



### Minutes of Board Meeting

2.00pm on Thursday 27<sup>th</sup> September 2018, at the Riviera International Conference Centre

Present: Chair, Tim Godfrey (TG) – Partner, Bishop Fleming, Helen Brenton (HB) – Sales & Marketing Executive, Osborne Club, Pippa Craddock (PC) – Marketing & Development Director, Paignton Zoo & Living Coasts, Richard Cuming (RC) – General Manager, Bygones, Carolyn Custerson (CC) – Chief Executive, ERBID Company, Chris Hart (CH) – Chief Executive, Wollen Michelmores, Nigel Makin (NM) – Co-Owner, Beacon House B&B in Brixham, Kevin Mowat (KM) – Executive Head of Business Services, Torbay Council, Tony Smyth (TS) – Joint-owner, Sonachan House – Claire Flower (CF) – Beverley Holidays, Kelly Widley (KW) – Pier Point, Simon Jolly (SJ) – RICC, Martin Brook (MB) – owner, Pilgrims Rest Cottages, Sarah Hemingway (SH) – ERBID Company

ITEM	ACTION	BY WHOM/ BY WHEN
1	<p><b><u>APOLOGIES, MINUTES, MATTERS ARISING:</u></b> Welcome from Chair, TG</p> <p><b>Apologies</b> There were no apologies.</p> <p><b>Minutes</b> Minutes from the last meeting were recorded as attached.</p> <p>It was noted that SJ and RC attended the last meeting and for the minutes to be updated and approved by the Board.</p> <p><b>Matters Arising</b> HB to provide an update on Twitter activity under communications. Any other matters arising were covered in the meeting agenda.</p>	
2	<p><b><u>Destination Marketing</u></b></p> <ul style="list-style-type: none"> <li>• <b>2018 Update (Seafood FEAST)</b> CC provided an update. There has been strong PR coverage including a Breeze Radio campaign and international interest from German based journalists and trade contacts made through Visit England connections. Website traffic to web pages has been strong and good event attendance. Positive feedback about the FEAST itinerary has been received and keen interest to repeat The Seafood FEAST in 2019. TG asked CC to speak with Jim Parker about future promotions of Seafood FEAST.</li> </ul>	

<p><b>Website Performance</b>  Nathan Hoare (NH) has been making good progress in growing online traffic. The conversion to open rate is very good with visits coming via increased social media activity and the bounce rate has reduced. 30% of traffic comes from the local public searching for event information. Provision of Search Engine Optimisation is to be further investigated. Food &amp; Drink sector online visits, linked to Seafood FEAST have performed well, Attractions 18% down and Accommodation to be further developed. Heatmap monitoring is highlighting some very useful trends including the popularity of the accommodation navigation button on the home page. The intention is to simplify the initial accommodation search facility and to increase the number of accommodation businesses offering online availability. NH to continue to provide a monthly Digital Report update to the board.</p>	<p>NH</p>
<p><b>Autumn Drone Filming</b>  Undertaking drone filming at Cockington has been negatively impacted by licence and access issues. CC will speak to Damien Offer, Torbay Coast and Countryside Trust to progress this. KM proposed that ERBID could be commissioned by Torbay Council to oversee resort filming in the future.</p>	
<p><b>Action:</b> KM Provide a summary of the number of filming requests received by Torbay Council and monies raised to Chair of Board for further consideration.</p>	<p>KM</p>
<p><b>Digital Marketing Toolkit (DMT)</b>  This has been launched and a pdf document has been circulated to businesses. NH is communicating with individual businesses and a review of effectiveness will take place. There is the potential to hold training sessions for business groups. DMT to be uploaded onto the B2B website and to be printed and posted to businesses to encourage engagement and use of recommendations by the individual businesses.</p>	<p>NH/CC</p>
<p><b>Social Media Channels</b>  Social media is performing well with direct traffic to website continuing to increase.</p>	
<p><b>2018 Destination Guides</b>  Requests for the guides are now slowing down.</p>	
<p><b>England's Seafood Coast</b>  £125k funds received for Discover England Seafood Coast project to develop a national seafood trail with 8 coasts including Yorkshire. 6 international markets are being targeted with new partnerships developing through the new relationship with England's Coast.</p>	
<p><b>Impact</b>  Resort performance overall has been positive for May to July, and as a whole above the rest of the South West region. Focus group feedback reported a strong summer for accommodation, food &amp; drink and attractions (with the exception of indoor attractions). ERBID 2018 Promotional activity seems to have had a positive impact.</p>	

	<p><b>2019 Draft Budget &amp; Proposed Activities</b></p> <p>There is full support from all focus group members for the proposed 2019 Marketing plan and budget as previously discussed with the board. CC highlighted that there will need to be some final adjustments before the board are asked to formally approve the 2019 Destination Marketing Plan at the November Board meeting.</p> <p>The Family Fun Digital Campaign has produced extensive footage that will be able to be used for an impactful domestic market Brexit campaign targeting the Midlands and London and South East demographic from January 2019 onwards.</p> <ul style="list-style-type: none"> <li>• <b>2019 Destination Marketing Plans</b> 2019 Destination Guide advertising sales have brought in £63k to date. 102 businesses have booked so far.</li> <li>• <b>Online Review</b> The online review is ongoing. Initial findings highlight that some changes are needed to simplify the accommodation search facility. A dedicated Online Booking Focus Group will be set up and led by Anthony Payne-Neale of Court Prior Hotel. An update report will be given at the next Board Meeting.</li> <li>• <b>Cultural Tourist Project</b> CC met with Agatha Christie Limited as part of the Great Places Scheme, Cultural Tourist project there will be ongoing marketing around culture with increased ownership of Torquay as Agatha Christie’s birthplace. It is hoped that if 106 funding can be secured there could new signposts to this effect. CC and KM are working on this.</li> <li>• <b>Global Geopark</b> 21st November 2018 is Geopark Briefing day, to support the UNESCO revalidation process in June 2019. ERBID and the Visitor Information Centre will provide more visibility of the accreditation.</li> <li>• <b>Visit Devon</b> Visit Devon working with Visit Cornwall have been successful in securing £300k for a new Great SW Peninsula DEF project targeting the US tourist market. It is predicted that more US visitors will come to the area during Mayflower 400 celebrations in 2020. The ER is well placed to benefit from this project.</li> </ul>	<p>CC</p> <p>KM/CC</p>
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### Governance and Finance

- **Management Accounts**

CC advised the Board that a carry forward was predicted. The Chair provided an update and the Board approved the accounts with no further comments made.

- **Levy Update**

The Chair advised the Board that a small amount (£475) of outstanding levy funds had been received since the last update. Liability order proceedings will begin and the defaulters will incur the costs of collection.

Payment has been received from the administrators for The Grosvenor Hotel, with further payment for The Grand Hotel outstanding. 8% interest has been confirmed when final payment is made.

**Action:** Arrange a meeting with Richardson regarding ERBID advertising.

CC

- **Events Strategy**

MB provided an update. Torbay Airshow 2019: MB & CC met with Steve Cox of Safety Advisory Board for Events and Phil Black, Torbay Council regarding ERBID providing commercialisation support to the value of £10k towards the £90k shortfall for Torbay Airshow 2019. £35k sponsorship has already been secured. KM confirmed that Torbay Council's Policy Development Management Group meeting will be on 5th November, 11am when a final decision is likely to be made. The Board approved £10k commitment to sponsor the event with publicity to be generated to attract further sponsors.

KM/MB

**Action:** Share Airshow 2019 shortfall and budget information with the Board, with Phil Black's approval.

KM

BMAD 2019: MB met with Kelvin Halloran, organiser of BMAD offering ERBID support to the value of £5k. MB, CC & TG have a further meeting planned with Kelvin and Steve Cox regarding safety and security of the BMAD site.

MB

The ERBID events budget of £20k would need to be re-evaluated if £10k is allocated to Torbay Airshow, with £15k committed to Seafood FEAST and £5k to BMAD event. It was proposed that the 2019 events budget would include funds for a part time Events Development Coordinator. The Board agreed that ERBID could provide beneficial support and guidance to local event organisers and offer workshops involving some Board members and external freelance advisors with marketing, sponsorship and Health and Safety matters. The level of involvement from ERBID would need to be established to be positioned as a sponsor rather than an organiser or partner. The proposal to rename the event, the English Riviera Airshow will be put on hold for 2019.

KM reminded the Board that Torbay Council's Mayor's Event Fund will not be in place beyond May 2019.

	<p><b>Action:</b> Arrange meeting with CC &amp; MB to progress event discussions</p> <p><b>Action:</b> Formalise a focus group with suggestions from the Board regarding potential members and workshop development idea. PC offered her support to this new Focus Group.</p> <ul style="list-style-type: none"> <li>• <b>Visitor Information Centre</b></li> </ul> <p>CC provided an update. The VIC operates with £90k running costs, generating £30-£35k income through ticket sale commissions. Further reductions in costs are required. Lone working of ERBID staff in the VIC as well as the attic office have increased due to the anti-social problems evident on the harbourside. Plans to move the team to the ground floor to support VIC operations would alleviate these concerns and provide a potential saving of £7.5k per year in recruitment of seasonal staff. Some alterations to the VIC space will be required. There is also the potential to increase commercial income for window advertising. CC will be meeting with Andrew Pooley, Dartmouth Steam Railway to discuss renewal of rental space.</p> <p><b>Action:</b> Review rental charge of space and lease with TDA.</p> <p><b>Action:</b> Meet with Paul Palmer, Accommodation Director regarding VIC changes.</p> <p><b>Action:</b> Review ERBID Health and Safety Lone Working risk assessment.</p> <p>The Board agreed that lone working wasn't acceptable and that AW &amp; CC should move to the ground level when the seasonal staff have finished to work alongside the VIC Manager.</p>	<p>CC</p> <p>TG &amp; CH</p> <p>CC</p> <p>CC</p>
4	<p><b><u>Communications</u></b></p> <ul style="list-style-type: none"> <li>• <b>Focus Group Updates (Accommodation, Attractions, Food &amp; Drink, Destination Marketing)</b></li> </ul> <p>CC provided an overview.</p> <p>The Chairs are doing a fantastic job and the focus groups are enabling there to be better contact with local businesses. There are still some gaps with Holiday park and Self-Catering representation required for Accommodation and amusement arcades for Attractions.</p> <p><b>TS, Chair of Accommodation provided an update.</b></p> <p>Of 514 local businesses, only 134 have availability showing on the website. Need to identify those not engaging. Online booking system development is ongoing and a new focus group being established. CC will be briefing the group re the current situation.</p> <p>Members saw a drop in European visitors, had a bad start due to the early scheduling of Easter and extreme weather conditions but the late season had been good. The group agreed sponsoring the main events was beneficial, and raised concerns over the homeless.</p>	

**RC, Chair of Attractions provided an update.**

The extreme weather conditions have impacted on Attraction partners. It has been a disappointing season for indoor attractions reporting 25% down across the region. Outdoor attractions impacted although there was an increase in European guests and secondary spend. Members approved the marketing budget for 2019 and were positive about the TV campaign. The collection of postcode data from Attractions for analysis is to be improved, supported by the implementation of T-Stats. There was general approval and positivity around extending the season with the Festival of Lights and DSRR's launch of the Train of Lights.

CC confirmed that the Attractions postcode analysis showed the potential for a marketing campaign targeting day visitors from Plymouth. ERBID does not invest in large campaigns for day visitors when an early Easter is set.

**KW, Chair of Food & Drink provided an update.**

Round table feedback for May to August showed that there had been more international visitors, members invested in locally produced goods and increased prices. The Chair reported the App research findings to the group with a recommendation to focus on a digital marketing campaign and broaden beyond seafood. Proposed focus on national days, a planned Christmas food and drink calendar campaign and Ginuary taking place in different venues. Lots of engagement for further campaigns such as farm-to-fork. The Bar and Pub Guide has been produced and there will be a reprint with some amends. A Café and restaurant guide will also be done, and £1750 sponsorship has already been raised for this. Businesses are focussed on Dog friendly offer. The group agreed that investment in good quality photography was worthwhile with access to the images for use. T-stats data submission is problematic for this industry. The Purple Flag award has been retained and PR and publicity will be developed to increase awareness.

**Action:** Meet to discuss promotion of Purple Flag award

• **Destination Management Group (DMG) Update**

CC provided an overview. The second meeting of DMG has taken place with all parties engaged, with the exception of TCCT. Growth Support programme with TDA launched on 26th September with 18 tourism businesses attending. All businesses can access 12 hours of free face-to-face digital training. Funding is in place until the end of December. Several businesses have already signed up for this. It is gaining momentum and support from Becky Davies has been valuable. There has been some engagement with TOR2 resulting in the creation of a resort briefing support sheet.

**Action:** Provide a one-page update report for the Board

• **Be My Guest, 2nd October**

Torquay was selected as the venue to host the regional event, supported by Visit England. Taking place at RICC, 300 are expected to attend, with Google as invited speakers. CC will be speaking about England's Seafood Coast.

CC & KW

CC

	<ul style="list-style-type: none"> <li> <b>Torbay Business Festival, 11th October</b>  Hosted at RICC, CC will be providing a tourism update. ERBID will have a stand and 60 stands have been sold. </li> <li> <b>Press &amp; PR (Fire Report)</b>  A recent media news report stated that 80% of Torbay accommodation is below standard. MB met with Mark Cottrell, representative of Torbay Together and fire personnel. The report findings were unfounded with damning press coverage. The decision to seek industry advice without official comment required was made by CC &amp; TG. It is ongoing. </li> </ul> <p>Stephen Darke, Head of Tourism for DCMS, South West Tourism Alliance will be coming to Brixham on 4th October 2018. CC will host his visit, funded through Discover England fund and Mitch Tonks is involved.</p> <p>CC attended the National Coastal Tourism Academy Coastal Conference in London. The Government is looking at Discover England 2024 funding.</p> <p>CC has requested that the Tourism Minister visit on 27th March 2019.</p> <ul style="list-style-type: none"> <li> <b>Other Company Communications (DCMS/Torwood Street)</b>  Torwood Street Demolition has started and work is underway. A cutting turf event will take place. </li> </ul> <p>HB provided an update on Twitter communications.  Riviera Chat has been set up and will run on Tuesdays 8-9pm. This is to engage members and ERBID levy payers with a Business and tourism event focus, sharing news and events. Board members who are able to help please let HB know.</p>	
5	<p><b><u>AOB</u></b></p> <p>There was no further business.</p> <p>Next meeting: Tuesday 30<sup>th</sup> October, 2pm. Apologies were received from Claire Flowers</p> <p>Meeting closed at 5pm.</p>	