Plymouth Waterfront Partnership
Board Meeting

Thursday 31st March 2022 from 10.30am – 12.30
(Womble Bond Dickinson)

Attendees: Nick Buckland (NB) (Chair); Sky Cole (SC); Chris Robinson (CR); Mervyn Orchard (MO); Jackie Grubb (JG); Craig Moore (CM); Marc Nash (MN); Penny Tarrant (PT); Patrick Knight (PK)

Apologies: Josh McCarty (JMcC); Ben Shearn (BS); Amanda Lumley (AL)

ITEM	NOTES and ACTION POINTS	By Whom
MB-03/22-1.	**Apologies and Introductions** Apologies were tabled. It was noted that the meeting was not quorate as MD had not attended.	
MB-03/22-2.	**Conflict of Interest Policy** No conflicts of interest were raised.	
MB-03/22-3.	**Minutes to the last meeting and matters arising** The Minutes of the previous Board meeting held on 30th November 2021 were approved as a true record of the meeting. **NOTED:** • All actions complete	
MB-03/22-4.	**CEO Recruitment** **NOTED:** • NB thanked PT, PK and David Draffan for their help in the recruitment process. • NB noted that JMcC was one of the candidates, but the BID got an excellent candidate in Jon Walton who has BID experience and was successfully appointed following a very robust interview process. • Any concerns about Jon Walton moving on from the city within a short timeframe again were address at interview and it was clear to those present that Jon is committed to living in Plymouth and he is in the process of looking for property. • Jon is due to start in early June (late May at the earliest).	

	ACTION: SC to explore securing an electric bicycle for PWP/for Jon to use.	
MB-03/22-5.	**Interim CEO Update – Patrick Knight** **Overview** • PK gave an overview of where things are with businesses. His feeling is that businesses are in a bit of shock following the energy crisis, but there is positivity with some new businesses opening. PK invited response from the Board about their perceptions of things currently • PT – there is huge excitement about SailGP • CM – there is more certainty now than there has been since Brexit – been a lot of activity and investment in the business sector. • MO – the COVID vaccination centre closed three months earlier than anticipated. The vulnerable are still at risk, but things must move on. People enthusiastic about getting out and about again. Think VAT coming back in tomorrow will hit hospitality sector hard. A negative edge, but mostly positive. • JG – agreed with that and felt that it was our responsibility as leaders to project positivity. The news is depressing, but there is a lot to be positive about, particularly here in Plymouth. This was echoed by CM and MO who noted that people are appreciating the benefits of being outdoors and Plymouth being an experiential destination city. • MO – believe that the Waterfront will become the centre of the city one day. • PT – we need to capitalise on the fact that people will be doing short stays more locally and focusing on staycations. • CR – agreed that Covid and the cost of living has had different effects on different areas of society, but walking is free. Real opportunity to link with NMP and working with the City Centre also to attract people to the city, by making the city attractive. • MN – the quality of natural environment is great, but architecturally we need to do work to improve the look of the city – need to care for what we already have, as well as building new. All part of the whole visitor experience. • CR – agreed and people will take pictures of the things that are awful or fantastic. • PT – there does not appear to be budget for the Park Rangers/Street Marshals who were vital last year. Not having these things in place encouraged anti-social behaviour. This is a real issue around The Hoe area. • MO – mental health is going to be a huge factor post-Covid and the feel of the place is key. Also the need for more taxis is very apparent. • NB noted that once NMP is the focus of the whole city, the Waterfront will become the city centre. Once the train station is refurbished, the gateway into the city will be improved and can then ensure the journey to the Waterfront is	

clearly defined. Working with Anthony Payne and PCC to work toward this and affect change.

- NB – at the recent PABC meeting, discussion about the economic climate. Bank of England rates will remain low and there will be capital for investment.
- New CEO and five-year BID will give opportunity to work with the City Centre and the Council to improve the city as a whole.

PWP End of Year Accounts 2020/21

- Accounts show a successful year financially despite Covid. Reasons are that we did not assume that it would be easy to collect Levy and received more than £50k in grants, combined with salary savings when Sarah Gibson left and SC was furloughed.
- £128k surplus at the end of year account.
- PK looked into the accounts and confirmed that the profit reconciliation document confirmed £144k surplus.
  ACTION: PK to circulate the profit reconciliation document to the Board.
- Figures circulated are to end March 2021 and will be subject to slight change – shows loss of c.£40k, largely due to overspend on Taxi Marshals
- Diane secured ERDF and ARG grant funding last year – website upgrade, monolith, commercial wharf and other projects.
- SailGP £25k allocation.
- Didn't receive all ERDF monies and lost out on c.£15k – this and the Taxi Marshalls costs are the main explanation for shortfall for the year and is a one-off/by exception.
- NB – Still have reserves and therefore not trading in insolvency.
- NB noted an increase in the amount to Destination Plymouth.
  ACTION: PK to look into the DP cost as believe it is £10k plus £2.5k, but showing £15k on report.
- NB discussed the potential for PWP to sit on the Destination Plymouth Board and noted that whilst it is in a state of flux, it may not be immediate, however it is important and NB will look to sit on the DP Board going forward.
  AGREED: All in support of PWP being represented on the DP.
  ACTION: NB to make arrangements to ensure PWP Chair sits on the DP Board, once appropriate to do so.

PWP Projected Finances 2021/22

- Street Trading - £20k. SLA in place to ensure that PWP received this money, but may not be sustainable for PCC as making a loss currently.
  ACTION: PK to look into Street Trading income and keep the Board informed.
- Levy collection in the report is based upon anticipated rate being at our normal collection levels – these are very good nationally, thanks to a great team at PCC.

	• Reserves actual is £144k **ACTION:** PK to ensure that four BID3 Business Plan themes are to be added to the report headings. • Jazz and Blues festival contribution queried – discussion about the need for a more inclusive music event. PK shared that a new project is being explored regarding Performance Spaces and PWP working with the Barbican Theatre and Plymouth Culture. PWP being asked to put in money for electrical points in a few of the spaces identified. • PK suggested £10k budget be allocated to get this off the ground. **AGREED:** The £10k for the Performances Spaces project was agreed by all. **ACTION:** PK to add £10k for Performance Spaces to the budget. • Important to work with Plymouth Culture to engage as many different uses of the spaces as possible. • £20k to Pirates Weekend plus £10k for Pelican Tall Ship • Seafood & Harbour Festival – £20k, but conversations with PCC team has identified that this is not enough and need another £15k – PK spoken with team to see if NMP money available, but will need to revisit the event. **AGREED:** Board agreed that the event needs to be reimagined. Is vital that the BID Levy Payers feel the benefit, so need to be careful about restricting to Fish & Chips. The suggestion of 'Fish and Ships' was put forward. **AGREED:** PWP to put additional £15k funding to the event this year. Invest more now and look at options for reshaping and other funding streams for the remainder of the BID to 2027. **ACTION:** PK to work up additional budget proposal; add £15k to the budget and share via email. • Christmas Event – £10k • Christmas Lights – £30k. SC noted that the BID now owned the festoon lighting on Southside Street, therefore the BID will need to go out to tender for additional lights at Christmas and maintenance going forward. • Street Marshals – no future grants available. PWP funded it last year, but with no income from outside the BID going forward, how much do we want to allocate? PK felt £12k was too low to achieve the service of last year. NB felt we need to work with the Police to understand what support is required from PWP if any. The BID could not guaranteed more monies to this area. **ACTION:** PK to explore what the Police and others are putting in place and share with the Board before any additional funding can be considered. • Permanent Waterfront Lighting Project was showing as £0 – work has been done last year and MN believed that tenders may have gone out. **ACTION:** PK to investigate where the project was at and bring a report to the next meeting on the permanent lighting project. • NB noted that the NI calculation did not look correct based upon percentage contribution. **ACTION**: PK to look into NI costs		

ACTION: PK to engage Jon Walton in the budget conversation and put out to all via email.
ACTION: SC to find out what is happening with the Lenkiewicz mural and a quality image for visitors.

- PK noted that the agreed salary for the new CEO would need to be included in the budget.
  ACTION: NB to confirm CEO agreed salary to PK for inclusion in the budget.
  NOTED: Other figures within the document but not queried were accepted.

PWP Business Plan Budgets 2022/27

- Business Plan Budgets will come out of conversations with Jon Walton and the indicative budgets.

Barbican Bins Project

- Sarah Easton joined PCC and made a huge impact on improvements to the issues of bins, with the removal of the bins at the entrance to Southside Street. The plan that Sarah has provided makes sense.
- MN fully supportive of the plan but need to ensure that bin store designs are robust and fit with the area.
- PT raised the proposal for peddle bins again and would like to meet with Sarah Easton to drill down into that.
- SC believed that peddle bins had been explored and deemed unsuitable and noted the amount of work that has been done to engage partners/land owners to get the project plan to where it is now.
- PK shared concerns that exploring peddle bins and moving away from the plan that Sarah Easton has presented could see a significant delay in resolving the current issues.
  AGREED: In order to get the project moving and to see change, the plan that Sarah Easton has provided should be focused on and additional solutions can be discussed.
  ACTION: NB, PK, PT, Sarah Easton to meet and discuss options including peddle bins potentially being included in the plan in the long-term, then come back to the Board for considerations going forward.

MB-03/22-6.

NMP Update – Patrick Knight

PK updated the Board on the NMP
NOTED:

Governance

- New CEO Elaine Hayes appointed and other members of the team also recruited. Team strengthening and building.
- Briefs for Mount Batten redevelopment, NMA new Welcome Centre, The Hoe Foreshore including Lido and Tinside Cove, plus Mount Edgcumbe and the

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Digital Park – all been written and now at stage of appointing Business Planning Consultant who will look at commercial viability of all of the opportunities.

Then the multi-disciplinary Design Team will arrive in May, including engineers. Will take us from rebus stage 0 to rebus stage 3. Need to be at planning permission stage before applications for Heritage Lottery funding.
ACTION: PK to circulate the NMP Activity Plan via email
Event this weekend at the NMA to launch the NMP to the public (golden ticket event).
Funding strategy for the NMP is really important. PCC needs to decide where it will allocate its efforts. Important to manage expectations.
AGREED: Need alignment between PWP and NMP – Waterfront is the gateway to the NMP and need to be aware of touch points.
Need to get Elaine Hayes engaged in conversations.
PK shared that there is a project in place regarding Green Tourism and ways in which businesses can benefit from being part of the NMP.
ACTION: PK to follow up on request for information from DP on how we can better promote the scheme and increase engagement.
Need to get engagement from businesses and the city as a whole in the NMP.
MO shared that the Ocean Conservation Trust is getting traction locally and around the world too.
PT shared that the draft Neighbourhood Plan is almost ready for release and will tie-in with the NMP work.
PT flagged that the Hoe Neighbourhood Forum have raised a complaint about one of the Waterfront Businesses regarding access to the water being restricted by a planning application. This was not raised or supported by PWP and was therefore not a conflict of interest.

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BID3 Board Governance

SC had provided a short report to NB regarding attendance, skills matrix and sectors covered/gaps.
ACTION: NB to meet with each Director to discuss attendance, skills gaps and look at where changes to the Board of Directors are needed.
ACTION: SC to send the dates for future meetings out.

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PWP BID Ambassador Recruitment

SC asked if the Board recommended that we recruit now or wait until Jon Walton in post, as the recruitment process and training will take time away from BAU.
SC has re-shaped the Ambassador role profile and changed it from an hourly rate to a permanent role and salary.
AGREED: The Board decision is that we recruit as soon as possible and involve Jon Walton in the process.
ACTION: NB and SC to discuss the Ambassador recruitment and get the role advertised.

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MB-03/22-9.	**AOB** **NOTED:** • **PK –** Been approached by a BID property landlady requesting assistance for help in making repairs to her listed building. PK suggest the possibility of a Shop Front Scheme – PK has successfully run these in the city centre, and suggested that there possibly be a pot of money set aside that people can bid into for help for circa £5k pots. **AGREED:** There is no help in the short term, but will look into a potential budget allocation. **ACTION**: PK to look into the budget possibilities for creating a pot of money for a shop front scheme for businesses to bid into. • **CR** – Plymouth Giants – CR asked if there was another £4k. It was noted that PWP had not include the Giants project in the Business Plan, therefore CR would need to put the request in writing to the Board for consideration. **ACTION:** CR to put a request in writing to PWP for £4k contribution to have another temporary installation of the Giants this summer. CR had previously enquired about the cost of the 'Welcome to Plymouth' sign on the Hoe. **ACTION:** MD to find out the cost of installing the new 'Welcome to Plymouth' sign and share with the Board via email.	