



Minutes of Board Meeting

2pm on 26th May 2022 – Wollen’s Board Room

Meeting commenced 2pm

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) – Chief Executive, Tim Godfrey (TG) – Chairman and Partner, Bishop Fleming, Anthony Payne-Neale – Court Prior Boutique B&B Claire Flower (CF) – Director Beverley Holidays, Kevin Mowat (MC) – Torbay Council Director of Place, Jason Garside (JG) Managing Director TLH</p> <p>Apologies – Chris Hart (CH) Chief Executive, Wollens, Simon Jolly (SJ) – Managing Director, RICC, Martin Brook – Vice Chair, Owner of Pilgrim’s Rest, Richard Cuming (RC) – Bygones, Pippa Craddock (PC), Kelly Widley (Food & Drink)</p> <p>TG welcomed everyone to the meeting.</p> <p>Approval of April 28th Minutes – approved</p> <p>Matters Arising – Covered in the agenda.</p>	<p>TG</p>
<p><u>2</u></p>	<p><u>Destination Marketing</u></p> <p><u>Spring Radio Campaign</u> CC advised the Board that this 6-week Regional Heart Radio Campaign had now ended and had resulted in an overall 12% increase in website traffic for an investment of £16k including production costs and Heart Radio air time. CC was asked to enquire as to whether the use of the Metronomy Music in the first part of the campaign had resulted in stronger results.</p> <p><u>Reactivation Digital Campaign</u> Following approval from the Board at the April Board Meeting CC updated the Board on the Creative and initial impact of the new £30k Early Summer Digital Marketing campaign. Managed by RH Advertising the Board gave their full approval to the look and feel of the new Campaign that started on 25th May for 6 weeks. CC presented the results to date which were very positive.</p>	<p>CC</p>

	<p>Holiday at Home – Attraction Discounts RC highlighted the continued strength of the ‘holidaying at home’ market and potential strength of our own resident market in supporting Levy Payers. RC felt that a newspaper campaign maybe worth exploring and will meet with JP, with consideration of local offers being publicised on the Torbay Council website.</p> <p>Groups Marketing - Update With Group Business slow to recover to pre Covid levels CC asked the Board to allocate a £10k budget to invest in a number of targeted Group Marketing initiatives working closer in partnership with the Devon Association of Tourism Attractions (DATA) including:</p> <ol style="list-style-type: none"> 1. ERBID to join DATA as Destination Partner 2. ERBID/DATA to joint host an English Riviera Xmastime Groups FAM Visit 3. Partner DATA at Group Leisure Show in Birmingham – October 2022 4. Partner DATA at the British Travel Trade Show, Bham - March 2023 5. Reprint the ERBID Groups Brochure <p>A good discussion took place with RC and JG having significant experience in this area and decision taken to proceed for 12 months on this basis working with DATA but to monitor the quality of GTO’s before confirming places on the FAM visits.</p> <p>Cruise Ships - Update CC updated the Board on a new Cruise Forum that has been established in support of the delivery of the ERBID2 Business Plan working with Tor Bay Harbour Authority. RC and KM highlighted the need to focus on Around Britain Cruise Operators and a quality and inspirational pre-booked excursion programme. CC highlighted Hurtigruten as a particular cruise company that we should be targeting. Everyone highlighted and recognises that both Plymouth and Dartmouth present serious competition as ports of calls. To attract Cruise Itinerary Planners CC advised the Board that the recommendation from the first Cruise Forum Meeting was to brand/position ourselves as ‘Torquay – Birthplace of Agatha Christie’ to have global appeal. CC advised that www.cruisectorquay.com had been bought in readiness for this with KM highlighting that the Torquay approach had been used previously and is believed to be the right branding. Unanimous support given that this was the right branding going forward. KM recommended that the Cruise Europe Exhibition in Hamburg should be the event the Cruise Forum should try and attend, with 10 Cruise ships a year our target going forwards. Recommended that RC, CH and KM as experienced cruisers should join the Cruise Ships Forum.</p> <p>CC highlighted that some additional resource would be required to follow this project through and informed the Board of an expert Cruise Excursions Development individual living locally and currently working for Hurtigruten who had offered to help us.</p> <p>After discussion the Board agreed to assign a £5k ERBID Cruise Ship development budget for 2022, which KM agreed to match from TC giving a £10k budget in total for this year. Hosting a Cruise Operators FAM visit seen as a priority.</p>	<p>RC</p> <p>CC</p> <p>KM/RC/CH/CC</p>
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<p>3</p>	<p><u>Events Update</u></p> <p><u>English Riviera Walking Festival</u> – CC confirmed that the new dedicated Walking Festival website had been successfully launched and that bookings had started to be booked and paid for. KM confirmed that the ERBID Company should now invoice for the £10k partnership funding.</p> <p>England’s Seafood FEAST – (KW) gave a detailed update on the development of the programme which is going well, with a focus now needed on Bookability. KW to update further at June Board Meeting. KM highlighted that in view of the planned Food Festival being postponed until 2023 that sequential unspent investment may be able to be diverted and £10k be allocated from TC to the 2022 England’s Seafood FEAST. TBC. Further discussion took place regarding the ERBID Company possibly being commissioned by TC to deliver the 2023 Food Festival planned at Torre Abbey.</p> <p>English Riviera Air Show Sponsorship CH expressed his frustration at the unprofessional way Sponsorship ‘sales’ had been approached by REM Events the organisers with ‘packages’ very confusing and uninspiring. CC said she would report back to the TC Events Team. Everyone agree that this needed to start much earlier as soon as the decision was made to hold this event. CC expressed frustration in trying to get the Flight Programme details shared with the ERBID Company to circulate to businesses so that they could help promote the event and encourage overnight stays which is a strategic objective.</p>	<p>CC/PC/CF</p> <p>KM</p>
<p>4</p>	<p>Management Accounts TG talked through the latest Management Accounts with the decision taken to wait till the 3-month 2022 Levy payment plan had finished on the 31st March to ascertain a more accurate position. Overall, the Company remains in a healthy position with the YOY Levy Collection rate from 2021 v 2022 being ahead with a 61% of Levy collected as at 31.3.22 compared to 57% as at 31.3.21. But noted that in the first year of ERBID 1 (when no 3-month payment plan was offered) 81% of the Levy had been collected by 31.3.17. CC</p>	<p>CC</p> <p>KW</p>

	<p>was asked to request an updated position regarding Levy Collection for the next meeting. SP confirmed that an 85% collection rate is being budgeted for 2022. TG confirmed that a further £132k needs to be collected to reach the 85% and caution is needed before the Company considers allocating any of the Reactive Budget. SP confirmed that current spending levels were</p> <p>Levy Collection Update TG updated the Board on the latest collection which following the reminder letters from TC had amounted to an additional £50k. TG asked CC to request from Wollens a formal quote to pursue the remaining Levy ASAP.</p> <p>Staffing Update CC reported that the ERBID2 HR Review had now been completed with professional external help and that both the new permanent staff and contractor contracts were now completed along with new permanent staff and contractor policy handbooks. Agreed that these would now be reviewed at the next Finance & Governance meeting with TG/CH/KM/CC and signed off for distribution. CC said the HR review had been extremely helpful.</p> <p>The Board discussed the advantages and disadvantages of working with a number of skilled contractors as is the case currently versus considering recruiting one FTE Marketing Director. CF and PC expressed their concern about the current climate and cost for recruiting such a post and the Board as a whole felt that it would be nearly impossible to recruit one person with all the skills and flexibility, we currently have available to us via the different specialist contractors we work with. KM felt too that one position for such a vital part of our work could present a risk in terms of one point of failure.</p> <p>CC updated the Board in additional website training that had also been arranged further to AW's departure to ensure that business continuity was protected.</p>	<p>CC</p> <p>CC</p>
	<p>AOB ANP raised some concern about expectations relating to Jubilee flowers and flags in respect of decorating the resort.</p> <p>Meeting closed @ 5.00pm</p>	
