



Minutes of Board Meeting

27th October 2022 – Wollens Board Room

Meeting commenced 2:00 pm

ITEM	ACTION	BY WHOM/ BY WHEN
<p><u>1</u></p>	<p><u>PRESENT, APOLOGIES, MINUTES, MATTERS ARISING:</u></p> <p>Present: Tim Godfrey (TG) ERBID Chairman and Partner, Bishop Fleming, Carolyn Custerson (CC) ERBID Chief Executive, Martin Brook (MB) ERBID Vice Chair, Owner of Pilgrims Rest, Pippa Craddock (PC), Richard Cuming (RC) Bygones, Claire Flower (CF) Director Beverley Holidays, Jason Garside (JG) Managing Director TLH, Anthony Payne-Neale (APN) Court Prior Boutique B&B, Sheena Powe (SP), ERBID Company Secretary, Alison Bayliss (AB) – minutes.</p> <p>Apologies: Chris Hart (CH) Chief Executive Wollens, Simon Jolly (SJ), Kevin Mowat (KM), Torbay Council Director of Place, Kelly Widley (KW) Food & Drink Hospitality Consultant</p> <p>TG welcomed everyone to the meeting.</p> <p>Approval of 29th September Minutes – approved.</p> <p><u>Matters Arising – CC</u></p> <p>Action points from previous meeting: AGTO: CC met with them at the Group Leisure Show in Milton Keynes on 6th Oct. Would like ERBID to join them, plus another Groups organisation, for a trial year.</p> <p>Posterboards: the boards have been examined and the level of deterioration means they are unrepairable. They were Council owned, but given to ERBID as an asset. Katrine is getting a quote to replace the boards at the busiest sites, such as Torquay slipway and Brixham harbour, with a view to 1 or 2 being replaced in 2023, rather than all of them. Notes that Babbacombe Downs is also popular. Once a quote has been obtained to replace existing posterboards, the board will need to decide if they want to commit to the expense for the remaining term of the BID. TG queried if the existing posterboards have clear ER branding, with CF wondering if it was possible to build branding into any new ones. CC suggested that a review is undertaken of all existing poster sites.</p> <p>Discussion in room regarding using digital boards, with CC noting that when in preservation areas there can be barriers regarding planning. It may be possible to site</p>	<p>TG</p> <p>CC</p>

	<p>elsewhere - the Princess Theatre have offered use of a wall, so it may be an option to trial a board there for a year, giving Resort-wide information. CC ACTION - The board agreed to CC obtaining a price for a digital screen at the Princess Theatre, plus liaise with Torbay Council to get the location of all existing poster sites.</p> <p>CC advised that the 10-year-old, tired Maidencombe sign, which CH had previously brought attention to, is now being taken down.</p> <p>Brown Signs: CC has tried to find out where the Council are up to with reviewing the existing brown signs, but has yet to hear back from SwisCo. Torbay Council had been going to use a £5K Resort Fund, but this may now not be available. CC raised the question, how important is it to update the brown signs? Without the Resort Fund it may not now be feasible. Perhaps just one or two signs could be replaced, concentrating on those located in key gateway to the ER locations. PC noted that the choice of what goes on brown signs is determined by the level of visitor number and the distance of the sign to the destinations – it would be helpful to have the guidelines to find out more. CC ACTION – talk to Ian Hartley (Highways) with a view to having a few key signs updated early next year.</p> <p>Selfie Sites: CC has had no response from the Head of Planning (Torbay Council). CC is going to work up a brief with Frankman Design, with a view to trialling 1 or 2 sites next years. These will require planning permission – CC ACTION to find out what they will allow.</p> <p>Event Partnership Strategy: CC met with Alan Denby and Phil Black from Torbay Council. They have agreed to put a Memorandum of Understanding (MOU) in place, to help understand the boundaries of what we are all trying to achieve.</p> <p>Food Festival update (not on Agenda): CC advised that TC have given the go-ahead, without need for procurement, for a Food Festival to be held by a London-based organisation, to take place on the last bank holiday in May. CC notes that ERBID had previously been advised by TC that this date couldn't be allowed. MB would like the board to consider not sponsoring it, as ERBID's aim had been for an off-peak event to support shoulder season.</p> <p>Cruise Britain: CC advised that the FAM Visit which Cruise Britain were looking to locate, has now been awarded to a cruise ship company.</p>	<p>CC</p> <p>CC</p> <p>CC</p>
<p>2</p>	<p><u>Finance & Governance</u></p> <p>2022 Management Accounts – SP</p> <p>Sheena gave an overview of this year's accounts, which are in a good position. A healthy carry-forward is predicted, and more information will be available at the next board meeting. £18.6K in debt came in during September. A few provisions have been put in place for next year, including for ERBID3 (from commercial income). CC advised that in terms of marketing, all that is left this year now is Bay of Lights, and the Winter Digital Marketing Campaign, which is going out now.</p> <p>Very good news is that all the funds lost through Facebook fraud have been fully recovered via insurance, and returned to the ERBID bank account.</p>	<p>SP</p>

	<p>Debt Collection Update TG noted the great collection rate of 90%, with CC highlighting that collection efforts started earlier this year and brought part of it in-house, with success. TG noted that next year will be challenging, which needs to be reflected in next year's budget.</p> <p>CC presented Wollen's proposed letter to debtors, and asked the board to approve it. There is still £60K of debt to be collected. The letter was approved by the board.</p> <p>2023 Draft Budget – SP Next year's budget is based on a similar levy collection rate as this year (90%), with collection costs agreed at £8K for the remainder of the current BID term. The figure for additional income is a little more conservative than this year. Events have been allocated £100K. Sheena advised that we do not yet know if there will be a change in rates for Vaughan Parade, awaiting information from Torbay Council. Also, a lease should be signed. ACTION – KM – follow up with Council. CC – We have the security of a 3-year fixed utilities contract, which was signed in February.</p> <p>Draft Marketing Budget 2023 - CC CC highlighted the main changes between the Marketing Budget for 2022, and the draft Marketing Budget for 2023:</p> <ul style="list-style-type: none"> • One of the main points raised in the recent Marketing Review meeting was the need to invest in a PR consultancy, noting that currently, a lot of activity is reactive rather than proactive. Currently £12K has been ringfenced for PR support but the board challenged that this was not enough. PC recommended focussing on a PR day, or particular event, to encourage journalists to come down, possibly linking with support from GWR. CC suggested the option of, rather than budgeting separately for PR, dividing some or all of the budget between events. The board agreed that the £12K should be specifically for Event PR. • CC proposed that the summer campaign is started a little later than previously, and there was a need to keep looking at this to decide the launch as the £80K budget is a large amount of money. • Increased spend on promoting 'What's On'. CC and PC are meeting with GWR in November to discuss options for a poster campaign, with an aim to get across the 'Make a weekend of it' idea, encouraging overnight stays. • Production of a new Things to Do Directory for next years. • Producing a new Cruise Torquay Guide, with £5K promised by Torbay Council. Discussion regarding the importance of securing day visits from those visiting on cruises into the larger cruise destinations like Plymouth and Dartmouth. <p>The website is our biggest creative asset and is therefore one of the largest investments. The budget remains the same, but CC is reviewing how this is spent and has commissioned an independent health check on the website. Discussion about whether clicks on a product page should go direct to the levy payer's own website. It was agreed that the debate should be carried forward, as this needs to be looked at in terms of accommodation listings, particularly. PC advised there is a need to look at how visitors use the site, and what percentage of traffic is sent to bookings.com, and suggests further discussion at the next marketing update. CF highlighted the need to ensure that the website is straightforward and user-friendly. CC ACTION – will get Simpleview to do a bookings analysis report. CC confirmed that the website is</p>	<p>TG</p> <p>CC</p> <p>SP</p> <p>KM</p> <p>CC</p> <p>CC</p>
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	<p>performing well, with traffic up on last year, but we need to keep refreshing our thoughts on it, and keep improving to keep it fit for purpose.</p> <p>Photography – the photo library is another great asset and there will be investment in improving the cataloguing, over the winter. APN identified a need to remind/inform levy payers about the image library asset and how to sign up to it.</p> <p>The 2022 Visitor Survey is about to be sent out. There will be a question about the perceived benefit of the Blue Flag accreditation, which has a £7K commitment.</p> <p>CC asked the board for advice on the yearly ERBID update, which had previously been an exhibition day with presentations. Proposed ideas are:</p> <ul style="list-style-type: none"> • ERBID could be present as a section of the Torbay Business Forum Exhibition event. Attractions would have stands, and accommodation providers would be invited to attend. Agreement in room that this is a good idea with RC commenting that it would be positive for the tourism sector to engage with TBF and general comments that it would be good engagement between attractions and accommodation. • An ERBID Attractions Showcase to be held in March. • A ½ day ERBID update/conference in early Spring, with a high-profile guest speaker, plus the Chair to give a company update. CC – ACTION – possibly contact Hayley from Trip Advisor to be the speaker? <p>The board agreed to continue the conversation about the three ideas above.</p> <p>CC discussed the 2023 Events Budget - There are two new elements:</p> <ul style="list-style-type: none"> • £35K for the promotion of events, such as a campaign with GWR. • £6K for DataThistle, who gather event listings. The proposal is to keep working with them for 2023, to free up the Visitor Centre team for other activities. <p>Board Elections CC – All going well with the election. There may be postal strikes which could delay the delivery and return of ballots, so have asked if a ballot box could be positioned at Town Hall for completed ballots – awaiting response from TC. CC/AB ACTION – Invite the ERBID election candidates to the declaration on 24th November.</p> <p>Approval of AGM Minutes The board approved the minutes.</p>	CC
<p><u>3</u></p>	<p>Destination Marketing</p> <p>Groups Leisure Show CC plans to book a stand at the show, which is in Milton Keynes, for next year. This year she spoke to some good contacts and interest was shown in the two new Paignton hotels. She will invite levy payer group operators to be part of the ERBID stand next year.</p>	CC

<p>4</p>	<p>Events Update - MB</p> <p>Walking Festival The Walking Festival for 2023 has been extended to twice a year, for one week each. Proposed dates are 22nd – 29th April, and 23rd – 30th September. CC said this year’s inaugural event reached the aim of covering the cost of the tour guides, and that most walks were full, with just two walks cancelled due to bad weather. Some visitors came from out of the area, including some from the USA. CC committed to a survey of this year’s walkers to gauge their feelings, and there was no negative feedback on ticket price. It is proposed to raise the price slightly next year. All development costs have now been covered so the structure is in place for future events. Overall, this year was a very good event. Next year there needs to be more PR activities, targeting groups such as ramblers. Walking is increasingly popular with traffic was up 1300% on the walking page of the website since start of Covid. The goal is to promote the ER as a walking area year-round. PC – we should talk to South West Coast Path. CC notes that for future years, a good result would be for 40% of walkers to be staying over. APN highlighted need for events to generate spend across businesses. MB noted that 30% of his off-peak visitors are walkers and feels there’s a need for more walk guidance such as a Walking Guide publication.</p> <p>Seafood FEAST This year’s event was successful so maybe extend it for next year, into a two week event, possibly incorporating FishStock in the middle, to fulfil the ‘festival’ element of the event. Proposal to move the event into October. CC presented a cost summary of this year’s event, which cost ERBID Co just £3,378.</p> <p>Great Big Paddle Board – MB met with the organiser, Sean from WeSup, to review this year’s event, which was a success. Sean has a strong vision for next year, covering more activities and eateries, with coastal links and to be based mainly at Goodrington. It is an opportunity for all levy payers to be involved. Provisional date suggested is 1st weekend in September.</p> <p>Bay of Lights – CC advised that Torbay Council are planning to buy more of the lighting, rather than renting it. CC emphasised that ERBID needs to press TC on this, as it is Town Deal money being used for this year’s 6-week trial.</p> <p>CC recommended to the board that the plans for Walking Festival and Seafood FEAST continue for next year, with a provisional budget of £10K total for the two events. Discussion in room about the cross-promotion of events, such as the Seafood Feast and Walkers. ACTION – KM – to confirm Council match-funding of these events.</p>	<p>MB</p> <p>KM</p>
	<p>AOB</p> <p>TG – would like to increase footfall to Cockington. Getting visitors there is an issue, as there is no public transport at weekends. It would be helpful to businesses for the landtrain to be able to go there. Similarly, transport to Greenway is an issue. CC & TG both want to raise these issues with the board’s support.</p> <p>Discussion in room about the energy rises causing challenges to businesses, JG gave the TLH as an example of huge energy cost rises. CC flagged to the board that we are getting feedback from businesses very concerned about the issue, with some talking</p>	<p>TG</p>

	<p>about mothballing their business over the winter. Also, increased interest rates means difficulties for businesses on paying back their borrowing. ERBID are gathering feedback through the monthly 'How's Business' surveys but also asked the board to let her know if they get similar comments.</p> <p>TG said that over the next 6 months – 1 year, ERBID needs to provide as much help and support as we can. The board agreed there is a need to keep in touch with levy payers with whom they empathise. CF would like an emphasis on more on social / newsletters going out, and CC advised that Steve Pearce, on social media, will be focusing on more local events.</p> <p>TG – we need to be aware that the economic challenges may affect our income over the next year.</p> <p>ACTION – CC to ask Kevin Foster to meet up to discuss these issues.</p>	
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Meeting closed at 4:55pm