PLYMOUTH
WATERFRONT
PARTNERSHIP

Board Meeting Minutes
Tuesday 25th November 10.00am – 12.00pm
Tinside Sound Bar, Hoe Road, Plymouth

Attendees: Craig Moore (VC CM); Joshua McCarty (JMcC); Andrew Bullivant (AB); Penny Tarrant (PT); Mervyn Orchard (MO); Chris Robinson (CR); Cllr Sally Haydon (CllrSH); Sarah Gibson (SG); Kim Downer (KD); Abbie Jolly (AJ); Patrick Knight (PK);

Guests: Mel Richardson, Mel Richardson Consultancy (MR)

Apologies: Ben Shearn (BS); Amanda Lumley (AL); Nick Buckland (NB); Clare Martin (CM);

Chaired by: Craig Moore (VC CM);

ITEM	NOTES and ACTION POINTS	By Whom
1.	**Welcome, Apologies, and Introductions** Apologies given	CM KD
2.	**Conflicts of Interest, and matters arising.** No matters arising	CM
3.	**Review of last meeting minutes actions.**	KD

Date By	ACTIONS CARRIED FORWARD FROM LAST MEETING	Assigned to:	Completed
ASAP	**Joint F2F Meeting PWP/PSNMP Boards**: Agreed Nick and Craig will represent PWP. Update: Craig/Nick will circulate dates with PSNMP.	NB/CM	
March meeting	**Plymouth Giants:** Scope out a plan for a permanent installation. UPDATE: Consideration as a project for BID4. Remaining SPFUK funding for signage will need to be spent this financial year.	KD/SG/CR	
March meeting	**Sea for Yourself campaign:** Invite Hannah Harris CEO of Plymouth Culture to present at a future meeting. **UPDATE: Will invite to March/June meeting**	SG	

4.	**Budget** Levy income has been adjusted to show how much is collected rather than how much is billed – current collection projection is 90%. Collections team continue collecting levy payment up until February so the budget will be updated as appropriate. Shared Prosperity budget is higher at £20k than original forecast of £15k, extra budget will be put towards Giants signage on The Hoe. Income generation is a requirement and an ongoing conversation with partners. BID Levy is fully spent this year and budget has drawn significantly on reserves. Future event costs will need to be reduced. A draft budget for FY 2026/27 will be presented to the Board at the next meeting. BID Renewal budget hadn't been allocated this year so have had to factor in extra reserves allocation for renewal commitments before 31st March 2026. Remaining reserves at the end of last financial year have been confirmed by audit. In the process of renegotiating contracts for Christmas lights and South West in Bloom with the ambition to make savings within this financial year. Considering refreshing the Christmas lights for 2026 and exploring the possibility of putting lights around The Hoe foreshore. This would be explored with both the lights provider, Council and King's Harbour Master, Board would be updated in due course (likely March). Aim to save £20,000 this financial year to ensure some reserves were left unallocated and provide the ability for the Board to fund an additional sculpture for the Beryl Cook trail. AB asked if funds had been spent during the last 18 months putting the current Christmas lights in place. SG confirmed they had, also that the current lighting rig had been in place since 2019 and that some traders had said they would like to see the lights refreshed. Will aim to bring an update on Christmas lights to the January or March Board Meeting. AB expressed surprised at the desire for new Christmas lights as the current ones look good and bring the footfall so doesn't think the current ones need additional expenditure. Agreed to include question of Christmas lights in the BID member survey. JMc agreed that the current Christmas lighting looks good and if there were the funds to do something extra with Christmas lighting, it would be nice to add some around The Hoe. Barbican Light Switch On footfall suggested the current lighting was popular with the public. <u>Bank Account</u> SG proposed moving the PWP bank account provider from The Co-Operative Bank to Barclays Bank due to difficulties faced when changing account holder names with Co-Op. It could also be a good time to move as Destination Plymouth and Plymouth City Centre Company are also intending to move from Co-Op to Barclays. AB expressed concern as his experience with Barclays hadn't been positive. These concerns are acknowledged but as the service from Co-Op hasn't been good either, all agree the move to Barclays would be acceptable. <u>Auditing and Payroll Services</u> Westcott's are used as PWP's auditors and Bromhead provide payroll services. SG proposed exploring the option to move payroll also to Westcott's to have one provider of service.	**SG** **AB/SG** **JMc** **SG** **AB** **SG**

	SH asked whether this was to make a saving and if it's worth moving the audit service to Bromhead rather than moving all services to Westcott's. AB expressed concerns with Westcott's. SG confirmed it would be with the intention to save on costs. She would take on both considerations and agreed to review this with Destination Plymouth and City Centre Company. PWP were not committed to either party and could explore other service providers too. Board agreed options can be explored.	**CllrSH** **AB** **SG**

5.	**BID Renewal** - **Tasks and Timeline** - **Business and Partners Consultations** - **Boundary Review** Mel presented the tasks and timeline plan for BID Renewal, the print-out is shared with the Board. Includes 59 steps and set to end with BID4 Levy bills being sent out in March 2027 following a hopeful successful renewal in the autumn of 2026. Ballot will most likely be sent out via post although digital options are being looked at under legislation. The postal ballot runs for 28 days. Looking at tracking what the new 2026 ratable values look like alongside the current levy payments and determine whether the Levy projections go up or down. Current levy rate is 1.7% Boundary changes are being considered. Need to look at data for what the businesses are likely to vote now to find out how well the BID is viewed and what improvements may need to be made with others. Around 90 empty units currently. To outline, it's data modelling, looking at rules and parameters, and sending out an early consultation survey. PK suggested making sure Plymouth City Council are involved and helping to shape it under regulations. Will investigate the empty properties to find out who is responsible for those levy's. PK suggested that BID 4 is not only the story of what was been achieved in previous BID terms, but looking to the future and the Plymouth narrative of how things come together and to emphasis what a great place it is to live and work in. Having a vibrant waterfront is critical to attracting and retaining the right people to fill the 10,000 new homes and to maintain that narrative. SG suggested that the January meeting is pivotal and will be discussing the boundary and levy changes if any, to assist in determining the core elements to shape the drafting of the BID4 plan. Question was raised whether it would be worth considering changing from a visitor economy facing BID to a place-based BID as the city's marketing was moving in that direction. Suggestion of discussion during January Board meeting. SG recommended the Board take a convening role to have a wider conversation with Partner organisations to inform the next business plan to provide the best scenario for the Waterfront BID4 Plan. This would be particularly relevant to the Board's aspiration of creating a 25-year vision for the Waterfront area. After Christmas a start will be made on drafting the new business plan. To inform this Plan the	**SG** **MR** **PK** **SG**

	early consultation would start around mid-December and continue to mid-January. A separate survey of Partners would be circulated during January. AB questioned if there would be an ability for businesses to opt in to the BID who sit outside of the geographical area. CM suggested there's an option to sponsor. This would be taken forward by the development team.	**AB** **CM**
	Early consultation with the Council for ideas for PWP would be achieved through an early Scrutiny meeting. SH informed the Board that a scrutiny meeting wouldn't be able to happen in January, likely instead some time in February.	**CllrSH**
	It was noted that the more that is changed about the BID the more time constrains we may face, there should be credible reasons for changes. Consideration that there should be no risk to the entirety of the BID by bringing in more businesses or wide geographical areas.	**ALL**
	AB requested more innovation rather than staying drawn back as he feels the BID has been for the last 8 years.	**AB**
	The question was raised of 'should we look at other similar sized BIDs across the UK and their successes to see if there's any knowledge, we can gain from them'? MR was cautious about making the BID to much larger, but we'll be gathering data for January meeting.	**MR**
6.	**Priorities and Forward Plan** - **100 Day Plan Update** - **2026 Events** - **Convening Request for Board: Strategy and Vision**	**SG**
	100 Day Plan Update Currently day 57 in SG's 100-day plan. The goal is to refresh, reconnect and reposition the BID. Began with a finance and governance review which will require discussion with the Board. Have recently gone through an Advisory Panel refresh with SG as Chair. Advisory Panel is beginning to move in the right direction taking more of a shaping role. Currently opening representation and inviting more members into the Advisory Panel including Crowne Plaza, Plymouth Boat Trips and City College Plymouth.	
	Meetings have been had with key stakeholder representatives and an audit begun of public realm to identify what needs improving/repairing/cleaning. Keen to repair things around the BID area such as benches, remove graffiti, and replace signs by end February/early March.	
	JMc would like Andy Sharp to attend a Board meeting to gain his point of view on the public realm. PT asked whether the number of graffiti had increased. KD doesn't think it had risen but what's there needs to be dealt with. CM suggested liaising with the Arts University to tackle the graffiti with mural installations.	**JMc/PT/KD/CM**
	SG, KD and AJ created a WhatsApp group to share images of public realm matters that require attention, this will identify hotspot areas, to then share with the Street Team. JMc suggested involving Devon Probation Services and Mike Vosper. It's important for the area to look good to attract footfall so this project is incredibly important. It's noted that there may be a question of why it doesn't fall under the Council's responsibility, though budget pressures were understood. SG suggested that the BID should support the Council with hot spot issues going forward with BID levy contributions for specific improvements (signage, benches, additional cleansing).	**SG** **JMc** **SG**

SG added that all SLA’s are being reviewed.

Removal of the camouflage panels at the Tinside colonnade had been raised. Aiming to update some of the signage around Tinside by February half term. Have had a look at the Horizons Lottery budget for next year for the monoliths on the highway across the city as they are on the list for refurbishment next year, budget would need to be increased. The stainless-steel signs up on the Hoe were also in discussion.

CM summarised that at interview you can never be sure whether 100-day plan pledges will be achieved, yet SG had certainly hit the ground running and delivering what had been committed to. SG should keep going. **CM**

<u>2026 Events</u>
Created by The Box, Theatre Royal and PCC, the Beryl Cook Exhibition was to launch in January which will include a sculpture trail linking the Barbican, Hoe and city centre areas. Two will be positioned in the Waterfront BID area, one outside of The Dolphin on the Barbican, and the other on The Bowling Green on the Hoe. PWP given the option to provide a fifth sculpture at a cost of £12k with the PWP logo on its plinth and select its location; SG is keen for the Board to support this to have a significant impact within the BID’s Renewal year. An option suggested by The Box team was to position the sculpture within the bench shelter on The Hoe. **SG**
Board agreed to fund the £12k for the additional sculpture and SG would feed Board’s suggestions and questions back to The Box team for their consideration and final decision. **ALL**

Multiple Directors raised concern over this position being too sheltered and leaving the sculpture at risk of being graffitied, suggested either a sculpture to be located beside Smeaton’s Tower or a bather overlooking Tinside Lido may be better options.

SH pointed out that the Board was being asked to save money overall whilst spending money on this extra project. However she supported the idea of having an additional Beryl Cook figure as the project will get good coverage. SH asked what happened to the figures after the trail ends? Would we be able to keep them for the summer holiday? Could they be in place forever? Would there be an electronic trail such as within the trail’s app? **CllrSH**

It was noted that the Guiding Light Trail would take place from July.

SG

Advisory Panel had informed the shaping of PWP’s 2026 events:
RedBull are keen to bring the ‘Up the Mast’ event back in 2026, which was seen as very beneficial last year.

Another organisation proposed bringing the Krazy Kart soapbox challenge, though the cost to host would be a minimum of £40k and beyond PWP’s 2026/27 budget. There is the option of a smaller version of the event at £10k. Will continue conversations with them and the Council Events team and come back to the Board.

Have been offered the Aardman’s Creation Workshop for £20,000 but with the Board’s agreement the offer will decline for 2026. This was agreed.

Plymouth Pirates Weekend will go ahead though with a reduced budget; savings would be explored with the Council’s Events team for a target budget of between £10k and £20k.

	Seafest required refreshing, conversations ongoing with Council Event’s team and savings to be explored. Some consideration that a seafood festival is an unnatural collaboration with the National Marine Park due to the environmental focus. Had largely positive feedback from the Barbican Christmas Light Switch On, likely to be repeated in 2026 with minor revisions such as to the amplification provision. 4th Urban Tree Festival takes place in the run up to the Pirates Weekend. Significant opportunity of enhancing the Firework Championships during August, may require a £5k contribution from PWP. Conversation is ongoing with Council Event’s team, though this would mean PWP funding diverted away from the Bonfire Night event. Noted. <u>Convening Request</u> SG suggested she would appreciate the Board taking a convening lead and shape a strategic discussion with the Council and partners to create a 25-year vision for Plymouth Waterfront. Suggest inviting the key city boards and strategic advisors. Would like to plan a date for this and send out a formal invitation. PK welcomed the suggestion and reinforced involving Plymouth City Council in this conversation. Directors agreed with the idea of getting everyone together to have a more relaxed conversation. CM suggested a more facilitated workshop so we’re not just coming to people with what we want them to do and instead starting a dialogue. CM offered use of the Womble Bond Dickinson office to host an early evening session.	**PT** **SG** **SG** **PK** **CM**
7.	**Levy Payer Update** - **Feedback from Workshop** - **New BID members** - **Engagement** KD updated on recent levy payer engagement activities and presented an overview of the PWP levy payer workshop at The Ship. Not as many people attended the workshop as we would have liked, it can be difficult for the business owners to find the time to attend away from their business. KD added that it would be helpful if members of both the Board and Advisory Panel could attend these events. 3 – 4 events per annum. Noted. The Barbican Christmas Lights Switch On went well and was a great opportunity to be visible, and to promote the launch of the Love Plymouth Gift card. The Card has already achieved good PR exposure including some national coverage. SG commended KD and AJ for the volume of work they are currently undertaking, and the quality of interactions KD has had with a number of our businesses. CM added that the success of the BID to date is very much down to the efforts that KD makes in going out in front of the businesses to get them involved and thanked her for her work.	**KD** **SG** **CM**

8.	**AGM** - **Financial Report (circulated)** - **Director Resignations** - **Nominations Committee** <u>Financial Report</u> SG reviewed the end-of-year financial report with Westcott's and was confident that it was an accurate summary, recommending the Board approve and allow the filing with Companies House. CM checked that everyone is happy for NB to sign and file. Board agreed. <u>Director Resignations</u> CM introduced this item and referred to PWP's Constitution. It requires the rotation of Directors with the longest serving stepping down at AGMs. This meeting was an AGM, and three Directors had agreed to step down: Ben Shearn, Chris Robinson, and Mervyn Orchard. Ben Shearn, although not present, had been a director for over 15 years as well as being a busy business owner, which was an incredible contribution toward the Waterfront BID. CM recorded the Board's huge thanks to Ben. Chris Robinson had been on the Board since July 2012, hugely knowledgeable and it's incredible what he has done for the city. Many people were delighted when he was awarded the MBE which was very well deserved. CM thanked Chris for his long-term support to the Waterfront. Mervyn Orchard had been part of the Board for 9 years and had brought plenty of enthusiasm, ambition, and knowledge. His optimism and creativity will be hugely missed on the Board, and CM thanked Mervyn for his contributions. After discussion with NB, SG had put together a list of suggestions for future prospective Directors; these were significant BID levy payers and targeted skillsets in accordance with BID3 and early BID4 considerations. It was requested to reinstate the Nominations Committee with three voting members of the Board, and these were agreed as: CM, SH and AB. The Nominations Committee would be asked to review the list of suggestions and report back at the March meeting of the Board. CM suggested he would be happy to facilitate a gathering of the Nominations Committee to begin discussions. Craig wishes the Santa Fun Run on 7th December is a huge success. Meeting concluded at 12.01pm.	**SG/Directors** **SG** **CM**

Date By	ACTIONS FROM LAST MEETING	Assigned to:	Completed
~~**1st Dec**~~	~~Board agreed to fund the £12k for the additional sculpture and SG would feed Board's suggestions and questions back to The Box team for their consideration and final decision.~~	~~**SG**~~	~~**DONE**~~
~~**1st Dec**~~	~~NB to sign and ask Westcott's to file the end of year accounts.~~	~~**NB/SG**~~	~~**DONE**~~
~~**31st Mar**~~	~~**Waterfront Audit:** Put together a document containing the results of maintenance audit to share with the Board.~~	~~**AJ**~~	~~**DONE**~~
31st Mar	SG to work with PCC finance team to move the account to Barclays.	**SG**	**Ongoing**
31st Mar	Review with DP and CCC the service provision for auditing and payroll.	**SG**	
31st Mar	Arrange a 25-year visioning conversation before the end of March.	**CM, NB, SG, PK**	
31st Mar	Nominations Committee to meet and review list of prospective Directors, to report back to the March meeting.	**CM, SG, SH, AB**	
31st Mar	**Service Level Agreements:** Invite Andy Sharp from PCC Street Services to a Board meeting	**SG**	
17th Feb	**Support for Works:** Kim to pick up conversation with Devon Probation Service and Mike Vosper (Youth Offending Team) to explore if they can support with remedial repairs and maintenance of benches etc.	**KD**	