



Board Papers

Thursday 15th December 2022

Agenda

Virtual Board Meeting

Thursday 15th December 2022– 8am

Please join via Teams video conference [Click here to join the meeting](#) Or call in (audio only)
[+44 161 250 8784,,247732176#](#)

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 1 st September 2022	TB	
08:15am	4	Board Matters <ul style="list-style-type: none">- Risk Register- Update from Strategy Session	TB	
08:25am	5	Chief Executive Report/Briefing note	JM	(Board Paper 253)
08:45am	6	DMO review	JM/NS	
09:15am	7	Company Finances <ul style="list-style-type: none">- 2022/2023 Q2 Financial Report- Reforecast	IB IB	
09:45am	8	A.O.B		
10:00am	9	Close		

**Minutes of a Meeting of the Board, held via Microsoft Teams
On Thursday 1st September 2022 – 8am**

Present: Trevor Brocklebank – Chair (“TB”)
Joe Manning (“JM”)
**Marketing Cheshire
Directors** Mark Goldsmith (“MG”)
Andy Lyon (“AL”)
Eleanor Underhill (“EU”)
Sarah Callander-Beckett (“SCB”)
Rob McKay (“RM”)
Gemma Davies (“GD”)
Tracey O’Keefe (“TO”)
Steven Broomhead (“SB”)
Jamie Christon (“JC”)
Philip Cox (“PC”)

In Attendance: Nicola Said (“NS”)
Ian Brooks (“IB”)
Sharon Pond (minute taker)

Apologies: David Walker (“DW”)
Peter Mearns (“PM”)

- **Opening by the Chairman and Welcome**

TB welcomed Board members and thanked them for joining the meeting.

- **Declarations of Interest**

TB asked Board members to advise of any declarations of interest.

- **Minutes and Actions from the last Meeting**

The Board confirmed that the minutes from the meeting on the 19th May 2022 were correct.

- **Reappointment of Directors**

TB advised that Sarah Callander Beckett has completed a 3-year term and proposed that Sarah is reappointed for a further 3 years. The MC Board members unanimously recommended Sarah’s reappointment.

- **Board Briefing Note / CEO Report**

JM referred Board members to the report circulated within the Board pack and highlighted the following key items

- The cost of living and the increased energy prices is affecting consumer spend and having a negative impact on some visitor economy businesses.
- Visitors are still wanting to book breaks away and are looking for family time and connecting with nature and the outdoors, which is something in Cheshire that we can showcase and are prioritising in our campaigns.
- We continue to have good press and media coverage for the destination including a feature in the Independent.
- Footfall at the VIC is very positive and is seeing a return of international visitors.
- The responsible business conference will take place at Sykes offices on the 13th October.

- MC Awards are now open for nominations and we are looking to host the awards in Warrington.

Comments from Board

It was questioned whether Board members could help attract sponsorship for the awards. JM advised that we are looking for sponsorship and would welcome Board members assistance.

Concerns were voiced around the current economic conditions and the impact of this on the visitor economy and in addition to this how the government changes and the LEP review will affect Marketing Cheshire and its role going forward.

It was agreed that it is a watershed moment for the wider economic environment within which the visitor economy operates, as well as the institutional policy environment with the change of Government, potential of reduced funding and the LEP and DMO reviews. It was advised that the newer board members met on Tuesday to discuss. It was agreed that the group would meet again in November to discuss further as part of future strategy and business planning

It was agreed that we will hold a briefing session for the full board to ensure that they are engaged with the process and the activity of the sub-group.

With regard to the LEP review it was advised that government wrote to LEP chairs on the 31st March to advise that the long-term role for LEPs will be to be folded into combined authorities, where they exist. If they do not exist, the LEPs will work a lot closer with LA partners. A higher-level budget and business plan will need to be submitted to government by the 25th November. Conversations have taken place with all of the LA CEOs and Growth Directors and all raised the importance of the work carried out by MC.

It was confirmed that CW&C have a group set up to review the cost-of-living crisis and are looking to engage with businesses including hospitality and tourism. CW&C are also taking a broader sustainability and inclusivity approach as a sub-region.

JC advised that the Zoo's marketing campaign in Manchester has seen an increase in approx. 20% of visitors from that area. The Zoo have also introduced value for money products such as 5 tickets for price of 4 and the into the night £15 events, advising that people still want to look for a day out but are looking more at value for money products.

It was highlighted that we need to keep our hospitality businesses informed on what our strategy is, particularly the smaller operators who will be hit badly by the cost-of-living crisis.

It was agreed that we need to continue to create positive PR for the area, and advised that local businesses felt the benefit of the PR around our accessibility to our destinations from Manchester / Liverpool etc.

It was questioned whether there is a possibility to pool resources to support partners across the area. NS advised Destination Chester has pulled together the different groups to communicate as one voice. We would like to do more about pooling budgets however this is difficult as our role is on the destination profile and the individual partners look to use their funding to drive their own commercial income.

It was stated that the importance events in Cheshire such as Making Tracks, Creamfields, RHS Tatton should be highlighted in the work we are doing. There is plenty to be positive about at the moment too.

**Action SP
to set up
meeting**

The importance of sustainability and inclusivity was highlighted but it was felt that we need to look at a different way to communicate this to the public as the language we use tends to be public sector messaging.

DMO review

JM referred to the Tourism Alliance statement included within the board pack.

Government will be going ahead with the accreditation process which will consist of Destination Delivery Partnerships and Local Visitor Economy Partnerships. We will progress with the accreditation process as it will be the gateway for any future funds, so it is important for MC to be recognised in this process.

We have set up monthly meetings with colleagues in DCMS and roundtable events will take place in September and October.

Patricia Yates, CEO of VB was due to visit us in August unfortunately this visit had to be cancelled due to train issues. The visit will be rescheduled to November.

- **Company Finances**

TB introduced IB to give an overview of the company finances.

IB referred Board members to the current YTD report included within the board pack advising that the operating result is in line with the budget returning a small deficit. IB ran through the key elements of the report noting that the Audit Committee are comfortable with the cash position and use of reserves.

Commercial income is a challenge and likely to come into the business in the latter half of the year, depending on our success in this area.

Discussions are taking place regarding the DMO/VIC contract with Cheshire West and Chester Council. Due to work being carried out in the Town Hall there may be a need to relocate the VIC operation in the future. It was confirmed that this will be carefully reviewed prior to any decisions being implemented.

It was questioned whether we could use 2019 as a comparison year for the accounts. NS advised that we are looking at this as part of the strategy discussion, which will also include a comparison against other DMOs.

It was questioned why York have a higher budget than MC. JM advised that York has a much broader membership and remit. JM and GD are meeting with the Make it York team next week to discuss their funding model.

IB advised that we have been looking at ways to improve our payment systems and have identified a system called Go Cardless. To implement the new system, Go Cardless are required to undertake business checks which will require us providing personal information for Board Directors. Board Members present agreed unanimously to providing their details.

2021/2022 Statutory Accounts

IB updated Board members on 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.

One recommendation that came out of the audit was around the process of invoice approvals. IB confirmed that this has now been resolved.

The Board Members present approved the Audited accounts for 2021/22 for CWTB.

The Chair advised that he is happy to sign the accounts which will be filed at Companies House. IB to liaise with Murray Smith to arrange.

Action IB

The Board also approved the reappointment of Murray Smith as company auditors.

- **Any Other Business**

JM advised that he will be taking parental leave from the middle of September, returning early November.

GD advised that she will be going on maternity leave and will arrange for a colleague to attend meetings in her absence.

Future Board Meetings

Thursday 17th November 2022

Thursday 15th December 2022

Thursday 9th Feb 2023

Thursday 18th May 2023

Thursday 7th Sept 2023

Thursday 16th Nov 2023

Thursday 14 December 2023

Signature (Trevor Brocklebank, Chair)

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Date

15th December 2022

Chief Executive update

Paper 253

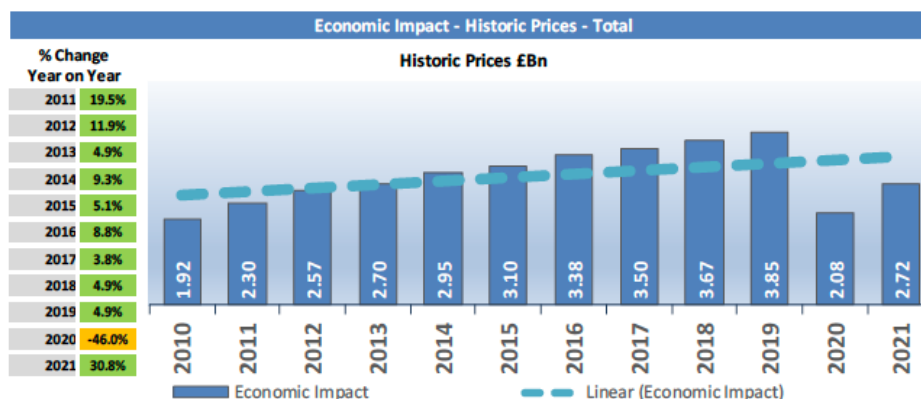
1. Introduction

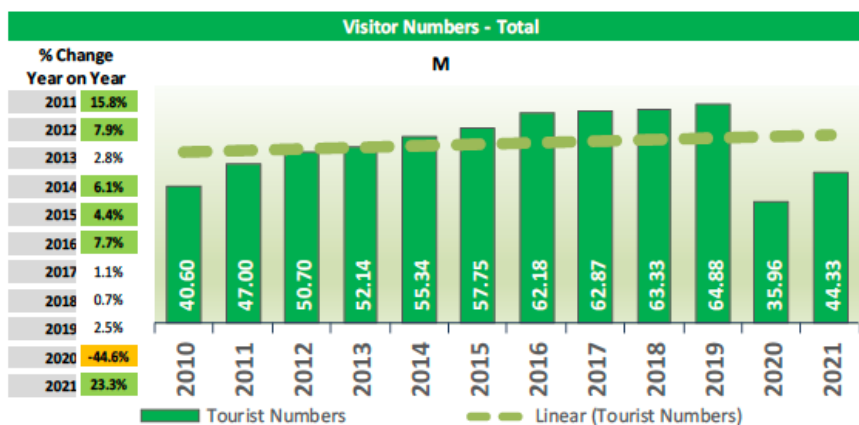
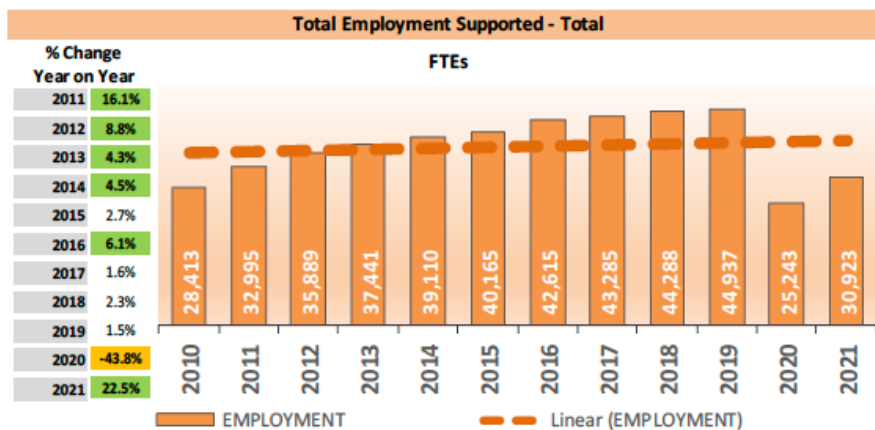
I wanted to use this opportunity to formally notify the board that I will be moving to a new role in the New Year. I also wanted to put in writing my thanks for all your support and advice. It has been great to work together, and I am very proud that we have been able to collectively steer the organisation through Covid19. Marketing Cheshire has a great team of staff and well positioned to go from strength to strength – and to work in partnership with a great network of businesses through Destination Chester and Destination Cheshire.

2. Visitor economy summary

We have received our value and volume research for 2021. This research assesses consumer spend and enables us to track destination performance. Some key headline figures are:

- Economic impact £2.7billion (compared with £3.8billion in 2019 and £2billion in 2020)
- Visitor numbers 47million (compared with 69million in 2019 and 37million in 2020)
- Total employment in the visitor economy 30,923 jobs compared with 44,937 in 2019 and 25,243 in 2020)





We have tracked occupancy and visitor attraction numbers so far this year. In summary, occupancy is holding up, but bookings are very late, and accommodation and attractions are having to offer deals and discounts to secure bookings. By way of example, we heard many anecdotal reports of a slow July followed by busier August. This is having an impact on business planning horizons and approach to investment and recruitment.

Nicola and I attended a recent Tourism Alliance conference. Many said although there are strong parallels to 2008 that this situation was unprecedented - “moving from one crisis to another”. Unfortunately, over 70% of consumers think “the worst is yet to come” (BVRC-BDA consumer sentiment tracker). Against this backdrop we need to continue to support businesses, emphasising short term marketing intervention, longer term brand and strategy, and advocacy with government and Visit Britain. We also want to strike a realistic – but upbeat tone on the destination in a challenging environment.

3. Destination Management Organisation Review

Trevor Brocklebank attended a DMO review round table with Visit England, DCMS and other Northwest DMO representatives to discuss the proposed local visitor economy partnership (LVEP) structure. Slides from the session attached as an appendix. VisitEngland are looking to commence rollout of LVEPs in January. The Northeast has been selected as the Destination Delivery Partnership (DDP) pilot region and will receive £2.25million over 3 years to operate on a more strategic level.

4. Destination Chester and Destination Cheshire

The Destination Chester network will be integrated into the Chester One City plan structure, alongside other groups leading on infrastructure, investment, and heritage and culture. We are continuing to lead on a programme of work. Highlights include:

- The Christmas marketing campaign is live, in partnership with Transport for Wales. We have outdoor advertising in Manchester, Birmingham, North Wales, Nottingham and Liverpool and social media activity. Examples attached.
- We Love Good Times hosted the first 'concierge' service webinar to help front of house staff working in the city be better informed about the Christmas programme.
- We hosted National Geographic Traveller Magazine and the Observer at the new market launch. We have generated some fantastic PR including Chester's inclusion on list of the top 15 High Streets in the country in the Telegraph.
- We have begun feasibility work on a Tourism Business Improvement District for Chester. This is particularly important as the new Liverpool Accommodation BID could generate up to £3.5million per annum. The Manchester Accommodation BID is at the final stage.

The Destination Cheshire Network has reviewed the brand story slides presented at the recent board strategy day. The network was supportive of a more strategic approach to the story we tell about the county. Next steps are to develop an outline plan and programme, including further engagement with other focus groups, including creative agencies.

In the meantime, we are continuing to deliver on the 'our family welcomes your family' campaign with a Christmas focus and planned burst for spring. This includes a particular focus on PR, profiling light shows and other Christmas events. This week we had the positive news that, following us hosting the Editor Huw Oliver earlier in the year, Time Out UK have listed Cheshire as one of their [top 15 UK destinations to visit in 2023](#) – Huw Oliver explains why the places on the list have made the cut; *“Rather than the usual hot spots, we want to highlight places, many of which are ludicrously underrated, which people don't automatically think to go to. In all of the places on the list, you will find interesting things to see and do, eat and drink during the day and night, a friendly welcome and a community spirit which enables you to connect with locals and really get to know a place. We recommend that you definitely put one or more of these destinations on your travel list for next year”*.

We also brought together partners along with the Ice Cream Farm to review options for partnering on the development of accommodation and attraction packages. This requires further feasibility work and is a good example of a new role for the organisation in leading networks of businesses.

5. Website and social media

Throughout August to October our website had 375,941 users, 450,245 visits and 798,377 page views. Most viewed content during this period was the Chester homepage and Chester What's on page. Two individual events were very popular, Magical Woodland and the Cheshire Game and Country Fair both had over 8000 views. This continues a trend in the popularity of outdoor activities. Our blog is going from strength to strength with Tom and the team creating some great content pieces, ranging from afternoon tea recommendations to best places for autumn walks.

6. Visitor Information Centre (VIC) in Chester

We have started work on a review of visitor information provision in Chester. This is an activity that has been commissioned by Cheshire West and Chester as part of our Service Level Agreement and grant funding. We have established a strategy steering group including the Council team, Cheshire West museums, CH1 BID, Storyhouse and Chester Cathedral. We will also set up an internal operational group to assess business models and financial options. The review will run through Spring / Summer 2023.

The VIC were delighted that Annabelle Whittaker, a member of the VIC Team and University of Chester student, collected the Tourism Management Institute's Undergraduate Student of the Year Award 2022. Annabelle's valuable work at the VIC was recognised as an important contribution to winning the award. Student placements from China were welcomed to the VIC team for the first time and the VIC's range of 'Our Guides' has been expanded with a Mandarin version of the very popular guide to the Walls.

7. Partnership update

We have 97 partners to date, with recent sign ups to the platinum level from Northern Rail, Transport for Wales and Arriva Bus all wanting to work closely on campaign work to promote travel to Cheshire by public transport. This is supportive of the active travel ambitions of our three local authority partners. On 20th September we hosted a partner networking event at Jodrell Bank, this was a great opportunity for partners to build back relationships with one another and gave us the chance to update on our activity. The concentration this quarter has been on destination support partner reviews, understanding how business has been, evaluating activity to date and looking at individual future objectives. The New year focus will be on producing a Cheshire wide map, Cheshire East Weddings guide to promote partners and generating ticket sales for the Marketing Cheshire Awards.

8. Business tourism and events update

Our "Focus on Sustainability Conference" was held at Sykes Holiday Cottages offices, attended by 50 delegates from across the tourism sector in Cheshire & Warrington. Delegates listened to presentations from Sykes CEO, Head of Sustainability from Chester Zoo and Founder of UK for Good. The event was well received, and guests enjoyed a networking lunch following the event, sponsored by [Sanderson Philips](#).

Finalists were announced on 24 October for Marketing Cheshire Annual Awards across the 16 award categories, full list available here: [Finalists announced for Marketing Cheshire Tourism Awards 2022/23 - Cheshire and Warrington](#). Following the success of the Rugby World Cup, we are really excited to continue the legacy by hosting our prestigious Awards event at Halliwell Jones Stadium, Warrington. If you are in contact with businesses from across the Cheshire & Warrington tourism sector, please do encourage them to book tables for the event online via this link: [Buy Tickets for Marketing Cheshire Annual Awards 2022/23 \(digitickets.co.uk\)](#). Marketing Cheshire have achieved the top accolade of **Outstanding** for the [Awards Trust Mark](#).

The team attended [CHS Birmingham](#) on 1 November with 3 Cheshire stand partners. This is an exhibition specifically for meeting and event buyers. The show was well attended, with over 60 buyers. There were an additional 4 Cheshire based venues that were exhibiting at the

show independent to our stand, and we ran a prize draw to include all Cheshire venues exhibiting at the show.

As agreed by the board we outsourced management of the Chester Christmas Market. The tender was won by the Chester Christmas Market company. The market has received positive PR on its 10th anniversary. It is also complemented by the excellent new Chester Market in the Northgate development. See local coverage [here](#).

9. People and staff

It is with great sadness that I wanted to let the Board know that Debbie Bland, our former Finance Manager, passed away earlier this year. Debbie was a huge personal help to me and worked closely with David Walker to manager our finances during the pandemic. We have made a small Christmas contribution to the East Cheshire Hospice in Debbie's memory.

Joe Manning, Marketing Cheshire



Implementing the DMO review - DRAFT

Recap: Review Recommendations and Government Response

What does the de Bois review recommend?

- Bring coherence to England's DMO landscape using an accreditation process to create a national portfolio of DMOs
- The national portfolio should then be split into two tiers – a top tier of 'Destination Development Partnerships' ('hubs') and a second tier of accredited Tourist Boards acting as members ('spokes')
- The Government should provide core funding to each DDP
- The role of the DDP would be to develop and oversee the delivery of a Destination Development Plan and lead on advocacy, partnership working, funding bids, major events, data and business support.
- Funding to ensure the destination remains sustainable, competitive and responsive to strategic challenges identified by Government (e.g. sustainability, skills, inclusive tourism and levelling up)
- DDP to pass down some funding to accredited Tourist Boards and work collaboratively with them to deliver a shared vision

What does the de Bois review recommend? (2)

- DMOs that do not meet accreditation criteria considered as part of a 'third tier' and government should minimise its engagement with them
- VisitEngland responsible for creating, maintaining and supporting this new tiered structure
- Introduce Tourism Data Hub as a matter of urgency to allow for better decision-making
- DMOs should:
 - Be more collaborative and share best practice
 - Seek to diversify their income streams
 - Develop the skills of their staff
 - Have more diverse boards
- LEPs and local authorities to recognise the importance of visitor economy and that DMOs are best placed to deliver
- LAs to recognise that DMOs need to be public-private partnerships

What does the government response say?

- England's DMOs have an important role to play in recovery and Levelling Up
- Necessary to transform the DMO landscape at a local level to allow DMOs to harness their potential to grow visitor spend
- Need to address long-running concerns about the structure, funding models and fragmentation
- Accepts the majority of the de Bois recommendations
- Agrees with the tiering approach, with the accreditation process to be introduced in 2022-23
- VisitEngland receiving new funding (up to £4 million over 2022-25 period) to develop and administer the scheme and pilot the DDP concept in one area
- Includes provision for VisitEngland to establish a regional team to support and account manage the national portfolio
- Accredited tier 2 DMOs to be called Local Visitor Economy Partnerships (LVEPs) to capture the wider focus on the visitor economy

What does the government response say? (2)

- Agrees VB/VE and government should have minimal engagement with ‘third tier’
- Pilot for multi-year core funding for one DDP; Tourism Minister will decide
 - The response sets out the criteria for the pilot:
 - visitor offer that encompasses rural, urban, coastal tourism
 - Includes a number of accredited LVEPs, but there should be gaps in coverage that need filling
 - Alignment with devolution deal
 - Able to demonstrate a growing business and events offer
 - Able to evidence visitor economy growth potential, including opportunities for improvement in tourism products such as attractions and transport links, wider product development and increase in visitor numbers and spend
 - Needs to prove the concept for a future national roll-out of DDP model including case for funding
- No nationwide DDP roll-out at this stage
- Agrees in principle with Tourism Data Hub but notes that this is unfunded and that other solutions are being looked at

What does the proposed future structure of the DMO landscape look like?

DDPs
Destination Development
Partnerships (tier 1)

15-20 in total - eventually, but only 1 pilot DDP in current CSR period

LVEPs
Local Visitor Economy Partnerships (tier 2)

c. 40 in total, accredited and supported by VE

Non-accredited DMOs (tier 3)

Limited support from VisitEngland

Timeline

DRAFT

Month	Activity
October	Regional roundtables Further develop accreditation criteria and process
November	VE regional team set-up Launch of accreditation for LVEPs in DDP area (to test and refine)
December	Finalise LVEP accreditation process
January	Launch of nationwide LVEP accreditation programme Commence assessment
February	Ongoing assessment and notification of accreditation
March	Ongoing assessment and notification of accreditation
April	VB/VE activity, support and engagement to start aligning to new LVEP landscape

Throughout: Support and advice from our regional team

LVEP Accreditation: Principles, Benefits and Criteria

Principles

- VE to take a **leadership and enabling role** with this new landscape but emphasis on collaborative and supportive approach between national and local level (particularly in the absence of LVEP funding)
- Recognise that all LVEPs will be at **different stages in their development** - it should be about **progress and development over time** in key priority areas (whilst demonstrating they meet core criteria)
- LVEPs should **align with national priorities** (VE and Government)
- **Pragmatic approach** (stretching in key development areas but not onerous; clear articulation of benefits, expectations and support)
- LVEP landscape will foster **peer to peer sharing of best practice and learnings** (as well as national via VE) e.g. sustainability, accessibility, partnership working
- Status awarded will be: **Officially recognised partners or portfolio organisations TBC**
- Create a **logo for LVEP use** (with guidance) and **publicise LVEPs on VE website**
- **VE to share learnings and progress** on DDP pilot and LVEP accreditation

Benefits of LVEP Accreditation

- Strategic relationship with VE and DCMS (who will focus collaboration/engagement/support on Tier 1 DDP and Tier 2 LVEPs) e.g.
 - Strategic support and advice from VE regional team (based in the regions)
 - Access to VE/VB expertise across key areas such as distribution, accessibility, sustainability
 - Involvement in VB/VE activity (and related support) such as Marketing and Business Events
 - Access to VB/VE grant funding programmes
 - Involvement in the development and delivery of England's sustainable visitor economy strategy and consumer brand proposition
- Accreditation by a national body sends a clear signal to local organisations and businesses on who to engage with
 - LEPs/LAs/Combined Authorities and Mayoral Authorities to actively engage/partner with LVEPs, as part of levelling up and place agenda (DCMS to influence Devolution Deal commitments and Mayoral priorities)
 - A seat at the table on local investment and wider decisions (linked to above)
 - Official status can be used when bidding for Government funding

Questions for discussion:

- Feedback on benefits – any other potential benefits?
- What support is needed from DCMS?

Draft criteria for LVEPs – core

DRAFT

Criterion	Proposed evidence
Covers an important geography (such as county or city region) and avoids overlap with other LVEPs (as the aim is to create a national portfolio)	National assessment
Geography makes sense to the consumer and businesses	National assessment
Should have a destination management plan or tourism strategy developed with local partners	Active DMP/ tourism strategy
Engaged in destination ‘management’, not just marketing	Evidence of business support offer, product development and distribution activity etc.
Should be well integrated with other important local and regional actors such as key attractions and local government/ LEPs	Board make-up, evidence of involvement of stakeholders in DMP/tourism strategy, stakeholder engagement programme etc.
Demonstrable commitment from local authority/ies that DMO is lead body in the area (incl. public funding)	Letter of support from LA(s)
Demonstrate an ability to raise funding from the private sector	Evidence of private-sector funded activity
Can administer public funding with probity	Evidence from previous government funded or EU projects led by DMO; VE assessment of VB/VE grant funding awarded to DMO
Capacity of organisation needs to be reflective of the size and importance of destination	DMO assessment of capacity in relation to geography covered
Are working in partnership with other DMOs in their wider region	Evidence of partnership activity

Draft criteria for LVEPs – growth

DRAFT

Criterion	Proposed evidence
Commitment to expanding their commercial income and other funding streams	Current level of commercial income and funding streams; and plans for developing future income
Commitment to staff skills development including digital, international travel trade, bid writing and distribution	Training plan for next year and beyond that identifies LVEP needs and reflects national as well as local priorities
Governance (incl. board structure) should reflect visitor economy it represents (public sector, businesses and consumers), be focused on impact and outcomes and show diversity	Overview of current governance structures, assessment of how representative they are and plans to expand structure/address any lack of diversity
Should have a comprehensive business support offer or commit to developing one	Evidence of current business support offer and future plan
Willing to support national priorities and Government initiatives, including accessibility, sustainability, local research and data	Evidence of current support and plans for future support
Commitment to growing their membership/partner support model	Evidence of current membership structure and size and future plan

Question for discussion:

- Do the LVEP criteria reflect what an accredited DMO/LVEP should do/aim for?

National LVEP Roll-out/ Coverage Process & Governance

National rollout of LVEP accreditation/coverage **DRAFT**

- A number of DMOs will be ready for this now and can meet all criteria. These will be accredited quickly
- Some areas of the country are more complex and will need more time to mobilise and consider their LVEP structure locally; however momentum is important
- There won't be full geographical coverage of LVEPs. There will be gaps where there are DMOs that don't meet the criteria/aren't fully functional, where there are no DMOs, or DMOs that choose not to be accredited)
- It is likely that DDP (Tier 1) roll-out (subject to pilot and CSR) is where full geographical coverage of structures can be achieved as they can plug gaps
- VE will review geographical gaps and work with DMOs that wish to become LVEPs but don't currently fit the criteria to support them towards accreditation readiness
- Might consider "Provisional LVEP" status
 - Support to become an LVEP from VE regional team
 - Set a timeframe for them to meet outstanding core criteria

Questions for discussion

- What do you think about Provisional LVEP status?
- What challenges do you foresee in obtaining LVEP status?

Process and Governance

- Open a register of interest (prior to launch) to enable VE to organise and target its support (where its needed)
- Guidance and application form (issued to those registered)
- Rolling application process to reflect iterative nature of the new landscape and allow for continued momentum
- Regional team (as above) to support DMOs through the process at all stages as required
- Panel to make recommendations on LVEP status, including VEAB members and DCMS
- Minister to make final decision on who receives LVEP status
- Officially recognised LVEPs to be published on vb.org; VE will share updates internally across BTA and with DCMS/ALBs

Questions for discussion

- Views on headline process?



VisitEngland™

VisitEngland Support

How will VB/VE support the new structure **DRAFT** (DDP Tier 1 and LVEPs Tier 2 only)

- Implement DDP pilot and LVEP accreditation programme including sharing updates and learnings as both progress
- National networking and best-practice sharing opportunities for LVEPs
- Central thought leadership, expertise and tools:
 - Accessibility
 - Sustainability
 - Data and research
 - Evaluation
 - Commercial strategy including distribution (plus access to specialist support)
 - Marketing and brand
 - Bid support: identifying funding streams, toolkit and training on accessing funds
- Training programme for LVEPs and businesses e.g. TETTW, digital and commercial skills, other identified priority gaps

Role of the regional team

- Based in the regions
- Support for engagement and partnership with LAs, CAs and DLUCH and LGA where required
- Support for engagement and joint working with ALBs and DCMS
- Enable funding opportunities for LVEPs across the region and provide advice and guidance
- Regular catch-ups, attendance at key meetings in the region
- Broker access to tools, advice, expertise and targeted support
- Support annual review of KPIs, achievements and challenges – based on a review framework

Non-accredited Tier 3 DMOs

No or limited support, focused on one-to-many approach

Examples

- Research and intelligence via website
- Access to Business Advice Hub and resources
- Industry e-news and web resources

Questions for discussion

- In what ways can LVEPs and VE/VB work together?
- How can the VE regional team best support accredited LVEPs?
- Should LVEPs engage and support tier 3 DMOs?

Summary and Next Steps

Summary and Next steps

Thank you for input and feedback!

- VE will review and reflect (post all Roundtables) to inform criteria and process where possible (by end of October)
- Keep you informed as LVEP accreditation and the DDP pilot (once announced) develops (DMO calls; targeted communications); including opening register of interest for potential LVEPs
- Set up VE regional network (by December/January)
- Refine and launch LVEP accreditation nationally (January)

Transport for Wales

TRAFNIDIAETH AM
Marchnadoedd hudol Caer

Eich cysylltu dros dymor yr ŵyl.
Prynwch ein tocynnau trŵn Advance gwerth gorau hyd at eich diwrnod teithio ar ap TrC neu yn trc.cymru/caer

TRANSPORT FOR
Chester's magical markets

Connecting you this festive season.
Buy our best value Advance train tickets up to your day of travel on the TIW app or at tfw.wales/chester

Terms and Conditions apply. See the website for more information. Terms and Conditions apply. See the website for more information.

TRAFNIDIAETH CYMRU × **CHESTER & CHESHIRE**

Y rhwydwaith cymdeithasol go lawn
The real social network.

TRAFNIDIAETH AM
Marchnadoedd hudol Caer

Eich cysylltu dros dymor yr ŵyl.
Prynwch ein tocynnau trŵn Advance gwerth gorau hyd at eich diwrnod teithio ar ap TrC neu yn trc.cymru/caer

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