

**Minutes of a Virtual Meeting of the Board  
Friday 31<sup>st</sup> July 2020 – 8am**

**Present:** Angie Robinson (“AR”) (Chair)  
Joe Manning (“JM”)  
**Marketing Cheshire  
Directors** Steven Broomhead (“SB”)  
Adrian Bull (“AB”)  
Andy Lyon (“AL”)  
David Walker (“DW”)  
Eleanor Underhill (“EU”)  
Mark Goldsmith (“MG”)  
Sarah Callander-Beckett (“SCB”)  
Rupert Collis (“RC”)

**In Attendance:** Stephanie Ramsden (“SR”) (observer)  
Trevor Brocklebank (“TB”) (observer)  
Nicola Said (“NS”) – part meeting  
Debbie Bland (“DB”) – part meeting

**Apologies:** Clare Hayward (“CH”)  
Philip Cox (“PC”) (observer)

**1. Opening by the Chairman and Welcome**

AR thanked the board for joining the call and welcomed Trevor Brocklebank, Deputy Chair of the LEP to the meeting, attending the meeting in Clare Hayward’s absence.

**2. Declarations of Interest**

Please advise Sharon of any changes to your Declarations of Interest

**3. Minutes and Actions from the last Meeting**

The Board confirmed that the minutes from the meeting on the 14<sup>th</sup> May 2020 were correct.

- The action to review the board strategy in the next few months is scheduled for discussion at today’s board meeting.

**4. Board Briefing Note / CEO Report**

JM referred Board members to the report circulated within the Board pack and highlighted the key areas for discussion at today’s Board meeting

- JM has been in post for 3 months and felt that it is now a good time to start strategic discussions, which will be followed up in August and September with 121 discussions with Board members
- Board members to feedback their comments on the Job description for the Chair role
- To Seek Board approval of the decision not to charge membership fees.

JM advised that there is still huge uncertainty for large sections of the hospitality sector, including wedding business and the night time economy.

MC has really stepped up to a leadership role which gives us an opportunity to consider our future strategic direction. There is a need to expand our scope not only to support the Visitor Economy but to also support local community and retail organisations and engage with other organisations to expand into place management in addition to our place marketing work

### **MC Chair Job Description – comments from Board Members**

RC questioned time commitment expected from the Chair and whether the role was remunerated. JM advised that at present there is no budget set aside for the role

SCB felt that the role is very much the front face (along with the CEO) of MC and so under bullet point 2 in main objectives, Promote Cheshire and Warrington as a great place to live work and invest should be a separate bullet point. The role is to sell Cheshire in every capacity, so they have to be confident and personable. More than deal with internal teams and government.

AL requested that 'study' be added also to the above

SB commented that if the role is to be remunerated then there is a need to consult with the 3 local authorities prior to any agreement

EU questioned as this is a period of significant change, have we underplayed that the Chair would need to adapt and steer us through this period?

It was agreed that JM and AR would review the above comments and discuss with the LEP

**Action  
AR/JM**

### **Withholding of Membership fees – comments from Board members**

DW confirmed that the reforecast shows sufficient reserves without charging membership fees.

The Board agreed to continue to withhold membership fees and keep under review

## **5. Board Strategic Discussion**

AR introduced discussions reiterating that today would be a starting point and will be followed by 121 s with Board members

JM referred to Annex A in the circulated board pack and advised of the 4 key activities in the MC work programme

- Destination Management Organisation (DMO)
- Strategic Place-Marketing for Cheshire and Warrington
- LEP in house Marketing and Comms
- Delivery of Commercial marketing, comms and event services

Key outcomes of discussions were as follows

- Focus on the Covid19 emergency for the immediate future and ensure there is clear signposting for businesses to access these opportunities in order to survive
- Clarification of MC's role and purpose, there is need for a clear distinction between the two organisations. The role of MC needs its own unique positioning and we need to ensure we do not duplicate the work the LEP is undertaking
- Support all 4 areas of the work programme however we need to

- differentiate the strategic and tactical delivery
- It was agreed we can have a very specific role in place making. It is about alignment within this and recognising place making includes many levels. We need to show we can add value and work with other organisations to achieve this. Having a health, sustainability and inclusivity approach can really drive how you develop this. Need serious thought about what we want the place to look like.
  - Consider how are we going to bring about the end to deliver our purpose and the need to identify where the funding is coming from and what skills and resources are required. Concerns were voiced over the stain Covid19 has put on public funds which may impact on MC funding. This will need to be considered when looking as membership and commercial revenue.
  - How do we gather client feedback on what we do now and what they would like from us from the future. What can we do that no one else can? Can we review what other DMOs are doing to promote their regions?

AR and JM thanked the Board for their input and agreed the need to continue these conversations as a board

Action – follow up 121s with Board in August and September then convene an hour meeting with board to discuss

**Action  
JM/SP**

#### **6. Campaign Presentation – Nicola Said**

NS joined the board meeting at ran through the campaign presentation attached

##### **Feedback from Board Members**

RC - #OurCheshire is really good and easy to navigate through

EH thanked Nicola for her fabulous presentation, and in separating and complimenting the 2 workstreams.

#### **7. 2020/21 Q1 Financial Report**

DW referred Board members to the Q1 report included within the board pack and ran through the key elements of the report advising that the Audit Committee are comfortable with the reported loss in the current circumstances and that our reserves were sufficient to cover this loss

DW advised that the marketing expenditure mentioned by EH will be a timing issue and not an overspend.

#### **8. Reforecast**

DW introduced the reforecast advising that it is a 3 plus 9 forecast based on what is realistic in the current situation and only includes secured income. The projected loss takes our forecasting reserves to a position where we can still cover a windup situation. Therefore, we can show we are a going concern

The Audit committee are confident with the cashflow which will be reviewed on an ongoing basis.

Board formally approved the 3 plus 9 reforecast

**9. Approval of the 2019/2020 Statutory Accounts**

DW updated Board members on the CWTB's financial position at the year end and advised that the Statutory accounts have been approved by the Audit Committee and moved for the Board to approve and sign the accounts.

DW referred Board to the statement in the directors' report regarding the viability of MC to continue as a business

The Board Members present approved the Management letter, the Audit Representation letter and the Audited accounts for 2019/20 for CWTB.

The Chair advised that she is happy to sign the accounts which will be filed at Companies House.

The Board thanked DB for her hard work particularly in the current circumstances

**10. Any Other Business.**

SCB advised that she would be happy to host a meeting at Combermere

TB advised that the strategy conversation was very positive. The work undertaken by NS and the team was excellent and the finances update gave assurance and thanked all for their contributions

**Next meeting**

Thursday 12<sup>th</sup> November 2020 – Park Royal Hotel

Signature (Angie Robinson, Chair)

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Date

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