

visit**Tees**valley Board Meeting  
16<sup>th</sup> October 2008, 10.00am – 1.00pm  
Spencer Room, Middlesbrough Town Hall

**AGENDA**

1. Apologies
2. Minutes of the last meeting (attached)
3. Matters arising
4. Tees Valley Top 10 (attached)
5. Marketing Framework Review – Issues Report (attached)
6. AtMap (Paper to follow)
7. Tees Valley Unlimited – John Lowther
8. Finance Report (Paper to follow)
9. Date of next meeting – January – venue tbc

**VISIT TEES VALLEY BOARD**

**Meeting held at Durham Tees Valley Business Centre, Stockton at 10.00am  
on Thursday, 17<sup>th</sup> July 2008**

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ATTENDEES

David Kelly	Visit Tees Valley	Chair
Krimo Bouabda	Cream Restaurants Ltd	
Juliet Farrer	Middlesbrough BC	
Julia Frater	Visit Tees Valley	
Patrick Green	Wild Hop Brewery Ltd	
Bryn Hughes	HMS Trincomalee	
Paul Mandeir	Redworth Hall Hotel	
Jonathan Lowther	Tees Valley Joint Strategy Unit	
Maria Wilcock	Argument Cottage	
Sarah Johnson	Stockton on Tees BC	

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APOLOGIES

Councillor Bob Cook	Stockton on Tees BC
Nick Dolan	National Trust Ormesby
Stuart Green	Hartlepool BC

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Action

**1 NOTES OF THE MEETING ON 17<sup>TH</sup> APRIL 2008**

The minutes of the meeting held on 17<sup>th</sup> April 2008 were agreed as a true record.

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## 2 MATTERS ARISING

### Action

The Board discussed the offer to visit the Transporter Bridge made by the Director of Regeneration (Middlesbrough Council) at the last meeting. All Board Members had indicated whether they were interested in attending and the offer was now being extended to the Top 10.

JF to let Tim White know numbers and names

**Tees Valley Cultural Volunteering Project** – The Board was informed that an appointment had been made for 3 days a week with the post holder also working two days a week on the skills project. A paper on both projects had been circulated to Board members prior to the meeting for information.

**Maritime Festival** – The Board discussed the festival in relation to the problems caused by the weather. It was acknowledged that there was work to be done in terms of contingency plans in the event of bad weather.

**Annual ATP Network North East Conference 26<sup>th</sup> June 2008** – The Board was informed that the conference focused on ‘place shaping’. The three presentations by Birmingham, Chester and East London were excellent and it was agreed that they should be circulated to all Board Members.

JF to circulate

**Happening Pass** – It was informed that 500 passes had been issued to date but it was not yet possible to provide details on usage.

**Communications Strategy** – It was advised that the business prospectus was currently being looked at and that it would be launched on the second anniversary of visitTeesvalley in October.

**Culture & Tourism in Oberhausen and the Ruhr** – Juliet Farrar informed the Board that it had been difficult to obtain additional information from Oberhausen. It was agreed to look at the original report again and submit any questions to Juliet Farrar. It was agreed that the visiting group should be small due to costs. JF to contact Paul Hemphill to see if ONE would contribute financially towards visit. Plus important that rep from ONE attended.

JF

**Regional Image Campaign (RIS)** – It was expected that the launch would be September 2008. RIS workshop took place on 5<sup>th</sup> June. JF to speak to Tania Robinson and forward

JF

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details of outcome to Board.

**Marketing Framework** – It was advised that a lot of discussions on the marketing framework and the RIS were due to be held over the next few months. A further workshop to discuss the framework would be held in October. It was noted that the Tees Valley brand itself was a matter for Tees Valley Unlimited. A meeting will be held on 27<sup>th</sup> August with ONE to discuss. All Board members invited.

### **3 TEES VALLEY TOP 10**

Members of the Board received an update on Tees Valley Top 10.

It was explained that the campaign had now reached its first quarterly review and update visits were currently being carried out to all of the Top 10. Early results were suggesting that the Top 10 were more than satisfied with the campaign and felt that it was fully delivering on expectations.

Members of the Board were provided with details of the activities that were included within the campaign and also information on the input/outputs of work/activity to date. It was noted that there were concerns internally regarding the low level of activity from the brand ambassadors at the key events highlighted as opportunities for raising brand awareness. It was explained that the issue had been discussed at some length with the Top 10 and proposals had been submitted suggesting how opportunities could be realised in other ways however, the Top 10 themselves were not overly concerned and had indicated that they were happy with the level of activity.

It was explained that discussions during the first quarterly reviews regarding the long term aspirations of the Top 10 had highlighted that due to the present economic climate there was uncertainty as to whether they could commit to continuing with the Top 10 in the future. This issue would be discussed at the next quarterly review meeting.

RESOLVED that a review of the Top 10 brand ambassador package be conducted to identify how the package can be expanded to include more B2B/networking activities/opportunities.

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**4 EVALUATION REPORT**

It was explained that at the end of 2007, One North East commissioned TEAM Consultants to evaluate the progress made by the Tourism Network North East.

Members of the Board were provided with a copy of the evaluation report. It was advised that the report was largely a result of qualitative evaluation of the Network rather than seeking to quantify outcomes. It was noted that there was also an evaluation of Visit Tees Valley and details of the specific findings.

The Board discussed the information in the 'Moving Forwards' section of the evaluation report. Members of the Board were informed that a paper was currently being produced by ONE on the issues raised in this section and would be circulated for comments.

JF to  
inform  
TEAM of  
comments

The Board considered that very few small businesses had been consulted in the Tees Valley and asked for the comments to be forwarded to the relevant person.

John Lowther raised the high level of financial input from the Tees Valley local authorities towards the ATP in comparison with the local authority contributions in other sub regions. Demonstrated a commitment to visit Tees valley.

Overall it was considered that the decision to adapt the network approach to the delivery of tourism in the North East was the right one.

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## **5 ATMAP - UPDATE**

Members of the Board were informed that the AtMaP review was expected to be completed by the end of September 2008. ONE had circulated the template. It was acknowledged that awareness of AtMaP was low and needed to be raised.

Two workshops had been arranged for the 21 August. The workshops were to be led by the Head of TEAM Consultants – Roger Carter. It was advised that the day would be split into two with the public sector workshop in the morning and the private sector workshop in the afternoon. It was envisaged that priorities would be identified and then a call out for projects would happen in September.

The Board was informed that the AtMaP planning group was looking for a private sector representative. The group met quarterly to approve projects.

The Board discussed the workshop and suggested that the private sector workshop session should be re-arranged for early September as August was considered high season for businesses and they may not be able to attend. It was also suggested that some publicity for the workshops would help assist with understanding and that a simple diagram showing how projects are developed would be beneficial for those attending.

RESOLVED that the information be noted.

## **6 CAPACITY BUILDING WORKSHOP**

The Board was informed that in 2007 One North East commissioned consultants to undertake capacity building activities with each of the ATPs. This resulted in a capacity building day being held on 5<sup>th</sup> June 2008 at which both Board Members and ATP staff attended.

Members were provided with a copy of the notes from the day.

It was noted that a further team building day with ATP staff only had been arranged for 20<sup>th</sup> August.

RESOLVED that the information be noted.

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## **7 TEES VALLEY UNLIMITED**

The Director of Tees Valley Joint Strategy Unit was in attendance at the meeting and provided the Board with an update on Tees Valley Unlimited (TVU).

The Board was informed that the Multi Area Agreement (MAA) had now been signed. Further discussions were being held with the Government regarding money. It was discussed that with regards to funding it had been agreed that money would be delegated to TVU. It was also discussed that TVU would like the ability to move money between different funding streams.

An update was also provided on the following areas:

- Growth Initiative Areas
- Transport Schemes
- Tees Valley Metro Proposal
- Skills and Employment Agenda
- TVU Business Plan

The possible impact of the credit crunch was discussed. The Board was advised that projects such as Middlehaven and Teesport had not been affected so far and it was business as usual.

RESOLVED that the information be noted.

## **8 FINANCE REPORT**

The Board considered a report that provided an estimate of the 2008/09 outturn based on information available to date. The report indicated that Visit Tees Valley expected to balance its budget at the year end.

The Board was advised that the outcome of the ERDF Audit was still awaited.

The Board discussed the business engagement budget and whether some money could be allocated to supporting micro businesses. It was suggested that a list of activities be brought back to the next meeting.

RESOLVED that the information be noted.

## **9 DATE OF NEXT MEETING**

16 October 2008

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**10 ANY OTHER BUSINESS**

The Chair gave details of a possible concert being organised by Suzannah Clarke. The concert was to involve the North Korean State Orchestra and it was envisaged that concerts would be held in London, New York and Middlesbrough. The Chair advised the board that he had been contacted by Suzannah Clarke in relation to a black tie event that she was looking to arrange to coincide with the concert. Wynyard Hall had offered their facilities free of charge and Suzannah was looking to raise funding for other aspects of the event. ONE had been unable to make a contribution to the concert costs but the Chair had been asked to find out if ONE finance etc might support the black tie event. Juliet Farrar from Middlesbrough Council advised that she had been in discussions regarding the concert and that clarification was still needed on various aspects before it could proceed any further.

Chair to write to ONE re black tie event

The Board discussed the current issues regarding the economy in relation to related facilities. The Board considered that it was important to encourage local tourism and assist people wherever possible considering the current economic climate and also considering that the school summer holidays were approaching. The current advertising campaigns were discussed and the Board agreed that other advertising and marketing ideas should be explored where possible to encourage people to stay local and take advantage of schemes such as the Happening Pass.

JF to inform Board of vTv activities to overcome credit crunch over next 6 months.

RESOLVED that the information be noted.

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## Agenda Item 5

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**Report of:** visitTeesvalley  
**Report to:** visitTeesvalley Board  
**Date:** 1<sup>st</sup> October 2008  
**Subject:** One North East Marketing Framework Review – Issues Paper  
**Item for:** **Information** / Decision / Presentation

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### SUMMARY

4- This report provides the Board with an update on the Marketing Framework Review and details of the Issues Paper.

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The report asks the Board to note the current position and to charge visitTeesvalley with pursuing the areas raised regarding the implications the framework will have on Tees Valley in the future at the Framework Workshop on 22 October 2008.

## **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to update the Board on the Marketing Framework Review.

## **2.0 BACKGROUND**

- 2.1 Blue Sail were appointed by Tourism Network NorthEast to evaluate and review the Marketing Framework which guides the Network's tourism marketing communications. This exercise was informed by the Arkenford Segmentation Study and primary research undertaken by Bluegrass Research.
- 2.2 Findings of the report were fed into a network Think Tank meeting to explore and debate, and a draft Framework was produced. This was circulated to a steering group at which Melanie Sensicle from Durham ATP represented the ATPs. Melanie raised a number of strategic concerns which would benefit from further exploration, debate and resolution amongst a wider audience. This will take place at the Network workshop, planned for 22 October 2008. It should be noted that this whole process has taken nearly 18 months which has resulted in there being no decisions made over the future routes to market for an extended period of time, which has in turn affected the ATPs' ability to agree their future marketing strategies.
- 2.3 An issues paper has been produced (Appendix 1) outlining the strategic concerns and the following areas for debate: target markets, destinations, themes, routes to market, International markets and Travel Trade.

## **3.0 ISSUES CONCERNING TEES VALLEY**

- 3.1 The following account details the issues that are of concern to the future marketing of Tees Valley.
- 3.2 The Framework identifies the three attract brands of Northumberland, Durham City and Newcastle based on the current national external perception and awareness of the region. Tees Valley is not included as an attract brand and therefore the importance of cross-selling across ATP boundaries, particularly for Tees Valley, needs to be stressed and agreed. This also raises concerns about what the implications would be regarding funding and resources from One North East (ONE) – will Tees Valley get their fair share or will more resource go to the other ATPs? This reinforces concerns raised earlier this year by the visitTeesvalley Board and expressed in a report to the TVU Executive Board (May 2008) that Tees Valley will struggle to build upon its brand identity without regional support.
- 3.3 In addition, the Regional Image Strategy's (RIS) change in direction from tourism to business and inward investment would suggest that marketing Tees Valley needs to be closely linked with the RIS to ensure perceptions of the area are raised as an attractive place to visit, live and work.

- 3.4 Acknowledging this concern, ONE arranged a Tees Valley brand workshop in August to discuss how the Tees Valley brand could be developed. visitTeesvalley are still awaiting copies of the workshop summary and proposed action plan to identify how they can be incorporated into regional activity. When details are received they will be circulated to the Board.
- 3.5 Recent Visitor Survey research highlighted that improving the brand awareness of Tees Valley was aided by the Passionate People Passionate Places activities. The shift of the RIS from tourism to business and inward investment and the omission of Tees Valley as an attract brand in consumer marketing activities will undoubtedly have a detrimental impact on the destination, inward investment and skills attraction. What assurances is there that Tees Valley's strong position given the key industries located within the area will benefit from the future RIS activities?
- 3.6 The issues paper does not identify `families` as a target market and given the Tees Valley product offer, day visitor market and events-led strategy this is one of our key markets.
- 3.7 The key themes identified in the document do not necessarily match with the key themes of each individual ATP. In particular all four ATPs have expressed an interest in working on a joint 'Get Outdoors' campaign which fits well with each ATP's product. This raises the issue of all four ATPs working together on campaigns, which in essence would mean it became a regional campaign, and raises questions of how much support and control the ATPs will receive from ONE. This then relates to a wider issue regarding the future roles and responsibilities of the regional team and the ATPs.
- 3.8 Regarding routes to market, research suggests a shift from traditional print to more digital marketing and effective PR will be required and the implications of this approach will be discussed at the workshop.
- 3.9 The draft Framework suggests that One North East should focus their efforts on a national market (particularly places within a 3 hour drive time). ONE will reduce activity in International and Travel Trade markets and will be doing very little, if any, in-region and post-arrival promotion. This does not support the importance for cross-boundary selling, which is vital to Tees Valley if ONE are to lead with the attract brands. ONE would not deliver in-region consumer PR or produce a regional pocket guide which they have done previously. This will now be the responsibility of each ATP, which raises questions of where the ATPs will find the additional resources to support the production of additional post-arrival information and conduct PR activity or produce supplements etc.
- 4.0 ISSUES REGARDING THE FRAMEWORK REGIONAL PROPOSALS**
- 4.1 There are a number of issues that the framework raises that have an impact across the region.
- 4.2 The data set/sample size of the market segmentation work was questionably low. What is the risk factor when heavily focusing resources, product

development and marketing activities based on these results especially when the region is still developing? The proposed attract brands, albeit with a higher recognition than other areas within the region when compared nationally, are still relatively low in awareness terms. Should the short term focus for marketing activity be on themes which are common throughout most of the regional product whilst allowing more thorough research to be conducted with realistic sample sizes? The resulting more intensive and thorough research could then be used confidently to drive longer term strategic product development and regional campaign activity.

- 4.3 Business Tourism was not discussed within the document. This is a key target market for 3 ATPs and therefore should be included within the framework. A separate document has been prepared by ONE on Business Tourism.
- 4.4 The issues paper asks how PR can be used more strategically. If the framework is to go to market with three attract brands, PR should be seen as an opportunity to pacify the 'fair share' argument by being used more effectively to test other products/brands. It is essential and pivotal that PR has a stronger role to play in the marketing activity and needs to be more integrated. In addition, ONE via the ATPs is currently funding a number of different agencies, joint purchasing/partnership approaches and this requires further discussion.
- 4.5 The paper mentions the issue of roles and responsibility and that this will be discussed at the workshop. Guidance is required in advance to allow consideration to be given to this area.

## 5.0 RECOMMENDATIONS

- 5.1 The Board is asked to note the current position and charge vTv with pursuing the issues raised in this paper, and any others raised by the Board, to the Marketing Framework workshop.

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