



Plymouth Waterfront Partnership Board Meeting

16 August 2019, 10am-12pm (meeting rescheduled from 25 July 2019)
Duke of Cornwall Hotel

Attendees: Nick Buckland (NB) (Chair); Chris Robinson (ChR); Andrew Brewerton (ABr); Mervyn Orchard (MO); Josh McCarty (JMcC); Penny Tarrant (PT); Cllr Pete Smith (PS); Craig Moore (CM); Marc Nash (MN); Lisa Andrews (LA); Sarah Gibson (SG); Sky Cole (SC);

Apologies: Jon Morcom (JM); Ben Shearn (BS); Andrew Bullivant (AB); Patrick Knight (PK);

ITEM	NOTES and ACTION POINTS	By Whom	By When
MB-08/19-1.	Apologies and Introductions Apologies were tabled and introductions were made around the table. NOTED: Lisa Andrews, Senior Economic Development Officer at Plymouth City Council was attending the meeting on behalf of Patrick Knight		
MB-08/19-2.	Conflict of Interest Policy No conflicts of interest were raised.		
MB-05/19-3.	Minutes to the last meeting The Minutes of the previous Board meeting held 30 May 2019 were approved as a true record of the meeting. The actions log was updated accordingly NOTED: <u>Hoe Foreshore</u> - MN met with Anthony Payne and PCC Officers to discuss the PWP Hoe Foreshore proposal. - NB spoke with Tudor Evans and met with Tracey Lee regarding the Hoe Foreshore. - It's clear that the Council has no money for investment – PS confirmed that there has been a budget cut of 60p in the pound. - It's hoped that the National Marine Park (NMP) will be the future gateway for investment and improvements in the Waterfront. - ABr suggested that a conversation with Plymouth Culture (new CEO Hannah Harris) could see support for the Waterfront and investment in cultural development. - MO stated that the Waterfront will become more and more		

important for the city and therefore investment in the Waterfront now will be vital for attracting further investment and development in the city in the future.

- NB had raised the fact that PWP should be represented on the DP Board and this is now being discussed at their Away Day today – PS seconded the need for PWP to have representation and has also requested this.
- PT shared that the Future Parks Project had received funding and that she will champion PWP there going forward.
- Drake's Island had been recently purchased by Plymouth business man Morgan Phillips and The Royal Plymouth Corinthian Yacht Club had been purchased by an existing BID Member.

Waterfront Investment

- SG will provide the Board with an email detailing BID progress on securing investment.

Plymouth Giants

- On the agenda for discussion today.

Nominations Committee

- SG meeting with John Napton in September.

Visitor Plan 2020-2030

- No update on the Visitor Plan – SG will chase AL.

Marketing

- Work underway to create a strategic overview of marketing budgets across the city – SG will now share the report via email prior to the next Board meeting.

Mayflower Makers

- JM to provide an update on the Mayflower Makers.

Millbay Boulevard

- Likely to have an update from Richard Bara in December.
- Funding has adjusted and the artwork component of the scheme will not be going ahead.

Planning Sub-Committee

- Letter of concerns regarding the proposed West Pier works had been circulated to all Directors before submission to the Council.
- The majority of the work now delayed until 2021 – low level cosmetic works only will go ahead in preparation for Mayflower 2020, such as new flag poles and benches.

AGREED:

- All agreed that we need to be imaginative and not allow the lack of money to stop the work and ambition for the Hoe Foreshore.

	ACTION: • SG to have a conversation with Plymouth Culture (Hannah Harris) to discuss support for the Waterfront and investment in cultural development. • SG to speak to AL to get an update on the Visitor Plan and outstanding actions. • SG to share via email the strategic overview report of marketing budgets across the city. • JM to provide an update on the Mayflower Makers.	SG SG SG JM	
MB-08/19-4.	PWP Planning Sub-Committee The focus of the discussion was the West Pier Planning Application. NOTED: • Concrete will be poured to stop water leakage on West Pier for the time being, with full repairs happening after 2020. • PS shared that the cobbles will be going back and the only change to the cobbles will be that the area will be levelled and disabled access will be improved. • CR noted that the quality of the work in New Street was completed poorly and attempts to rectify the issues have caused huge disruption. • Also there are works planned for Southside Street in September – this work has been agreed without consultation and at a peak time of year. • Southside Street – SG shared the update from Highways: ○ 7 weeks of works planned to start on 3rd September – 1 week utilities and then 6 weeks for repair works to pavements. ○ Highways and South West Highways had explained that the works have been planned to allow for weather windows and ensure that a wider programme of works is completed by February 2020. ○ Traders are very concerned about the impact to their businesses and it was agreed that such programmes of work should be planned in consultation with the community. ○ The works on Southside Street would allow for access between 8am and 10am daily for collections/deliveries. ○ Highways would provide a letter outlining the works and the timeline, which is due to be shared with businesses. • CR shared that the Barbican Trust have spent tens of thousands doing up the frontage of businesses in New Street in preparation for 2020, but dirt and cement dust now dirtying the buildings as a result of the works in New Street. • MO requested that the timeline for works on West Pier is shared as soon as possible – PS agreed that this should be done. • PS shared that Historic England were not concerned about the		

	removal of cobbles or the replacement of them – the significance of the cobbles for the Barbican community and visitors in particular was discussed. - MN noted that the quality of workmanship on the repointing of the cobbles was not acceptable and this should be fed back to those leading the works – SG has already raised this with Adrian Trim and South West Highways. SG has informed them that PWP will be checking the quality of works and requesting improvements if required. AGREED: - A clear timeline of the works planned for West Pier was needed. ACTION: - NB to write a letter to Adrian Trim outlining the request for quality work assurances within the Waterfront area. – meeting on Tuesday, so NB to get letter to Adrian before then.	NB	
MB-08/19-5.	Giants Project SG shared two papers: A Consultant Recommendation from Colleen Dunn and a cost breakdown NOTED: Colleen had provided three options: Option A To proceed with the original temporary installation of the giant hill figures on The Hoe with the engagement of Plymouth Argyle FC, artist Charles Newington and his small team of specialists. This would then be followed by a launch event, website, talks, and full media campaign over a fixed period in autumn 2019. Option B To proceed with a launch excluding the temporary installation and, over a period of 18 months, embark on a community engagement campaign designed to embed the concept of Plymouth Giants into schools and targeted groups, and using exhibitions, talks and other engagement. In tandem, funding would be sought via bids and target businesses to support the cost of the temporary installation. Option C – (Colleen’s favoured recommendation) To suspend options A or B and concentrate solely on securing planning permission (details of this procedure and the projected costings now require myself (Colleen) and Susie Bissell to set out an accurate budget. Colleen stated in her recommendation that she has fully supported the temporary installation concept, but unforeseen escalating costs, delays and obstacles have put this element under strain, so the most cost-effective approach would be to spend less and secure planning consent first.		

Reasoning

1. If PWP allocates funds to option A we will be able to measure public appeal and capitalise on media interest. But without planning, we have only a concept.
2. Option B is very much like option A, but is a framework to build upon.
But, again, we will still have only a concept to offer.
3. Option C is a lower cost option and still allows PWP to schedule a measured response to media interest, actively promote the project (see below), or try to keep it under the radar at this stage.

- SG had added her notes to Colleen's recommendations and shared them as follows:
 - In terms of risk SG does not see that Option C is a lower cost option to PWP, for two reasons:
 - a. Should Scheduled Monument Consent not be granted by Historic England, then a minimum £45k investment from BID Levy will have been spent with little or no tangible delivery outcome to show for the expenditure.
 - b. Should Scheduled Monument Consent be granted then PWP is publicly committed to delivering the permanent installation and raise funding of £450k. At this stage still without the support from the Council, Destination Plymouth and Plymouth Culture.
- SG shared the cost breakdown for each option, include a fourth option 'D' as proposed to the Board by SG for consideration:

Option A - £119,703

- Includes all costs to date, all forecast costs for the temporary installation, £50k artists' fee and a 10% contingency fee.
PWP committed to deliver the temporary installation in 2019.

Option B - £135,000

- Option A plus additional estimated project management costs for Colleen and Susie and the artists' fee.
PWP committed to deliver the temporary installation in 2021.

Option C - £500,000

- Suspend Options A and B. Move to securing full Scheduled Monument Planning Consent and proceed to permanent installation in 2021. Includes all fees to date, additional estimated project management costs for Colleen and Susie, £50k artists' fee, cost of geophysical survey and trial pit digs of the site, Planning Application fees, consultancy fees for Heritage Team support, provision of granite stone and installation costs (based upon Colleen's original forecasts to the Board in November 2017).

Option D - £30,000 (SG's recommendation)

- Stop the project, turn the existing brochure into a product for schools and distribute one copy to each primary school and library across the city, launch a PR feature and link with London to coincide with the November 2019 Lord Mayor of London parade and Guildhall wicker Giants procession. Explore with RIO the opportunity of creating a light installation as part of Illuminate 2019, 2020 and 2021.

Breakage Costs at this point - £26,031

- Includes a £5k refund of the Hirschfield Foundation donation to the artist.
- SG recommendation to put another £4k to the project to deliver option D.
- PS suggested that there needed to be comment in writing from the MOD before going any further.
- MN felt that it was critical to get planning permission and get Historic England's position on the project before spending any further money on the project – need to cover baseline and any risk before proceeding any further.
- CR stated that we should have had planning permission by now, but don't believe planning permission is needed for a temporary installation.
- The artist has confirmed in an email that he would like us to move to a permanent installation and that £50k would cover his copyright for the artwork.
- CR had spoken with the artist and believed that the artist would not require a £50k fee, but instead £5k.
- CR shared his feeling that we would struggle to explain to our membership why we got to this stage and then not taken forward what could be such a significant PR piece.
- NB queried the timeline for 2019 – SG confirmed that if the Board want us to progress the temporary installation could go in in 2020. SG expressed concern over the likely cost to the BID and the risk of completing delivery of the projects within the BID2 Business Plan.
- NB asked where the Council sits on the project – PS confirmed that until we get letters from the relevant bodies confirming agreement for the project, the Council would not recommend proceeding further.
- SG confirmed that PWP is working with RIO and that there may be an option for help toward funding from Illuminate.
- CR felt that the temporary installation will attract the appetite for a permanent installation.
- CM queried where the outstanding £48k for the temporary installation will come from. One possible route was partial funding from the National Lottery Heritage Fund. SG recapped an exploratory conversation that had taken place with the National Lottery Heritage Fund – they don't see any connection with the

	Mayflower commemorations and they recommend that we bid for a maximum sum of £25k, submit a pre-application bid to slowly build their engagement and support before submitting for the full £25k bid application. - Suzie had been informed by Historic England that they would only get involved during the permanent installation. - SG confirmed that PWP has circa £7k remaining in the budget this financial year to put toward to the project. - NB stated that the Board needed to make decisions and summarised the following: - Funding – we have £7k, potential £25k from Lottery, even with 10% contingency fee discounted, there is still a shortfall there – this is the biggest concern. - Permissions to do the installation needed - Fee from the artist – need confirmation if it's £5k or £50k - Timing – next year for temporary installation? Will it get lost in the messaging of Mayflower and therefore 2021 could be a better option? - CR shared that the link with Mayflower is the fact that it could have been the last thing that the Pilgrims saw as they left Plymouth. - ABr was of the opinion that the link to Mayflower is tenuous and also a potential risk as the project should stand alone – could create a series of events to share the narrative from an education perspective (education connection should not be underestimated). Rather than be rushed this should be a three to five year project to create the permanent installation. - NB confirmed that Messenger had been a five year project. - MO asked if there was an option to look at Augmented Reality in the first instance to demonstrate how it will look, to engage with schools, attract investment and increase interest. AGREED: - If going to permanent, will need all of the appropriate permission and a funding plan in place to raise the necessary funds. - Until we can find a solution to the funding issue, don't believe we can proceed further with the project. - Funding and permissions should be looked at outside of the Board meeting. ACTION: - CR to get agreement from artist in writing to take off £45k – ensuring that only £5k charged for a temporary installation. - SG to arrange a full application to Heritage Lottery for £25k. - SG to circulate the Project Manager's report. - SG and MO to discuss option of AR (Augmented Reality)		
MB-08/19-6.	National Marine Park JMcC gave an update on the project.		

	NOTED: • Presentations had now been given to both the PWP Board and Advisory Panel – now looking at how to create behaviour change in the city toward the ocean, to develop pride in Britain's Ocean City. • An array of stakeholders and regulatory bodies consulted – met with 78 organisations and overall positive support, though obvious concerns about cost restrictions. • Now trying to create a proposal collaboratively shaped by organisations in the city and then taking this to central government as a blueprint. • What is it? – Declaration of Intent and looking at what we as Britain's Ocean City want it to be – it's not about regulation, it's about conservation and education. • Creating FAQs and testing that with competent authorities. <u>Next Step:</u> ○ Once Declaration of Interest shaped and agreed, will share with bodies such as PWP. ○ Working with Blue Room Foundation – working with deprived communities to get families to the water's edge. ○ Then bring those children to other events run by the MBA ○ Working with film maker who does under water 360 filming to share with communities and that will then go to The Box • Looking to create a public event to have a Celebration of the Ocean around Plymouth Sound looking at the concept of a NMP – the team don't have full details of this as yet, but will share as soon as full details available. <u>Timing</u> ○ Local Piece – Britain's Ocean City building something – the Declaration of Intent this year. ○ Then the national piece with DEFRA and others – these projects can take up to ten years, so the timeline isn't defined at this stage. • MN found it significant that Greta Thunberg chose Plymouth as the city to sail from. • MO felt that it would be key to work with those who have and can provide access to the water – JMcC agreed that this connection with the water is vital and creating connectivity for all is key.		
MB-08/19-7.	Advisory Panel Update MN shared the key topics of discussion from the latest Advisory Panel meeting NOTED: • Traffic calming in Southside Street needed (speed camera and raised cobbled sections) • Passion about the 'Welcome to Plymouth' raised a question of civic pride in Plymouth. • Frustrations about timelines and how long it takes for things to		

	happen, so tasks on the Advisory Panel actions log will now be colour coded to demonstrate that many projects are outside of our gift. E.g. blue for PWP, green for PCC, black for individual or other organisations, etc. This is to reduce the criticism of the BID.		
MB-08/19-8.	Financial Report 2019/20 SG gave a brief update. The latest Financial Report was included within the Board pack for reference. NOTED: <u>Financial Report</u> • Similar to last time – Council currently reporting 92% BID Levy collected. • £94k currently in the bank account. • Very few changes to projects since last report. • Have received new funding requests from Economic Development and BID businesses that will put strain on budgets. • SG referred to the contribution that had been agreed for the Plymouth Afloat project in principle by the Board via email. However, the previous ask was for £2k, however following a meeting with Roger Maslin of the NMA, that request had been raised to £6k. SG would share a more detailed proposed over a further email to the Board. • MO gave some further details of what the Plymouth Afloat project is aiming to achieve and noted that the first supporters will get full recognition. • PT mentioned the Green Hook project for interest. <u>New Funding Considerations</u> SG provided a paper with five new funding considerations as follows: • Project 1: Contribution towards Patrick Knight and his team Levy Contribution Sought: Further £10,000 per annum (bringing this to a total of £20,000 per annum). Financial Year: 2020/2021 and 2021/2022 New or Increase?: 100% increase Notes: PWP currently contributes £10,000 per annum toward this team's support in identifying grants, bidding for grants, development of the National Marine Park, creation of the new ten year Visitor Plan and general BID support including renewal in 2021/2022. NB Matched by the City Centre Company. BID2 Business Plan?: No, additional. Why Support? Stability of team and their work to support the BIDs • Project 2: Bretonside signage scheme Levy Contribution Sought: £5,000 Financial Year: 2019/2020 New or Increase?: New Notes: At request of Bretonside BID members, the introduction of a new orientation signage scheme in three locations to provide		

them with support following the disruption their businesses have faced during the construction of The Barcode.

BID2 Business Plan?: No

Why Support? Direct request for assistance from BID members.

- **Project 3: Waterfront Warden**

Levy Contribution Sought: Estimated £20,000 per annum

Financial Year: Pro rata'd for remaining months of 2019/2020 and full cost in 2020/2021

New or Increase?: New

Notes: To provide a coordinated public realm issue response across The Hoe and Barbican. PCC employed and PWP managed. Provide a dedicated quick response for hot spot cleansing issues, on-street presence, SIA qualified, linked to CCTV control room, Street Scene and traffic enforcement. Possibility of this post being seasonal (May - December). The role is currently being designed and costed.

BID2 Business Plan?: No, additional.

Why Support? Getting the basics right, which is a commitment of the business plan.

- **Project 4: Reusable Plastic Cups**

Levy Contribution Sought: Estimated £5,000

Financial Year: 2019/2020

New or Increase?: New

Notes: Barbican licensees have requested support from the BID for the subsidised provision of reusable cups to replace as many as 30,000 single-use plastic 'glasses' that are used each Friday, Saturday and Bank Holiday.

This is an opportunity to brand them with PWP, Plymouth Britain's Ocean City or destination specific designs, e.g. Hoe, Barbican, Royal William Yard, etc as a collectable series for those patrons who wish to keep them at a cost of £1 each. NB PWP funding will be matched by traders.

BID2 Business Plan?: No

Why Support? Direct request for assistance from BID members and support for the goals of the city's Plan for Plastics.

- **Project 5: Finger Post Signs**

Levy Contribution Sought: £3,000

Financial Year: 2019/2020

New or Increase?: New

Notes: Opportunity to enhance connectivity of Waterfront with City Centre with nine finger post sign additions for 'Waterlinks' and 'Waterfront'. Primary route along Armada Way to The Hoe, secondary route East along Royal Parade and Buckwell Street to the Barbican, and third route West through Union Street, the Millbay Boulevard and Millbay Road to Stonehouse.

BID2 Business Plan?: No

Why Support? Finger posts were not specifically listed though do support the Plan's main emphasis on connectivity

- Total Additional Levy Expenditure:
 - £19,000 2019/2020
 - £30,000 2020/2021
 - £30,000 2021/2022

All of the new funding considerations were discussed and the following was agreed:

Project 1

- Support agreed, but suggestion that a review at the end of the first year to be able to demonstrate return on investment. Also a report of funding secured to date for the Waterfront (during BID2) from PK at the next meeting.

Project 2

- Suggestion that we extend it to the bottom of Tavistock Place. Must tie in with any other signage being out in around the city. Agreed that support be given to the Bretonside community and this funding agreed.

Project 3

- Once full costing and role profile finalised, and any funding from other paused projects brought across, share with the Board for decision. It was noted that the role would address many of the highly visible issues that the BID received criticism for. Role must be effective – look at trialling for 2019/20.

Project 4

- PT feels that there should be a city-wide approach and look to have a SWOT team work to look at the opportunities to avoid the need to subsidise.
- Would need assurances that all single-use plastics used currently are replaced with reusable alternatives.
- Should be self-financing. Licenced premises should be avoiding single-use plastic out of civic pride and the BID should not subsidise something that they should be taking responsibility for.
- Could we be looking at other alternatives to plastics instead?
- This is not supported in its current proposal.

Project 5

- Following query, SG confirmed that we cannot put PWP logo on them, which the Board accepted as long as it's clear that it's a PWP initiative., i.e. 'Plymouth Waterfront – The Barbican'.
- Supported. SG to look at how PWP will get recognition and that the signs will satisfy our BID member asks.

BID Expenditure Analysis

- SG shared that we are criticised for being a Barbican BID – particularly strong feedback from QAB marina BID members and a recommendation that PWP explore the representation of

Marinas at the Southampton Boat Show in 2020.

- SG shared an analysis of the BID2 (2017 – 19) investment so far:

By Geography:	£
Barbican & South West Sutton Harbour	£233,000
Royal William Yard	£10,000
The Hoe and West Hoe	£29,000
Bretonside	£2,000
QAB Marina	£0
Mount Batten	£3,000
Mayflower Marina	£0
St Andrew's Street & Sir John Hawkins' Square	£0
Total	£277,000

Projects:	£
Trails	£17,000
Digital App	£25,000
Map pads and monoliths	£19,000
RORC Rolex Fastnet	£12,500
Waterfront Strategic Masterplan	£0
City marketing and PWP specific communications	£93,000
Partner contributions	£150,000
Plymouth Waterlinks	£0
Sutton Harbour swingbridge	£10,000
Mayflower Steps lighting	£0
Total	£326,500

Company Specific:	£
BID Renewal 2016/17	£0
Executive Team	£258,000
Total	£258,000

Overall Total £861,500

- The Board asked that SG create a further report to show where the Levy is being generated from versus where the investment has been made across the BID area.

Associate Membership Proposal from SC

- To be shared via email due to time restrictions.

Christmas Lights

- Revised lighting proposal to be shared by SG via email.

ACTION:

- PK to provide a report on how much funding the Economic Development team have attracted for the Waterfront so far, and

PK

	specifically within the term of BID2. • SG to explore how PWP will get recognition on the finger post signs and that the signs will satisfy our BID member asks. • SG to create a further report to demonstrate geographically where the BID Levy is generated from so that we can demonstrate income versus investment distribution.	SG SG	
MB-08/19-9.	AOB NOTED: • PT - Town Crier now in post and available to support events. • CR – ‘Mayflower 400 is coming’ leaflet doesn’t have information about the Barbican and raises concerns that the events listed are those already planned by others and that would most likely have happened anyway. • SG - Next meeting – update on the Waterfront BID and discuss what project delivery we wish to focus on next. • SC – Mid-Term Member Networking event on 16th October.		
MB-08/19-10.	Next Meeting Agenda • Current BID2 position and next steps.		

Next Board Meetings:

Thursday 3rd October 2019, 11am – 1pm, Duke of Cornwall Hotel (moved from 26th September)

Thursday 3rd October 2019, 1pm – 3pm, Duke of Cornwall Hotel – Directors Social

Meeting	Action	By Whom / When	Notes	Status
	Hoe Foreshore Work with PCC to create a steering group and move the Hoe Foreshore work forward.	NB	Needs setting up	Ongoing
16.08.19	PWP Investments SG to provide an update to the Board via email regarding progress on securing investment.	SG	Report in creation.	Ongoing
16.08.19	SG to have a conversation with Plymouth Culture (Hannah Harris) to discuss support for the Waterfront and investment in cultural development.	SG	Meeting scheduled for 25 th September	Ongoing
	Plymouth Giants Continue to seek 'green lights' for temporary installation from Historic England and the MOD. CR to get agreement from artist in writing to take off £45k fee – ensuring only a £5k fee for a temporary installation with no commitment for further fees. SG to arrange a full application to Heritage Lottery for £25k. SG to circulate the Project Manager's report. SG and MO to discuss option of AR (Augmented Reality)	SG CR SG SG SG / MO	Underway. Letter received; query on commitment for PWP of a further £45k. Will commence once written permissions received from MOD and Historic England.	Ongoing Ongoing Ongoing Ongoing Ongoing
	Nominations Committee Continue to pursue a suitable Finance Director	NB/BS		Ongoing

	SG suggested John Napton of Brittany Ferries, agreed and SG to approach.	SG	SG approaching Brittany Ferries – mtg September	Complete
16.08.19	Visitor Plan 2020-30 Include education within the Gateway, Public Spaces & Public Realm. Look into prospect of creating 'Unesco City of Gastronomy'. Discuss how to work with the British Arts Show curators offline. Share information on national campaign to create a level playing field regarding Airbnb. SG to speak to AL to get an update on the Visitor Plan and outstanding actions.	AL AL Abr / CH AL SG/AL	Update requested	Ongoing
16.08.19	Mayflower 400 Discuss Mayflower Makers offline. JM to provide an update on Mayflower Makers conversation	JM / CH JM		Ongoing
16.08.19	NB to write a letter to Adrian Trim outlining the request for quality work assurances within the Waterfront area. – meeting on Tuesday, so NB to get letter to Adrian before then.	NB	Letter written and submitted to Adrian Trim	Complete
16.08.19	Marketing SG to share via email the strategic overview report of marketing budgets across the city.	SG/VA/Ale	Report requested from Victoria Allen and Amanda Lee	Ongoing
30.05.19	Millbay Boulevard RB to put the first draft of the Design Code document together and share with the Board for comment.	RB	Pushed back to December 2019	Ongoing

16.08.19	Connectivity SG to explore how PWP will get recognition on the finger post signs and that the signs will satisfy our BID member asks.	SG		Complete
16.08.19	Executive Team Support PK to provide a report on how much funding the Economic Development team have attracted for the Waterfront so far, and specifically within the term of BID2.	PK	Report in creation.	Ongoing
16.08.19	Financial Report SG to create a further report to demonstrate geographically where the BID Levy is generated from so that we can demonstrate income versus investment distribution.	SG	Report in creation.	Ongoing