



ENGLISH RIVIERA BID COMPANY

Minutes of Board Meeting

Held at 2.30pm on Thursday 30 November 2017 at the Riviera International Conference Centre

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

ITEM	ACTION	BY WHOM/ BY WHEN
1	<p><u>WELCOME, APOLOGIES, MINUTES, MATTERS ARISING:</u></p> <p>Welcome</p> <p>CC welcomed the new Directors to their first ERBID Board Meeting. As Chief Executive, CC took on the role as interim Chair for this meeting, with future meetings to be chaired by the new ERBID Chairman as elected by the Board later in the meeting.</p> <p>Apologies</p> <p>Apologies received from Claire Flower. Congratulations were recorded from the ERBID Board to CF and Beverley Holidays' for winning Bronze in the Best UK Family Holiday Parks Operator category at the British Travel Awards 2017.</p> <p>Minutes</p> <p>Minutes from the last meeting were approved.</p> <p>Matters Arising</p> <p><i>Monitoring and evaluation</i> – It was agreed that discussion will take place at January's Board Meeting to review the format of the current How's Business Survey and to look to make it sector-specific. The aim of the review is to try and achieve a higher number of responses so as to give a more accurate picture of each sectors performance, the BID</p>	<p>c/fwd. Jan meeting</p>

	<p>overall and what could be done differently in the future. Responsibility for the How's Business Review needs to be agreed.</p> <p>Other Matters Arising were covered in meeting agenda.</p>	
2	<p><u>GOVERNANCE:</u></p> <p>2.1 Board verification of appointment of 4 Co-Opted Directors</p> <p>Discussions had taken place during a preliminary meeting of the newly-elected ERBID Board on 15 November regarding the election of 4 Co-Opted Directors. At this meeting, MB had produced an evaluation which identified businesses across the Bay by sector types and it was clear the Board to date has been under-represented in the Food & Drink sector.</p> <p>Kelly Widley, Manageress of Pier Point, had therefore been invited to join the Board as one of the Co-Opted Directors. It was also felt that, in view of the numerous food and drink outlets in the town, Brixham should be better represented and so Nigel Makin, Co-Owner of Beacon House B&B in Brixham had also been invited on to the Board. Both KW and NM had accepted the invitation and were welcomed to the Board. The Board were also delighted that Chris Hart, Chief Executive of Wollen Michelmore, had agreed to join the Board and recognised that Governance and local support from CH will be invaluable in ensuring the success of the BID. Also, pivotal to this success will be the control of finances and the Board Members were therefore pleased to welcome Tim Godfrey, Partner of Bishop Fleming, to the Board.</p> <p>The Board agreed unanimously that KW, NM, CH and TG be elected as Co-Opted Directors and their appointments were officially verified.</p> <p>2.2 Licenced Trade Representation on the ERBID Board</p> <p>The Board discussed the possibility of inviting another Co-Opted Director to join the ERBID Board to ensure that the Licenced Trade was sufficiently represented. Two potentially interested candidates were discussed, both of whom are interested and would have the support of the ERBID Board.</p> <p>CH advised that, although a place had been reserved for another Co-Opted Director and Articles would allow for up to 6 Co-Opted Directors, the basis of election of the ERBID was for 4 Co-Opted Directors and the Board should be aware of this. The Board recognised the importance of engaging the Licencing sector with the BID and agreed that contributions from both potential candidates in some capacity would be extremely helpful. An option would be for the two individuals concerned to be invited as members of the new Food & Drink Focus Group, with attendance at the occasional Board Meeting. KW stressed that the Board should have a link to the Licencing Forum and suggested the Forum could nominate a formal link with the aim of building the relationship with the ERBID Board. The Board agreed to postpone a decision on whether to elect another Co-Opted Director until the new year and that, at this stage both candidates should be invited as observers. It was agreed that the new Chairman should follow up with both individuals and bring his recommendations to the January meeting.</p> <p>2.3 Election of Chairman and Vice Chairman</p> <p>Two candidates presented their candidacy for the position of Chairman and, following a secret ballot by the Board, Tim Godfrey was voted in as Chairman. TG thanked the Board for putting their trust in him. The Board agreed that, rather than hold another ballot to appoint the Vice Chairman, the new Chairman should choose his Vice Chairman from the two available candidates and make a recommendation to the Board in January.</p>	<p>c/fwd. Jan</p> <p>TG/by Jan mtg</p>

	<p>2.4 Proposal for formation of Board Focus Groups</p> <p>The Board agreed that, in view of the importance of the Focus Groups, a more detailed discussion is required than time constraints allow at this meeting. Full discussion on this item was therefore postponed until the January Board Meeting. To ensure the Focus Groups are as effective as possible, each group leader was asked to create terms of reference for their group ready for Board discussion and agreement in January. It is proposed that these groups will invite sector relevant company member businesses to join the Focus Groups to review the marketing activity being undertaken by the ERBID for their sector. There are 146 members and businesses can continue to join as company members until the first ERBID AGM which is due to take place on 26th April 2018. Each group would then prepare recommendations for consideration by the ERBID Board for the following year. Whilst it is envisaged that these groups will meet twice a year, this will be down to the leader of each group to propose in January.</p> <p>TS suggested that the Board consider creating an additional Focus Group to cover Group Travel/Large Hotel as part of the discussions in January.</p> <p>CC was asked to provide the Board with a breakdown of company members.</p> <p>2.5 2018 Board Meeting dates, times, venue and management</p> <p>The Board formalised dates for 2018 meetings which will usually take place on the last Thursday of each month, with a couple of exceptions due to school half-term holidays. Confirmed dates are as follows:</p> <p>Thursday 25 January Thursday 22 February <i>[Friday 9 March – AGM]</i> Thursday 29 March* Thursday 26 April Tuesday 5 June (May’s meeting) Thursday 28 June Thursday 26 July Thursday 30 August Thursday 27 September Tuesday 30 October Thursday 29 November</p> <p>All meetings will take place 2-4.30pm at the Riviera International Conference Centre - complimentary parking passes will be provided. *SJ informed the Board that the RICC have a tentative conference booking in for 29 March which may affect room availability on that date but he will liaise with TG on this and confirm at the January meeting.</p> <p>KW gave her apologies in advance for the January 2018 meeting.</p>	<p>Focus Group Leaders/ Jan mtg</p> <p>Provided</p> <p>SJ/Jan mtg</p>
3	<p><u>FINANCE:</u></p> <p>Sheena Powell joined the meeting to provide a financial update.</p> <p>3.1 Presentation of 2017 Management Accounts</p> <p>SP confirmed that spending was within the Business Plan, with core costs kept very low and no external accountancy fees from Bishop Fleming. Collected BID levy payments are higher than expected, with only £8.5k still outstanding which is commendable and better than most areas. Levy invoices for 2018 will be sent out in January with a 6-week lead time.</p>	

	<p>£82k is to be invoiced for 2018 guide advert sales. SP confirmed no issues to report on the balance sheet and no cash flow issues. SP confirmed that any marketing reserves not spent will show as surplus and will be carried forward. For this year the figure expected to be c/fwd. is £65k.</p> <p>3.2 Presentation of 2018 Budget</p> <p>CC confirmed she has set out what she feels should be spent next year on marketing.</p> <p>CC confirmed that there are 24 debtor businesses which are being pursued. TG confirmed there are a number of liability orders and a few persistent non-payers on the list of debtors. The Board members asked for a copy of the list of debtor businesses and CC will provide TG with the list in an appropriate format for onward circulation to the Board. A meeting with Ian Westward is planned to obtain a detailed briefing on the final status of 2017 levy payments.</p>	
4	<p><u>DESTINATION MARKETING UPDATE:</u></p> <p>4.1 Launch of new website</p> <p>CC reported that the new website had launched as scheduled on November 30th and highlighted that the new website is a great opportunity to generate additional income, with a year one target of £15k for 2018. Many other destinations use advertising banners on their websites. However, care must be taken not to overload the website with advertising and run the risk of compromising performance.</p> <p>Further discussion is needed at the January meeting to review the performance of the new web site and whether to allow businesses located outside of Torbay to advertise on the new site.</p> <p>4.2 2018 Destination Marketing Budget:</p> <p>The overall objective for 2018 is to plan well ahead and focus on the proposed campaigns already agreed in principle by the Board. These campaigns aim to deliver on key objectives highlighted in the ERBID Business Plan, namely increasing occupancy, footfall and spend in the shoulder seasons, by targeting specific demographic groups. CC stressed that timely decisions on spend will be needed from the Board to enable the company to commit to advertising space when it is available and well in advance.</p> <p>CC updated on the status of the 2018 Destination Guide including Lead Generation Media Campaign figures as detailed in her Destination Marketing Update/Report.</p> <p>4.3 2018 Spring Great Days Out Campaign:</p> <p>The Board has already agreed in principle that funds will be allocated to running this campaign, following the success of the Exeter campaign in 2017. The ERBID is therefore working with RH Partners in Exeter, who are campaign experts with particular skills in media buying and media planning. The Board discussed the two options available:</p> <p>(1) a digital/radio only campaign at a cost of £50k, or (2) a digital/radio/roadside outdoor advertising (e.g. bus stops) campaign at a cost of £75k</p> <p>Both campaigns include advertising on Heart radio - the best option as Breeze cannot offer the coverage needed, i.e. Plymouth, Taunton and Exeter. Both campaigns also include bus-sides advertising. CC confirmed that the roadside outdoor advertising space would need to be booked in the next two weeks, so a decision is therefore required at this meeting.</p>	<p>c/fwd. Jan</p> <p>CC/1 Dec</p>

<p>As an additional spend of £25k would consume the ERBID's entire reactive marketing budget and would be unlikely to generate sufficient additional business, the Board agreed to go ahead with option 1. The Board asked CC to advise the agency of their decision.</p> <p>4.4 2018 TV Advertising Campaign:</p> <p>As already agreed with the Board, PC and CC have been working on two new 30-second TV commercials, which are close to being signed off. RH Partners are managing the delivery of the TV advertising campaign and are finalising the blending of the 4 opening shots, filmed at different times, taking care to ensure there is no misrepresentation. All previous feedback from the Board has been taken on board. The adverts will feature on ITV and on the ITV Hub (Catch-Up TV) from mid-March to mid-April and have each been designed to appeal to the two targeted audiences who can travel outside the school holidays which would extend the season: couples aged 55+ and under-35 couples/friendship groups. A link to the adverts will be circulated to Board members.</p> <p>The Board agreed that CC should sign off on the final adverts and gave CC and PC the authority to agree on the opening shots.</p> <p>The Board gave their approval to spend £75k on the TV campaign for the time being and asked CC to provide them with a breakdown on digital campaign follow-up on social media to support the TV commercials, for further board discussion.</p> <p>A suggestion was made to obtain some good stock aerial drone footage, taken in summer, to use in future campaigns.</p> <p>CC reminded the Board that the number one item the BID businesses had wanted was TV advertising and the ERBID is delivering this. New family summer footage is planned for 2019 to support the over 55 and under 35 footage.</p> <p>4.5 Business Tourism support</p> <p>SJ declared an interest as the running of the destination bureau is part of the remit of the Riviera International Conference Centre. The £5k awarded to the bureau last year enabled the team to attend the TUC conference which was considered to be good exposure and generated many leads. In 2018 the team plans to attend The Meetings Show, hosting its own stand, along with other initiatives for the year. In order to achieve maximum exposure for the Bay, the Bureau are looking for £10k for business promotion.</p> <p>The Board agreed that there is no other facility like the Riviera Centre South West of Bristol, which underlines the importance of the Centre and the Bureau. The Board agreed to increase spending on business tourism promotion to £10k.</p> <p>4.6 GDPR/Consumer newsletters</p> <p>The deadline for compliance with the new GDPR is 25 May 2018. An investment of c£12k will be required by the ERBID to ensure compliance. There are currently approximately 186,000 email addresses on the database and the plan is for two e: mailings in January and February to obtain specific consents from addressees for us to retain their details on the database. This is a requirement under the new GDPR laws. CC highlighted that, in fact, research shows email newsletters are now less effective and, as a result of the new GDPR, Wetherspoons have taken the decision to simply delete all their databases and to focus on</p>	<p>CC/asap</p> <p>CC/PC</p> <p>c/fwd. for further Board discussion</p> <p>CC/SP at the Jan mtg</p>
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	<p>Social Media channels in future. The Board recognised the importance of the GDPR compliance process and its inevitable associated costs.</p> <p>4.7 2018 Budget</p> <p>It was agreed that CC and SP will review and update the ERBID Budget to reflect all the changes made at this meeting and present the amended 2018 Budget at the January Board meeting. This will provide a clearer picture of the impact the changes made will have on the overall Budget.</p>	
5	<p><u>COMMUNICATIONS:</u></p> <p>5.1 Devon Tourism Awards</p> <p>The Awards were a great success and it was agreed that achievements should be promoted by the ERBID.</p> <p>5.2 2018 Levy Invoice Communication</p> <p>Levy invoices will be sent out in the new year and will be accompanied by a 2-sided leaflet. The Board agreed that, in compliance with BID legislation, this literature should include a 2018 marketing activity calendar and BID achievements to date plus future plans. The draft leaflet will be submitted by CC to Torbay Council by 15 December as RH Partners have agreed to produce it free of charge through the Council.</p> <p>5.3 Regional Railway Update</p> <p>RC informed the Board that he is a member of the Torbay Rail Users Group and it is clear that the region is currently losing out to other areas by failing to secure funding from Central Government to invest in the mainline routes into South Devon/Torbay. The ERBID Board agreed that Newton Abbot must remain as a mainline stop and KW confirmed that Torbay Council and the ERBID Board are aligned in recognising the importance of this matter. KW confirmed that Torbay Council will be pursuing funding for the proposed new station at Edginswell. The Board agreed that Torbay must be proactive in its pursuit of funding and encouraged RC's continued involvement with the user group, with support from SJ.</p> <p>5.4 Feedback on "Street Nuisance" meeting</p> <p>MB confirmed the Street Nuisance Group have requested funding from the ERBID; however, the Board did not feel a contribution would be appropriate as the ERBID's key focus is Destination Marketing. It would have been more appropriate for the Retail BID to provide funding had that BID been successful. MB offered to continue attending the Street Nuisance Group meetings to ensure the ERBID Board remained in the loop on such matters; however, it was agreed that ERBID members should instead raise any concerns they have in this area to KM who would pass concerns through to Torbay Council/The Mayor. The Board agreed that it would be appropriate for MB to withdraw from this group after its next meeting.</p> <p>5.5 Feedback from Licensing Forum:</p>	<p>CC/by 15 Dec</p> <p>RC/SJ</p> <p>MB</p>

	<p>KW highlighted the fact that more engagement is needed, for example there is insufficient awareness and promotion of the Purple Flags initiative which has been in existence for 6 years. Another constant challenge is the issue with public toilets. KM confirmed that it has been proposed to the Council members that a company called Healthmatic are awarded a 15-year contract to take over the running of the public toilets. They would upgrade and invest in these public facilities and customers would need to pay a nominal amount to use them. There will also be investment in disabled toilet facilities. This should help to prevent any public toilet closures.</p> <p>KW confirmed that the Best Bar None and Purple Flag initiatives are due to be rolled-out on 20 February across the whole of Torbay as currently Torquay is the only participant within the Bay. The Board noted that both Bournemouth and Weymouth take part. The Board agreed that the Bay's achievements in such initiatives need to be celebrated more and additional flag poles should be put up in anticipation, as offered by KM. It was agreed that the ERBID should contribute to this as it is destination marketing. KW informed the Board that BBC Spotlight is putting together a video feature on this initiative in which she will be interviewed. CC has introduced a new 'Award Winning' Bar and Pubs section on the new website to support the licensed sector and top performing businesses.</p> <p>5.6 Pirate Festival:</p> <p>A request has been received for funding for the 2018 Brixham Pirate Festival. NM explained that the event is now so popular that it has simply become too big for amateur organisers to manage and would need to be managed professionally in future years. NM confirmed that the event costs c.£24k to run and, whilst Torbay Council supported it last year, they are unable to help this year. The Board members recognised that the festival is very well supported by locals and tourists from across the Bay and is part of the visitor experience so it would be a shame to lose it, especially as Plymouth's Pirate Festival is increasing in size and popularity. However, the Board agreed that the ERBID is not able to fund specific events but that it can help by promoting the event through its website. CC agreed to write to the organisers to explain this.</p> <p>NM clarified that only the shortfall in funding would be required and not the whole amount – TG asked NM to feed back to the ERBID Board on exact costs and amount of funding required. CC asked KM to let The Mayor know that the festival is at risk of cancellation for 2018 as it is not self-sustainable and Torbay Council have withdrawn their event funding and that it is not the ERBID's place to step in. NM added that, if the festival could be collectively saved for 2018, the current committee could be encouraged to bring a professional company to manage the event from 2019 but that, if the festival is not able to go ahead for financial reasons in 2018, then it is likely to be lost for future years.</p>	<p>KM</p> <p>CC</p> <p>NM</p> <p>KM</p>
6	<p>AOB:</p> <p>As the new Chairman, TG closed the meeting and thanked everyone for their future commitment and action to ensure the success of the ERBID.</p>	