



Business Improvement District

Developing the
Waterfront of
Tomorrow, Today!

Third Term Business Plan 2022 – 2027

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Foreword

**VOTE
yes
— BID3**

A new era is dawning for Plymouth Waterfront Partnership (PWP) and we can't wait to share it with you!



I am excited to be introducing the PWP's Business Plan for 2022 – 2027. This document sets out our objectives and ambitions for our Third Term. We have taken into account feedback we have had during our first ten years in operation and feedback from consultation undertaken with businesses, partner organisations and many other stakeholders between September 2020 and March 2021.

I hope you can tell from the Plan that the PWP BID Board have listened to your needs and desires for the future of Plymouth's Waterfront, and have a Business Plan to put them into action.

We will be directly assisting over five hundred wonderfully diverse independent and national businesses, which give the Waterfront such an eclectic, vibrant and energetic feel. We know from consultation that our businesses are looking for more visibility from Plymouth Waterfront Partnership and increased ways to communicate with our Levy Payers. We have already introduced changes in the way we work to address these issues offering our Levy Payers a better service straight away.

The Board have every confidence in our small, experienced and hardworking Team to be able to deliver this transformational Business Plan: Creating the Waterfront of Tomorrow, Today! and bring it into reality. However, for that future to be realised, it is of great importance for the businesses of the Plymouth Waterfront BID Area to support Plymouth Waterfront Partnership for a further five years.

All we need now is support from **YOU** and your **YES VOTE**.

Let us go into the future together; by **VOTING YES** to keep the BID in place we will continue to deliver until 2027.

I look forward to continuing to work together as an ever growing and developing Waterfront community.

A handwritten signature in white ink that reads "Nick Buckland".

**Nick Buckland OBE
PWP Chairman**



The Waterfront is truly the jewel in Plymouth's crown. It's what sets us apart from other cities in the UK and across the world, and there is so much potential here that we can unlock together.

Plymouth City Council works closely with the Waterfront BID and every major decision impacting the Waterfront involves the PWP team and Board, which means your voice is being heard.

Dramatic improvements have been made in recent years and with a further injection of £9.5m investment in the Plymouth Sound National Marine Park, there's so much more we can do together.

Let's keep the momentum going. **VOTE YES** to ensure the Waterfront continues to thrive.

**Councillor Nick Kelly,
Leader of Plymouth City Council**

Meet The Team



Diane Mansell
Chief Executive Officer

Diane has eighteen years Place Management experience, BSc Combined Honours in Public Policy, Management and Business Administration, Gold Awards in Britain in Bloom and received a Queens Award for Voluntary Service in 2020.

Diane's experience has been focused on the strategic regeneration of a number of economically important communities, establishing several town centre companies built around place management principles and robust monitoring systems. Utilising a variety of place management techniques and local knowledge has led to investments totalling in excess of £50m.



Sky Cole
Business Liaison Manager

Sky has a strong background in communication and business relationship management, and since joining the company in 2014, has gained extensive knowledge of the BID and the Waterfront.

As first point of contact for Waterfront BID Levy Payers, stakeholders and contractors, the Business Liaison Manager's role focuses on communications and awareness of the Waterfront BID. This directly contributes to the successful delivery of the BID Business Plan and building positive relationships for Plymouth Waterfront Partnership.



James Bailey
Ambassador

James was in the Coldstream Guards for many years and has since worked in security, close protection and has extensive knowledge of highways and grounds maintenance. He has been supporting BIDs since 2018 so has a wealth of experience that can be used within the Plymouth Waterfront BID area.

The Ambassador role started in October 2020 for an initial six month period and has worked so well that the role has been extended and expanded. The role has three main focuses these are visitor welcome, BID Member Liaison and environmental intelligence reporting.

BIDs Explained

Plymouth Waterfront Partnership Business Improvement District is a business-led initiative supported by government legislation, which gives businesses the power 'to raise funds locally to be spent making improvements to a defined geographical area'.

A Business Improvement District (BID) is created when the majority of business ratepayers within the area vote to invest collectively in local improvements. The BID is independent from the Local Authority and other statutory agencies, and delivers projects over and above the baseline services provided by them. Plymouth Waterfront Partnership first became operational in 2012 and has been operating for the last ten years.

BIDs can be a powerful tool for providing projects and services that businesses want to see delivered. They bring the Business Community to the forefront of positive change and improvements to their trading environment. Plymouth Waterfront Partnership is a Not-For-Profit company independently led by a strategic Board of Directors composed of local businesses and experts in their field.

**VOTE
yes
— BID3**

Key Points



**Our BID Term
lasts five years**



**BIDs deliver
improvements
that would not
otherwise be
provided**



**BIDs are
governed by
legislation that
makes sure they
are delivered
in a fair and
transparent way**



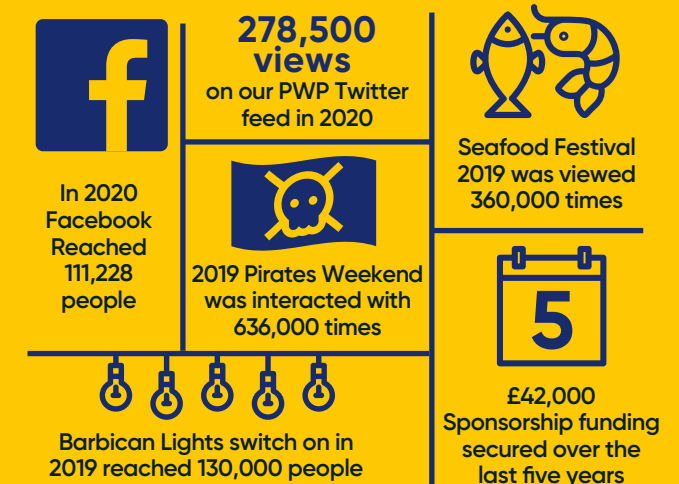
**There are
approximately
322 BIDs in the
UK currently**

BID2 Achievements and Successes

You said. We Delivered...

Attract More Visitors

- Since September 2020 we have developed new Governance Structures and BID services, and worked alongside partner agencies and grant funders to secure approximately £200,000 worth of grant funding for project delivery.
- Designed and printed a further 125,000 Waterfront Experience Visitor Guides for use by hoteliers, camp sites, Tourist Information Centres and transport hubs, to showcase the unique experiences that Plymouth Waterfront has to offer.
(This is a Grant Funded initiative)
- Financially sponsored SailGP, enabling the prestigious event to come to Plymouth Waterfront in July 2021, showcasing the Waterfront to millions across the globe.
- Creation of five new performance spaces encouraging entertainment, movement and excitement back into the Waterfront. The project is partnered with Plymouth Culture and Barbican Theatre.
(This is a Grant Funded initiative)
- Partnering with and financially contributing to Destination Plymouth's Cruise Ship Programme, showcasing the unique experiences that Plymouth Waterfront has to offer to world class cruise operators and their passengers.
(This is a Grant Funded initiative)
- Funded 250,000 Visitor Guides and 125,000 Visitor Map Pads over the last five years, targeting distribution in hotels, camping and caravan sites, Tourist Information Centres and other attractions.
- Contributed financially to the core running costs of Destination Plymouth, Mayflower 400 and Conference Plymouth giving all of our member's FREE access to their services.
- £1.6m Discover England Funding accessed due to PWP's financial support of Destination Plymouth.
- Funded Plymouth Trails App, promoting Walking Trails across the Waterfront in both Android and iPhone formats.
- Fully funded Plymouth Pirate's Weekend, Seafood & Harbour Festival, Barbican Christmas Lights and the Barbican Christmas Extravaganza, bringing an additional 100,000 visitors to the Waterfront annually.
- Partnered with Plymouth Culture to deliver the Culture Plan, empowering and enabling arts and culture groups to deliver activities across the Waterfront.
- 150 Newsletter editions (printed and electronic) sent in the last five years – contents includes events, training, business support activities, grant funding opportunities, Shop4Plymouth and COVID-19 business updates.
- Daily business features on our Social Media channels showcasing local information, news, businesses and events.
- Delivered Social Media marketing including LinkedIn, YouTube, Twitter and Facebook to engage with BID Levy Payers, residents and tourists. We have grown PWP's Social Media brand, increased followers and improved annual visits to the Visit Plymouth website with our wonderful array of marketing content.



Reduce Business Costs

- Provided FREE business listings on the Waterfront BID, Visit Plymouth, Destination Plymouth and Conference Plymouth's websites.
- Delivered BID Levy networking events and free training workshops including Social Media, Marketing Your Business and Making the Most of Events.
- Created dedicated Plymouth Waterfront BID website and Social Media channels to give information regarding the Waterfront, businesses and job opportunities to potential visitors, businesses and investors.
- Enabled our businesses to access SMARTA to reduce utility bills.
- Supported businesses with advice and guidance to apply for grant funding.
- By the end of the five-year Term, Waterfront businesses will have contributed £1.5m towards delivery of the BID Business Plan. A further £8.9m will have been match funded by partner organisations totalling 10.4m.
- Changed the way the BID team operate by upgrading our uniform, improving visibility and delivering weekly drop-in sessions to make it easier for businesses to access the BID team face to face.
- Launched the newly accredited BID website, improving access to project information, business listings and our governing documents.
(This is a Grant Funded initiative)

“

“We recently opened our second restaurant and with so many things to organise, we were grateful when SMARTA offered to check our credit card processing prices for us. As it turned out, not only were they able to save us money at our new restaurant and take care of all the start up paperwork, they also offered to save us money at our existing business!”

”

CHANTEL JENKINS, Salumi

£1.5m	£8.9m	£10.4m
BID Business Plan	match funded	Total

**Over
£71,278
saved**

**in the first
year alone!
Saving on
average 21%
for each
business!**



Your BID Levy
has been used
to secure
£21.5m
of external
funding

Achievements and successes cont...

Create Attractive Places

- Worked with Plymouth City Council to deliver improved cleansing standards throughout the BID area, including the installation of 136 NEW larger public bins across the Waterfront, costing approximately £82,000.
- Funded Plymouth's Waterfront Masterplan which is now being used to lever in regeneration funding to make investments into the environmental infrastructure of the Waterfront, e.g. the National Marine Park.
- Installed 19 tiered planters across the Barbican improving pedestrian safety and adding to the vibrancy of the area. (This is a Grant Funded initiative)
- Fully funded 2,112 hours of Taxi Marshals within the Barbican to improve taxi queues, safety of vulnerable people and the reduction in anti-social behaviour within the Evening and Night-Time Economy.
- Financially supported the delivery of NiteNet Radios across the Evening and Night-Time Economy.
- Funded the installation of 9 monoliths across the Waterfront giving visitor's information about the history of each area, local heritage, directional information and key interesting facts about the Waterfront and wider city.
- Bretonside Gateway improvements including murals on North Street underpass and Moon Street steps. (This is a Grant Funded initiative)
- Launched Plymouth Waterfront In Bloom 2021, making improvements to the Waterfront environment while capitalising on the economic effect the campaign will make in the area.
- Working in partnership with Plymouth City Council to deliver a new strategy to resolve long-standing issues of business and residential waste in and around the Historic Barbican conservation area.
- Partnered the successful Purple Flag Accreditation, showcasing once again, how safe Plymouth's Evening and Night-Time Economy is for our users and businesses.
- Commercial Wharf is the entrance to the Waterfront for many Plymouth visitors. Improvements have included painting new signage at both entrance ways showcasing what the wharf and the Barbican has to offer. (This is a Grant Funded initiative)
- Installed directional finger post signage and a new noticeboard installation signposting people to the businesses on Bretonside, Looe Street and How Street.

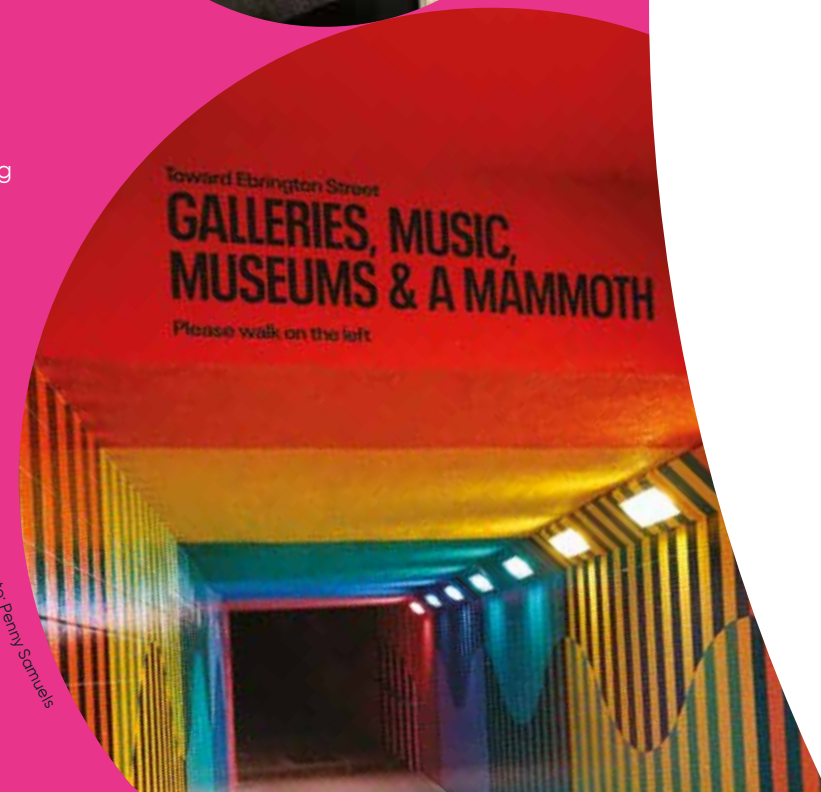


Photo: Penny Samuels

Covid Response

From the start of the Covid-19 pandemic, the BID's Staff Team mobilised support quickly and focussed their efforts on working within the ever-changing government guidance, by adjusting projects and services accordingly.

Below are just some of the Covid specific activities we have delivered:

- In October 2020 we launched the trial of an Ambassador Service, which is improving visitor experience, increasing incident reporting, aiding business communication and direct business support. (This is a Grant Funded initiative)
- Delivered the hugely successful Plymouth Seafood Market and virtual online Plymouth Pirates Weekend in 2020, keeping Plymouth fresh in the minds of our visitors, while operating within strict Covid guidelines.
- Reinvented Christmas 2020 across the Waterfront including: a schools' designed Polar Bear Trail with four Polar Bears designed by famous local artists; Barbican light installation; and for the very first time, the Polar Bear on a Chair selfie competition.
- Financed PWP's Taxi Marshals initiative on the Barbican for extended hours and extra days to reduce anti-social behaviour and supporting the Hospitality Industry to reopen safely.

- Supporting Plymouth City Council in creating a Covid Resource Centre with real-time updates, intelligence, government advice and downloadable documents.
- To get timely information to businesses we moved from a bi-weekly newsletter to a weekly electronic newsletter, ensuring that all BID Levy Payers were able to benefit from frequent and accurate information.
- Supported the launch of a government-funded Buy Local marketing campaign: #GeddonPlymouth including Shop4Plymouth website and Social Media channels promoting the wide range of Plymouth's Waterfront retail and hospitality businesses. (This is a Grant Funded initiative)
- Sponsored the famous Moor Otter Trail to come to Plymouth for the first time, to encourage additional footfall into the Waterfront.
- Delivery of an extended Best Bar None Scheme supporting all of our Hospitality Businesses throughout the next twelve months to open safely and achieve a nationally recognised accreditation. (This is a Grant Funded initiative)

This level of activity shows that, despite Covid-19, confidence in Plymouth Waterfront remains high. Working with our Levy Payers, Plymouth City Council, City Centre Company, Destination Plymouth and other key stakeholders, we believe that together we can continue to thrive, giving people more reasons to visit and stay on Plymouth's Waterfront.



Your BID, Your Views

Stage 1 – Consultation

Plymouth Waterfront Partnership conducted a Stage 1 consultation process with our Levy Payers over sixteen weeks during September to December 2020. This process was undertaken so we could develop the NEW five-year Business Plan.

We gave businesses, partner organisations and stakeholders the option to take part in this consultation, via a wide range of methods including: a light touch survey (Dec 2020), 1-2-1 Levy Payer meetings, open days, attending externally led business meetings, direct letter drop to all BID Levy Payers inviting them to take part and numerous direct emails to our contact database.

Businesses were asked for feedback on how they prioritised projects and initiatives we have delivered during BID2. We also asked the businesses for suggestions on new projects and how we can build on this foundation to create a brighter future.

One of the issues raised in Stage 1 were that businesses wanted more visibility from Plymouth Waterfront Partnership team and increased ways to communicate with us. Listening to this need we have already introduced changes in the way we deliver our services.

Stage 2 – Consultation

Stage 2 took place over ten weeks during January to March 2021. Stage 2 gave businesses the option to look at the main themes, possible projects and changes to the BID rules that were identified in the Stage 1 consultation. The second stage consultation was to feedback information and views into the developing process.

The feedback we received from stage 2 confirmed that the themes and projects outlined in the consultation aligned with business needs.

Over the two consultation stages, all voting Levy Paying businesses were given the opportunity to feed into the Business Plan and shape the delivery for the next five years.

Over 200 businesses took the opportunity to actively guide the vision, the theme identification and project shaping for Waterfront BID3.

It became clear that we needed to create a strong vision for our next BID Term and, taking into account all the feedback we have received, the vision needed to be future-facing and ambitious.

The Waterfront is a world-class destination with a spectacular future and we have been given a clear directive from our Members to create a new Business Plan that drives a successful future for our Levy Payers.

You said. We listened.



Expand Events



Increase Footfall



Enhance The Environment



Improve Economic Prosperity

Over 200

**businesses actively
shaped the Business Plan**

**which is
approximately
39% of voting
Levy Payers**

Vision

Plymouth Waterfront Partnership's clear vision going into the next five-year term is:

Creating the Waterfront of Tomorrow, Today!

Securing economic prosperity, the BID will build upon its successes while incorporating new themes into the Business Plan, in direct response to the consultation with our Levy Payers. After listening and analysing the consultation results, the Plymouth Waterfront Partnership 2022-2027 programmes and projects will be defined under the following four themes.

Photo: Jay Stoner



Themes

**VOTE
yes
— BID3**

- 1. Transformational – Creating the Waterfront of Tomorrow, Today!**
- 2. Vibrant Tourist Destination**
- 3. Environmental Excellence**
- 4. Business Voice**

All the themes in this BID Business Plan are designed to seamlessly support the city's wider strategies and plans.

PWP is focused on delivering services that are most important to our Levy Payers and your business. This is why our Business Plan has been built in full consultation with Waterfront businesses, stakeholders and partner organisations. The information from all stages has been used to finalise the BID Business Plan. We appreciate how much time people have taken and it has given us the information we need to develop a fully rounded ambitious Business Plan.

Theme One: Transformational

Creating the Waterfront of Tomorrow, Today!

PWP will continue to financially contribute to PCC's Economic Development, Marketing and Events teams and Destination Plymouth's core operating costs, so they can continue to deliver Plymouth's Visitor Plan 2020-2030, the UK's first National Marine Park and other key projects.

Delivering Plymouth's National Marine Park

PWP will work alongside Plymouth City Council and other Plymouth Sound National Marine Park stakeholders to promote and radically improve public access to Plymouth Sound from key Waterfront gateways on Mount Batten Peninsula, Barbican/Sutton Harbour, The Hoe Foreshore/Tinside Lido, and Mount Edgcumbe.

Plymouth Sound is globally significant, an iconic natural harbour and unsurpassed environment, uniquely nestled in Plymouth, Britain's Ocean City, which has shaped the lives of Plymothians and Britain for centuries and supported the world's greatest voyages of discovery – more than a precious landscape, it is our history and future.

The new Waterfront BID will help shape and actively support the development of the UK's first National Marine Park (NMP) – a 'Park in the Sea' for Plymouth.

The Plymouth Sound National Marine Park will be a 21st Century park enabling a new collaboration between ocean, heritage and City. It will be co-designed with communities, including Waterfront BID3 businesses, to ensure everyone can enjoy a lifelong connection with their ocean heritage, fostering positive behaviours and benefits for individuals, business, heritage and the environment.

With the support of PWP, Plymouth City Council has already secured major grants to develop the Park, including a £9.5m Heritage Fund grant (which PCC will match with £2.5m), and a £625,000 Heart of the South West LEP grant to improve people's safe physical access to the water. This funding will deliver our **'Park in the Sea'** concept through investment in the projects outlined.



Park in the Sea

This initiative will see the creation of five large-scale 'Gateways' to the Park, focusing on specific themes and activities, aligned with a network of 'Community Access Projects' and a programme of direct marine habitat enhancements.

Each Gateway (together with the Community Access Projects) will improve physical access and infrastructure around our amazing Waterfront, all designed to enable mass participation, education and engagement. The National Marine Park Gateways are:



1. The Hoe Waterfront and Tinside
Health & Wellbeing Hub



2. National Marine Aquarium
Nature & Environment Hub



3. Mount Batten
Active Recreation Hub



4. Mount Edgcumbe
Heritage Hub



5. Smart Sound Heritage
Digital Hub

Digital Park

We will also champion new methods of engagement, supported by digital innovations – a National Marine Park 'Digital Park'. This will aim to increase access (e.g. virtually raising shipwrecks and other treasures hidden below the waves), widen participation and create a national and international platform for Plymouth, Britain's Ocean City and its National Marine Park.

Legacy for Plymouth

The National Marine Park will act as a major catalyst for the tourism industry, helping Plymouth and our amazing Waterfront to position itself as a UK Top Ten visitor destination. In addition, it will support new sustainable 'blue economy' jobs and support businesses to align their environmental performance with the National Marine Park's objectives to create a national exemplar for 'green recovery'.

Activities

The real power of the Gateways will lie in their city-wide, thematic, community engagement programmes: reaching deep into our communities, to deliver meaningful and life-changing outcomes for health, wellbeing, employment, heritage and landscapes.

Plymouth Waterfront Partnership will be working alongside the National Marine Parks delivery body to make sure the improvements bring tangible benefits to the Waterfront and our Businesses

Delivering PWP's Waterfront Masterplan

In the 21st Century, cities are playing an increasingly important role in shaping the world around us. They are the natural focus for human interaction and places that stimulate ideas, ingenuity and enterprise. Plymouth's population is likely to reach 300,000 over the coming decades, and there are great opportunities to direct growth into the Waterfront. Stimulating city life and all the energy and "buzz" that this will bring.

Sights and Sounds

PWP is committed to utilising and developing all of our programmes to support the promotion of Plymouth Sound. This remarkable body of water is a key part of the life, history, culture, identity and economic driving force, and is an internationally recognised and protected habitat that creates a setting of outstanding natural beauty.

Improving The Waterfront Experience

PWP has designed our programmes and will continue to work closely with our partners to improve the quality of place and increase activity, as well as enhance resident and visitor experience of the Waterfront through the delivery of our BID3 Business Plan.



A Working Waterfront

PWP continues to host a vast range of activities and users, which are critical to its economic success. Among other things, Plymouth Waterfront is proud to be the home of: the largest Naval base in Western Europe; a commercial port which handles over two million tonnes of goods each year; an incredibly successful fishing industry; world-renowned technological, research & development institutions; five Gold Anchor awarded marinas and an international Ferry Terminal connecting Plymouth to the rest of Europe.

PWP will continue to use the technologically advanced assets, that are in abundance across our Waterfront, to promote the BID area as a place to not only spend your leisure time, but also as a place to do business.



Over 550,000
people each year travel
to Europe through
Plymouth's Waterfront



Connecting Waterfront Neighbourhoods

- Working with both land and sea travel providers to make it easier for people to get in and out of the Waterfront.
- Celebrating our Waterfront Heritage by continuing to promote and develop walking routes and the Plymouth Walking Trail app.
- Developing the cycling culture.
- Working with PCC to carry out an accessibility review of the Waterfront, aspiring to make as many areas as possible accessible to all.

A World-Class Waterfront

PWP wants to work with our Levy Payers, residents and partners to ensure that any interventions in the Waterfront are driven by quality.

Giving us the ability to not only showcase the Waterfront on a local and regional level, but also ensure we are capable of standing proudly on the World's stage. Working with planners, investors and our businesses to make sure the standards of design are raised to match that of our stunning surroundings.



Theme Two: Vibrant Tourist Destination

PWP will continue to financially contribute to Destination Plymouth's core costs, enabling all of our Levy Paying businesses a free Bronze Membership to Destination Plymouth (DP) and Conference Plymouth (CP).

The Plymouth Waterfront is a vibrant leisure and cultural hub with a huge economic impact to the City of Plymouth. The BID will work closely with our hospitality businesses to set a clear path for the continued revival and growth of the area. Building on its historic significance to the regional economy, we intend to work with our partner agencies to further raise the profile of the Waterfront, so we can continue to draw tourism from across the UK.

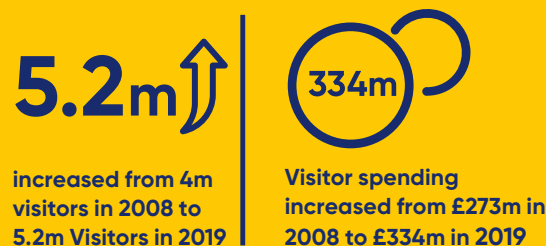
Tourism, hospitality and the growth of the wider visitor economy has been a huge success story for Plymouth over the past eight years, with the city seeing impressive growth of visitors and the connected jobs that it brings, which represents nearly 8,000 employees.

8,000
Hospitality
Employees



The first Visitor Plan, developed in 2011 by Destination Plymouth and key city partners, set out ambitious targets for growing the city's visitor economy.

The numbers have indeed been impressive, with visitor numbers growing significantly over the past few years from just above 4m in 2008 to 5.2m in 2019. Visitor spending has also increased from £273.7m in 2008 to £334m in 2019.



In 2020 the Visitor Plan was refreshed to take it up to 2030, with a strong overarching direction of travel and stretch targets, reflecting the confidence of the city to bounce back post COVID 19.

The plan includes three key themes:

- **Blue, green city**
- **Brilliant culture and heritage**
- **Premier destination**

Destination Plymouth is responsible for:

- The Visit Plymouth website.
- Regional, national and international marketing activity including the Britain's Ocean City brand.

- Supporting the conferencing sector via Conference Plymouth.
- Public Relations and business support in the tourism sector.
- Drawing cruise ships visits to Plymouth from across the globe.
- Organising journalist visits to Plymouth from Nationally recognised media outlets.

The new Visitor Plan has the Waterfront at its heart. Our ambition is to position Plymouth as the South West's premier destination and a UK top ten city break up to 2030 which we hope will bring over 6 million visitors and over £450m a year to our city by 2030.

AMANDA LUMLEY, Executive Director
of Destination Plymouth

World-Class Attractions

The BID will work closely with all our world-class attractions, educational establishments and partner organisations to maximise the economic growth potential of the Waterfront.

The BID is committed to:

- Adding to and supporting events and festivals across the Waterfront.
- Hosting and supporting cultural events to take place on the Waterfront.
- Maximising the potential of joint marketing and Public Relations campaigns.
- Utilising the attractions we have to showcase the whole Waterfront to hundreds of thousands of visitors each year.



“
Plymouth has been named the UK and Europe’s best place to visit – and the second best holiday destination in the world for 2020
”
Luxury travel magazine **Conde Nast Traveller**

**VOTE
yes
— BID3**

National Marine Aquarium

The National Marine Aquarium (NMA) is the UK’s largest aquarium, showcasing the natural marine heritage of the UK, including the largest collection of native marine species in a UK aquarium.

The NMA is a key attraction for the region, with over 270k visitors per annum, including its discovery and learning centre, which attracts over 25k young learners from over 500 schools per annum.

The NMA is owned and operated by the Ocean Conservation Trust (OCT), which focuses on Ocean related behaviour change and habitat restoration. The OCT was the first charity to be set up in the UK to champion education and conservation in the marine environment, through research, public engagement, and the provision of an aquarium, funded by the ticket paying public.

The NMA acts as a visitor attraction, hospitality centre, education facility, community hub and a conservation organisation.

The NMA provides a unique hosted experience and engages with every school in the vicinity. The NMA is a key partner for PWP with its work on plastics, sustainability, and wellbeing, together with a range of community-based programmes, ensuring diverse access.

   **Over 270k**   
visitors per annum

Plymouth Pavilions

Plymouth Pavilions is Devon and Cornwall's largest permanent indoor arena and PWP's highest Levy Payer.

With a capacity of 4,000 seats, the Pavilions have hosted International acts including Ed Sheeran, Radiohead, Dave Grohl, Michael McIntyre and Liam Gallagher. They are committed to showcasing emerging talent through Plymouth's grassroots cultural projects.

The Pavilions provide employment for 162 staff members, including a highly skilled in-house technical department and in addition the venue provides working opportunities for industry specialists including over 5,600 event contractors and 2,500 production freelancers.

Plymouth Pavilions is utilised all year round with a flexible and diverse programme, including dance, live music, comedy, award ceremonies and conferences. The arena brings in a wide ranging demographic of audiences and performers giving a unique level of cultural enrichment.

After 30 years of facilitating world-class entertainment, national and international conferences, and with nearly a decade of independent ownership and management under our belts, working with Plymouth Pavilions provides corporate and community clients the unique opportunity to host in a venue which supports the delivery of first class events with an inherent pride in our community and location.



**Arena sees
240k
visitors a
year supporting
our Waterfront
hospitality sector.**



Elizabethan House

Plymouth's Elizabethan House on New Street, The Barbican, reopened in Summer 2021 following a £1.7m major restoration as part of Plymouth's Mayflower 400 commemorations. The historic property, which dates from the late 1500s, has survived the slum clearances of the early 1900s and the Blitz of World War Two. After undergoing vital structural and strengthening works, it's been reinterpreted as an immersive visitor experience, shining a light on some of the key people who've lived in it over 300 years.

The new attraction takes visitors on an immersive yet authentic journey through its history, as well as offering an insight into the history of Plymouth's Barbican,

BID Businesses were instrumental in shaping the visitor journey and the stories that were chosen, when they visited the house during the development phase.

Elizabethan House will add another quality tourist attraction to the Barbican and Waterfront, bringing increased footfall to the area.

The Box

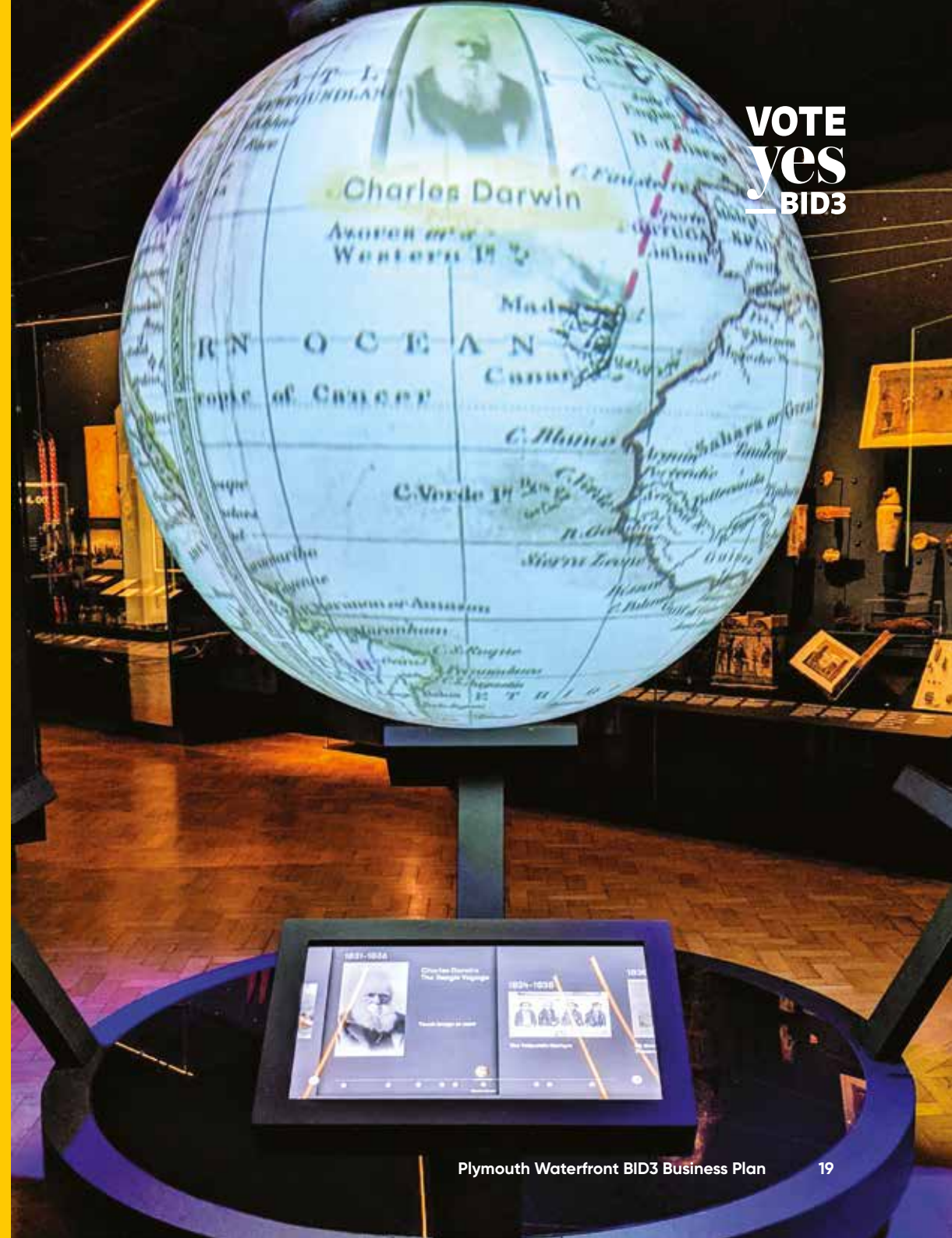
The Box is an award winning multi-million pound museum and visitor attraction in the heart of Plymouth.

It features amazing gallery displays highlighting the City's art, human and natural history, film, photographic and archive collections, as well as a programme of high-profile artists, exhibitions and events.

These displays have been made possible through contributions from a multitude of Waterfront businesses and charitable organisations, including the Plymouth Marine Laboratory, Marine Biological Association, National Marine Aquarium/Ocean Conservation Trust and The Barbican Trust to name but a few.

This flagship building is designed to host national touring exhibits such as the British Art Show 9, the largest touring exhibition of contemporary art in the UK.

The BID will continue to work closely with The Box, to maximise the potential of the Waterfront of days gone by, while promoting the Waterfront of the future to all their visitors.



**VOTE
yes
— BID3**

Events and Marketing

The BID will continue to develop and promote high-impact events to drive significant footfall and press coverage for our Levy Payers.

Events on the Waterfront are a major visitor attraction for local, domestic and international audiences, which PWP will continue to develop and grow.



Plymouth Pirates Weekend



Plymouth Seafood & Harbour Festival



Barbican Christmas Extravaganza

PWP will work with partners to develop new events to extend the event season, encouraging more people to stay in our wonderful array of hotels and guest houses.

The new events will include a Cocktail Weekender in February, which will be launched in February 2023.



The BID will continue to develop the events and marketing calendar to provide the following benefits to Levy Payers:

- Increased footfall
- Increased visitor spend
- Encouraging overnight stays
- Showcasing Plymouth to the World
- Improving reputation and image of the Waterfront
- Creating a global visitor destination
- Engaging with the local community
- Celebrating the jewel in Plymouth's crown
- Enabling independent businesses to showcase themselves to a wider audience

Brilliant Culture and Heritage

Grow our evening, musical and cultural events and assets, from grass roots to larger venues to build a distinctive day and Evening and Night-Time offer, which reflects the Britain's Ocean City Après Sea Experience.

For many years, Plymouth has been building a cultural identity which reflects our heritage and celebrates our diverse communities. Plymouth has developed a national and international reputation for its arts and cultural offer.

The recently published Culture Plan 2021-2030 highlights the opportunity to build on this reputation. The plan emphasises the Waterfront as a unique and distinctive asset for the city, which can be further enhanced as a cultural asset to reach our ambition to be 'one of the most vibrant Waterfront cities in Europe'.

The Culture Plan aligns with our Business Plan in its desire to continue the transformation of the Waterfront into a vibrant location for visitors and residents to enjoy, whilst at the same time respecting and protecting our marine environments.

One of the key drivers for the Culture Plan and our Business Plan is the Environment. 'We will be a city of culture with green credentials, using culture and creativity to tackle the climate emergency' and this is supported by two ambitious statements:

- **We will embrace our unique blue-grey-green landscapes, unlocking assets in our built and natural environments, to create memorable experiences only imaginable in Plymouth.**
- **We will make cultural encounters part of the everyday for everyone.**

In practical terms, this means that PWP will work with Plymouth Culture and other city partners, through:

- **The development and expansion of the Waterfront Performance Space Programme working with the cultural sector to give quality entertainers access to entertainment zones across the Waterfront, similar to the South Bank in London. Unlocking outdoor and alternative spaces for culture on the Waterfront.**
- **Curate an annual calendar of cultural events, enjoyed by residents and visitors.**
- **Develop the way we commission and care for public art, so that artworks on the Waterfront is relevant and residents are engaged in the decision-making process.**

“Culture is who we are. It is our identity, shaped by our past and which defines our future. It is all that we do, how we live and express ourselves. It is what gives our communities and our Waterfront its soul. A strong cultural identity can make a place distinctive and attractive. It also has the power to bring communities together and improve health and wellbeing.”

HANNAH HARRIS, Plymouth Culture

Waterfront Hospitality Industry



Plymouth Waterfront Partnership fully understands the importance of our Evening and Night-Time Economy, and has therefore put industry-leading projects in place to support this vital business sector.

- Support and promote Pub Watch to all of our venues.
- Develop the Taxi Marshal Program into a fully financed Street Marshal scheme based on the Barbican on Friday and Saturday evenings and Holidays. The scheme is there to support the reduction in anti-social behaviour, improve safety and support our local businesses.
- Hospitality Accreditation schemes including Sustainable Restaurant Accreditation, Refill Devon, and highlighting 'Fishing to Fork' sustainable fish city showcasing locally caught and sourced fish. This gives Plymouth a unique selling point for marketing our offer to the 'Food Tourists'.
- Continue to support Purple Flag Accreditation showcasing how safe our Evening and Night-Time Economy is.
- Delivery of a Pub Trail on the Plymouth Walking App, giving us the ability to market all of our wonderful and historic public houses.



Support Best Bar None

Best Bar None is a nationally recognised sign of quality, led by the Evening and Night-Time Economy. It sets out to improve standards in licensed premises, through promoting responsible alcohol consumption and higher professional licensing standards.

Best Bar None is very useful for marketing purposes for businesses when attracting customers who may be new to the City. Being a member would potentially give a business an advantage over other venues which are not part of the scheme.

Benefits include:

- Free assessment of your venue with advice and guidance on how to be legally compliant - including being Covid Secure Accredited.
- Shows the commitment of premises to operate to high standards with well thought out risk strategies, and a genuine regard for the wellbeing and safety of all staff and customers.
- Allows for better communication & information sharing with the statutory authorities.
- Home Office nationally recognised commendation that praises high standards.
- Offering free and subsidised training to our Evening and Night-Time Economy businesses. Including Personal Licence Training for your staff at a discounted rate.

Theme Three: Environmental Excellence

Our environment makes the Waterfront one of the most attractive places in the world. PWP wants the Waterfront to gain recognition for our amazing environment, while working closely with our businesses and partner organisations to make it better.

The Ambassador Programme delivers a five days a week service to all of our businesses and visitors providing a welcoming presence for visitors and showing high visibility to businesses giving them quick access to the BID team and our support services.

Improved maintenance of the Waterfront including:

- Graffiti/fly posting removal.
- Environmental and highway issue reporting.
- Waste watch incident reporting of fly tipping and overflowing bins.
- General maintenance of street furniture and improvements to the environment.
- Delivering weekly beach and cove clean-ups to remove plastic and rubbish entering the ocean habitats.



We will deliver better wayfinding and signage improvements across the Waterfront.

Deliver the 'what am I looking at' signs in key locations across the Waterfront. The signs will give information about the marine life in the Sound and the research being undertaken by Plymouth Marine Laboratory, Marine Biological Association and Plymouth University. This will showcase the technological developments with the Smart Sound initiative, developing a carbon neutral integrated coastal network and supporting the development of the Plymouth Sound National Marine Park.

Improvements to existing signage ➔

creating a unique Waterfront brand
as well as giving our

5 million

visitors a year the experience they deserve.

Blue Flag

Lead the Waterfront's entries into Keep Britain Tidy Awards, including Blue Flag, Seaside and Mariner Awards.

Blue Flag is an international award, presented to well managed beaches with excellent water quality and environmental education programmes that celebrate the quality and diversity of our coastline.

By entering these awards, PWP will develop volunteering opportunities, improve marketing and tourism promotions and support our businesses to develop the Waterfront in a more sustainable and environmentally friendly way.



Bat Friendly Waterfront Lighting

Deliver a year-round lighting display across the Hoe Foreshore starting at Grand Parade and leading into Sutton Harbour.



“We have had so many lovely comments about the tree lights. They bring more warmth to this side of the harbour”

TRACY ALLEN, The Three Crowns

Environment Research

Support and publicise our world renowned research based Levy Payers to continue the amazing work they do providing vital research and information for International bodies such as the United Nations Framework Convention on Climate Change.



Environmental Sustainability

PWP will deliver a set of pledges to make a commitment to the Environmental Sustainability of the Waterfront.

- We will give our Levy Payers opportunities to take action and improve cost effectiveness, environmental protection and deliver environmental enhancements within their businesses and the wider Waterfront. We will achieve this through education, training and access to cost saving initiatives.
- PWP aims to incorporate sustainable improvements throughout its own policies and pledges to support the promotion of knowledge and information required to assist Levy Payers in making environmental improvements to their own businesses.
- Offering **FREE** educational resources and support for businesses.
- **FREE** Waste Audit for businesses to reduce costs and impact on the environment.
- BID Levy Payers will receive a reduction on waste contracts from PCC once they have undertaken a Waste Audit.

Four key themes have been identified under environmental management.

- **Biodiversity**
The protection and improvement of the Waterfront's wildlife and our many unique habitats plays an important role in the overall sustainability of the Waterfront and our ability to attract tourists. We will work with key BID Levy Payers to raise awareness of our local environment and develop our marine connections.
- **Reducing the use of single use plastics**
In 2018 Plymouth's Waterfront became the first recipient of the Surfers Against Sewage Plastic Free Community accreditation. PWP want to build on this by promoting the Waterfront's Plan for Plastic and supporting the local Plastic Free campaign.
- **Tackling Climate Change**
PWP Levy Payers will be offered **FREE** training and guidance, to encourage them to do whatever they can to reduce their carbon footprint, reduce their emissions and save money.
- **Waste, Recycling and Street Scene improvements**
BID Levy Payers will be encouraged to limit the impact of litter, fly-tipping and improper waste management in the Waterfront BID area.



Plymouth Waterfront In Bloom

**VOTE
yes
— BID3**

PWP will be working towards becoming a nationally recognised Britain In Bloom Gold Standard Waterfront.

- PWP will enter South West In Bloom annually to showcase the Waterfront to a much wider audience.
- Where possible, PWP will install pollinator-friendly permanent planting across the Waterfront, improving the environment all year round.
- Delivering volunteering/ citizenship opportunities for local residents, businesses and educational establishments, giving them an opportunity to get involved in improving their areas. To support PWP in delivering environmental improvements across the area including: Beach Cleans; Great British Spring Clean; litter picks; painting and planting schemes.



The children have loved seeing their designs online and lots will be popping to the Barbican to see their designs on the planters over the summer.

Thank you so much for running these projects and for keeping us updated!
You have been great!"

EMMA CLAY, Hyde Park Junior School

Theme Four: Business Voice

PWP gives our Levy Payers a collective voice, knitting together a diverse local business community, advocating for the entire Waterfront, representing our Levy Payers on key issues affecting the City and regional economy.

Our knowledgeable and well-connected team means that we can provide our Levy Payers with the latest insight and intelligence, gained through our national and regional networks. This enables us to help businesses to navigate the complex and ever-changing legislative and economic environment while lobbying the Government for long-term change on issues that affect our businesses.

PWP is an advocate for almost 1000 businesses (approximately 560 Voting Levy Payers and 400 Basic Level businesses). Our aim is to promote, guide and support the development of the Waterfront. Below are some of the ways we do this:

- **Business Liaison Manager**
Supporting businesses by providing advice and guidance, including direct access to all our projects, events, marketing and promotional opportunities.
- **Business Cost Savings Programme**
Offering discounts and access to the SMARTA savings scheme.



- **Covid Response**
Supporting the revitalisation of the BID's hospitality and tourism sector following the Covid-19 pandemic will be a top priority in the early years of our Third Term. Setting a clear path for renewal of the area and being there every step of the way as our Levy Payers continue with their recovery.
- **Community Support Programme**
Showcasing the wonderful work of the community within the Waterfront and offering Corporate Social Responsibility opportunities for our businesses.
- **Independent Waterfront**
Direct and targeted support for our many independent and Social Enterprise businesses across the Waterfront. Offering a range of **FREE** and discounted training opportunities for all of our Levy Payers including: HR; Events; Social Media; Websites; Food Hygiene; Personal License and more.
- **Associate Membership**
Opportunities for Basic Level businesses and businesses outside the BID area to join the BID as an Associate Level subscriber, offering improved levels of service.

“

Plymouth Pavilions has supported the Plymouth Waterfront Partnership BID since it began in 2012.

Protecting and maintaining our waterfront is crucial to the overall prosperity of our city, and along with Plymouth's bountiful maritime history; features largely in our conversations with conference buyers when pitching Plymouth as a destination for conferences and events. We look forward to continuing to work with the BID, and wish the Team every success for a Third Term.

”

SARAH PHILLIPS, Chief Executive Plymouth Pavilions

“

Wanted to thank you and your team for the fantastic work you have done since you have revitalised the Waterfront Team. We are especially appreciative of your hands on approach to getting things done and for your heroic efforts on the railings front, not least the painting carried out in the blistering heat over the past few days.

”

NEIL FANOUS, DUTTONS Summer 2021

Did you know?

Plymouth has one of the most active Social Enterprise networks in the country and is developing as a Global Social Enterprise City.

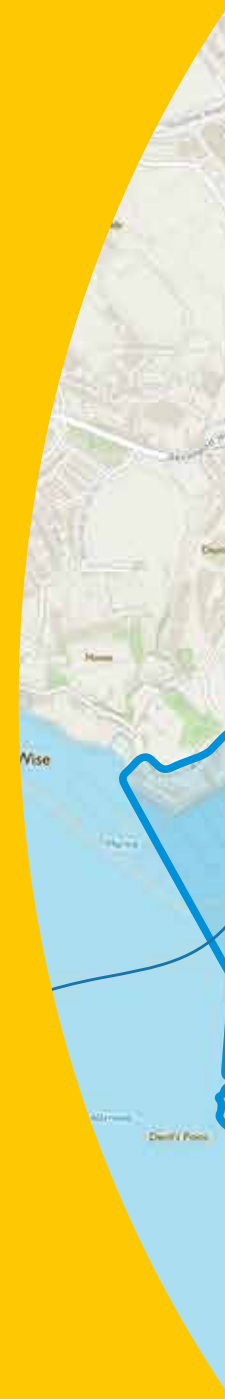
BID Boundary including a list of Waterfront BID3 Street Names

PWP BID operates within the definitive boundary shown on the map, which includes the following streets, either in whole or in part although not every street listed currently contains businesses liable for the BID Levy. Equally, the street list is not exhaustive and should be considered alongside the boundary map which shows the fixed parameters of the BID boundary.

For a full list of street names, please visit the Waterfront BID website

waterfrontbid.co.uk

Admirals Hard	Hicks Lane	Queen Anne's Place
Admiralty Road	High Street	Radford Road
Admiralty Street	Higher Lane	Richmond Walk
Alfred Street	Hobart Street	Rope Walk
Armada Way	Hoe Approach	Royal William Yard
Artillery Place	Hoe Promenade	Royal William Yard Marina
Athenaeum Place	Hoe Road	Shaw Way
Athenaeum Street	Hoe Street	Soap Street
Barrack Place	Hoegate Place	Southside Street
Bath Lane	Hoegate Street	St Andrews Cross
Bath Street	Holyrood Court	St Andrews Street
Batter Street	Holyrood Place	St James Place East
Beech Avenue	How Street	St James Place West
Billbury Street	Isambard Brunel Way	St Paul Street
Bishops Place	King Point Marina	Stokes Lane
Blackfriars Lane	Kingdom Street	Strand Street
Bounds Place	Kinterbury Street	Sussex Place
Bretonside	Lambhay Hill	Sussex Street
Brunel Way	Lambhay Street	Sutton Harbour
Buckwell Street	Lawrence Road	Sutton Harbour Marina
Camber Road	Leigham Street	Sutton Jetty
Caroline Place	Leigham Terrace Lane West	Sutton Road
Castle Street	Lockyer Quay	Sutton Wharf
Catherine Street	Lockyer Street	Teats Hill Road
Central Road	Looe Street	The Barbican
Citadel Hill	Lower Street	The Crescent
Citadel Ope	Madeira Road	The Hoe
Citadel Road	Marrowbone Slip	The Parade
Citadel Road East	Martin Street	Tin Lane
Cliff Road	Mayflower Marina	Trinity Street
Commercial Ope	Millbay Docks	Union Street
Commercial Place	Millbay Marina	Vauxhall Street
Commercial Road	Millbay Road	Walker Terrace
Commercial Street	Moon Street	West Hoe Road
Commercial Wharf	Mount Stone Road	Whimble Street
Cremyll Street	Mulgrave Street	White Lane
Crescent Avenue	New Street	Willoughby Way
Crescent Avenue Mews	Newport Street	Windsor Villas
Custom House Lane	North East Quay	Zion Street
Derry's Cross	North Quay	
Devils Point	North Street	
Drakes Island	Notte Street	
Durnford Street	Osbourne Place	
Durnford Street Ope	Palace Street	
Eddystone Terrace	Parr Lane	
Elliot Street	Parr Street	
Elliot Terrace	Parsonage Way	
Elliot Terrace Lane	Peacock Lane	
Exeter Street	Pier Street	
Fin Street	Pin Lane	
Finewell Street	Plymouth Yacht Haven	
Fish Quay	Plymouth Yacht Haven Marina	
Friars Lane	Pound Street	
Garden Crescent	Princess Street	
George Place	Prospect Place	
Grand Parade	Quay Road	
Great Western Road	Queen Anne's Battery	
Harbour Avenue	Queen Anne's Battery Marina	



MAP KEY

- Waterfront BID3 Boundary
- City Centre BID4 Boundary
- Waterfront Walkway

**CITY CENTRE
BID4 AREA**

**WATERFRONT
BID3 AREA**

The Box

The BID Ballot and Timeline

PWP will hold a ballot in line with the Business Improvement Districts (England) Regulations 2004 by Civica, on behalf of Plymouth City Council.

1. A nominated person, organisation or registered company that is listed on the non-domestic ratings list as being responsible for payment of the rates for a property (also referred to in the BID regulations as a hereditament) within the BID3 Boundary on the day of the notice of ballot (14th October 2021), will receive a ballot paper and ballot letter and will be entitled to vote in a secret ballot.
2. For the BID to be approved, two criteria must be met:
 - i. More than 50% of those voting must vote in favour of the proposal.
 - ii. The total rateable value of those properties or hereditaments which vote in favour, must exceed the total of those voting against.
3. The ballot will be conducted independently by Civica, on behalf of the ballot holder Plymouth City Council, and will be a confidential postal vote.
4. Voting papers will be sent out on 26th October 2021.
5. If a business has more than one rateable property, each property or hereditament within the BID boundary that meets the criteria for the Levy Rules will be entitled to one vote in respect of the BID's third term proposals, in a 29 day postal ballot.
6. The ballot will commence on 27th October 2021 and close at 5pm on 25th November 2021. Any ballot papers received by Civica after 5pm on 25th November 2021 will not be counted.
7. You should receive one ballot paper for each property (hereditament) that you are eligible to vote for by post. If you do not receive your ballot paper please contact Sky Cole as soon as possible.
E: businessliaisonmanager@waterfrontbid.co.uk
T: 07765 686 575
8. The result of the ballot will be announced on Friday 26th November 2021.
9. If the BID is approved, it will operate from 1st April 2022 until 31st March 2027, delivering the projects outlined in this Business Plan.
10. The number of hereditaments liable for the Levy at time of printing is 560 .



Measuring the BID's Performance

We want to make sure the money we spend is making an impact in the areas that are important to you, the Levy Payer, and that you recognise the value of your investment in the BID. We do this in the following ways:

- Intermittent surveys of our Levy Payers – we want to make sure that the money we spend is making an impact in the areas that matter to you.
- Intermittent surveys of visitors – we want to make sure that events and front line services are making an impact on the users of our Waterfront.
- Using third-party information, such as footfall counts, occupancy rates, transport data and a whole host of marketing intelligence to help us guide projects.

- Where we work in partnership with, or procure services from, other organisations such as Plymouth City Council or Destination Plymouth, there are Service Level Agreements and an Operating Agreement in place, including Key Performance Indicators. PWP have these documents to ensure we are adding value to current service provision and not replacing or duplicating existing services. The Baseline Agreements are reviewed annually. These agreements are available upon request.

Value of your investment in the BID

£1,883m

Levy income over five years

£9m

worth of services secured from Plymouth City Council

£9.5m

funding secured to deliver the Plymouth Sound National Marine Park.



BID Levy Rules

We have taken into consideration the British BIDs Industry Criteria and guidance notes from 2020.

Business Improvement District Rules below will come into effect on the 1st April 2022 until 31st March 2027.

1. The Levy rate to be paid by each hereditament (rateable premise) will be calculated at 1.7% of its rateable value using the 2017 non-domestic ratings list throughout the BID's Third Term. The exception to this will be any change of use or physical change to a property including: new construction; merger; subdivision; extensions or refurbishment where the hereditament has no entry in the 2017 list.
2. No inflation rate will be applied to the BID Levy during the BID Term.
3. The BID Term lasts for five years and is from 1st April 2022 to 31st March 2027.
4. Any new hereditament entering the ratings list with no 2017 rateable value will be levied at 1.7% of the prevailing list.
5. Businesses with a rateable value of £7,000 or less will be exempt from paying the BID Levy, will not receive a BID Ballot Vote and will be classed as Basic Level businesses of Plymouth Waterfront Partnership BID.
6. There is no void property discount for conservation listed, untenanted, and empty or under refurbishment properties. Under these circumstances the property owner will become liable for the BID Levy and will be entitled to vote at the ballot.
7. Hereditaments that are let for non-commercial uses are also liable for the Levy whilst they remain listed on the non-domestic ratings list.
8. The rating list will be updated for any changes in additions or removals based on the 2017 non-domestic ratings list as at the ballot date.
9. The BID Levy will not be affected by the Governments Small Business Rates Relief Schemes.
10. Charities and Not-For-Profit organisations will be liable to pay full Levy.
11. If a business ratepayer occupies a business for less than one year, the amount of BID Levy payable will be calculated on the number of days they occupy the property, known as 'daily charging'.
12. Under BID regulations, the BID Levy will be collected annually on the 1st April each financial year. These arrangements will be formalised in an Operating Agreement signed by both the Plymouth Waterfront Partnership Ltd and Plymouth City Council. Plymouth City Council do not charge a fee for BID Levy collections and will reimburse BID Levy to Plymouth Waterfront Partnership Ltd.
13. The following exemptions will apply: Places of Worship; telephone masts; advertising poster sites; promotional spaces; concessions; on-street traders and kiosks that do not pay business rates.
14. Collection of the BID Levy carries the same enforcement weight as collection of the non-domestic rates.
15. The BID Levy will have to be paid by a new rate-payer occupying an existing or new rateable property within the BID area up until the end of the five-year term on 31st March 2027, even if they did not vote on the Business Plan. Likewise, any new rateable property created during the lifetime of the BID will be obliged to pay the Levy.
16. The ratings list will be updated for any changes in rate-payer, appeals, additions or removals and liability will be adjusted accordingly. There will be no refunds given for retrospective years as a result of successful appeals, but changes in values will be reflected by a corresponding change to the Levy for the year in which notification is received and for subsequent years.

BID Proposer

- The BID Proposer is the Plymouth Waterfront Partnership Ltd, a Not-For-Profit Company Limited by Guarantee set up to oversee the management and operation of Plymouth Waterfront Partnership Business Improvement District.
- Plymouth Waterfront Partnership Ltd was set up in 2012 and registered under England and Wales Companies House number 07303310.
- The Plymouth Waterfront Partnership Ltd, if successful at the Third Term ballot in Nov 2021, will deliver this Business Plan.



Financial and Procurement Procedures

**VOTE
yes
— BID3**

The BID's financial protocols are grounded in good governance and probity.

1. A cautious approach has been adopted to provide the indicative budget for the renewed BID term. This is based upon historic and likely future trends.
2. A Levy collection rate of 96% has been assumed in line with industry criteria, although past collection rates for the Waterfront BID have been circa 98% annually.
3. Plymouth City Council do not charge a Levy collection fee.
4. The average annual Levy available to be spent by the BID for the BID's Third Term is £376,686.
5. A contingency provision on expenditure of 5% will be incorporated per year.
6. Management Costs are split between the four project themes and operating costs of the company, acknowledging that none of the projects could operate without a staffing resource.
7. Operating costs are budgeted at approximately 6%, these include staff time, office resources and legal & accountancy costs associated with running the Company. This is below the 20% of the total annual expenditure set in line with industry criteria.
8. Resurgam Charter – PWP is committed to a fairer, greener future for Plymouth. Our aim is to 'build back better' growing a prosperous economy that reduces inequality, is sustainable and truly serves the wellbeing of all the people of Plymouth.

PWP will en-deavour to use local businesses where possible.
9. Alterations policy – The BID3 projects, costs, timescales and budgets can be altered subject to Board approval, providing the changes fall within the income of the BID and meet BID objectives. This enables the BID to operate flexibility to respond to changing demands of Levy Payers, the economic landscape and potential opportunities.
10. Any change to the BID Boundary or change in BID Levy rate would require an alteration ballot.



Budget

Creating the Plymouth Waterfront of Tomorrow, Today!

£1,983,430 will be spent on Waterfront projects during BID3.

Plymouth Waterfront Partnership's clear vision going into the next five-year Term is **'Creating the Plymouth Waterfront of Tomorrow, Today!'**

Funding from Levy Payers will enable us to work with partners to improve the Experiential Retail offer of the Waterfront in line with customer expectations and emerging trends, as well as attracting new investors and providing other reasons to visit.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income						
BID Levy * #	£376,686	£376,686	£376,686	£376,686	£376,686	£1,883,430
Additional Income *	£20,000	£20,000	£20,000	£20,000	£20,000	£100,000
Total Income	£396,686	£396,686	£396,686	£396,686	£396,686	£1,983,430
Expenditure						
Transformational Waterfront	£44,500	£44,500	£44,500	£44,500	£44,500	£222,500
Vibrant Tourist Attraction	£205,000	£205,000	£205,000	£205,000	£205,000	£1,025,000
Environmental Excellence	£52,000	£52,000	£52,000	£52,000	£52,000	£260,000
Business Voice	£40,500	£40,500	£40,500	£40,500	£40,500	£202,500
Operating Costs	£23,000	£23,000	£23,000	£23,000	£23,000	£115,000
Contingency for Bad debt	£14,086	£14,086	£14,086	£14,086	£14,086	£70,430
Contingency	£17,600	£17,600	£17,600	£17,600	£17,600	£88,000
Totals	£396,686	£396,686	£396,686	£396,686	£396,686	£1,983,430

* This is a projected figure based on information at time of going to print and is subject to change

PCC has 26 Hereditaments within the BID3 area at a proposed Levy of £17,593.30 per year at time of print.

BID Governance and Transparency



The BID will be business-led, providing the opportunity for local businesses to invest, and have a direct say in the management of the Waterfront. The BID Company is a Not-For-Profit company Limited by Guarantee.

1. The BID will continue to recognise the importance of accountability and transparency within its governance arrangements. It is certified through British BIDs Accreditation, an award in respect of internal quality management systems. It will seek to retain accreditation throughout its Third Term.
2. Provided that the BID is meeting its overall objectives, the Board shall have the ability to vary service delivery and expenditure allocation according to the changing demands of the business. This will not affect provisions for an alteration ballot.
3. The BID will file annual accounts compiled and audited by independent accountants at Companies House. The statutory accounts will be available to all Levy Payers from Companies House and on Plymouth Waterfront Partnership website.
4. An annual report, including business activities and finances, will be given at an Annual General Meeting and be available on Plymouth Waterfront Partnership's website.
5. An Operating Agreement, which includes the Council Baseline Agreements, has been agreed with Plymouth City Council. You can view a copy upon request.
6. Plymouth Waterfront Partnership employs a full time Chief Executive who is responsible to the Board and will oversee the projects and services in this Business Plan on a daily basis.
7. Plymouth City Council are in full support of Plymouth Waterfront Partnership's proposals for the BID's Third Term. They have received a copy of the Business Plan and have agreed that it is in line with government legislation.
8. The Secretary of State for Communities and Local Government was formally notified of Plymouth Waterfront Partnership's intention to hold a ballot on 8th February 2021.
9. PWP issue regular Newsletters via email (hard copy newsletter can be delivered) to keep Levy Payers informed of projects, services and opportunities to promote your business. PWP also keep Levy Payers updated on Waterfront activities including: developments; new businesses opening; network events; training; planning issues and roadworks, via our website, Social Media channels and direct WhatsApp messages.
10. Subject to a successful ballot, the new Strategic Board will be constituted with up to 14 Directors, drawn from a cross-section of BID Levy Paying businesses and stakeholders, who will voluntarily support the BID. One seat will be allocated to a Plymouth City Councillor.
11. The makeup of the Board will continue to evolve to make sure all sectors are properly represented. This may include some Non-Levy Payers, although always in the minority.
12. The Board will meet at least five times per year.
13. The BID will have an Operational Advisory Panel made up of a cross-section of BID Levy Paying businesses and stakeholders, who will voluntarily support the BID Board, giving advice and guidance on projects and the direction of the company.
14. The Board structure is designed to give Waterfront Businesses the opportunity to input on project development, delivery and day to day issues.



Frequently Asked Questions

Q. How will the BID improve my business?

A. A BID is a successful way of providing extra services in line with what businesses believe will improve their trading environment. BID3 will give your business a stronger voice on Waterfront issues, bring in thousands of extra visitors through our events programme and provide investment for Waterfront projects and services.

Q. Shouldn't my business rates cover this?

A. Business rates are a property tax used to fund national and local services and you have no control over those spending decisions. All the money raised from the BID is invested directly on projects designated by our Levy Payers and the money is spent within the Waterfront BID Boundary.

Q. Is this a way for the Council to save money?

A. No. The BID is a business-led, independent, Not-For-Profit Company. All projects have to be in addition to those provided by the Council. Where the BID procures services from the Council, these services are monitored through Service Level and Baseline Agreements.

Q. How will I get a say on what the money is spent on?

A. This proposal has been drawn up after extensive consultation with BID Levy Payers and stakeholders. All the projects detailed in this Plan have been identified as important by Waterfront businesses. All Levy Payers can raise issues with our Board Directors or Advisory Panel, who are drawn from a cross-section of Waterfront businesses, or contact our Team directly.

Key Information



PWP and approximately 80 BIDS in the UK are BID Foundation accredited.

British BIDs™

PWP and approximately 20 of the 322 other BIDs in the UK are British BIDs accredited.

BID Levy is calculated at 1.7% your Business Rates, e.g:

Business Rates	Levy (circa)
£7,001	£119
£50,000	£850
£100,000	£1,700
£250,000	£4,250
£950,000	£16,150

Strategic Board

Name	Business	Theme	Sector Representation
 Nick Buckland OBE	Millbay Academy – Chair of The Intervention Board	Business Voice	PWP Chairman
 Craig Moore	Womble Bond Dickinson – Partner	Business Voice	Professional Services – Legal
 Andrew Bullivant	Atwell Martin – Partner	Transformational: Creating the Waterfront of Tomorrow, Today	Professional Services – Estate Agents
 Mervyn Orchard	Mo Consultancy – Marketing Consultancy Non-Executive Director – National Marine Aquarium	Vibrant Tourist Destination	Charitable
 Josh McCarty	Blue Marine Foundation – Marine Park Consultant	Vibrant Tourist Destination	Marine
 Penny Tarrant	Hoe Neighbourhood Forum – Chair	Environmental Excellence	Community Representative
 Jackie Grubb	City College Plymouth – Principal and CEO	Transformational: Creating the Waterfront of Tomorrow, Today	Education
 Ben Shearn	The Treasury – Director and Owner	Vibrant Tourist Destination	Hospitality and Leisure
 Marc Nash	Architects Design Group – Consultant PWP Advisory Panel – Chair	Transformational: Creating the Waterfront of Tomorrow, Today	Professional Services : – Architects
 Chris Robinson OBE	Plymouth Prints – Owner	Environmental Excellence	Heritage
 Cllr Mark Deacon	Representative for Plymouth City Council	Transformational: Creating the Waterfront of Tomorrow, Today	Local Authority

Operational Advisory Panel

Name	Business	Theme	Sector Representation
 Marc Nash	Architects Design Group PWP Advisory Panel Chair	Transformational: Creating the Waterfront of Tomorrow, Today	Professional Services - Architects
 Alex King	Mount Batten Watersports and Activities Centre PWP Advisory Panel Vice-Chair	Vibrant Tourist Destination	Sports & Leisure
 Olly Reed	Ocean Conservation Trust / National Marine Aquarium	Environmental Excellence	Marine
 Thecla Keizer	Plymouth Marine Laboratory	Transformational - Creating the Waterfront of Tomorrow, Today	Professional Services - Research
 Clare Phillips	The Tourist Information Centre	Vibrant Tourist Destination	Retail
 Frank Kelly	Pub On The Hoe	Vibrant Tourist Destination	Licenced Premises
 Ray Clark	The Flower Café	Environmental Excellence	Eateries
 John Ainsworth	Lambert Smith Hampton (RWY)	Business Voice	Estates Management
 Mike Kitt	Waterfront Resident / Community	Environmental Excellence	Community Representative

Name	Business	Theme	Sector Representation
 Chantel Jenkins	Salumi	Business Voice	Eateries
 Claire Doyle	Claire Doyle Marketing / Mount Batten Watersports and Activities Centre	Vibrant Tourist Destination	Sports & Leisure
 Kim Downer	Plymouth Pavilions / The Ticket Store	Vibrant Tourist Destination	Leisure Entertainment
 Kristy Burrige	Grosvenor Casino	Vibrant Tourist Destination	Leisure Entertainment
 Scott Grenney	Eddystone Media / PWP Social Media	Business Voice	Media
 Cllr Sue Dann	Plymouth City Council	Environmental Excellence	Local Authority
 Cllr Rebecca Smith	Plymouth City Council	Vibrant Tourist Destination	Local Authority
 Cllr Bill Wakeham	Plymouth City Council	Vibrant Tourist Destination	Local Authority
 Cllr Chris Penberthy	Plymouth City Council	Vibrant Tourist Destination	Local Authority

How to vote

Here are the simple steps that you need to follow to vote:

1. You should receive one ballot paper for each property (hereditament) that you are eligible to vote for by post. If you do not receive your ballot paper please contact Sky Cole on businessliaisonmanager@waterfrontbid.co.uk or 07765 686 575 as soon as possible.
2. Please check that each ballot paper has its own return envelope as each ballot paper must be returned in its own separate envelope.
3. Complete the ballot paper by putting a cross beside your choice.
4. Write your name in **BLOCK CAPITALS**, your position in the business and then you **MUST** add your signature to make the vote valid.
5. Return your completed ballot paper(s) by post in the prepaid envelope provided, to arrive with Civica before 5pm on the 25th November 2021.

What happens with a NO vote?

A NO vote means that none of the BID projects outlined in the Business Plan will be delivered and Plymouth Waterfront Partnership will cease trading on the 31st March 2022. That means:

- Loss of guaranteed match funding from Plymouth City Council projects and services.
- No BID funding supporting marketing campaigns locally, regionally or nationally.
- No financial contribution for Destination Plymouth and Conference Plymouth to market Plymouth Waterfront.
- No year-round lighting programme across the Hoe Foreshore and the Barbican.
- Christmas lights in the Barbican would stop.

- All events financed and run by PWP will cease to exist including The Plymouth Pirates Weekend, Plymouth Seafood & Harbour Festival and Barbican Christmas Extravaganza.
- No organisation to represent your interests or fight your corner.
- The removal of the Ambassador and Street Marshals programmes.

Don't make the mistake of thinking another organisation will pick up the shortfall. The key aims and objectives which were decided by the Waterfront Business Community will not be delivered or undertaken by statutory bodies.

There is no 'plan B' and no other organisation is able to access £1.9m over the next five years to reinvest this directly back into the Plymouth Waterfront.



YES

A 'YES' Vote means that the BID can continue delivering services and projects that businesses have said are important to them.

Partnership Working

PWP works in strategic partnership with Plymouth City Council, City Centre Company, Destination Plymouth and Plymouth Culture.

Developing a strong private and public sector partnership enables a significant, joined-up, citywide focus on marketing the City nationally and internationally to attract more visitors and investment.

This partnership enables us to maximise resources, leverage ideas & funding, and speak with one voice to Government and external funding bodies.



**Chief Executive Officer
Plymouth Waterfront Partnership**

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