

**Marketing  
Cheshire**

**Local Visitor  
Economy  
Partnership**

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# Board Papers

Thursday 5<sup>th</sup> September 2024

## Agenda

### Thursday 5<sup>th</sup> September 2024, 8am – 10am

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Via Teams [Click here to join the meeting](#) ID: 356 530 084 214 Passcode: pRdNHx

Or call in (audio only) [+44 161 250 8784,,380466297#](#)

Time		Item	Lead	Reference
08:00am	1	Welcome and Apologies	TB	
08:05am	2	Declarations of Interest	TB	
08:10am	3	Minutes and matters arising from Board Meeting held on 25 <sup>th</sup> July 2024	TB	
08:15am	4	Board Matters - ECW update	TB PC	
08:25am	5	Visit England update	Nicola Said	
08:55am	6	Cheshire & Warrington Sustainable and Inclusive Economic Delivery Plan	PC	
09:25am	7	MD Report	CM	(Board Paper 276)
09:45am	8	A.O.B		
10:00am	9	Meeting Close		

**Minutes of a Meeting of the Board, held via Microsoft Teams  
On Thursday 25<sup>th</sup> July 2024 8am**

**Present:**

**Attendees**

Trevor Brocklebank – Chair  
Philip Cox  
Cristian Marcucci  
Mark Goldsmith  
Sarah Callander-Beckett  
Peter Mearns  
Liam Hartzenberg  
Debbie Simpson  
Colin Potts  
Eleanor Underhill  
Jamie Christon  
Steven Broomhead  
Hayley Owen, Cheshire West and Chester Council  
Richard Milkins, Cheshire East Council (observer)

**Apologies:**

Gemma Davies  
Carole Hyde, Cheshire East Council (observer)

**Opening by the Chair and Welcome**

TB welcomed Board members and thanked them for joining the meeting. TB also welcomed Richard Milkins attending the meeting as an observer, Hayley Owen attending representing CW&C and Debbie Simpson, interim Finance Director.

**Declarations of Interest**

Board members to advise Sharon of any declarations of interest.

**Minutes and Actions from the last Meeting**

The Board confirmed that the minutes from the meeting on the 16<sup>th</sup> May 2024 were correct.

It was confirmed that the actions from the previous meeting have been dealt with.

JC referred to the ToR appended to the minutes and raised a question around the number of vacancies on the Board. CM confirmed that there should be 3 vacancies and will amend the ToR accordingly.

**Action  
CM**

**ECW and Post Election Planning**

TB introduced PC who provided the board with the following update.

ECW and the 3 local authorities have been undertaking a lot of work in the background on the two scenarios prior to the general election to ensure Cheshire and Warrington is well positioned to achieve the best possible outcomes with the new government.

There are two strands to consider:

- What we want to achieve in Cheshire and Warrington and how we align with the 11 key economic government departments to achieve our vision of a sustainable and healthy inclusive fast growing sub region, including culture and tourism work strands.
- Devolution – Government announced that there will be a devolution bill. It is expected that the new government will advise of the conditions that must be

achieved to receive devolved powers. Areas have been asked to respond by the end of September and local authority leaders are discussing this on the 26<sup>th</sup> July.

CM is contributing to the culture element and sub regional comms pulling together the sub regional messaging.

PC reiterated that there is still a huge amount of work to be undertaken and details to be resolved.

### **Comments**

EU questioned from a MC perspective are there any resource implications with CM taking on the comms role. PC advised that we are likely to need an additional comms post for MC which will be separately financed. The culture element is core marketing business and will ensure MC plays its full role in the economic development of the subregion. We will be reviewing the resource needs on a task and finish basis.

TB confirmed that the devolution route could become all-encompassing and although very important cannot be undertaken at the detriment of MC. TB and CM will continue to keep this under review.

SCB offered CM assistance with heritage comms and raised concerns over the resignation of Cllr Sam Corcoran in Cheshire East. MG advised that Councillor Nick Mannion has been appointed as the new leader of Cheshire East and that there is also a new CEO who will be leading on negotiations for Cheshire East. Cheshire East are undertaking a transformation programme to ensure they have the right people in the right places such as economy and growth and transport. Cheshire East will be making a full representation for devolution.

JC raised the question around possible changes with the new government and whether they will revert back to LEPS or RDAs. PC advised that it is unlikely they will go back to being a LEP but felt that Government may look at pan regional partnerships. NP11 still exists and C&W host this element which may be developed further. The Joint Committee meeting on the 26<sup>th</sup> July will look to agree funding to strengthen the skills bootcamp programme. If C&W obtain a devolution deal, we would envisage ECW becoming a combined authority.

### **Board Transition and Terms of Reference**

CM updated board as follows

With regard to the Terms of Reference we are waiting to get the ToR on the Joint Committee (JC) agenda. It is hoped this will be the next meeting after the September meeting.

It was recognised that the delay is frustrating and as a board we have agreed the ToR and will move forward on that basis. It was confirmed that until the ToR have been agreed by the JC the board will continue to have financial accountability for MC.

CP questioned whether it would be possible to invite representatives to attend meetings to support with the transition while we wait for the ToR to be approved, particularly representatives from the accommodation sector.

It was agreed that we should start the recruitment process for the vacant board positions informally, with the aim to ratify these positions once the ToR have been approved and implemented. In the meantime, the appointees can attend meetings as observers.

**Action  
TB/CM**

If board members have any recommendations for individuals to fill these positions, please advise TB/CM.

**Action  
All**

SCB advised that she would be happy to represent the self-catering sector and put forward William Lees-Jones from JW Lees as a potential board member.

## **ABID**

CP updated Board members on the progress of the ABID advising that the ABID ballot for Chester was paused due to the uncertainty brought by the general election, it is hoped we will go back to ballot in 2025. CP confirmed that the reason for undertaking the ABID was to look for alternative ways of funding marketing for Chester.

It could be a possibility that the new government may include in devolution deals, the opportunity for areas to raise funds via ABID/TBIDs, currently being implemented in Scotland. CP advised that he will be meeting with the CEO of the Tourism Alliance to gain a better understanding of Government thinking.

CP referred to the Cambridge ballot which was running in parallel to the proposed Chester ballot, 70% of hotels voted against the ABID, this came as a surprise as they were expecting a successful outcome. It is thought that this came about as the votes were cast by the hotel head offices. There are concerns that this outcome could have significant implications for the feasibility of a successful ABID for Chester.

CM advised that the Bournemouth ABID was voted through earlier this year but immediately received a number of appeals against it, it has therefore also been paused and it is felt it will also fail to be approved.

In terms of next steps in Chester, we will be liaising with VisitEngland to establish a way to hold discussions with hoteliers at a national level around the future of funding (ABIDs and LVEPs) to gain an understanding of the sentiment at head office level. As part of our activity locally we are going to convene a MC roundtable in Chester with hoteliers and other visitor economy leaders and the intention is to invite Sam Dixon MP to attend. Discussions will be around the current state of play in Chester, challenges we are facing and looking at future opportunities.

## **MC Membership and Commercial Income**

CM updated members highlighting the following key items:-

- Commercial income accounts for 20% of MC's budget, this includes monies generated from our partnerships, advertising and sponsorship, awards and digital sales. This is a really important strand of our work to promote the destination and increase visitor numbers.
- We offer 3 packages to businesses as detailed in the circulated papers: Silver, Gold and Platinum.
- Membership has grown in recent years with 10 new partners in Q1
- We are attracting new members via an enhanced Linked in campaign and working with the councils to track new businesses so that we can send them an introductory welcome letter.
- The new MC B2B website will launch shortly and will be a repository for all our partnership offers.
- We offer Destination Support Packages (DSP) which are bespoke packages for our larger businesses.
- We are working with our transport operators to sponsor our marketing campaigns
- In comparison to Q1 2023 we are well ahead on partnership income, the new credit card payment option has helped speed up partnership sales.
- We will be undertaking conversations with our partners for our activity for 2025/2026 to secure buy in on future campaigns.

CM referred to examples of partnership tiers in other LVEP areas included within the board pack. Conversations with colleagues in these areas advised that the scale of these partnerships are difficult to monitor and deliver against. Visit Lancashire have a more basic core offer with a bigger bespoke offer and also have a supplier partnership option.

Moving forward we will aim to review our partnership tiers to see if it would be beneficial to adopt a more basic core option with a more bespoke approach. Conversations are also taking place with Business Improvement Districts (Bids) and Town Councils to explore collaborative working and possible supplier partnership offer.

#### **Comments from Board**

SCB referred to the Visit Lancashire partnership offer and questioned if it would have merit with some of our smaller hospitality owners to offer them a paired down membership offer. CM advised that our role is to promote the sub region and confirmed that it is something that we will consider when reviewing the membership packages.

EU questioned the size and shape of the opportunity, how much additional money can we generate to support the efforts of MC and does our membership reflect the visitor economy and geographical coverage of the region. Once we have considered the opportunity will there be a return on additional resource. CM confirmed that our partnership is representative but is more heavily weighted towards Chester, advising that there are accommodation providers and venues across the wider Cheshire area who are not currently partners who we need to target. We will look at our approach on how we work with the travel trade and at opportunities such as business tourism and the film office, which will help us fill the gaps in our membership.

CP stated that there is a clear need to increase the proportion of commercial income as public sector funding is unlikely to increase. There is a need for MC to increase the level of engagement either via partnership or engaging in activities. CP felt it would be beneficial to set commercial targets for the number of businesses and commercial income.

EU suggested that targets would emerge from the business plan therefore there is a need for a quantitative plan detailing our ambition. CM advised that we are looking to refresh the business plan next year into a longer term 3-5 year plan.

TB thanked CM for the report and advised that the next step will be to look at how we can move this forward, a lot of value will come from the economies of scale whether from low fee members or whether there could be opportunities to bring in some high tier rates, similar to Manchester as long as we can demonstrate value.

CP reemphasised the point around the resource needed to service commercial partners and this should not be underestimated as having a lot of small members joining the organisation may not be cost effective. We need to consider the value commercial partners can bring and whether a membership structure is actually needed.

#### **Managing Director Report**

CM ran through the presentation – link to presentation below

[https://www.canva.com/design/DAGJK14sfPc/AQ4fi6itpAdg7W4MRQ7rPA/edit?utm\\_content=DAGJK14sfPc&utm\\_campaign=designshare&utm\\_medium=link2&utm\\_source=sharebutton](https://www.canva.com/design/DAGJK14sfPc/AQ4fi6itpAdg7W4MRQ7rPA/edit?utm_content=DAGJK14sfPc&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton)

CM agreed to share the sponsorship document with board members

#### **Comments from Board**

CP referred to the great work being undertaken by MC and suggested that it may be appropriate to remove the ABID from the Connect event agenda.

**Action  
CM**

EU asked whether we have guided principles around accessibility and inclusion to inform our PR, comms and photography approach. LH advised that from the new website perspective we have been following the VE assessable visible toolkit to set the standard. For the current website we do have one of the best accessibility standards, but outside this we do not have a non-digital accessibility charter which would be worth us researching and developing. CM confirmed that we are following the lead from VE through the LVEP programme around sustainability and accessibility.

HO advised that CW&C are undertaking work around the importance of accessibility and inclusivity across Cheshire West particularly in relation to our historic assets such as the Rows. LH confirmed that Jen McAndrew is speaking at the Connect event on the work that has been undertaken on the rows.

CP advised that going back approx. 20 years Cheshire was known for its work developing accessible tourism and suggested this research may still be available to refer to.

TB thanked CM and LH for their comprehensive report and for providing clarity on the strategy.

### **Company Finances Q1**

CM referred Board members to the current YTD report included within the board pack and updated on the financials within the circulated paper as follows:

We are currently below budget and running on an operating deficit which has had an impact on our reserves. The reasoning behind this could be attributed to the fact that the majority of our commercial income comes in in Q3 and Q4, so it was felt these figures do not fully represent the money we have secured, particularly around campaign activity.

We will be introducing a new PR role which will negate the need to spend on external PR support.

Our MC event in October is fully funded with sponsorship from our transport operators and we continue to look at other sponsorship opportunities.

CM and DS are monitoring the trade debtors and are taking regular action to chase payments.

### **Comments**

TB stated that over the years the mid-year position tends to vary significantly from the end of year position, however this does reinforce the need to focus on our commercial income streams.

### **AOB**

EU referred to the Destination Cheshire group and the work being undertaken to develop an action plan for the group. CM and EU have met with members of the group individually to ascertain their thoughts on the group and what they feel is needed going forward. CM advised conversations with members are almost complete and work is underway to look to present a plan at the October Destination Cheshire meeting.

CP referred to Destination Chester Group which is also the visitor group on the One City Plan, advising that lots of work is taking place around the tourism role within the city and this will be articulated on the One City Plan website which is due to be launched shortly. CP advised that footfall in Chester has been reducing in recent years and is down almost a quarter in 2023 compared to 2017. One of CW&C's key projects is Northgate 2 which will be residential led, it was felt that the future of the city will be around encouraging people to live in the city creating the environment for additional investment and not seeing tourism in silo.

CP confirmed that work is taking place between the One City Plan groups to create a stronger vision for Chester.

SCB asked whether Destination Cheshire could replace the ABID on the Conference agenda. CM to review if this would be possible.

**Action  
CM**

HO advised that CW&C have appointed a new Executive Director of Place and Growth, Kathy McArdle who has a strong culture background and joins CW&C in September.

**Future Board Meetings**

- 5<sup>th</sup> September 2024 – 8am, via Teams
- 17<sup>th</sup> October 2024 - 10am, Walton Hall and Gardens
- 12<sup>th</sup> December 2024 - 8am, Via Teams

Signature (Trevor Brocklebank, Chair)

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Date



# Marketing Cheshire Board

## Terms of Reference

### Introduction

The Marketing Cheshire Board plays a pivotal role in the place marketing and promotion of Cheshire and Warrington as a place to visit, live, work, invest and study.

As the expert advisory group for Marketing Cheshire, the Board exerts real influence and provides strategic insight into all work to enhance, grow and promote the Cheshire and Warrington visitor economy, and promote the sub-region as one of the best investment propositions in the UK.

Board Members bring knowledge of their sector and champion the sub-region to national and international audiences. They collaborate with the Local Authorities Joint Committee of Enterprise Cheshire and Warrington and the Business Advisory Board, taking a strategic approach rather than acting in the interests of their individual sectors and organisations.

### Purpose of Marketing Cheshire

Marketing Cheshire (MC) is the Visit England designated Local Visitor Economy Partnership (LVEP) for Cheshire and Warrington and responsible for the sub-region's Destination Management Plan.

In addition, as a subsidiary organisation, it is responsible for Enterprise Cheshire and Warrington's communications and marketing.

MC is responsible for building an effective tourism and place marketing strategy, amplifying the Cheshire and Warrington brand, and promoting the sub-region nationally and internationally to business, leisure visitors, and investors.

### Marketing Cheshire Board Purpose

- Work with MC and Local Authorities to shape and influence the interconnected tourism and place marketing strategies for Cheshire and Warrington, including the Destination Management Plan (DMP).
- Be consulted by the Joint Committee on any visitor economy or place marketing decisions that will impact upon the Cheshire and Warrington Business community.

- To represent the voice of businesses in the Cheshire and Warrington visitor economy in partnership and stakeholder groups.
- To work with the Managing Director to oversee and guide delivery of the Marketing Cheshire Business Plan and DMP, influence decision making and resource allocation, and provide sector insight to support place and visitor economy marketing and communications activity.
- To champion and advocate for the work of MC within and beyond the sub-region, supporting work to: grow our membership base and commercial income; secure grant funding; and pitch for appropriate commissions, in-keeping with our organisational purpose.

The Board is advisory in nature and will provide MC with:

- Links to with the wider visitor economy stakeholder community (including Destination Chester and Destination Cheshire), bringing representatives together from across the political, business and skills sectors across our sub-region and beyond, to promote Cheshire and Warrington.
- Sector intelligence and the direction of the visitor economy.
- Horizon scanning for funding initiatives and opportunities for collaboration.
- Intelligence to influence MC's commercial strategy.

## **Board Membership**

The Board will consist of approximately 12 full members. Any new members will be selected by an open process and appointed by the Local Authorities Joint Committee.

Membership will be representative of the visitor economy business community of Cheshire and Warrington and reflect policies on equality, diversity and inclusion.

The Board Chair will be invited to take a non-voting position on the Business Advisory Board. The Chair will also attend the Local Authorities Joint Committee if key MC priorities or activity is being discussed. In their absence, the Vice-Chair will deputise for the Chair on the Business Advisory Board and Joint Committee.

Reserved places on the MC Board will be held for:

- 1 representative from each Local Authority
- The Chairs of Destination Cheshire and Destination Chester

Board membership will consider factors including (but not limited to):

- Equality, diversity and inclusion
- Size of business

- Sectors across the visitor economy – attractions, hospitality, leisure
- Range of expertise and experience
- Geographical location

Board members, including the Chair and Vice-Chair, will generally be appointed for a 3-year term, except for local authority representatives and the Destination Cheshire/Chester chairs.

Board members may serve additional terms through the appointment process.

To avoid a sizeable proportion of board members finishing their terms at the same time, existing private sector board members will serve an initial two-year term commencing from 1 July 2024.

Other parties may be co-opted to the Board for up to 12 months, to bring specific subject matter expertise.

The current board consists of:

<b>NAME</b>	<b>COMPANY / ORGANISATION</b>	<b>POSITION</b>
Trevor Brocklebank <b>Chair</b>	Entrepreneur  Business Advisory Board member	Owner
Peter Mearns <b>Vice-Chair</b>	Cheshire Dance, Bluecoat	Chair
Steven Broomhead	Warrington Borough Council	CEO
Mark Goldsmith	Cheshire East Borough Council	Councillor and Chair of Highways & Transport Committee
Gemma Davies	Cheshire West and Chester Council	Director of Economy and Housing
Eleanor Underhill	Destination Cheshire	Chair
Colin Potts	Destination Chester	Chair
Sarah Callander-Beckett	Combermere Abbey	Owner
Jamie Christon	Chester Zoo	CEO
<b>VACANCY</b>		
<b>VACANCY</b>		
<b>VACANCY</b>		

## **Working approach**

The Board is intended to bring visitor economy and place marketing insights to the work of Marketing Cheshire, and to support work stream prioritisation.

The Board will seek to influence public and private sector bodies to participate in and delivery priority projects and campaigns.

Board members will be requested to take a strategic and leading role in the development and delivery of priority projects and initiatives. MC officers will engage and involve the Board Member through every stage of delivery.

The Board may form sub-groups from its own membership and others, where it deems necessary. Wherever possible, sub-groups should be constituted according to the principles of these Terms of Reference, and, in all cases, sub-groups should abide by terms relating to accountability and reflect policies on equality, diversity and inclusion.

As a minimum, a paragraph of text will be included in papers for submission to the Local Authorities Joint Committee setting out the views of the Board on the issue(s) under consideration.

## **Board Meetings and Representation**

The Board will meet 6 times a year with the aspiration to hold at least three board meetings or additional ad hoc meetings/workshops in person (hosted by Board Members). No meetings will be held in July and August.

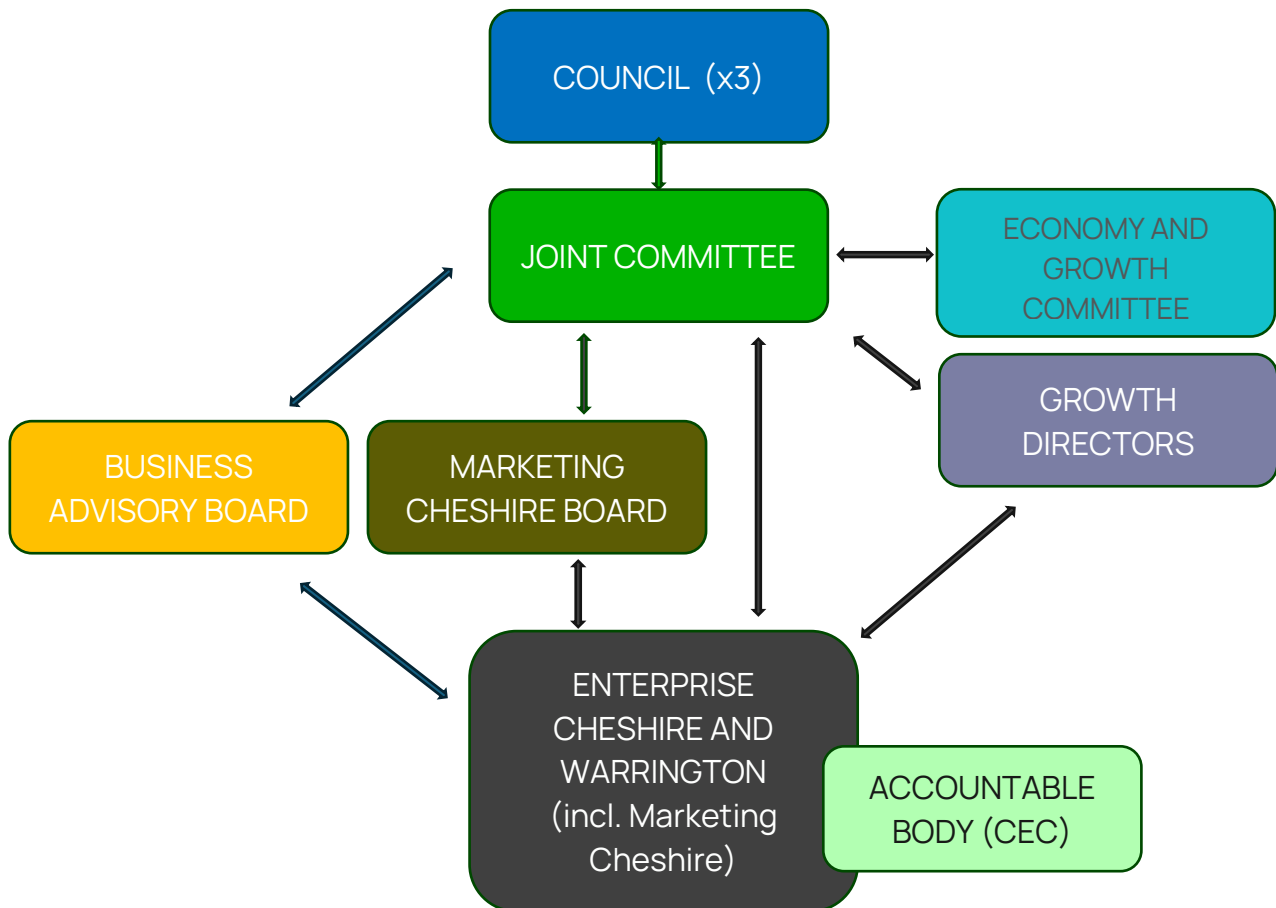
Board members are expected to attend not less than 75% of meetings over a 12-month period. Deputising for a member is permitted. There should be a quorum of eight members, with the Managing Director always present.

Meeting agendas and minutes will be developed and issued on behalf of the Managing Director within five working days of the meeting.

The Managing Director will provide board members with a quarterly report on key performance indicators and produce both a mid-year and annual performance report to demonstrate the work of the MC team as well as progress against the MC Business Plan.

## **Accountability**

The following organogram sets out the new board structure for Enterprise Cheshire and Warrington and Marketing Cheshire, following the transition to local authority ownership in 2024.



As a wholly owned subsidiary of ECW, Marketing Cheshire’s budget, strategic direction and key policies will need to be agreed by the Joint Committee.

The views of the MC Board will be included any papers that go to the Joint Committee that discuss visitor or place economy issues. The Chair of Marketing Cheshire will also be invited to meetings of the Joint Committee when these issues are being discussed.

A separate legal board for both ECW and MC made up of a small group of local authority officers will be responsible for MC’s finances, signing of the accounts and any other ‘hygiene’ issues required. This board will have no influence on MC policy or delivery.

The Board and its Members will operate and conduct themselves in accordance with the following principles:

- Code of Conduct – underpinned by the Seven Principles of Public Life (Nolan principles)

- Attendance – commitment to attending 75% of Board meetings
- Support of a fully inclusive culture, promoting and adhering to policies on equality, diversity and inclusion
- Declarations of interest
- Confidential reporting
- Whistleblowing
- Gifts and hospitality

On issues of conduct, the Board and its Members are accountable to the Local Authorities Joint Committee.

### **Review**

The Chair will arrange an annual one-to-one conversation with Board Members to discuss the performance of the board and consider any ongoing changes, improvements, or additions to the Board, for collective consideration and agreement by the Board.

Similarly, this Terms of Reference is a live document and kept under review. It may therefore be amended, varied or modified in writing following consultation with, and agreement by, Board Members.

### **July 2024**

05/09/2024

## Visitor Economy

- 1. What's On Guide.** Second issue going to print 5 September ready for distribution mid-September, covering October – December, featuring listings, maps and advertising. 32 pages for this edition generating £2400 profit. To note, added costs for copywriter and smaller issue - 25k print run. Advertisers include Chester Zoo, Beeston Castle, Chester Cathedral, Jodrell Bank, Tatton Park, Gullivers, Bents Home & Garden, Storyhouse, Hole In Wand, National Trust, Bewilderwood, Freedome and Norton Priory Museums & Gardens. After collating feedback from Advertisers and Stakeholders we have developed the second issue to have clear sections, that focus on Halloween, Christmas, Arts and Culture and Food and Drink combining listings with editorial and highlighting the best things to see and do this season alongside refined maps for Chester and Cheshire.
  - 2. Marketing Cheshire Connect (Partner Conference).** The event will feature speakers on tourism marketing trends and AI, recruitment challenges and accessibility, and give attendees a choice of three interactive workshops to attend. 111 people registered to date and workshop choices have been agreed and sent to delegates to book. The full agenda (subject to final confirmations) is in the report appendix.
  - 3. Marketing Cheshire Awards.** We are pleased to confirm that Chester Cathedral has been selected as the venue for the Marketing Cheshire Tourism Awards 2025 (MCTA25). On Thursday the 6th March 2025. The deadline for the award nominations was the 30th August, we have received 88 nominations, an increase on last year's 82. From these nominations a greater selection of businesses, 60 in total, have completed entries, an increase on last year's 42. The team are focusing on driving sponsorship sales to ensure a break even. Further Information on the [awards](#) and details for [sponsorship](#) can be found on our website.
  - 4. Data and Insight.** Next quarterly report will be ready October 20th. We are working on producing a new Monthly report, which will be ready to begin rolling out by the end of September.
  - 5. Marketing Cheshire Corporate Website.** Homepage and Awards page are live, we are working on finalising the remainder of the site over the coming weeks.
  - 6. Marketing Campaigns and Content**
    - a. City with a Break.** The National campaign for Chester as a city break destination continues, with strong results from the first burst. Campaign creative is currently running across the network with TfW as the takeover partner. Avanti West Coast have recently confirmed acceptance of the media plan and campaign creative with takeover to commence later this month running into November.
  - 7. Christmas.** We recently held a Christmas planning and update meeting with partners and stakeholders across the visitor economy to share our ideas and approach to Christmas in Chester and Cheshire. Running with the campaign headline Unwrap Cheshire/ Unwrap Chester this Christmas. Encouraging visitors to discover what the county has to offer, from local gifts and the buy-local message to Christmas themed workshops, pantos, markets and more. We will be providing a free to use toolkit to our partners in the coming weeks, with opportunities to buy into micro campaigns with local influencers and travel trade publications.
- 8. PR.** We continue to arrange Press Trips and disseminate releases, most recently we published information on Summer Holidays, things to see and do, as forward looking Autumn and wet weather things to do. We have received good coverage for summer holiday activities and Macclesfield/ Joy Division Day.

## Strategic Projects

9. **Chester ABID (Accommodation Business Improvement District).** Given the uncertainties potentially created by a change of Government, a decision was reached by the Action Group to postpone the scheduled Chester ABID Ballot for July. There was also clearly a need for both further engagement with businesses and to subsequently reconsider the overall timetable. Following the postponement, Marketing Cheshire (acting as the LVEP) has organised a round table conversation with Samantha Dixon MP and key local industry figures to have a wider debate around the issues facing the city's visitor economy and how those can best be addressed. The meeting which will be chaired by Jamie Christon will be held on the 16th September at the Chester Grosvenor Hotel. Following the round table, it is intended to consider the outcomes, engage in more detailed conversations with hoteliers, prior to a resolution in October/November as to how to proceed with the ABID. National developments will also play a role in that conversation, although these remain unresolved at the time of writing.
10. **Travel Trade.** Reith Consulting Ltd have been appointed to develop a travel trade strategy for Marketing Cheshire and partners. The strategy will be developed in the period to Christmas and will consider all elements of travel trade/3rd party sales across both domestic and international markets. It will include an analysis of trends, benchmarking against similar destinations, and produce a detailed action plan of how we can best utilise the opportunities to attract more business to Cheshire from the travel trade sources from UK coach companies to international tour operators and ground handlers. There will be extensive consultation with those businesses who have already expressed an interest in working more with the travel trade, leading to an agreed way of working and plan of action for the future.
11. **Visitor Pass.** We have received the grant agreement for the Visitor Pass Development project totalling £20,000, funded through UKSPF. £10,000 will be attributed towards the feasibility of the pass, identifying the best commercial approach, software provider and pass implementation. The remaining £10,000 is earmarked towards implementation on the conclusion that the project is feasible, including marketing. A tender pack has been created and will be released, inviting request for proposals W/C 01/09.
12. **Visit Cheshire Website.** Working with Destination Core on a new visitcheshire.com website. Due to go live in January 2025. Currently in the process of signing off the scope of work and wireframes. Jon is working on brand guidelines. Next stage is the build. Pip working on getting the DMS of content up to date to ensure a smooth transition.
13. **Film Office.** Cheshire East, Cheshire West and Chester and Warrington Councils are providing £5k each towards a feasibility study into the establishment of a Cheshire Film Office. We have now gone out to the market with the tender opportunity.
14. **Enterprise Cheshire + Warrington**
  - a. Post Election Planning and Devolution (in development)
  - b. UKREiiF, (in development, no further updates)



## Digital Performance:

Metric (Web)	July	August	Change
Web views	472,082	523,396	+51,314
Web users	112,513	122,460	+9,947
Average pages viewed per user	4.28s	4.27s	
Average Engagement time	70s	70s	
Blog Engagement	27,718	29,462	+1,744
Summer Holidays Engagement	3,658	3,782	+124

July, top pages: Chester Hub, What's on in Chester, What's on Cheshire

July top blog posts: Places to visit with under 5s, Top Afternoon Experiences in Chester, Quirky Date ideas in Chester, Quirky Date ideas in Cheshire

August top pages: Chester Hub, What's on in Chester, What's on Cheshire

August top blog posts: Places to visit with under 5s, Summer Holidays, Afternoon Tea Experiences in Cheshire, Afternoon Tea Experiences in Chester, Quirky Date ideas in Chester, Summer Holidays Hub

Metric (Social)	July	August	Change
Total audience (across all channels):	102,158	102,146	-12
Total channel reach	310,291	312,829	-2,538
Engagement/ FB	4.1%	2.2%	-2.1%
Engagement/ Insta	6.25%	6.84%	+0.61%
Engagement/ X	1.75%	4.38%	+2.63%

## MDs Report

05/09/2024

### Partnership Income & Renewals

Date	Renewal	Value	Notes
August	97	£59,000	New: Axe Haus, Chester
July	89	£53,500	New: Chester Apartments, RSPB

Seasonal Campaign Partner	Value
Gullivers	£5,375.00
Tatton Park	£3,375.00
Jodrell Bank Discovery Centre	£4,475.00
English Heritage	£2,500.00
Canal and River Trust	£2,500.00
Chester Zoo	£2,500.00
BeWILDerwood	£5,375.00
National Trust	£4,375.00
	Confirmed Total <b>£30,475.00</b>

Digital Sales	Value
August	£6,500.00
July	£6,659.00
	Confirmed Total <b>£13,159.00</b>

What's On Guide	Value
October - December	£9,800.00
July - September	£8,100.00
April - June	£3,250.00
	Confirmed Total <b>£21,150.00</b>

Larger Marketing Campaigns	Value
Transport for Wales (Invoiced)	£20,000.00
Avanti West Coast (Invoiced)	£15,000.00
Chester Zoo (Paid)	£5,000.00
Cheshire Oaks (Paid)	£10,000.00
	Confirmed Total <b>£50,000.00</b>

## Partner Meetings

15. **Destination Cheshire Strategy meeting** online 6<sup>th</sup> September.

- **Destination Chester:** to be held at Chester University on the 12<sup>th</sup> September
- **Destination Cheshire Group meeting:** To be held at Lion Salt Woks on 29<sup>th</sup> October.
- **Local Authority SLAs:** Quarterly meetings to be held in October/November

**Appendix 1: Marketing Cheshire Connect, The Queen at Chester Hotel, Wednesday 2nd October 2024 – Agenda**

<b>9.15</b>	<b>Arrival, registration and networking</b>	
<b>10.00</b>	Welcome and Marketing Cheshire update	Cristian Marcucci
<b>10.20</b>	KEYNOTE: Tourism Marketing Trends and the potential of AI	TBC, Digital Tourism Think Tank
<b>10.50</b>	Introducing the Visit England Accessibility Toolkit Update on Chester and regional activities taking place around accessible tourism	Ross Calladine, Accessibility & Inclusion Lead, Visit England Jen McAndrew, Marketing Director and Creator of Cool Happenings
<b>11.30</b>	<b>COFFEE BREAK</b>	
<b>11.45</b>	TBC	
<b>11.55</b>	Panel Session – Recruitment Challenges in tourism and hospitality	Colin Potts, University of Chester Sarah Callendar-Beckett, Combermere Abbey Steven Hesketh, Townhouse, Chester Emily Pitts, DCMS
<b>12.40</b>	<b>LUNCH</b>	
<b>1.30</b>	WORKSHOP 1 - Choose 1 of 3 options	1. Making PR work for you – JSPPR 2. Digital Tourism Think Tank 3. AccessAble – accessibility in practice in Cheshire
<b>2.05</b>	<b>GRAB A COFFEE, CHANGE ROOM</b>	
<b>2.20</b>	WORKSHOP 2 - Choose 1 of 3 options	1. Making PR work for you – JSPPR 2. Digital Tourism Think Tank 3. AccessAble – accessibility in practice in Cheshire
<b>2.50</b>	Summary / Final word	Trevor Brocklebank – MC Chair
<b>3.00</b>	<b>CONFERENCE CLOSES</b>	