



**Minutes of Board Meeting**

23<sup>rd</sup> February 2023 – Wollens Board Room

Meeting commenced 3pm

| ITEM                   | ACTION  | BY WHOM/<br>BY WHEN |
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| <p><b><u>1</u></b></p> | <p><b><u>PRESENT, APOLOGIES, MINUTES, MATTERS ARISING</u></b></p> <p><b>Present:</b> Chris Hart (CH) ERBID Chair, Chief Executive Wollens, Anthony Payne-Neale (APN) ERBID Vice-Chair, Court Prior Boutique B&amp;B, Carolyn Custerson (CC) ERBID Chief Executive, Andy Banner-Price (ABP) The 25 Boutique B&amp;B, Tim Godfrey (TG) Bishop Fleming, Martin Brook (MB) Owner of Pilgrims Rest, Pippa Craddock (PC) Business &amp; Marketing Solutions Ltd, Richard Cuming (RC) Bygones, Claire Flower (CF) Director Beverley Holidays, Jason Garside (JG) Managing Director TLH, Kevin Mowat (KM) Torbay Council Director of Place, Jim Parker (Torbay Weekly), Kelly Widley (KW) Food &amp; Drink Hospitality Consultant, Alison Bayliss (AB) ERBID – minutes.</p> <p><b>Apologies</b> – Jim Parker</p> <p><b>Approval of 26<sup>th</sup> January 2023 Minutes</b> – approved.</p> <p><b>Matters Arising</b> - no matters arising.</p> |                     |
| <p><b><u>2</u></b></p> | <p><b><u>FINANCE &amp; GOVERNANCE</u></b></p> <p><b>Levy Collection</b><br/>CC gave an update on levy collection which is currently at 36.5%. This is better than last year but not back to pre-Covid levels (in 2020 it was 47.7% and 2019 it was 50%). The budget is to be reviewed each month, with an expectancy of 80%+. A clearer picture will be once the 3-month payment plan (Jan – March) has finished.</p> <p>The Board agreed that the 3-month payment plan scheme, which was put in place as a Covid measure, is unhelpful to the forward planning of Marketing activity. The Board agreed and confirmed that the scheme would not be continued next year.</p> <p>Some payments are still coming in from last year.</p> <p>£14K is now in the budget for debt collection, so that the successful ‘chasing’ activities undertaken last year can be continued.</p>   |                     |

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|  | <p><b>Changes in Rateable Values</b><br/> Some changes in rateable values are expected from 1<sup>st</sup> April. Most will go down, which is positive for businesses but means less levy collection. CC has asked Torbay Council for a forecast.<br/> It was agreed to keep this item on the agenda for future meetings, to understand and monitor the impact on future years' collections.<br/> The issue of refunds was raised and CC confirmed that the BID has no 'in year' changes, so rateable value changes taking place in April would not affect that year's levy payment, but would be reflected in the next year's levy invoice.<br/> It was queried what is included in our legislation and Business Plan relating to this.<br/> Action CC – to clarify with Mo Aswat the legalities around 'in year' changes.</p> <p><b>2023 Budget</b><br/> CC – we are assuming at this point that 80 – 90% of the levy will be collected and as such to plan DM projects carefully, identifying priorities.</p> <p><b>Commercial Income Sales Support</b><br/> £70K has been budgeted to be generated from commercial activities during 2023 but CC is concerned that additional sales support, particularly with KH being focused more on levy collection, is needed to ensure this is achieved. Poster income is down this year, probably due to the economic climate, and web advertising opportunities are not being maximised.<br/> CC proposed that a purely sales-focused resource is appointed and the board agreed to that approach in principle.<br/> Discussion on how to achieve and where to recruit - CF suggested payment on a tiered commission basis. Suggestions to contact Sara Bond and Jim Parker. Action – CC to take forward.</p> <p><b>UK Shared Prosperity Fund Application</b><br/> CC advised that ERBID in partnership with the Global Geopark Organisation (Nick Powe) had been successful in applying for funding of £30K over the next 3 years to develop a programme of new Geopark Discovery Trails.</p> <p><b>Board Sub Groups and Focus Groups</b><br/> CH – at the last meeting it was agreed to form 6 sub-groups (frequency of meetings to be decided) and 3 focus groups. The purpose of the sub-groups is for internal board discussion. The purpose of the focus groups is to listen to and engage with levy payers.</p> <p><b>Sub Groups</b><br/> Board members decided on which sub-group to be a part of, as follows:<br/> Finance &amp; Governance – CF, CH, TG, KM*<br/> External Relations – MB, RC, APN, CH<br/> Destination Marketing – CF, ABP, JG, PC, APN<br/> Food &amp; Drink – KW, PC, TG<br/> Events – MB, ABP, KW, KM*<br/> Groups – RC, JG</p> <p>JP not present so TBD, probably Destination Marketing and External Relations.<br/> *KM is leaving in the coming months and his place will thereafter be taken by another representative of Torbay Council (to be decided).<br/> CC will attend all sub-groups.</p> | <p>CC</p> <p>CC</p> |
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|   | <p><b>Focus Groups</b><br/> CH - at the last meeting it was agreed that ERBID would hold 3 focus groups: Accommodation, Attractions &amp; Leisure, Food &amp; Drink. It was agreed that Destination Marketing will be a key agenda point for each focus group.</p> <p>The board discussed the best time to hold focus groups, to ensure that businesses' input can be in time to influence next year's Destination Marketing Plan. The board agreed on early July. CH advised that businesses should be given an explanation of the timeline so they would know that they can make a difference. JG offered that TLH could host the events (before the school holidays) subject to availability.</p> <p><b>B2B Communications</b><br/> CC – we have introduced a monthly B2B newsletter now that the new B2B website has been launched. Over 44% of recipients opened the February newsletter. The top click throughs were: 1) Meet the New Board, 2) What's On and 3) Image Library. Work is ongoing to capture more business email addresses but this is almost impossible for the smaller AirBnB properties, of which there are now hundreds, and/or other agency self-catering properties. We are proactive in capturing data once a business contacts us.<br/> Action CC/AB – send MB list of relevant self-catering agencies, as he may be able to supply more email addresses.</p>  | CC/AB |
| 3 | <p><b><u>DESTINATION MARKETING</u></b></p> <p><b>January Marketing Report</b><br/> CC – we have introduced a new style monthly report, created by Gina, with the aim to give a detailed insight into the work of the company. The report includes more detailed statistics relating to website and digital marketing activities, the VIC and levy payer communications.<br/> The report will be shared with board members prior to each monthly meeting. The board agreed that the report could be uploaded to the new B2B website to share with levy payers. (Action AB – upload report)</p> <p><b>Ready for the Riviera Marketing Campaign</b><br/> CC – the campaign will launch on 27<sup>th</sup> February. The creative assets have been finalised and a dedicated campaign landing page has been created on the website, which includes a competition so that we can collection emails.<br/> CC proposed that, rather than repeating the Visitor Survey for this year, to spend £2.5K on a Marketing Evaluation Survey to help monitor the ROI of this £85K campaign. If the Ready for... campaign has a strong result, this theme could be run over a few years, eg 'Ready for the autumn' etc.<br/> The board agreed to the proposal.</p> <p><b>New Spring Marketing Campaign</b><br/> A meeting was held on 16<sup>th</sup> Feb with CF, JG, APN, GF and AB in response to concerns around forward bookings. The consensus of this meeting was to aim a spring campaign at 50+ couples for mid-week, out-of-season holidays, in an extension of the Ready for the Riviera campaign, split into two categories: Active (SWCP, on the water, adventure) and Relax (seafood, spa breaks, beach walks, theatre etc), weaving in dog-friendly, stunning scenery, explore beaches etc. Timings: launch by end of March, aimed at stays</p> | AB    |

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| <p>for May – June, and targeted within a 3-hour drivetime. CC advised that 4 weeks are needed to create the campaign. Action – Gina to share the existing creative assets. Discussion whether to have the split (Active and Relax) with agreement that both need to be represented but could be combined for reels etc. CC proposed a £10K budget for this spring campaign. This campaign proposal is in direct reaction to feedback from levy payers regarding forward bookings, with 70% of replies reporting a negative outlook. The board agreed for the campaign to go ahead at the end of March until the start of the school holidays, for as long as is possible within the budget. Action – CC will send the final proposal to the Destination Marketing Sub-group for their approval.</p> <p><b>Walking Festival Marketing Campaign</b><br/> A £5K digital marketing campaign to promote both the spring and autumn Walking Festivals is underway and is being closely monitored. It will run from 8<sup>th</sup> Feb – 21<sup>st</sup> April. The format has been changed this year to target more staying visitors, focusing on Google Display and key words and phrases.</p> <p>The campaign is delivering a strong volume of impressions and clicks, at a low cost, but bookings are slow. Future website development includes ‘basket’ software to allow easy purchasing of multiple walks.</p> <p>A meeting with the Torbay Rambling Association has been held to explore the development of additional walks and availability of additional local guides, as the programmes develop.</p> <p>A decision for the next board meeting is whether to go ahead with next spring’s festival.</p> <p><b>New Things to Do Directory</b><br/> This new publication with over 160 listings has been successfully delivered off and online, and completes our suite of Visitor Directories (together with Accommodation and Food &amp; Drink). Board feedback for future editions was ideas to include a pull-out map, or QR code to a map, and to include the Museums etc section within Attractions, rather than have separate sections.</p> <p><b>Cruise English Riviera</b><br/> CC and Harbourmaster Rob Parsons met with Glen Gardner, a cruise development specialist, with a view to attracting more cruise ships (an objective of the ERBID2 Business Plan) and for more cruise companies to include the English Riviera in their itinerary. ERBID and Tor Bay Harbour Authority to invest £5K each in 2023 to contract Glen for 2 days a month and to produce a new Cruise English Riviera prospectus. Glen recommends adopting Cruise English Riviera over Cruise Torquay, as it widens our visitor experiences and will help promote a ‘Gateway to Devon &amp; Cornwall’ appeal, particularly to the international market. The URL <a href="http://www.cruiseenglishriviera.com">www.cruiseenglishriviera.com</a> has been purchased. RC noted that 50% of cruise passengers are independent when they come into port, rather than on organised tours going out of the area.</p> <p><b>New Photography/Image Library</b><br/> CC advised that a jointly funded (£5K each) ERBID/ERA video project has resulted in the creation of 19 attractions videos. These include some spectacular new drone footage. The videos will be uploaded into the shared Image Library and are much needed creative assets. RC noted that the attractions are all pleased with the results which</p> | <p>GF</p> <p>CC</p> |
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|                 | <p>show the diversity and range of what is here. Things to Do is the most visited page on the English Riviera website.</p>  |  |
| <p><b>4</b></p> | <p><b><u>EVENTS UPDATE</u></b></p> <p><b>Memorandum of Understanding</b><br/> A final draft has been put together with Torbay Council, mainly Phil Black, and has been shared with the board. The board approved the draft and are happy for it to be signed off.</p> <p><b>England’s Seafood FEAST</b><br/> KW, CC, GF and AB are meeting monthly to plan this year’s event. KW has had a series of positive meetings with businesses wanting to take part. As events are confirmed they will be uploaded to the website in a more easily accessible way than previously. New flyers are in production.<br/> Due to budget constraints, the decision to appoint RAW PR has been postponed along with the reintroduce of Fishstock for this year. Instead, a new ESFF promotional film/reels are to be commissioned and a new hero image secured. Creative Assets will then be shared with levy payers to help them promote ESFF 2023.<br/> A standalone, targeted digital marketing campaign is also planned.<br/> Following the submission of a requested report on ESFF 2022, Torbay Council has confirmed a £10K contribution, making a combined £20K ERBID/TC total budget for this year’s event.<br/> The first Press Release is planned in early March once some headline events have been confirmed.<br/> KW asked the board if last year’s Seafood FEAST underspend could be brought forward to use on PR for this year. She is awaiting confirmation of the exact amount, thought to be approx. £3K, so will come back to the board on this.</p> <p><b>English Riviera Airshow</b><br/> Torbay Council’s official press release has been circulated confirming this year’s event. ERBID’s sponsorship had not been mentioned so CC had to ask for a correction.<br/> Creative Assets (logo, video, hashtags, web addresses) will be shared with levy payers to help maximise promotion of the event.<br/> Specific questions will be built into the June How’s Business Survey to help evaluate impact, particularly on staying visitor numbers.<br/> CC asked KM when a decision will be made by TC as to the future of the event. KM recommended that the board approach the new Council administration around mid-May to get answers. ERBID’s view will reflect levy payer feedback and should be influential to the Council.<br/> CC raised the issue that the board needs to decide if ERBID should continue its commitment to provide sponsorship (which is £25K this year). It was agreed that the Events Sub-Group should discuss and that questions could be asked at the Focus Groups in July, after this year’s event.</p> <p><b>Bay of Lights</b><br/> Dates have been confirmed for this year as 1<sup>st</sup> December 2023 – 2<sup>nd</sup> January 2024. CC advised that a constructive debrief meeting has been held and that the first event had a positive impact.<br/> A particular request has been made to extend the Illumination Trail into and around Torquay harbour.<br/> The desire to develop the ‘Harbour of Light’ as an integral part of the overall Bay of Lights campaign continues.</p> |  |

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|  | <p>KM advised that TC have secured a £150K budget for year-round lighted in areas including Torquay harbour and Preston. Brixham has recently been given £60K from TC for additional illuminations.</p> <p>MB gave an update on Brixham from the Chamber of Commerce. They want to make it a destination for the whole of Advent and are working on ideas.</p> <p><b>English Riviera Food &amp; Music Festival</b><br/>This event has not been sponsored by ERBID, but as a key local event it is being promoted on the website (where it is the most visited page) and via social media channels.</p> <p>Concerns from some local businesses have come to the attention of KW and CC, which KM will alert to the Council.</p>   |           |
|  | <p><b><u>EXTERNAL COMMUNICATIONS/KEY MEETINGS</u></b></p> <p><b>Devon/South West Tourism Awards</b><br/>English Riviera businesses had great results at the Visit Devon Awards including Kents Cavern receiving the Winner of Winners Award and the VIC receiving silver in the Information Centre of the Year category.</p> <p>Kents Cavern and Lincombe Hall Hotel have both been short-listed in the South West Awards, which will be announced on 23<sup>rd</sup> March.</p> <p><b>West Country Tourism Conference</b><br/>CH, CF, GF, KW and CC attended this well-booked event. Speakers highlighted that we are still not back to normal post-Covid results.</p> <p><b>2023 TBF/ERBID Business &amp; Hospitality Exhibition</b><br/>KW – a date of 3<sup>rd</sup> October has been set for this new combined TBF/ERBID event.</p> <p><b>Riviera International Centre Update</b><br/>CC met with Simeon Lewry, Contract Manager for Lex Leisure, and Vikki Thompson who promotes Events. Reassurance was given that the Events/Conference operation will continue. Simeon is interested in working directly with ERBID from 2024 to promote conferences and events.</p> <p><b>Planning Applications</b><br/>CC proposed to the board that requests for ERBID’s view on specific tourism-related Planning Applications should be decided upon by the new External Relations Sub-Group. After discussion, the board agreed that ERBID policy will be to remain neutral, due to conflicting levy payer interests. Any board member giving their personal view must make it clear that it is their own, and not the view of the board.<br/>Action AB – update the B2B website accordingly.</p> <p><b>Anti-Social Behaviour / Asylum Seeker Hotels</b><br/>Anti-social behaviour is continuing to negatively impact our levy payers in Croft Road in particular. CC attended a meeting with levy payers and TC on 21<sup>st</sup> Feb. After discussion about cleaning up the area, KM recommended that CC contacts Alan Denby to take up with SwisCo. ABP asked about rough sleepers – KM advised that there is due process for TC to go through and recommends contacting the Council when new rough sleepers are seen as they may not know about them. Also, if solutions have been seen in other resorts then share that intelligence with Alan Denby.</p> <p>CC has been contacted by levy payers in the neighbourhood of Esplanade Hotel in Paignton, re growing concerns of the negative impact the operation of the hotel as an Asylum Seeker hostel is having on bookings. Currently there is no end date to the</p> | <p>AB</p> |

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|  | <p>operations and a legal challenge continues. Levy payers are considering legal action based on damage to their business.</p> <p><b>Revival of Fawlty Towers</b><br/> CC was approached by ITV West Country and the Guardian for comment and a Latest News page was added to the B2B site to publicise this. The traffic to the updated page of the consumer site has been significant.<br/> APN highlighted the new Chris Marshall BBC1 drama series Beyond Paradise, which is set in Devon (although filmed in Cornwall).<br/> CC noted that Susan Calman is due to film at Kent’s Cavern in March.</p> <p><b>Kevin Foster Meeting</b><br/> CC advised that a meeting with Kevin Foster has been set up for 17<sup>th</sup> March with various directors to attend.</p> |  |
|  | <p><b><u>AOB</u></b></p> <p>APN and CC had the opportunity to view the Control Room at Torbay Council, where the CCTV cameras are operated from. The local police were also in attendance.</p> <p>MB – the Climate Action Plan is to be put on the next meeting’s agenda.</p> <p>TG – has updated Companies House with the new directors’ details.</p> <p>The next meeting is to be held on 30<sup>th</sup> March.</p>   |  |

Meeting closed at 4:50 pm