



**Plymouth Waterfront Partnership
Board Meeting
28 March 2019, 10am-1pm
Duke of Cornwall Hotel**

Attendees: Nick Buckland (NB)(Chair); Chris Robinson (ChR); Mervyn Orchard (MO); Penny Tarrant (PT); Jon Morcom (JM); Josh McCarty (JMcC); Andrew Brewerton (ABr); Sarah Gibson (SG); Sky Cole (SC); Patrick Knight (PK); Cllr Pete Smith (PS); Alex King (AK)

Apologies: Craig Moore (CM);

ITEM	NOTES and ACTION POINTS	By Whom	By When
MB-03/19-1.	Apologies and Introductions Apologies were tabled. NB acknowledged that PS was now in Purdah and he would therefore be unable to make decisions on any politically sensitive issues. NOTED: - ABr shared an update that from Sept 2019 PCA will be offering its own degrees. With the degree awarding powers in place, PCA will be applying for a University title. Could mean that the Waterfront could have a University within the next year. - All congratulated ABr on his efforts to achieve this. - Consultation takes six weeks and PCA opened consultation for Arts University Plymouth in January – have received letters of support including from Plymouth University. - Will mean that Plymouth will have three Universities. - University status doesn't give access to new sources of funding, but does give a different profile internationally and will hopefully accelerate the national profile. - Will hopefully create a position to recruit internationally. - ABr confirmed that this development for PCA was public knowledge, but no press release issued as yet.		
MB-03/19-2.	Conflict of Interest Policy No conflicts of interest were raised.		
MB-03/19-3.	Minutes to the last meeting The Minutes of the previous Board meeting held 31 January 2019 were approved as a true record of the meeting. The actions log was updated accordingly		

	NOTED: <u>Hoe Foreshore</u> - Meeting not held with Tudor as yet and now in Purdah, but NB and SG continuing to pursue. <u>Waterfront Investment</u> - SG begun conversations with several potential investors and will continue. <u>Plymouth Giants</u> - SG speaking with the MOD this week. Seeking clarity from Historic England regarding the need for an application for a temporary installation. - Giants sit well with aspirations to be a city of culture – Messenger has generated significant publicity nationally. <u>Nominations Committee</u> - Efforts to establish a Finance Director ongoing <u>Visitor Plan 2020-2030</u> - Action ongoing		
MB-04/19-4.	City Marketing (Victoria Allen and Amanda Lee, PCC) VA and ALe were welcomed to the meeting and introductions were made around the table. NOTED: <u>Season themed campaigns for 2019</u> - Raise profile of the city. - New Waterfront, cultural and heritage activities, including STAR projects of Royal William Yard, Commercial Wharf and creation of the Marine City Festival. - Looking for next trajectory to 2030 now. <u>Budget</u> £86k. Looking at content lead approaches, targeted - looking to do as much as possible and looking for cost neutral opportunities - CR asked what the relationship is with the work of Destination Plymouth. PK stated that the plan is to produce a business plan and a marketing plan that underpins the vision and joins up the efforts of the BIDs, DP and the Council. Looking to produce the marketing and business plan by December. Conversations will continue after the election. ALe confirmed that DP contributes to staff for delivery of the destination marketing for Plymouth. DP focus on the international travel trade and the core team focus on the marketing locally. - MO asked why the destination marketing budget was so low. ALe shared that there was opportunity to review, but noted that the £86k budget was specifically for destination marketing. JMcC added that Plymouth as a city was doing well in terms of investing internally in comparison to other DMOs.		

Visitor Guide launched on 4th March

- Been well received and being distributed across the region. Showcases the Waterfront as a central focal point.
- CR fed back that he was disappointed that day one suggested a visit to Drake Circus.
- SG noted that the guide had achieved the best focus on the Waterfront to date and since 2010 when the PWP started up.

Map pads

- To be produced again – ALe working on this. May need PWP funding support to print the brochures.

Highlights of past quarter include:

- Group Leisure
- Daily Mirror
- All at Sea
- Louise Loves
- Christmas campaign – 3million impressions from shopping campaign
- New visuals
- Map pads
- DEF Cruise
- New photography – Waterfront takes priority and aiming to get images of people enjoying the city
- Visit Plymouth website
- New Guestlink booking system
- Social content being developed to market Plymouth as a dog friendly city – working with Doggy Devon
- Dolphins in the Sound are another key attraction to be promoted and ask far away from shopping as is possible.
- AK noted that families visit Plymouth for members of the family to do different things – some will want to be on the water and some will want to visit for the other activities available.
- Connectivity to Plymouth and within the city key – ALe confirmed that the team were working with GWR and CityBus
- Work being done with schools to ensure that children have access to the Waterfront – citizens of Plymouth are the most important ambassadors
- ABr shared that he liked the Visitor Guide publication, but suggested that the message could to be:
 - Plymouth is for wild swimmers!
 - Plymouth is for dog walkers!
 - Plymouth is for foodies!

	- Ale and VA supported this and agreed to look at the approach for printed materials and digital. AGREED: - Need a strategic view to understand the overall investment and budgets across all bodies in the city for marketing. - All agreed that a quarterly report and a six-monthly attendance at the Board meetings by Ale and VA were working for the PWP Board. ACTION: - NB and SG to explore a holistic strategic overview of marketing budgets across all bodies in the city and provide to the Board. - SC to send out the latest quarterly Marketing Report with the minutes **Ale and VA were thanked for their time and left the meeting**	NB SC	
MB-03/19-5.	National Marine Park (Josh McCarty) NOTED: - Concept in 2012 and lots of conversations had with many organisations. - Plymouth has many USPs - Aim of project is to enhance the appreciation of the marine environment in Plymouth - Review of National Parks happening across the UK - Want the National Marine Park to be inclusive in its nature - Had public engagement - Some funding identified - Want to be the first National Marine Park in the UK - Develop Marine Citizenship - Build civic pride - Promote truly sustainable use of Plymouth Sound - National Marine Park can be replicated across the UK - Proposed site starts small and means that Plymouth City Council can lead – can be Plymouth Sound National Marine Park. <u>Next Steps</u> - JMcC ran through the planned next steps for the project - JMcC noted that the Board gave feedback and want it to be a project that provides legacy. - CR suggested that JMcC look to work with the waste plant and get children involved in understanding the creeks and the water on their doorsteps. Could work with Environment Plymouth as they've already begun to work with schools. - Single most decisive long term game changing idea for Plymouth in years – redesigns the map. Gives equal weighting to Britain's Ocean City. Will be a city sandwiched between two National Parks. Need to think how we repurpose the brand and focus on place making for Plymouth to redefine its identity. History of Plymouth is grounded in the environment. Create a new cultural horizon for		

	schools and education. • PT congratulated PCC on declaring environmental state of emergency. • David Attenborough and other ambassadors to be selected and aligned with the project, but JMcC shared that the first step for the project is to establish ambassadors within the city and then build. • Being a National Marine Park rather than a Marine National Park allows us to create new legislation. • MO noted that our natural location is what makes Plymouth different – National Marine Park moves the boundaries out to the breakwater and beyond. • ABr felt that the visual impact of a new map of Plymouth that includes the sea could be iconic. The City Centre would then be Tinside Lido. • Feasibility study will be looking at the wider areas of Plymouth such as Crownhill Fort and other inland areas, but boundary not yet defined. AGREED: • NB noted that the project has PWP's full support and backing from the Board. • JMcC invited to give regular updates on progress of the project at Board meetings • PWP to look at opportunities to actively support and celebrate National Marine Park – i.e. Seafood Festival expanding to include diving and angling. ACTION: • JMcC to run a workshop for PWP to identify ways that the BID could support.	JMcC	
MB-03/19-6.	Advisory Panel Update (AK) NOTED: • Attendance good, but short on interest of new members joining, which could be a concern. • Frustration about the Mayflower building work being shared with the press and not with the BID first, resulting in the value of PWP investment not being seen/felt. SG noted that there were frustrations for both BIDs regarding communication from PCC and these had been discussed in a joint team meeting with PK present with work being done to address the issues. • Trade waste work ongoing and meetings being held with PCC to discuss the proposals put forward by the traders – awaiting feedback from PCC. • Questions from Advisory Panel members/traders regarding Mayflower and how prepared we are for it as a city. • Benefits of sponsorship for events across the Waterfront and what each individual can do were discussed. • Hoe Foreshore – Coastal Communities Funding application was not successful. INTERREG bid outcome will be known in April/May. AK now looking at other opportunities and how to take the project forward. PK reiterated the need to look at CIL and internal		

	conversation due to take place to add Hoe Foreshore to the risk register. SG working with Chris Turner of British BIDs to look at potential funding options going forward and how we might bid for and win funding.		
MB-01/19-7.	Financial Report 2018/19 NOTED: - SG ran through the 2018/19 Financial Report provided in the hard copy Board packs <u>BID Levy</u> - Forecast £305,000 – actual collected at end Feb 19 £314,800 (98.8%) <u>Overall Total Expenditure</u> - Forecast £378,851 – actual £315,152 (unaudited) <u>Surplus/Deficit</u> - Forecast £2,149 – actual £69,906 (unaudited) <u>Projected year-end reserve balance</u> - Forecast at end of year 2 is £16,120. - Business plan projected £10k reserve balance at end of year 2 - Overall reserves were as yet unaudited but projecting c. £57,615. SG was commended on the BID being in a strong position financially.		
MB-03/19-8.	The Year Ahead NOTED: - SG ran through the Waterfront BID2 Current Status report provided in the Board packs <u>Hereditaments Growth</u> - Assesses the dataset – increase in hereditaments this year. - Waterfront BID now sitting at 932 hereditaments (voting premises). - Believe this now makes us one of the top 14 UK BIDs by hereditament number. - We've received strong feedback from members at QAB, Union Street, Bretonside and PHA with the usual message: 'PWP is a Barbican BID and they see nothing for their money'. - Also a great deal of feedback (from Barbican traders and West Hoe members) that perceptions are 'Council does not value the BID and the BID has no influence over the Council'. This was discussed and it was agreed that action was needed to negate issues at renewal. - SC to begin visiting members over two days each week, beginning in April. - From this we'll gain early indication whether these members will likely be supportive or naysayers ahead of our renewal process. In turn this will help inform our decisions on setting the BID3 boundary, projects, etc. - Over next 12mths SG will be visiting with major Levy payers who form the top 100 voters and are able to directly influence the ballot.		

Small Levy Increase

- Waterfront BID Levy rate has increased to 1.58% in line with national inflationary figures

Data Check

- Freddy Slade joining the team for two days a week on a temporary basis to focus on updating PWP's voter data records, employed by City Centre Co and PWP time funded by Council's ED team. SG thanked PK.
- 74 Waterfront BID members have benefited from the Government's 33.3% rates reduction this year– the threshold was set at £51k. This will not affect our BID Levy income.

Monoliths

- 3 new monoliths funded by PWP due to be installed and all on the network to get a reskin in early 2020. Partial delivery of Waterfront BID2 Business Plan, two monoliths will remain outstanding.

A Better Barbican

- Firmly on PWP's radar. Proposal put forward by traders within the Barbican Conservation Area now being evaluated by PCC.

Proposals

New permanent lighting infrastructure

- May 2019

New Plymouth Gift Card

- City Centre Company put forward proposal to partner with them 50/50 on a card that it currently available with other BIDs across the UK. Exciting, but will cost money. Gift card rather than discount card. Recommendation to limit number available each year – 100 in the first year. PCCC looking to share the breakage income evenly and could be a BID income. Would need to dip into our reserves to achieve the project. This was discussed and it was agreed that PWP would need to do upfront or not at all. NB suggested a proportionate approach in terms of the input and income for PCCC and PWP.
- JMcC asked if there was anything being explored by DP for a similar provision.
- SG had explored the issue of plastic cards and confirmed that the cards could be made from 100% recycled plastic and be fully recyclable.
- Requires further exploration.

Budget Forecast 2019/2020

- SG shared the budget forecast for 2019/2020 provided in the Board pack and confirmed that the new format of the document will be the way SG will report finances going forward.
- Levy – forecast of £318k based on 99% collection of total £322k collectable in 2019/20.
- SG suggesting £35k transfer from reserves - £15k carried from 2018/19 for digital app and £20k from reserves.
- Total expenditure forecast of £376,751.

	- Reserves still within comfortable ranges (NB as yet unaudited). AGREED: - All agreed and happy to approve Waterfront BID budget for FY 2019/20 as presented by SG at this meeting. ACTION: - SG to do a detailed analysis of the BID expenditure across the Waterfront for BID2 to assess the spread of investment - PS and SG to address communication issues from PCC to PWP and bring an update on way forward to next meeting. - SG to put the Gift Card proposal in writing and profile based upon a 5% breakage rather than 10%. Investigate if anything being explored by DP for a similar provision to the gift card being proposed.	SG PS / SG SG / Steve Hughes	
MB-03/19-9.	Nominations Committee NOTED: Covered at the start of the meeting		
MB-03/19-10.	Planning Committee NOTED: - AB noted that there were a number of RWY planning applications in currently. - PT stated that the Hoe Neighbourhood Forum had objected to the proposed location of the Nancy Astor statue. - Moving of the Prawn and flattening of the West Pier area has raised objections from traders and residents.		
MB-03/19-11.	AOB NOTED: - PT asked if there was an opportunity to remove our DP £10k contribution and instead put £10k toward PCC for a dedicated street team. - CR asked for papers in good time ahead of meetings. - PT reminded all of the Mayflower Town Crier competition and invited all to come along. - BS suggested that the National Marine Park could be the BID priority and the major project that the BID could get behind and help mould/create BID legacy, which MO reinforced. - AK shared that the Advisory Panel had discussed a view that the National Marine Park could be a catalyst for pulling everything in Plymouth Britain's Ocean City together.		
MB-03/19-12.	Next Meeting Agenda Discuss BID3 and options for investment		

Next Board Meetings:

Thursday 30th May 2019, 10am – 12pm, Venue TBC

Thursday 30th May 2019, 12.30pm – 3pm, Venue TBC (Summer Social)

Meeting	Action	By Whom / When	Notes	Status
	Hoe Foreshore Work with PCC to create a steering group and move the Hoe Foreshore report work forward. Meet with Leader Cllr Tudor Evans to put forward the Hoe Foreshore proposal and seek partnership approach to seeking funding.	NB NB/MN/SG	Needs setting up Approach made to Anthony Payne	Ongoing Ongoing
	PWP Investments SG to do a detailed analysis of the BID expenditure across the Waterfront for BID2 to assess the spread of investment	SG	Task begun, requires completion	Ongoing
	Council and BID Communications PS and SG to address communication issues from PCC to PWP and bring an update on way forward to next meeting.	SG		Complete
	BID Members – Gift Card Divided views amongst Advisory Panel and Directors, requires further exploration. SG to put the Gift Card proposal in writing and profile based upon a 5% breakage rather than 10%. Investigate if anything being explored by DP for a similar provision to the gift card being proposed.	SG / Steve Hughes	Parked until Autumn 2019	Parked
	Plymouth Giants Continue to seek 'green lights' for temporary installation from Historic England and the MOD.	SG	Project team making good progress, option to bid for lottery fund. Revert to Board.	Ongoing
	Nominations Committee Continue to pursue a suitable Finance Director	NB/BS	SG approaching Brittany Ferries	Ongoing

	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.	AL AL ABr / CH AL		
	Mayflower 400 Discuss Mayflower Makers offline.	JM / CH		
	Marketing NB and SG to explore a holistic strategic overview of marketing budgets across all bodies in the city and provide to the Board. SC to send out the latest quarterly Marketing Report with the minutes.	NB / SG SC	Underway, will report in July.	Ongoing Complete