

# Public Document Pack

## NORTH LINCOLNSHIRE COUNCIL

<b>GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE</b>
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**3 September 2021**

**Chairman:** Councillor Martin Hill OBE      **Venue:** Conference Room,  
Church Square House,  
Scunthorpe

**Time:** 2.00 pm      **E-Mail Address:**  
Richard.Mell@northlincs.gov.uk

### AGENDA

1. Substitutions (executive members only) - if any
2. Declarations of interest - if any.
3. To approve as a correct record the minutes of the meeting of the Joint Committee held on 25 June 2021. (Pages 1 - 8)
4. Lincolnshire Day (Pages 9 - 14)  
Report of the Executive Director of Place (Lincolnshire County Council – A. Gutherson).
5. Tourism - Opportunities to Develop the Business Tourism Market Across Greater Lincolnshire (Pages 15 - 20)  
Report of the Executive Director of Place (Lincolnshire County Council – A. Gutherson).
6. Collaboration on Skills Initiatives (Pages 21 - 26)  
Report of the Strategic Regeneration Advisor (North East Lincolnshire County Council – C. Tritton).
7. Levelling Up White Paper and County Deals (Pages 27 - 30)  
Report of the Deputy Chief Executive (North Lincolnshire Council – S. Green)
8. Any other items which the chair decides are urgent by reason of special circumstances which must be specified.



**LINCOLNSHIRE COUNTY COUNCIL  
NORTH LINCOLNSHIRE COUNCIL  
NORTH EAST LINCOLNSHIRE COUNCIL**

**GREATER LINCOLNSHIRE JOINT STRATEGIC  
OVERSIGHT COMMITTEE**

**25 June 2021**

**PRESENT: -**

**Members –**

Councillor M Hill (Lincolnshire County Council) in the Chair.

Councillor P Bradwell (Lincolnshire County Council),  
Councillors R Waltham and R Hannigan (North Lincolnshire Council),  
Councillors P Jackson and C Proctor (North East Lincolnshire Council), and  
Pat Doody (Greater Lincolnshire Local Enterprise Partnership).

**Officers –**

Debbie Barnes, Lee Sirdifield Sara Barry and Diane Coulson (Lincolnshire County Council,  
Denise Hyde and Simon Green (North Lincolnshire Council),  
Rob Walsh (North East Lincolnshire Council) and  
Ruth Carver (Greater Lincolnshire Local Enterprise Partnership).

Richard Mell (Secretariat – North Lincolnshire Council).

The meeting was held at the Town Hall, Grimsby.

9. **SUBSTITUTIONS** – Councillor C Proctor substituted for Councillor S Shreeve.
10. **DECLARATIONS OF INTEREST** – No declarations of interest were declared by members.
11. **MINUTES – Resolved** – That the minutes of the meeting of the Joint Committee held on 19 March 2021 be approved as a correct record and authorise the chair to sign.
12. **STRATEGIC INFRASTRUCTURE** – The Deputy Chief Executive, North Lincolnshire Council submitted a report which informed the Joint Committee of and confirmed proposed joint principles and definitions of strategic infrastructure across Greater Lincolnshire, and based upon these principles identified, confirmed and prioritised the joint strategic infrastructure needs that needed to be addressed on a Joint Lincolnshire basis.

The report explained that recently local authorities across greater Lincolnshire and the Greater Lincolnshire Local Enterprise Partnership (LEP) had collaborated to create a single pipeline of schemes which arose from the Strategic Infrastructure Delivery Plan and the LEP Plan for Growth. The pipeline was debated at the LEP board on 23<sup>rd</sup> April

2021 and there were plans to have a similar debate with local authorities following the recent elections. This pipeline provided the best overview of project ambitions, but it was not comprehensive, and its delivery would require significant leadership. The single pipeline included a number of transport and of flood management/water management schemes. These were large scale schemes which would require a strategic dialogue with the Department for Transport, Midlands Connect, Transport for the North, the Environment Agency, and other bodies in order for them to progress.

To build upon direction and momentum it was proposed that the Joint Committee identified core principles of how to define a true cross cutting infrastructure project or programme that benefitted the whole of the Greater Lincolnshire sub-region, demonstrated issues of joint interest for the Joint Committee's members, and from that identified key infrastructure programmes where a unified greater Lincolnshire approach could add real value. On this basis the role of the Joint Committee was one of "lifting" such programmes and projects from these plans, spotting key strategic gaps and commissioning where a unified Greater Lincolnshire approach would be more beneficial and adding clear strategic oversight and support.

The Deputy Chief Executive, North Lincolnshire Council in his report proposed guiding principles of strategic Greater Lincolnshire infrastructure programmes or projects with:

- Clear intra-boundary evidence led need and resulting economic, environmental or social benefit for Greater Lincolnshire.
- Strategic fit within existing Greater Lincolnshire supporting documentation and where active awareness of each other's key infrastructure projects will enable better strategic planning and deployment.
- Where a Greater Lincolnshire collaborative approach would enhance a programme / projects success of successful bidding for funds.

Based upon these principles it was proposed that the Greater Lincolnshire Joint Strategic Oversight Committee agrees to take on board the strategic oversight of the following infrastructure programmes and projects which were set out and described in the report under the following headings –

- Programme: strategic road transport corridors –  
**Trans Midlands Trade Corridor**  
**A1 capacity improvements between Peterborough and Blyth**
- Programme: strategic rail links –  
**East – West South Humber Rail Link**  
**Cleethorpes to London direct rail link**
- Programme: water and flood management -  
**Development and implementation of the Humber and East Coast Flood Strategies**  
**Fluvial and surface water strategies**
- Programme: digital infrastructure -  
**Acceleration of roll-out of gigabit technology to all parts of greater Lincolnshire**  
**Pilot schemes**

- Programme: active travel -  
**Cycling and walking strategies**  
**Passenger transport**
- Programme: energy and utilities -  
**Local Area Energy Framework**
- Programme: carbon management -  
**Infrastructure for carbon management**

In addition, the report proposed that due their potential size of investment and bidding nature at present was an oversight of the strategic highway infrastructure programmes being submitted by the three member authorities as part of the Government's 'Levelling Up' ambition.

- NLC = Brigg Link Road, Barton By-Pass, South Humber Freight Strategy.
- NELC = West Grimsby Relief Road
- LCC = Spalding western relief road, Lincoln to Skegness coastal highway, improved traffic flows in Boston and Skegness

It was also proposed that as part of the programme management approach previously agreed that a coordinated update report be presented to the Joint Committee on a quarterly basis through the Greater Lincolnshire Joint Intelligence Strategy Unit to ensure members have clear sight of progress and synergy through such an approach. This would allow the Joint Committee to have strategic capacity and oversight whilst also be aware of the performance of each of the strands of activity. The Joint Committee's role was to take action on exception reporting and to agree strategic direction.

Members also discussed the need for consideration of (i) an associated 'Infrastructure Plan' aligned with a strategic marketing strategy and clear narrative and position statement for Greater Lincolnshire, and (ii) coordination of communicating/negotiating with regional partners and government across boundaries.

**Resolved** – (a) That the proposed principles of strategic infrastructure be agreed; (b) that the proposed infrastructure themes identified and associated key funding bids be approved; (c) that the need for collaborative working and an outcome based approach on strategic infrastructure be reinforced and where it can the Joint Committee add value to the need to speak to Government with one voice; (d) that the anticipated need for enhanced resources be noted, but that any subsequent decision regarding resource allocation be subject to a future further report containing details and implications, and (e) that a report(s) on (i) proposals for an associated 'Infrastructure Plan' aligned with a strategic marketing strategy and clear narrative and position statement for Greater Lincolnshire and (ii) coordination of communicating/negotiating with regional partners and government across boundaries, be submitted to a future meeting.

13. **INDUSTRIAL DE-CARBONISATION** – The Deputy Chief Executive, North Lincolnshire Council submitted a report informing the Joint Committee of progress within the Industrial De-Carbonisation agenda and highlighted key existing work strands within the De-Carbonisation approach and which organisation would lead on them.

The report explained that to ensure that existing industrial sectors within Greater Lincolnshire remained competitive and that re-investment occurs, in addition to the public policy agenda of reducing the carbon footprint of business to meet Government targets, the De-Carbonisation agenda had gathered some considerable momentum over the last few years. This had been reflected in the decision by the Joint Committee to select De-Carbonisation as one of its key sectors of oversight. Also due to the scale of the issue and by its very nature its explicit reliance on all organisations undertaking complementary activity it was agreed that the Greater Lincolnshire activity should align and complement with that already underway through the auspices of the Humber Leadership Board. To ensure that a strategic fit and complementarity occurs a joint oversight group had been established, chaired by North Lincolnshire Council.

The Deputy Chief Executive, North Lincolnshire Council in his report explained that the 'De-Carbonisation Joint Oversight Group had met twice with representation from: North Lincolnshire Council, Greater Lincolnshire LEP, Humber and East Yorkshire LEP, CATCH, Orsted and Marketing Humber. Guiding principles of the group were:

- To ensure that De-Carbonisation projects and programmes are aligned in their strategic direction and positioning and that economies of scope can be achieved.
- That through this approach any unnecessary duplication of resource is removed.
- That common platforms and data can be shared
- Where a Greater Lincolnshire / Humber collaborative approach would enhance a programme / projects success of successful bidding for funds.
- Increasingly national strategies are framed within a decarbonisation agenda and the group therefore can ensure a Greater Lincolnshire context for national engagement and programme delivery

Discussions had centred around coherent messaging, brand development and further research into activity. Existing large-scale projects included:

- Humber Industrial Cluster Plan (CATCH / HER LEP)
- Waterline (Marketing Humber)
- Greater Lincolnshire Energy Council – Energy Investment Proposition (GL LEP)
- Humber Zero (P66 + private sector + Innovate UK Govt)
- Renewables Cluster Initiative (Orsted)
- East Coast Hydrogen (Centrica)
- Green Growth Plan (GL LEP)

Future activity was to research and audit the full extent of activity within the Humber and Greater Lincolnshire region, the relevant targets set (to seek a standardisation where possible) and from this develop a coherent narrative and associated target audience mapping.

The report proposed that as part of the programme management approach previously agreed that a coordinated update report be presented to the Joint Committee on a quarterly basis through the Greater Lincolnshire Joint Intelligence Strategy Unit to ensure members have clear sight of progress and synergy through such an approach. This would allow the Joint Committee to have strategic capacity and oversight whilst also be aware of the performance of each of the strands of activity. The Joint Committee's role was to take action on exception reporting and to agree strategic direction.

**Resolved** – (a) That the information and progress made be noted; (b) that the future direction as outlined in the report be supported; (c) that the need for collaborative working and an outcome based approach on the subject of De-Carbonisation be reinforced, and where it can the Joint Committee add value to the need to speak to Government with one voice, and (d) that the anticipated need for enhanced resources be noted, but that any subsequent decision regarding resource allocation be subject to a future further report containing details and implications.

14. **UK FOOD VALLEY** – The Chief Executive, Greater Lincolnshire Local Enterprise Partnership (GLLEP) provided a verbal update report providing the Joint Committee with progress since the last meeting in held in March 2021.

Her report confirmed that the principles of the UK Food Valley Business Plan considered by the Joint Committee at its last meeting had now been approved by the GLLEP Board at its meeting in April 2021. Following this a logo and a microsite had been developed and an interim UK Food Valley Director appointed until September 2021 using LEP funding.

The Chief Executive GLLEP summarised work under the following headings –

- **Inward Investment Trade Mission**, November 2021 – working with the Department for International Trade involving interested investors meeting 'the market' in relation to those financial organisations providing funding for the sector.
- **Investors Conference for Greater Lincolnshire and the UK Food Valley** – November 2021 working with all partners and Department for International Trade.
- **Funding Bids Submitted** – (i) £1m bid submitted with partners to the 'Community Renewal Fund' for the UK Food Valley which would test the principles of the Business Plan through the Business Support Programme, including De-Carbonisation in the food sector especially 'Cold Storage' and 'Transportation' and also innovation and to amplify the 'inward investment' message. (ii) A bid to national government through the comprehensive spending review to make the bigger the UK Food Valley Programme.
- **Current Inward Investment Activity** – Out of 35 current inward investment enquiries in Greater Lincolnshire, 20 are in the food sector, which included private sector organisations working with the public sector.

- **Next Steps** – (i) A proposal to operate a small team in the future to amplify messages nationally and a longer-term programme to support the growth of the sector. Guidance is being provided by the GLLEP Food Board whose membership includes representatives 25 of the largest food companies.

Members also discussed the need to consider as part of this ongoing project work the inclusion of (i) minimising and reducing food packaging (ii) reducing food waste during manufacturing and by consumers, and (iii) new trading patterns, positioning and opportunities post membership of the European Union.

**Resolved** – That the Chief Executive, GLLEP be thanked for her informative progress report, the position be noted, and further reports be submitted to future meetings.

15. **LINCOLNSHIRE DAY** – The Executive Director: Place, Lincolnshire County Council submitted a report which set out proposals for maximising the impact of Lincolnshire Day and sought continued support from each partner authority on a programme of activities, and recommended approval of a proposed programme of activity to promote and celebrate Lincolnshire Day.

The report stated that since the last meeting of the joint committee discussions had been held with BBC local radio across the region to garner their support for proposed Lincolnshire Day activities this year, and representatives from partner councils had met to develop proposals providing opportunities for partner councils, communities and schools to celebrate Lincolnshire Day and promote local businesses and the visitor economy across Greater Lincolnshire.

The Executive Director: Place, Lincolnshire County Council in his report requested that the Joint Committee consider three key elements of this year's Lincolnshire Day celebrations the details of which were set out under the following headings –

- (i) Civic Celebration
- (ii) Great Lincolnshire Menu
- (iii) Schools

He also stated that to further promote the day within our communities, contact would also be made with town and parish councils and other local organisations and businesses encouraging them to decorate for Lincolnshire Day. An amount of flags or bunting could be bought to distribute to interested towns and parishes on a first-come-first-served basis and a suite of digital resources would to be produced for each authority to use on their website and social media channels in the run up to, and on Lincolnshire Day.

Members of the joint Committee emphasised the importance of promotion and publicity across all three key elements, and requested that officers give consideration to (i) including other community groups (ii) consult the Lincolnshire Association on their involvement in promoting the day (iii) involving tree and shrub planting with schools as a green element of celebrations (iv) involving known Greater Lincolnshire

chefs to promote locally produced and cooked food (v) involve café, pubs and restaurants and (vi) reconnect and involve the Federation of Small Businesses across Greater Lincolnshire.

**Resolved** – That the content of the report and the development of the initiatives through engagement with key stakeholders be agreed and supported, with the addition of suggestions presented and discussed by members highlighted (i) to (vi) in the last paragraph above.

16. **PROPOSED MERGER OF THE GRIMSBY AND NORTH LINCOLNSHIRE CORONERS AREA WITH THE LINCOLNSHIRE CORONERS AREA TO CREATE A GREATER LINCOLNSHIRE CORONERS AREA** – The Executive Director: Resources, Lincolnshire County Council submitted a report providing the background and supporting information to enable a recommendation on whether to support the submission of an agreed joint business case from Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council to the Her Majesty's Chief Coroner. The business case proposed the merger of the two existing coronial areas to create a single area, to be named Greater Lincolnshire which would be coterminous with the three authorities. The business case proposed a model on how the service would be structured, financed and governed by the three authorities.

The Executive Director: Resources in his report explained that there were currently 88 coroner areas in England and Wales. The Chief Coroner and the Ministry of Justice have had a joint long-term plan to reduce this to around 75. On the retirement of the Senior Coroner for Grimsby and North Lincolnshire in December 2018, North and North East Lincolnshire Councils were informed their area was too small to be maintained as a separate area and they should seek to merge with another area. Discussions have been on-going since this date, delays have occurred due to the Coronavirus pandemic. An alternative business case was submitted to the Chief Coroner by Hull and East Riding to create a Humberside Coroners Area in 2019.

The Chief Coroner has been informed of the collaborative approach to developing a Greater Lincolnshire option and therefore had currently stayed the decision process, prior to receiving the proposal attached, in summer 2021. Mergers were made by Statutory Instrument; the process was outlined in appendix 1 of the report.

The Greater Lincolnshire proposal had been developed with these underpinning principles –

- (i) No increase in cost to any of the three authorities.
- (ii) Phased approach to cost sharing to ensure (i)
- (iv) Staff and service delivery (inquests) retained in current localities to ensure communities are served appropriately.
- (v) Shared governance through committee and operational board. Including decisions on moving to next phase, and
- (vi) Adoption of relevant IT and technological solutions to improve service to the public and drive efficiencies.

The report stated that a business case proforma has been provided by the Ministry of Justice which was currently a working document. Key areas were outlined in the report under the headings – ‘Operational Structure and Governance’ which proposed as option C that Lincolnshire County Council becomes the lead authority with North East Lincolnshire Council staff transferred across to Lincolnshire CC and a phased approach to cost sharing be adopted, especially around contracts. The revised service would adopt a single operating process supported by a single software program. Governance of the merger would sit with the Joint Committee with a possible operational board with officers from all three authorities reporting to it, and ‘Finance’ which gave a detailed breakdown of current and future financing phases and any associated future savings. Consultation on the agreed proposal would be carried out with key stakeholders.

**Resolved** – (a) That Option C identified above and as described in the Executive Director’s report be recommended as the preferred model for a merged coronial service for Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council; (b) that it be recommended to member councils to submit jointly the merger business case to Her Majesty’s Chief Coroner for England and Wales on basis described in the report including the model and phasing of shared financial arrangements,(c) that it be recommended that the Joint Committee oversees the governance of this merger supported by an operational board, and (d) that member councils give consideration to options for future ‘Employment Models’ to sustain and develop collaborative working of services and they be reported to a future meeting.

**GREATER LINCOLNSHIRE  
JOINT STRATEGIC OVERSIGHT COMMITTEE**

**LINCOLNSHIRE DAY**

**1. OBJECTIVE AND KEY POINTS IN THIS REPORT**

- 1.1 Members are asked to note the progress update on the agreed programme of activities to promote and celebrate Lincolnshire Day.

**2. BACKGROUND INFORMATION**

- 2.1 At the last joint committee meeting on 25 June 2021, members considered a report which detailed proposals for Lincolnshire Day.
- 2.2 Members supported the three elements outlined in that report; namely a Civic Event, Greater Lincolnshire Menu competition, and schools engagement.
- 2.4 Representatives from the partner councils have continued to meet to plan the delivery of the agreed proposals.
- 2.5 The following report provides an update on the three elements of the agreed proposals, and actions taken following feedback from members at the last meeting.

**3. DETAILS OF PROPOSAL**

- 3.1 Civic Celebration
- This event will bring dignitaries from each of the three authorities together at Normanby Hall on Lincolnshire Day, to show a united commitment to Greater Lincolnshire and celebrate the county.
  - Normanby Hall's Regency Dining Room and Morning Room have been booked for the celebration event, and refreshments will be provided.

- Invitations have been sent from each of the three leaders to invitees including deputy leaders, unitary mayors, chief executives, executive councillors/cabinet members/portfolio holders, Lincolnshire MPs and others.
- The event will begin at 10am with a welcome and speeches by each of the three leaders. Then the Lincolnshire flag will be raised and a tree planted outside the hall.
- The tree-planting shows the three councils' commitments to enhancing and protecting our environment, referencing the councils' individual environmental commitments, and in particular their tree-planting targets.
- A local North Lincolnshire school will provide entertainment at the celebration.

### 3.3 Greater Lincolnshire Menu

- This sees us highlighting food from across Greater Lincolnshire with chefs and food businesses invited to submit a recipe for a Lincolnshire dish.
- To allow for a food business or chef from each local authority area to be celebrated, each council will accept entries for a different meal of the day.
- Allocated at random, North East Lincolnshire businesses and chefs are invited to submit a breakfast dish, North Lincolnshire is seeking a lunch dish, and Lincolnshire a dinner dish.
- Entries can be either sweet or savoury and should be submitted as a recipe, description and/or photograph to a single Lincolnshire Day email address.
- Each council will then judge their entries and choose their winner.
- The competition provides local food businesses in each of the three areas the opportunity to raise their profile by participating in the competition.
- This competition provides a lot of opportunities for content for both local media including BBC Radio Lincolnshire and BBC Radio Humberside, encouraging chefs and food businesses to apply.

They will also be invited to attend tasting sessions with shortlisted entries.

- The three winning entries – one from each authority area – will be invited to the Civic Celebration at Normanby Hall and be able to present their dishes.



- Marketing materials and branding have been prepared for the Greater Lincolnshire Menu competition, for use by the three authorities to ensure a consistent, recognisable look for the competition, and a single contact point for entries. Businesses and chefs are being

encouraged to apply through each council's website and social media channels, through resident publications and newsletters, and through local media outlets.

- Entries opened on Monday 23 August 2021, and will close on Sunday 12 September, ready for shortlisting and judging ahead of Lincolnshire Day.
- Each partner authority has utilised their existing links with food businesses and chefs within their area to encourage competition entries. We have also approached key contacts within the Lincolnshire Chamber of Commerce and the Lincolnshire Federation of Small Businesses to raise further awareness of the competition within their networks.

#### 3.4 Schools

- A digital resource pack has been produced with activities for classes to do on the history of Greater Lincolnshire, and Lincolnshire Day, and will include a Lincolnshire flag to colour in.
- The digital resource pack will be delivered through each councils' education teams in early September. It will also be available online for parents and guardians to download directly.

- 3.5 To further promote the day within our communities, each authority has contacted their town and parish councils through their newsletter or council clerks, and local community groups and other local organisations they work with to encourage them to decorate for Lincolnshire Day and share details of the Greater Lincolnshire Menu competition and educational resources.
- 3.6 The Lincolnshire Society, a group that has been set up to promote the restoration of the historic county of Lincolnshire, has also been contacted to explore how we can work together to support each other's plans for Lincolnshire Day.

#### **4. RESOURCE AND LEGAL IMPLICATIONS**

- 4.1 A budget will have to be agreed to deliver the proposals, including the Civic Celebration event, as well as for marketing materials and prizes for the Greater Lincolnshire Menu winners.

#### **5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)**

- 5.1 The delivery of this programme will deliver the following outcomes:
- Increased pride in the county
  - An event that goes from strength to strength
  - Strong local activity that inspires and celebrates
  - Promotional effort that supports our year round campaigns

#### **6. CONSULTATION/ENGAGEMENT**

- 6.1 Engagement will occur as part of the development and delivery of the programme of activities.

#### **7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL'S REQUIRED (in accordance with the Joint Committee's Terms of Reference).**

- 7.1 Each member authority will commit to developing the agreed programme of events to maximise the impact of Lincolnshire Day on the Greater Lincolnshire area.

## **8. RECOMMENDATIONS**

- 8.1 The joint committee notes the progress of the agreed plans for Lincolnshire Day and supports their continued delivery through engagement with key stakeholders.

EXECUTIVE DIRECTOR: PLACE LINCOLNSHIRE COUNTY COUNCIL

Address: Lincolnshire County Council, County Offices, Newland, Lincoln  
Postcode: LN1 1YL

Author: Karen Spencer

Date: August 2021

### **Background Papers used in the preparation of this report**

1. Greater Lincolnshire Joint Strategic Oversight Committee – 19 March 2021 – Lincolnshire Day Report
2. Greater Lincolnshire Joint Strategic Oversight Committee – 25 June 2021 – Lincolnshire Day Report

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**GREATER LINCOLNSHIRE  
JOINT STRATEGIC OVERSIGHT COMMITTEE**

**Tourism: opportunities to develop the business tourism market across greater  
Lincolnshire**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To inform and confirm that development work on developing a Greater Lincolnshire Business Tourism product should be addressed on a Joint Lincolnshire basis.
- 1.2 To task officers with delivering a programme which creates an uplift in tourism income to the area through increasing the amount of expenditure by business tourists.
- 1.3 Consider whether a collaborative approach to tourism could provide the blueprint for collaboration on wider place marketing

**2. BACKGROUND INFORMATION**

- 2.1 Tourism Officers from Lincolnshire, North Lincolnshire, and North East Lincolnshire Councils have, since last March, been meeting weekly together with district council Tourism Officers, Visit Lincoln and the Lincolnshire Coastal Business Improvement District. This has enabled the sharing of information in real time, in what has been a fast changing world for the Visitor Economy. This approach has identified where collaboration is valuable; it does however recognise that there will be times when each authority wishes to pursue an individual approach to enter a specific market.
- 2.2 The government had launched its Tourism Sector Deal in the summer of 2019 and Greater Lincolnshire had begun changing its strategic direction to align with its four key themes of Investment, Skills, Marketing and Product Development. A Tourism Action Plan was begun in early 2020 with consultation events held, firstly in person as in North Lincolnshire but then online.
- 2.3 The Tourism Sector Deal approach offered a very well rounded approach to the visitor economy which was well received by the sector. Government also indicated that through a competitive process Tourism Zone status could be applied for and Greater Lincolnshire would have applied for this. Although the concept of Tourism Zone status has been abandoned by government (see below), tourism remains a sector which provides a strong opportunity for a

dialogue and shared ambition between greater Lincolnshire and central government.

- 2.4 Subsequently the government produced its Visitor Economy Recovery Plan in June 2021, it repeats much of the original Tourism Sector Deal, but Tourism Zones were abandoned. "It is the government's view that much of what Tourism Zones aimed to address – such as improving digital skills, place-making and seasonality – can now be accomplished with the significant levels of funding outlined in this Plan, such as the new Help to Grow: Digital scheme, the £220 million Community Renewal Fund, and the £4.8 billion Levelling-Up Fund." As the process was to have been competitive, achieving Tourism Zone status was always going to be a high risk strategy, but the Greater Lincolnshire Tourism Action Plan is completely aligned with the government's Tourism Sector Deal.
- 2.5 During lockdown it was decided to entirely redevelop [www.visitlincolnshire.com](http://www.visitlincolnshire.com) with a brief to both inspire and inform about Greater Lincolnshire. Phase 1 was launched in March 2021, phase 2 is being worked on with a redeveloped area for Cycle Lincolnshire and all Tourism Officers engaging in the process to ensure good content from their areas. The popularity of the new website is growing fast with a campaign to promote it having launched in mid June 2021.
- 2.6 The redeveloped [www.visitlincolnshire.com](http://www.visitlincolnshire.com) website provides high quality content which showcases the breadth and attractiveness of greater Lincolnshire. This content could be used for broader place marketing than simply tourism, helping to support wider investment strategies.

2.6 Product development is an important part of the government's Tourism Sector Deal and a number of areas have been chosen that have particular resonance for Greater Lincolnshire and where we have under-developed product. These include cycling, walking, the natural coast, the underserved Generation Alpha and business tourism. The government's Recovery Plan specifically supports the areas of sustainability, skills and advocacy of business events. The first two are being dealt with through the green tourism toolkit and the digital skills agenda; developing a Greater Lincolnshire business tourism product would therefore fit with government policy.

2.7 Business event attendees are valuable, spending 30% more on average than leisure visitors. They traditionally help extend the season and fill mid-week gaps; addressing seasonality is also an important element of the government's Tourism Sector Deal. Currently there is not a strong and co-ordinated approach to attracting expenditure from business tourists.

2.8 The whole industry and its requirements have changed, there is the opportunity to design what businesses need for the future. Increasing the levels of spend by business tourists should be seen through two distinct approaches:

- (i) increasing the amount of business events taking place in the area, and
- (ii) providing opportunities for the high numbers of visiting business representatives to spend money in the evening economy.

2.9 The business events market is changing, moving away from traditional conferences into team building, away days, 121 training, and experiences for staff and clients. In turn, businesses who have benefitted from events etc will often make return visits and there is the potential to explore how they might invest in the area in the longer term.

2.10 The number of business representatives who visit greater Lincolnshire should not be under-estimated. The low carbon industry in northern Lincolnshire, engineering in and around Lincoln, changes to the RAF, food manufacturers in south east Lincolnshire, and major civil projects all attract businesses representatives who spend time in hotels during the working week. Developing activity which encourages these representatives to spend time –and money- in the community will be valuable both in financial uplift and in terms of longer term recognition of greater Lincolnshire as a place to invest, visit, or live.

2.11 Top trends for business tourism include: good wi-fi; locally sourced healthy food; state of the art technology; unique, personalised and interactive experiences relevant to the local culture; time to relax with colleagues; wellness and sustainability.

2.12 Officers have commissioned an initial feasibility study, due to report in September 2021, which could inform the development of an action plan.

2.13 It is felt that joint working on business tourism is what we can do as a Greater Lincolnshire partnership and that by working together we can achieve a wider benefit rather than doing this separately.

### **3. DETAIL OF BUSINESS TOURISM PROPOSAL**

3.1 Business Tourism is an area that is undergoing great change, formerly being associated with large conferences and exhibitions in the larger venues. It should now be seen to cover product launches; team building; training; awards dinners; reward and recognition programmes; corporate hospitality; business travel. Smaller sometimes quirky destinations and venues are particularly appealing and organisers are specifically looking for something different.

3.2 In 2019 the events industry reported a direct spend of £70bn and accounted for more than 50% of all visitor economy spending in the UK. As the whole industry and its requirements are changing, it is timely that we should keep ahead of what businesses need and how Greater Lincolnshire can deliver this.

3.3 Businesses themselves are more open to diversifying following the pandemic and as there are limited facilities for business tourism in the East Midlands, there is a gap in the market.

3.4 Lincolnshire County Council has commissioned a study that would provide:

- An improved understanding of the future needs and trends within business tourism
- An overview of where Greater Lincolnshire can capitalise on these needs and trends; district by district and business tourism category by category

- An appreciation of the attitudes and aspirations towards business tourism amongst the different categories of visitor economy providers in Greater Lincolnshire
- Understand potential barriers to success for business tourism within Greater Lincolnshire

The study will be in two parts, with the first part completed by the end of August:

- **Base Line Analysis, mapping, interviewing stakeholders** – a baseline review to map out the existing offer, clarify the challenges and opportunities in developing business events in Greater Lincolnshire and the evidence to support a strategy for growing business including buyer input and views.
- **Vision, Strategy & Development Plan** – a visioning and engagement stage that sets out the ambition for growing business events in Greater Lincolnshire, gets the buy-in of key stakeholders and sets out the actions needed to deliver growth.

3.5 This is an ideal time to review and re-set following Covid and a good time to try new things and do existing things differently. Stakeholders should be much more open in coming together to look at the potential from business tourism. This project and the outputs need to persuade businesses to do things differently, using examples of success from elsewhere to inspire change and show the benefits of that change. We will determine which of the business events sectors have the greatest potential for Greater Lincolnshire and from which locations buyers and delegates are likely to be drawn from. There are enormous benefits of the Greater Lincolnshire partnership working together on developing business tourism and providing strategic leadership on a fast developing sector.

#### 4. **RESOURCE AND LEGAL IMPLICATIONS**

- 4.1 A budget will have to be agreed to deliver the proposals, it is assumed that this can be found from within each authority's existing tourism and promotion revenue budget line.

#### 5. **RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)**

- 5.1 The risk to delivering this programme is that it will be in addition to the current workload of the three authorities' tourism teams. As such there is a risk that there is limited capacity to deliver and therefore appropriate levels of priority should be afforded to the activity by leadership if it is to be delivered effectively. The opportunity of attracting additional expenditure through the business tourism economy is, however, significant and would outweigh any risk.

#### 6. **CONSULTATION/ENGAGEMENT**

- 6.1 Using business tourism to drive additional tourism expenditure has been proposed as a result of engagement with businesses in the tourism sector across the whole of greater Lincolnshire.

**7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED (in accordance with the Joint Committee’s Terms of Reference).**

7.1 Each member authority should commit to developing the agreed programme of events as part of the joint committee’s ambition to collaborate for greater impact. Delivering tourism activity is consistent with each authority’s powers of economic wellbeing.

**8. RECOMMENDATIONS**

It is recommended that the JSOC

8.1 Confirms that development work on developing a Greater Lincolnshire Business Tourism product should be addressed on a Joint Lincolnshire basis.

8.2 Tasks officers with delivering a programme which creates an uplift in tourism income to the area through increasing the amount of expenditure by business tourists.

8.3 Considers whether a collaborative approach to tourism could provide the blueprint for collaboration on wider place marketing.

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Date: 20 August 2021

**Background Papers used in the preparation of this report**

None

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**GREATER LINCOLNSHIRE  
JOINT STRATEGIC OVERSIGHT COMMITTEE**

## Collaboration on Skills Initiatives

### **1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 To agree to the principle of collaboration to address specific skills priorities common to the three local authority areas and to add value to the work of the GLLEP Skills Advisory Panel.
- 1.2 To consider joint strategic skills needs to be addressed on a joint Lincolnshire basis and to develop themes for collaboration for consideration at a future JSOC meeting.

### **2. BACKGROUND INFORMATION**

#### Introduction

- 2.1 The skills landscape is changing faster than ever. We have traditional occupations facing the threat (and need for) automation. We have new industries offering highly skilled opportunities in high profile roles – in the green energy sector for example. And we are emerging from a pandemic where we cannot yet predict the long-term impact on jobs in, say, the hospitality sector or the health and care sector.
- 2.2 All of our authorities have benefited from significant injections of funds in recent months – through the Future High Streets Fund, Towns Fund, proposed Levelling Up Fund projects and the success of the Humber Freeport bid. Many of these projects are now moving into delivery phase.
- 2.3 Much of the recent focus has been on physical regeneration, particularly targeted towards our town centres and supporting the growth of the Energy Estuary.

- 2.4 There has been less recent focus, in terms of direct funding opportunities, on ensuring that we equip our residents with the skills required to take up new opportunities or to prepare for significant changes in our traditional sectors. In particular, there is a need to consider those people in our areas who have additional barriers to employment and are not job ready - to ensure that our approach to Levelling Up in Greater Lincolnshire is truly inclusive.
- 2.5 There is a significant opportunity for us to collaborate across our authorities in the years ahead to consider common challenges and to work collectively to consider new approaches to ensure all of our residents benefit from the enormous opportunity for economic growth in Greater Lincolnshire. This is a particularly timely discussion as the focus moves towards the opportunities afforded by the Shared Prosperity Fund from 2022 and the importance of ensuring that Greater Lincolnshire's skills requirements are reflected in that programme.
- 2.6 There are a number of reasons for developing a new skills eco-system for Greater Lincolnshire:
- To be ready for national policy that is still emerging – putting business in the driving seat;
  - To develop the Greater Lincolnshire skills proposition within a Levelling Up/ Devolution ask;
  - Ensuring match between supply and demand of skills locally, including reskilling;
  - Responding to immediate skills challenges that impact businesses and prosperity e.g. supply of trades;
  - Strengthening supply chains, e.g. through new approaches from large employers, including public sector procurement;
  - Providing higher level technical qualifications and diversification to enable medium- and long-term economic ambitions;
  - Enhancing provider collaboration –stimulating new product development to address needs and ambitions;
  - Maximising the impact of resources in the system –which may come forward in new ways;
  - Incentivising and encouraging individuals to invest in their skills and lifelong learning –lifting personal ambition at all ages.

#### Role of the Local Enterprise Partnership (LEP)

- 2.6 LEPs have an important role to play in developing skills thinking in the region. LEPs have a duty to produce local skills reports through Skills Advisory Panels (SAPs). The Greater Lincolnshire LEP (GLLEP) produced its skills report in April 2021 in line with government requirements with an updated report due in November and annually thereafter.

- 2.7 The LEP duty through DfE is predominantly focused on considering forecast economic growth against labour market analysis and to consider resulting skills gaps and potential programmes to address need. This helps to influence government thinking and funding and to target resources.
- 2.8 DfE's approach is macro and whilst data is collected at borough/district level by the LEP, it is not fine grain. The LEP approach does not, and is not designed to, reflect local nuances ie the factors behind a challenge at a very local level.
- 2.9 We do not want JSOC work to duplicate or confuse the work of the LEP. However, as Local Authorities (individually or jointly) we need to identify and articulate our local challenges both for our own skills plans and economic strategies and to better feed in local challenges and priorities to the LEP. We believe that there are a number of common themes across Greater Lincolnshire where we can work together to identify local priorities and to target resources on those priorities.
- 2.10 The University of Lincoln's Institute of Technology model provides a good example of how the different skills challenges across Lincolnshire can be brought together into a single delivery model via a polycentric approach – with individual institute nodes feeding in local requirements and ensuring that the Greater Lincolnshire approach reflects and addresses local nuances.

### Joint opportunities

- 2.11 The skills ecosystem is complex and multi-layered. Through a Greater Lincolnshire Skills Eco-System, the following roles and responsibilities would be developed:
- **Businesses** forecasting and communicating skills needs that impact sectors; influencing, disrupting, and shaping the provider markets; galvanising sector voices;
  - **Providers** ensuring a responsive skills offer; marketing the offer; convening around specialisms; cooperating on specific skills challenges –by sector and by skills set;
  - **Conveners** facilitating and enabling challenging conversations; engendering system level accountability; providing high level economic assessment; influencing policy;
  - **Individuals** accessing information, advice and guidance; engaging in lifelong learning as a route to prosperity.
- 2.12 We will progress stakeholder engagement across Greater Lincolnshire, with individuals, providers, universities and businesses, and local authorities, in the next 6-12 months to identify potential areas of focus. We will bring this back to

the Joint Strategic Oversight Committee to consider our findings and recommendations for next steps. Once priorities are finalised, any future paper will need to identify specific outcomes and those initiatives which we can put in place to meet those outcomes.

2.13 Examples of areas where a joined-up approach may be appropriate include:

- Specific approaches where we have pockets of significant deprivation. In all three of our authorities, we have residents who will undoubtedly feel disconnected from the economic opportunities which exist in Greater Lincolnshire. Where the challenges are more fundamental than identifying new skills to meet the emerging job opportunities and where individuals face significant and multiple barriers to work. For Levelling Up to be successful, we will need to consider how the Shared Prosperity Fund can support those who are furthest from the labour market.
- Upskilling our communities. It has been highlighted elsewhere that Greater Lincolnshire has lower levels of productivity than many other regions – resulting in a push for increased automation within many of our traditional industries. Whilst such an approach is vital for Greater Lincolnshire’s competitiveness, such a priority puts at risk long standing job roles where, very often, employees are not aware of the alternative careers open to them and where they had assumed that their roles would be available across their lifetimes. Supporting our over 50s to benefit from the new job opportunities coming to the region could be an important area for collaboration.
- Careers advice across Greater Lincolnshire is inconsistent. We hear on a regular basis that young people are not aware of the new jobs coming forward in Greater Lincolnshire and that there can be a lack of time in the curriculum to introduce young people to such opportunities. In our more rural areas, this can be exacerbated by the need for schools to realise critical mass for their sixth forms which can impact on advice that is given.
- We need to do more to support our employers to engage with our schools and academies. We can support our employers engage with our schools through schemes like ‘Primary Futures’ and the work of the Careers & Enterprise Company, to ensure that there is early engagement with primary aged school children about the ‘jobs of tomorrow’.
- We have a strong Further Education offer but engagement with the offer is low compared to other regions and nationally – and the drop out rate is a concern leading to lost aspirations. We have an opportunity to work with these providers, businesses, and young people to ensure that they have a long-term plan to achieve their aspiration.
- Our labour market is buoyant across Greater Lincolnshire there are some job roles within Greater Lincolnshire where employers are finding it

increasingly difficult to fill vacancies because the perceptions of such roles doesn't reflect the reality – for example, in our strong food processing sector. We have industries where there is significant opportunity to develop skills sets but where there is a presumption that roles will be low level and unskilled. We need to work together to address such perceptions.

- 2.14 In particular, we want to consider these opportunities and actions with a view to identifying new ways of working which challenge traditional thinking, particularly in our schools and colleges. In taking that approach, we can then work with the LEP to ensure any skills strategy or future funding focus considers challenges at the most local level – which are often currently overlooked.

### **3. DETAIL OF OPTIONS/PROPOSAL**

- 3.1 We will work across our three authorities in the months ahead to further develop the thinking in these key areas and to consider additional opportunities for joint working. To date, discussion has been amongst officers within the three local authorities. We will need to engage more broadly in developing our recommendations for JSOC linking up with, for example, the Federation of Lincolnshire Colleges.

### **4. RESOURCE AND LEGAL IMPLICATIONS**

- 4.1 There are no resource implications with this paper. Any subsequent need for additional resource will be subject to a further paper to this Committee as appropriate.

### **5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)**

- 5.1 Greater Lincolnshire has a significant opportunity to realise economic growth both through the emerging industries on the Energy Estuary and, in particular, in relation to the UK's drive for net zero (along with the breadth of wider opportunities set out in our respective economic strategies), and as a result of the government's levelling up agenda.

As potential pilot areas through the Communities Renewal Fund for the UK Shared Prosperity Fund – there is an opportunity to shape the future of the prosperity with Government with all of our stakeholders.

The recommendations set out in this report are designed to ensure that this growth is inclusive and affords opportunity to all of our residents.

### **6. CONSULTATION/ENGAGEMENT**

6.1 This paper has been consulted on and agreed by all upper tier and GLLEP senior officers and Leaders/Chair. Should the recommendations be supported, there will be additional consultation with key skills providers in the region to develop further the proposed approach to collaboration.

7. **GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED (in accordance with the Joint Committee’s Terms of Reference).**

7.1 None

8. **RECOMMENDATIONS**

8.1 That the Joint Committee agree to the principle of collaboration to address local skills issues which are common to the three local authorities;

8.2 That the Joint Committee ask officers to further develop the priorities set out in paragraph 2.13 and consider approaches to collaboration for those specific themes and others as they emerge.

8.3 That the Joint Committee work in conjunction with the GLLEP Skills Advisory Panel on a joined up approach to the emerging Shared Prosperity fund to ensure that these specific issues are prioritised, particularly with a view to developing new ways of working and challenging existing approaches.

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**Background Papers used in the preparation of this report – None**

**GREATER LINCOLNSHIRE  
JOINT STRATEGIC OVERSIGHT COMMITTEE**

**Levelling Up White Paper and County Deals**

**1. OBJECTIVE AND KEY POINTS IN THIS REPORT**

- 1.1 To update the Joint Committee on the forthcoming Levelling Up White Paper expected to be published in October 2021.
- 1.2 To consider what this means for Greater Lincolnshire in the context of a recent letter from the Secretary of State for Housing, Communities and Local Government in respect of County Deals.
- 1.3 The Ministry of Housing, Communities and Local Government are inviting local areas to commence conversations about devolution options which will be set out in the white paper, including County Deals.

**2. BACKGROUND INFORMATION**

- 2.1 The Government announced its intention in the Queens Speech to introduce a Levelling Up White Paper later this year. The White Paper will build upon activity already being implemented to level up across the UK and will set out “bold new policy interventions to improve livelihoods and opportunities in all parts of the UK.”
- 2.2 The Levelling Up White Paper presents an opportunity to put councils at the heart of delivering the Government’s programme to improve opportunities in all parts of the country focusing on improving living standards; growing the private sector; improving health, education, and policing; strengthening communities and local leadership and restoring pride in place.
- 2.3 In advance of the publication of the White Paper, the Secretary of State wrote to local authorities setting out their commitment to devolving power to local places and closer to citizens through strong local accountability. Engagement with local authorities will take place throughout the Summer, in advance of the Levelling Up White Paper. Opportunities for devolution will be achieved beyond the combined mayoral authority, which remains an option for those areas that are

interested. In addition, County Deals will be introduced to areas where this can provide a better fit beyond city regions.

#### 2.4 County Deals will be guided by the following principles:

- Strong local leadership will be fundamental, providing a single point of accountability.
- County devolution should operate across a sensible economic geography of a suitable scale and one based on local identity, bringing local partners together and with powers exercised at the right level to make a difference for local communities.
- Proposals expected to demonstrate improvements in governance, efficiency, and local service join-up that support the delivery of levelling up.
- To include significant reform proposals, including ways to achieve greater financial efficiency.

2.5 It is anticipated that there will be early pilots agreed in the short term for readily deliverable proposals on County Deals.

### 3. **DETAIL OF OPTIONS/ PROPOSAL**

3.1 It is proposed that the Joint Committee support further work to be undertaken via the Joint Intelligence and Strategy Unit to develop a range of options setting out what types of flexibilities and specific powers we would like to see from a County Deal for Greater Lincolnshire.

3.2 Options will need to consider and demonstrate:

- Governance models that demonstrate strong local leadership accountability and ability to deliver the powers to be devolved
- Congruence with the Levelling Up agenda – enable long-term growth and productivity in the local economy; improve skills and training for individuals and communities; enhance access to good public services; improve the quality of life for the local population through better local transport and digital infrastructure, improved sport, culture, and heritage and removing barriers to the labour market and reducing inequalities.
- Maximising capacity and capability to deliver strategic levelling up investments use of resources to maximise delivery

### 4. **RESOURCE AND LEGAL IMPLICATIONS**

4.1 Resource implications are not quantified at this stage. Development of the options will be met from the existing resources of the 3 councils. The Minister for Regional Growth and Local Government has indicated that they do not expect local authorities to commission consultants to prepare business case documents nor expect a list of funding asks.

4.2 The Joint Strategic Oversight Committee potentially provides a governance mechanism upon which to build a County Deal around. It is anticipated that the White Paper will provide further detail on the required governance structures that provide strong local accountability.

5. **RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)**

5.1 Risks and opportunities will be considered as part of developing options.

6. **CONSULTATION/ENGAGEMENT**

6.1 Consultation and engagement will be undertaken as required.

7. **GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED (in accordance with the Joint Committee’s Terms of Reference).**

7.1 A decision will be required by individual councils to agree participation and governance of any proposed devolution arrangements.

8. **RECOMMENDATIONS**

8.1 The Joint Strategic Oversight Committee note the content of the report and support further work to develop options on a County Deal proposal.

8.2 The Joint Intelligence and Strategy Unit develop a range of options setting out what types of flexibilities and specific powers we would like to see from a County Deal for Greater Lincolnshire for consideration by the Committee.

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**Background Papers used in the preparation of this report - Nil**

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