



Minutes of Board Meeting

26th January 2023 – Wollens Board Room

Meeting commenced 3pm

ITEM	ACTION	BY WHOM/ BY WHEN
<p><u>1</u></p>	<p><u>PRESENT, APOLOGIES, MINUTES, MATTERS ARISING</u></p> <p>Present: Carolyn Custerson (CC) ERBID Chief Executive, Andy Banner-Price (ABP), The 25 Boutique B&B, Tim Godfrey (TG) Bishop Fleming, Martin Brook (MB) Owner of Pilgrims Rest, Pippa Craddock (PC), Business & Marketing Solutions Ltd, Richard Cuming (RC) Bygones, Claire Flower (CF) Director Beverley Holidays, Chris Hart (CH) Chief Executive Wollens, Jason Garside (JG) Managing Director TLH, Kevin Mowat (KM), Torbay Council Director of Place, Jim Parker (Torbay Weekly), Anthony Payne-Neale (APN) Court Prior Boutique B&B, Kelly Widley (KW) Food & Drink Hospitality Consultant, Sheena Powe (SP), Company Secretary, Alison Bayliss (AB) – minutes.</p> <p>Apologies - none.</p> <p>Approval of 24th November 2022 Minutes – approved.</p> <p>Matters Arising Because this is a newly elected board, a Code of Conduct form was distributed to all directors. All were signed and returned to AB for ERBID Co records.</p> <p>MB opened the meeting and welcomed everyone.</p>	
<p><u>2</u></p>	<p><u>FINANCE & GOVERNANCE</u></p> <p>Formal Appointment of Co-Opted Directors and Election of New Chair and Vice Chair MB - Since the last meeting in November (when the new board was elected), discussion between board members has been taking place regarding the appointment of co-opted directors and of the new Chair and Vice-Chair.</p> <p>RC proposed that CH, TG, KW and JP are appointed as co-opted directors. The proposal was seconded by PC. The appointment of CH, TG, KW and JP was formally accepted by the board.</p> <p>There was full support for two candidates, CH and APN, to be proposed as Chair and Vice-Chair.</p>	

	<p>All members voted via ballot slip. Ballots were gathered and counted by AB and there was unanimous agreement to elect Chris Hart as Chair and Anthony Payne-Neale as Vice-Chair. CH and APN were duly elected.</p> <p>CH took the Chair and welcomed ABP and JP to the board.</p> <p>CC and CH confirmed that board meetings will continue to be held on the last Thursday of every month at 2pm.</p> <p>CH thanked CC for the helpful report she produced, aligning to the agenda.</p> <p>External Relations and Focus Groups</p> <p>CC advised that the board, particularly APN and RC, had raised the issue of external communications and in particular lobbying on behalf of levy payers. At the current time levy payers are concerned about energy costs, rising staff and supply costs and the state of our town centres. APG feels that we don't have a formal route to communicate. There are a lot of meetings and issues in the Bay, and feedback from levy payers is they are confused as to how we help. RC – levy payers expect us to respond in a more formal way and to be pro-active in putting forward their concerns.</p> <p>Currently we have external relationships and regular meetings with: Torbay Council, TDA, Kevin Foster MP (Anthony Mangnall MP has chosen not to engage with ERBID to date), Torbay Weekly, South West Tourism Partnership, Visit Devon, Agatha Christie Festival (CH and CC are board trustees).</p> <p>Discussion in room about ERBID's engagement and to what extent, as a destination marketing concern, the company should be involved.</p> <p>Main points noted:</p> <ul style="list-style-type: none"> • It is important to let levy payers know what ERBID is doing on their behalf and that it is engaged with their issues. CC noted that we have now launched a new B2B website which is where we will be storing all of our information relating to the operation and successes of the company, including ERBID1. We will also send monthly newsletters, in addition to our usual ongoing communications. • Levy-payers' expectations have change since Covid, with a raised expectation of ERBID's involvement in lobbying and local issues. Agreement that involvement should always remain tourism-focused. <p>The board discussed setting up focus groups and sub-groups, which would enable board members to engage with and represent levy-payers' issues. This in turn would help ERBID's small executive team to focus more on destination marketing.</p> <p>CH proposed that three focus groups could be set up, possibly being held twice a year, spring and autumn: Accommodation, Food & Drink, Attractions & Leisure. General discussion about how much people like or want face-to-face engagement. Agreement in room that this needs more thought.</p> <p>The following additional sub-groups were proposed: Finance & Governance, Destination Marketing, Food & Drink, Events, Groups, External Relationships. CH suggested that at least two board members sit on each sub-group. Membership of each group to be confirmed.</p>	<p>Board</p> <p>CC</p>
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	<p>2023 Budget - SP</p> <p>The Management Accounts for 2022 and the budget for 2023 had been distributed to the board. SP advised that £117K has been carried forward from 2022.</p> <p>As previously requested by the board, two versions of the 2023 budget have been prepared based on a 90% collection (following a 94% collection in 2022) or an 80% collection (to reflect the economic climate).</p> <p>The 90% is based on the ERBID business plan with £376K investment in Destination Marketing and £100K in Events. The 80% would involve a reduction in budget allocation across all marketing events and activities.</p> <p>SP noted that previous collections have always been over 90%, but that looking at a possible 80% budget for this year would be more comfortable. It was discussed whether more should be spent now at the start of the year to help build summer business, but the general agreement was that a steady spend now is more prudent as we don't know how the economic climate may change later. CC noted that last year we needed the surplus funds for the reactivation campaign.</p> <p>Levy Collection Collection for 2022 is 94% with £37K still outstanding. Collection for 2023 is going well. The majority of businesses are paying their levy in full rather than using the 3-month interest free payment scheme. Collections are up on the same time last year, but we will have a clearer picture at the end of February. This will help determine what % budget plan is followed. Katrine continues to work closely with Ian Westward and is monitoring collections weekly.</p> <p>Executive Team Salaries CC and AB stepped out while the board discussed the F & G Committee's proposal for a cost-of-living increase for the executive team. The proposal was approved by the board.</p>	
<p>3</p>	<p><u>DESTINATION MARKETING</u></p> <p>2022 Summary Report CC advised that we have introduced a new report as a means of collating all that we do each year and as evidence of how the levy is invested. A copy of the new style 2022 report (prepared by Gina Franchi and the team) was distributed to the board. It will be circulated to levy payers and posted to the new B2B website once finalised and approved by the board. The key message of the 2022 report is that there was a £75 return on every £1 of levy investment. CC proposed that the report is made available on the new B2B website and circulated to levy payers – approved. AB to action.</p> <p>A monthly report will also be produced, which will enable better monitoring.</p>	<p>AB</p>

	<p>2023 Summer Marketing Campaign</p> <p>CC presented the designs for this year’s national poster campaign, which aims to drive traffic to the website. This year’s campaign is based on an 80% collection rate, so £75K compared to £100K in 2022. For 2023 the proposal is to focus on the core family market with a ‘Ready for the Riviera?’ slogan, using the new ‘Faces of the Riviera’ images secured last year. This is because there is more competition now from overseas holidays and the feeling from accommodation providers is that summer, which sees 80% of our visitors, is not yet ‘in the bag’.</p> <p>The proposed posters have a ‘South Devon’ anchor rather than the three town names. Last year’s campaign generated 138K clicks through to the website which is evidence that it works.</p> <p>The 2023 National Poster Campaign will focus on the Midlands and South Wales, and is due to start at the end of February, subject to the board’s approval.</p> <p>There will be a digital campaign targeting locations within a 1-hour drive of each poster location, to support the poster messaging. CC proposed that we see how the digital campaign performs in the first week, before deciding on how long it should run for.</p> <p>ABP checked that we are spreading our messaging, not just aimed at the family market. CC advised that the family target is just for the summer campaign and all other times will target, in particular, empty nesters and the 19 – 34 age group. Discussion in room regarding the demographics of visitors and relevant marketing to them, with APN noting that self-catering has grown massively in recent years for visitors without children. CF, MB and JG note they have a lot of multi-generational family groups. CC proposed an action to stage an urgent Destination Marketing sub-group to decide how to spend the rest of the budget to promote the shoulder seasons.</p>	CC
4	<p><u>EVENTS UPDATE</u></p> <p>Memorandum of Understanding</p> <p>On the request of MB and CC a new Memorandum of Understanding is being finalised that lays down how the ERBID Co and Torbay Council will work together and how the funding is to be committed in line with the ERBID2 Business Plan. Once confirmed, CC will circulate it to the board.</p> <p>Events and 2023 Budgets</p> <p>Bay of Lights</p> <p>Overall, last year’s inaugural event was a big success and will go ahead this year. The installations and security cost £145K over the 8-week period and a similar time is planned for 2023. ERBID Co have invested in a Bay of Lights Illuminations Trail video to help with future promotions. A £20K budget is planned for ERBID to sponsor the 2023 Illumination event, subject to the inclusion of Torquay Harbour. Kevin has undertaken to find the budget for lighting at both Torquay and Brixham.</p> <p>CC advised it would be good to get the dates out earlier this year to help group organisers.</p> <p>ABP highlighted a need to push the ER branding more, possibly with selfie points. All agreed and CC has asked the Council for a permanent fixed selfie point.</p>	

	<p>Seafood FEAST (ERBID Event) Dates have been set for 30th September to 15th October 2023. ERBID £10k budget has been match funded by £10k from Torbay Council. The reintroduction of Fishstock is still possible but this year may not be the right time. KW to work on the programme as previous. A quote of £10K has been received for specialist PR support from RAW PR. A dedicated Digital Campaign is planned to promote the event.</p> <p>Walking Festivals (ERBID Event) A survey of last year’s participants confirmed they were very happy with the quality of the programme. 2023 Spring and Autumn Festivals have been confirmed and are already being promoted. The new Spring Walking programme has over 20 coastal walks @ £10 per walk. Graham Kerr from English Riviera Walking Tours has been recommissioned to lead the walking programme. ERBID £10K budget has been match funded by £10k from Torbay Council. Administration and booking are now being handled by the VIC team. New software to be invested for the rivierawalking.co.uk website_will include a basket system to facilitate multiple purchasing and payment. £5K Dedicated Digital Campaign to start beginning of February based on Google Search and targeting up to 3-hour drive with the term Walking Holidays to encourage more staying visitors. The IOW Walking Festival attracts 60% staying visitors and 40% residents.</p> <p>Air Show ERBID have already committed £25K sponsorship. Additional funding for dedicated Air Show digital marketing campaigns will not be possible with an 80% budget. With 90% we may be able to do a late campaign. CC and PC have made the decision to postpone the GWR/ERBID Air Show match funded campaign because of the continuing strikes. Will try again for 2024. CH suggested having evening activity and KW agreed, there has been interest in events such as a ‘dinner with the pilots’ or similar. Discussion regarding the popularity of the event, do we make the most of its potential? Agreement that the Council’s budget to market it isn’t enough.</p> <p>Pirate Festival ERBID Co have committed £5K to the 2023 Pirate Festival. Our logo will be displayed more prominently.</p> <p>Agatha Christie Festival ERBID Company have committed £10k sponsorship to help rejuvenate the Agatha Christie Festival. Matt Newbury has been appointed as the new Festival Director with an exciting new programme planned.</p>	
	<p><u>KEY COMMUNICATIONS - CC</u></p> <p>2023 Tourism Exhibition CC is concerned how much resource is needed to stage the ERBID Tourism exhibition and the declining interest in 2022. CC has met with Torbay Business Forum and explored the idea of a TBF and ERBID combined exhibition for 2023, as a trial. This would be a day long event with a programme of speakers, including ERBID, in a side</p>	

	<p>suite. The board agreed for CC to move forward with plans for this to happen working with TBF.</p> <p>British Power Group Have approached ERBID with a financial proposal but this wasn't taken up by the board. Board agreed to extend invitation to British Power Group to speak at the Business & Hospitality EXPO.</p> <p>Blue Flag Beaches The Visitor Survey highlights that beaches are a top attraction and KW pointed out that the website's 'Top 10 Beaches' page has one of the highest hit rates. KM advised that the Council will fund the Blue Flag award this year.</p> <p>Energy Costs & Government Support Kevin Foster has been in regular contact with CC to share latest news on any business support and this has been shared with levy payers immediately, including updates on Business Rates reductions and the extension of the Energy Support Package. This has been welcome news to businesses but energy costs remain a very major concern that is coming through in our How's Business Survey, with Business Optimism at an all-time low. Board keen to meet with Kevin Foster.</p> <p>Destination Management Group/Plan CC has been appointed chair of the Destination Management Group. The role has full secretarial support and is led by the TDA. Main commitment is to chair a quarterly meeting.</p> <p>Devon Tourism Awards The ERBID Company have been shortlisted in the Devon Awards for Visitor Information Service of the Year and we are going as a team to the Awards on Feb 2nd.</p>	CC
	<p><u>AOB</u></p> <p>ABP updated the board on the plans to sell The 25.</p> <p>Devon Tourism Awards CH wished ERBID good luck, as has been shortlisted in the Devon Awards for Visitor Information Service of the Year and the results will be announced on 2nd February.</p>	

Meeting closed at 5:30pm