such as digital, design and audio-visual - to build the creative employment base in the County and enable micro firms to scale.
- The generation of value chain relationships with key sectors such as agri-food and the visitor economy - via the innovation they foster and the role they can play in enhancing the attractiveness of Lincolnshire as a place in which to live, work and invest. For example, the creative industries can enhance the performance of the Holbeach Food Manufacturing Centre of Excellence via innovation in design and tech. It can also help develop smart and accessible tourism product.
- The growth of festivals as key drivers for innovation, talent and market development; and as catalysts for inward investment and place-making (such as Gravity Fields and Frequency festivals).

Barriers Include:

- Capacity and critical mass: The city of Lincoln and wider County lack the types of specialist creative hubs which can drive growth and power innovation across the economy. Without building the critical mass of the creative industries and mobilising collaboration and exchange, the creative economy of Lincolnshire will not grow to its potential and talent will continue to leave.

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- Access to talent: with creative SMEs and micro firms struggling to recruit appropriately skilled talent and too few firms considering Lincolnshire as a viable location for growth.
- Access to markets: with limited reach B2B and B2C and barriers to growth such as poor public transport and patchy digital provision reducing the capacity to reach markets.

3. Rationale for Priority Interventions

Focus Area	Cultural and Creative Industries
Vision	<ul style="list-style-type: none"> - Lincolnshire is known for its flourishing, high growth and value-adding sector - Distinctive place-based hubs and clusters with Lincoln as a vital regional creative city - Strong supply of high quality talent via HEIs and FEIs - Significant culture-led regeneration - e.g. in coastal and industrial districts - Significant spillover effects to the tourism, knowledge and tech sectors
Justification and Evidence	<ul style="list-style-type: none"> - A high growth sector nationally - driven through SMEs and micro firms - Under-leveraged opportunities in Lincolnshire, with scope for growth - Talent retention is low across the County. The sector can increase the attractiveness of Lincolnshire across the economy - Lack of a distinctive creative and identity for the County.
Links to National Priorities and Other Sectors	<ul style="list-style-type: none"> - £150m UK Government Creative Industries sector deal - Cultural Development Fund - targeting Grimsby - Arts Council England new 10 Year Strategy to focus on place. This includes <i>Transported</i> (Creative People and Places fund) - English Heritage to deliver on the Shared Prosperity Fund
Gaps	<ul style="list-style-type: none"> - Lack of dedicated creative and cultural hubs to provide specialist support and infrastructure and drive collaboration - Lack of network and business support - Lack of join up to other key sectors - e.g. agri-food and tourism
Interventions	<ul style="list-style-type: none"> - A new creative hub for Lincoln - to be the catalyst for network and hub development across the County. This builds from the Lincoln Growth Plan and positions the city as a key centre for innovation and creative production. This is a Pipeline project for GLEP. - Creative Industries business support and skills platform to encourage knowledge exchange and growth - Marketing to promote the quality of creative firms and talent

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3.1 Priority Interventions

A. A New creative Hub for Lincoln

The City of Lincoln, with a growing University that delivers teaching and research of international excellence, and with a quality of place built over many centuries, can operate as a driver for the growth of the creative economy County-wide.

To achieve this requires new types of infrastructure which enable the creative industries to co-locate, converge and collaborate. This involves hubs of workspace and activity space which convene talent and enable new types of commercial and R&D activity to co-locate and grow. As demonstrated in nearby cities such as Nottingham and Sheffield, or urban centres comparable to Lincoln such as York or Chester; it is important to generate critical mass in one place to lift the competitiveness of hubs across a wider geography.

Research has highlighted the limited diversity of creative workspace in the city, illustrating in particular a lack of desk-only workspace, studios for 'messier' practice, and interdisciplinary innovation space. There are currently no shared equipment or open access facilities for creative production in the city, and managed workspace is typically limited to desk-based activity only. This limits the breadth of creative activity that is able to take hold and grow within the city, as well as restricting creative sector supply chain activity. The City of Lincoln and wider County currently lack creative hubs of a scale, quality and specialism capable of catalysing growth in the creative industries and driving innovation and competitiveness across the wider economy. This includes interdisciplinary hubs that connect activities across the arts, design and digital sectors; maker-spaces to encourage prototyping and user-facing experimentation; and impact-driven creative practice which focuses on innovation for social return. In turn, this limits the potential of hubs and networks across the County because of their physical distance from the types of infrastructure available in other rural counties; and because of the lack of a focal point and catalyst capable of delivering step change for the overall creative economy of Lincolnshire.

With the University of Lincoln a key driver for the economic success of the County and a vital enabler of cultural activity, tourism, inward investment and talent retention / attraction; it is vital to build on this success by establishing Lincoln as a nationally significant hub and cluster for the creative economy. The first and very important step is to develop a new type of creative hub which connects the University to the City, the City to the County and the County to the world. Options and specifications for this hub are close to completion.

Timeline:

- *Proof of concept and detailed options completed July 2019*
- *Detailed feasibility for preferred option by December 2019*
- *Delivery 2020-21.*

B. A 'wrap around' programme of creative industries business support, skills development and network activity

This will be required to connect the proposed creative hub to the rest of the city and County and generate a 'hub to hub' approach to sector development. It will facilitate local growth in emergent hubs across the County. These include the Grantham Technology and Innovation Centre, Horncastle Technology Hub and emergent provision across the County (such as in Grimsby). It will include:

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- A programme of networking events to encourage B2B and B2C interaction.
- A new creative business network for the County - as a membership platform with access to sector trends, markets and news.
- A tailored package of specialist business support - to include workshops on investment readiness, intellectual property and market development
- A profile-raising activity for the cultural and creative industries via *The World of Work* - to raise the profile of the sector as a viable career pathway and build links to employers
- A festival development programme which builds their capacity as platforms for creative talent and catalysts for industry growth (e.g. *Frequency* as a generator of new business opportunities for the County's creative and tech sectors).

This can be developed as a commissioned programme of support - such as that provided through the South East Creative, Cultural and Digital Support Programme (SECCADS)³. This SECCADS is a two-year programme with three categories of support on offer:

- Cluster-it: support to encourage cluster development across the SELEP area and into key markets such as London
- Design-it: support for business start-ups in the sector
- Grow-it: support for business growth.

A less extensive and intensive example is the work of Creative Leicestershire⁴ or Creative Lancashire⁵ - which operate as intermediary development organisations to provide a shared platform and networks for the creative industries; connect rural and urban areas; promote jobs; act as champion and advocate; and deliver tailored support and advice.

Timeline:

- *Proof of concept and preferred option completed July 2019*
- *Detailed feasibility and business plan for preferred option by December 2019*
- *Delivery 2020-21.*

³ <https://www.sctp.org.uk/wp-content/uploads/2018/05/SECCADS-Core-Description.pdf>

⁴ <https://www.creative-calling.co.uk/>

⁵ <http://www.creativelancashire.org/>

Paper 3 - Tourism Zone for Lincolnshire

Update Note by Mary Powell 6/6/2019

Apologies for not being able to attend due to a date clash with Historic Lincoln Partnership. I thought it might be helpful just to brief you on a discussion with Tourism Officers (TO's) last week.

Lydia and Ruth have done a very comprehensive note on the background to Tourism Zones and TO's felt that it would be useful to get ourselves into a state of readiness for applying for this and other possible funds and that a where 'Tourism is going in Lincolnshire' discussion would be useful preparation.

It was also felt that we should review the 2016 Tourism Strategy by Melanie Sensicle - we did deliver quite a number of things (not everything). TO's felt that we could just very simply update the current document ourselves and set some new targets.

As far as where 'Tourism is going in Lincolnshire' we looked at areas where we're doing well showing **Commitment** and where we have plans and ideas for further investment showing **Potential**. This has led to four main themes and then we've added in four cross cutting areas which layer onto all the main themes. Further themes could be added but they must demonstrate Commitment and Potential. This is a work in progress and TO's are inputting to it following our discussion.

Main Themes

- **Coast - natural and developed**
- **Heritage**
- **Accommodation**
- **Activities**

Cross-Cutting Themes

- **Marketing & Promotion**
- **Quality, Skills & Research**
- **Rural Economy & Food**
- **Green Economy**

Coast

Strong: -

- Two distinct products Holiday Coast and Natural Coast
- Lincolnshire's Holiday Coast has weathered the decline in English seaside resorts relatively well
- Natural Coast whilst it has been undersold has huge potential

Weak

- Holiday Coast very seasonal
- Resistance from industry to change
- Needs more investment in the product
- Skills and quality issues
- Not enough quality accommodation
- Promotion of the Natural Coast only just begun

Commitment

- Investment at North Sea Observatory, Gibraltar Point, Coastal Country Park, Coastal Path and the Natural Coast promotion www.lincsnaturalcoast.com

Paper 3 - Tourism Zone for Lincolnshire

Potential

- Bird watching opportunities on the Lincolnshire Coast and connecting with Rutland Water
- Further Nature Reserve development is in planning stage at various locations
- Creation of a series of stopping points along the coast building on success of NSO and GP, (such as at Huttoft and Frampton Marsh). Natural Coast promotion began with the premise that the product was fundamentally good, the problem was the 'lack of'....stopping places, connectivity, accommodation.
- Link the above with walking and cycling paths
- Dog Friendly Offer
- Donna Nook an amazing spectacle for the winter months when the seals are there, but very limited rest of year. Difficult to provide appropriate visitor facilities on this basis - need to develop a 12 month model for Donna Nook

Vision

- Lincolnshire's Natural Coast develops a similar offer to North Norfolk. It will be noted for its nature reserves, seals, birdwatching opportunities, walking and cycling. It will connect strongly to the Wolds, Rutland Water and the historic market towns. By creating a number of visitor points and improved connectivity between them visitors would move up and down the coast rather than visit a very few 'honey-pots'. Strong market during autumn, winter and spring
- Investment in accommodation on the Holiday Coast continues, particularly from branded hotels. Reduce seasonality. Improve quality of existing accommodation and commitment to staff training. Change attitudes to the lowest common denominator offer.

Heritage

Strong

- Our heritage offer is as good as any county, better than many
- More events and growing commitment to improving the experience

Weak

- Not marketed enough
- Commitment to events and the experiential on the basis this is what people want, not the heritage - actually I think they want both

Commitment

- Investment in Castle, Cathedral, IBCC, Heckington Mill, Doddington Hall

Potential

- Changes via Heritage Review could see investment in The Collection and MoLL
- St W and Grantham House could improve Grantham's heritage offer
- Mayflower 400 (Boston, Gainsborough Old Hall)

Paper 3 - Tourism Zone for Lincolnshire

Vision

Thriving heritage attractions with packed events programmes and inspiring interpretation.

According to Visit England visiting gardens has shown terrific growth over the past 5 years, 16% between 2018 and 2017. Is this an area we can make work for Lincolnshire?

Accommodation

Strong

- There are some very good quality B&B's and self-catering establishments and I think many Lincolnshire businesses try hard because they know business doesn't come easy.

Weak

- Not enough of the above.
- Not enough stock in general
- Lack of stock can breed complacency amongst existing hotels
- Not enough branded hotels, boutique hotels - if there were more the existing hotel stock would have to up its game
- Need more commitment to staff training

Commitment

- A variety of new build and extension to existing hotels
- Through the Hotel Demand Study we are working on developing more interest
- Pub Study will build on the above and bring in the rural offer more strongly

Potential

- The lack of accommodation means that the county is often 'full'
- Need for quality accommodation in Lincoln and on the natural coast
- Unclear on Holiday Coast - but some are upping quality of caravan stock whilst reducing numbers

Vision

With branded hotels Lincolnshire would feature in their national advertising campaigns raising our profile. I think we are considered a friendly destination, but perhaps not very professional - greater commitment to staff training and year round operation.

Activities: walking, cycling, birdwatching, waterways

Strong

- Some investment into walk & cycle paths; network of nature reserves; some investment into waterways; RSPB say that Lincolnshire is the most under-watched county (doesn't mean that the birds aren't there) so much potential

Weak

- Paths are always a maintenance expense with little income
- Honey pot reserves like Gib can be over-busy; reserves like Donna Nook very busy for 4 months then nothing

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Commitment

- Investment in NSO, Gib, Coastal Country Park, Coastal Path. Cycling commitment made by Doddington Hall. Work done by the Cycling DEF funded project.

Potential

- Other nature reserve development in the pipeline
- Need more accommodation and that it needs to be 'friendly' to this offer
- All about connectivity: public transport links, cycle hire, circular paths, paths that connect places

Vision

As a very rural county with some lovely countryside and coast, outdoor activities fit very well. We're never going to appeal to those who want mountains and a bit of danger, but there's a big market out there who don't want either of those things. In many ways a lot has been done, but it's not very joined up and we don't tell people about it. The fact that people are always surprised by Lincolnshire and how lovely it is rather proves that.

Our Involvement in tourism

Strengths

- Product development - reasonably good track record
- Research - good fit with other research work
- Strategic - Hotel Demand Study, Heritage Impact Study , Pub Study- good fit with other economic development work
- Support to business - on product development probably quite good, on training are we getting to the businesses that need it? The ones that need it most can be very resistant and getting to them very time consuming.
- Promotion - for what we put into it our PR contract delivers well for us. www.visitlincscoast.com is going quite well and now working on phase 2 - has good fit with product development. The one area that tourist industry want more of is marketing - however whilst local authorities have lost budget this is a difficult area for us and getting Lincolnshire messages across is not easy.

Could do better

- Product development still needs work on
- Partnership - Local Authorities are involved in lots of areas that impact tourism:- highways, parking, footpaths, heritage, market towns, parks & reserves, sense of place, signage, cleanliness - how joined up are we? I'm sure we could do better, both internally and with the Districts. Is there some sort of tourism dividend? Good for our residents, good for our visitors too? Use to improve our partnership reputation.
- Marketing - see above, not doing enough. Not getting Lincolnshire messages out
- Are we sharing research enough? Are we asking enough questions of our visitors?
- Should we extend Team Lincolnshire to cover the Visitor Economy?

What Could Lincolnshire Be?

Need to develop a USP for Lincolnshire and then promote the county majoring on that. So it could be **Cycling Lincolnshire** - you then add heritage, rural offer, coast under that umbrella. Or you could widen it to a more all-encompassing **Outdoor Lincolnshire** - great for walking, cycling, birdwatching, natural coast. Or you go for broke and go for **Green Lincolnshire** - we're a county that is committed to greening our offer, whether that be

Paper 3 - Tourism Zone for Lincolnshire

cycle paths, new nature reserves or tourism businesses becoming greener. **The USP's only work if there is investment in product development - it has to have substance.**

TO's favoured the option of Outdoor Lincolnshire - Green Lincolnshire was too challenging with current state of budgets and Cycling Lincolnshire was too narrow. Interestingly the Wolds Walking Festival is likely to morph into an Outdoor Lincolnshire event.

Cycling Lincolnshire

- It would need to incorporate all levels: off-road paths, road trails, cycle friendly accommodation, events from road races to Sunday morning bike rides.
- Connectivity east/west in Lincolnshire is not good.
- Look at who's doing it well. Start with Rutland Water - the impact it has had on rural tourism businesses is enormous - the whole offer is based on a walking, cycling, birdwatching, rural product. A safe, off-road, circular cycle path around the reservoir is a huge bonus for both the keen cyclist and the family market. Would be fascinating to know the tourism business start-ups since the reservoir was built - the accommodation offer is relatively hidden, but once you start looking you realise how very extensive it is.
- The DEF funded Cycling project covering Yorkshire and Lincolnshire -- they have developed cycle trails, cycle friendly accommodation and bookable product.
- Doddington Hall have created a very rounded product- invested in cycle paths on their land, the Giant shop, the cycling café attached to shop, events and cycle rides.
- We know from the cycle paths that were built through LWP that they were as well received by locals as the visitor market. Feedback was that they loved the routes created but wanted more. We created a back bone (Water Rail Way) route and spurs off (Spa Trail) but never got to develop any circular routes. We did some feasibility into an east/west route but the consultant couldn't find a safe route without building a foot bridge over the River Witham.

Outdoor Lincolnshire

- This is a more ambitious version of the above. Including the cycle elements mentioned above, but adding in walking, bird watching, nature reserves, waterways and natural coast
- Again you might go down the LWP route of gathering together interested parties, with sub-groups for the various activities but giving some connectivity to ensure say that nature reserves are connected by paths/public transport and they operate under a marketing umbrella.
- Frampton Marsh (RSPB) has huge potential for further development. visitor figures are at 60k mark and they'd like to take it to another level. Cycling and public transport connectivity?
- Other plans for expansion of nature reserves on the coast
- LWT feel that Donna Nook needs looking at further - massively busy when seals are there for 3-4 months, then nothing. Agree that this needs looking at but not easy.
- Encourage tourism businesses to be Outdoor Lincolnshire friendly and offer the support to be so.
- Like Cycling, Outdoor Lincolnshire works for both locals and visitors.

Green Lincolnshire

- This is seriously ambitious and possibly not the right moment. All of the above but everything done needs to show a commitment to the green agenda and it would need a strong element of tourism businesses changing the way they operate - grants scheme?

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What targets could we introduce into the tourism review?

- Improve partnership working - with particular reference to the many areas where local authorities provide services that are used by tourists as well as residents.
- Develop Outdoor Lincolnshire as our USP
- Product development that supports Outdoor Lincolnshire