



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

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

Apologies: Ben Shearn (BS); Andrew Bullivant (AB); Craig Moore (CM);

ITEM	NOTES and ACTION POINTS	By Whom	By When
MB-01/19 -1.	<p>Apologies</p> <p>Apologies were tabled.</p> <p>Andrew Brewerton was welcomed to the meeting and introductions were made around the table.</p> <p>As Principle at Plymouth College of Art, ABr was looking to achieve university title this year. ABr believes we should “think globally, act locally”. ABr has Europe, North America connections as well as being Professor at Shanghai University. ABr brings a wealth of knowledge and experience to the PWP Board and shares the BID’s vision that “the Waterfront should be front window of initiatives for Plymouth”.</p>		
MB-01/19 -2.	<p>Conflict of Interest Policy</p> <p>No conflicts of interest were raised.</p> <p>It was noted that PS would be joining the meeting a little late and the Board would not be quorate until PS was in attendance; therefore any/all decisions were made once PS joined the meeting at 11.05am</p>		
MB-11/18 -3.	<p>Minutes to the last meeting</p> <p>The Minutes of the previous Board meeting held 25 September 2018 were approved as a true record of the meeting.</p> <p>The actions log was updated accordingly</p> <p>NOTED: <u>Hoe Foreshore</u></p> <ul style="list-style-type: none"> • NB, MN and SG meeting with Tudor to discuss the 14 point proposal document with a view to setting up a Steering group. • Aware that the council has limited funds, but conversation to be had about funding. • Waterfront Masterplan in place and based on that, £1.2m 		

	<p>INTERREG application submitted – outcome in April/May. Need to understand how Visitor Plan can enable progress.</p> <ul style="list-style-type: none"> • Noted: Cllr Sue Dann and Ward Councillors had already been sighted on the proposal via the PWP Advisory Panel. • Tentative meeting with Tudor tomorrow (01.02.19) morning • Paul Vann working with Plymouth College of Art to explore options for Lion's Den and other key areas ref art installations. <p><u>Waterfront Investment</u></p> <ul style="list-style-type: none"> • Waterfront investment – conversations to start again <p><u>BID Members</u></p> <ul style="list-style-type: none"> • PWP looking to joint BID gift card. SG discussing with Steve Hughes and will update in March. <p><u>Plymouth Giants</u></p> <ul style="list-style-type: none"> • Susie Bissell joined the team to support SG on the project. Now submitting a formal application for a temporary installation. Support received from Argyle. <p><u>Polar Bear Explorer</u></p> <ul style="list-style-type: none"> • MO to get a meeting for SG and David to look at this year and shaping next year for the Polar Bear Explorer in schools. • MO helping to get schools to sign up to the plastics pledge to aid Surfers Against Sewage: Plastic Free Coastline accreditation for Plymouth as a whole. <p><u>Pirates Weekend Plymouth</u></p> <ul style="list-style-type: none"> • Digital treasure trail – SG had a meeting with AL before Christmas – not yet found a way to unify this with the Mayflower trails and The Box, as requested by PS, but conversations would continue. <p><u>Nominations Committee</u></p> <ul style="list-style-type: none"> • NB working with another accountants firm to continue to try and fill the Financial Director post. <p><u>Lady Astor Statue</u></p> <ul style="list-style-type: none"> • The project achieved £156k funding which surpassed expectations and the statue is due to be in place for November 2019 <p><u>National Marine Park</u></p> <ul style="list-style-type: none"> • Consultation ongoing until 26th February. • JMcC brought in by PCC for three months initially to work on the Marine Park project • NB declared an interested as he sits on the Board of PML. <p>ACTIONS:</p> <ul style="list-style-type: none"> • SG to provide update on joint BID gift card • SG and NB to put forward comment on behalf of PWP for the National Marine Park consultation 	<p>SG SG/NB</p>	<p>28.03.19 26.02.19</p>
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MB-01/19-4.

Visitor Plan 2020-30 (presentation from Amanda Lumley)

Amanda Lumley was welcomed to the meeting.

NOTED:

- Plymouth had developed a Visitor Plan vision and strategy and launched in 2011 so nearly ten years since the last strategy was written. End point of strategy was 2026.
- Destination Plymouth is a formally recognised Destination Management Organisation (DMO) for the city – not a delivery organisation, but a partnership, with a Board made up of representatives from across the city.
- Turnover last year was £995,775.

Visitor Plan 2011 – Trajectory

- Raise profile of the city.
- New Waterfront, cultural and heritage activities, including STAR projects of Royal William Yard, Commercial Wharf and creation of the Marine City Festival.
- Looking for next trajectory to 2030 now.

Visitor plan goals

- Higher profile of Plymouth as a city to visit and stay.
- Numbers of jobs created and sustained.
- Growth in volume and value of tourism.
- Greater community pride, cohesion and safety.
- Greater visitor satisfaction.

Success to date

- Had a target to grow visitor numbers by 20% by 2020 and visitor spend by 25% and achieved visitor goals already.
- Productivity highest in the South west, but a target to create and sustain 4,000 new jobs in the visitor economy by 2026.
- AL went through some of the big projects that were funded and/or underway in the city:- Bretonside development; The Box; Elizabethan House.

Four key areas of focus

1. Blue/Green – National Marine Park, Lido, boat trips and water sports identified through consultation. Looking at experience and how to develop the USP/experience of Plymouth.
2. Culture & Heritage – The Box – assessed current assets. Music, sports and theatre featured highly on feedback from surveys.
3. Product Development & Accommodation
4. Gateways, Public Spaces & Public Realm - Train station and airport. Connectivity. Cruise didn't come up – 2020 expecting 12k visitors on 8 cruise ships.
 - ABr noted that education was a gateway and should be explored.
 - Ambassadors and local knowledge key for city. Viv Robinson, lead on blue badge guides nationally working to set up a green badge status group.

- James Coulton doing work as part of Visit England funding around guided tours in the South West.
- MO declared an interest as he was working with James Coulton.

Key Priorities

- Productivity - spend that drives business confidence that leads to investment in the business and its people which creates more jobs.
- Grow off peak – extend shoulder seasons.
- High value tourism.
- Enablers – accommodation, connectivity, experience.

The Approach

- Adding value to capital investments through targeted product marketing.
- Using the National Marine Park as a catalyst for delivering blue/green.
- Using the Box as a catalyst for creating a vibrant city centre and cultural offer.
- Delivering the tourism infrastructure to serve target markets – accommodation, food offers, evening economy, great shopping.
- Also looking at creative industries.
- Need more 4* accommodation offers.
- CR asked AL to get Pearl Assurance building cleaned in preparation for the Messenger coming. AL shared that letters sent to landlords of buildings asking for them to be improved – may be a condition of leases and need stronger enforcement.

The Ambition

- AL shared that the ambitions of the city are not clear – AL asked for views.

Feedback and Q&A

- MO - the status of 'experiential city of the UK' should be the aim and would be achievable.
- NB - Arts Council investment into the city has been significant.
- NB – Need a balance between night time economy and daytime economy.
- PT – Unesco City of Gastronomy – programme being opened up again soon.
- CR – we have the history, but guilty of not capitalising on it and shouting about it.
- ABr – Plymouth doesn't need a title of European City of Culture to be a city of culture.
- ABr – British Arts Show 9 – curators looking at things differently. ABr advised them to approach Plymouth from the sea to understand the City for BAS9. ABr and MO to discuss offline.
- JMcC – looking at Britain's Ocean City from the breakwater instead of the Hoe gives a totally different perspective – how to achieve that is the challenge back to Destination Plymouth.

	<ul style="list-style-type: none"> AL shared that workshops were being held on connectivity and SG invited to join. AL handed out hard copy consultation documents and asked all to provide their feedback in the next week. PT – Airbnb (80% run by businesses) impacting B&B's – need a level playing field – AL shared that there was a national campaign to create a level playing field – AL to share information. Airbnb the way forward for the young/trendy market. <p>ACTION:</p> <ul style="list-style-type: none"> AL to include education within the Gateway, Public Spaces & Public Realm. AL to feed back to PCCC regarding the Pearl Assurance building and cleansing in the City Centre. AL to look into Unesco City of Gastronomy. ABr and CH to discuss how to work with the British Arts Show curators offline. All to provide feedback on the Visitor Plan consultation. AL to share information on national campaign to create a level playing field regarding Airbnb. <p>AL was thanked and left the meeting.</p>	<p>AL</p> <p>AL</p> <p>AL</p> <p>ABr/CH</p> <p>ALL</p> <p>AL</p>	
<p>MB-01/19-5.</p>	<p>Mayflower 400</p> <p>CA and CH welcomed to the meeting.</p> <p>NOTED:</p> <ul style="list-style-type: none"> CH shared a pack containing. National programme announcement and working document on events (for Board eyes only). <p><u>Signature events in the planning</u></p> <ul style="list-style-type: none"> Transat, OSTAR and TWOSTAR – all part of a Mayflower Ocean Festival – connecting with Pirates Weekend Plymouth and creating a family element as well as the professional sailing. Mayflower Week – including field gun competition events. Mayflower Ceremony - 16th September ceremony day. VIPs not yet known. Mayflower Muster – 19th and 20th September. <p><u>Cultural highlights</u></p> <ul style="list-style-type: none"> Art of the Possible – Arts council keen to get more of the smaller applications into the programme also. A Production by Theatre Royal Plymouth and the Wampanoag. The Wampanoag Story. The Box - Mayflower 400: Legend and Legacy. Illuminate – EU funding being sought and ambition to make a bigger/different event. Community – 70 applications to Community Sparks funding pot. 30 awarded in first round. Fewer applications in second 		

round, but high quality. 2 more rounds to go.

- Sports – large programme lead by Argyle Community Trust and other clubs across Plymouth.
- Education – looking to improve the tools for schools. Workshops and STEM activities also planned.
- International Marketing – international not such a concern. Challenge now is the local, regional, national piece.

- ABr asked what CH's risk assessment was for accommodation? CH confirmed that we know that we will be full and breach capacity. Quality accommodation is limited and there is a risk. Other options being looked into for cheaper accommodation options, but not enough high quality accommodation.
- JM confirmed that we need to know what the projection is for March – Easter 2020 to plan ahead.
- A question was raised about what Mayflower was doing that was new and what the legacy of Mayflower 2020 would be – Culture? Experience? The city as a whole?

Mayflower Makers

- Work to be done and need volunteers in place in kit etc. JM and CH to discuss offline.

Trails

- Digital trails being developed – CA's presentation would elaborate.

Website

- CH confirmed that work had been done to improve the information.

Summary and Q&A

- Detailed planning going into events and comms is the next big piece, but need to ensure product is there to drive the marketing.
- SG noted that there were only two events listed for 2020 on the Visit Plymouth What's On page and asked if the PWP Pirates, Seafood and Christmas events could be uploaded as soon as possible.
CH was reluctant to list the Mayflower events – The Board noted that challenges were coming from traders that they want to have sight of the events and activity planned. CH acknowledged this but explained that he had held workshops and would have a bigger ask around the online messaging that would be coming out and asked that PWP hold off until CH ready.
- CR confirmed that there was a concern for the Barbican (SG notes).

CA – Mayflower Trails and Public Realm

- Three themed heritage trails in development with content linked to The Box:
 - Mayflower

	<ul style="list-style-type: none"> - Waterfront - City Centre <p>Mayflower Trail would be the only physical trail; all three would be digital.</p> <ul style="list-style-type: none"> • Trails changed since last presentation to the Board, following feedback - trails needed to be around an hour in duration. • Application to Heritage Lottery Fund for coordinator – results will be known week commencing 18th February. • West Pier – Mayflower Steps project – to improve the space and create a visitor destination and better event space. • Prawn – looking at options to relocate, one idea was to move onto Sutton Harbour land as it's owned by the SHH company. • Phoenix Wharf is being considered. • Pre planning application next week, ground investigation w/c 18th February. • Planning and Listed Building Applications to be submitted in March 2019. • Pedestrian footbridge will be done by Easter 2019. JMCC advised that the comms around the works on West Pier and the bridge reopening should be combined to ensure positive messaging rather than negative press for the repair works. CA to take forward. • Ground investigations started – expect that there won't be any issues. • MN fed back that the cobbles are durable and if the material used (i.e. granite) isn't as robust, could see damage over time if space used for events – CA shared that the design team would be taking into account future proofing. • CA confirmed that any cobbles removed would be used in other areas of the Barbican/used to replace tarmac filled spaces. Curbs may be used to repair the steps themselves. • Mayflower Steps repairs using granite reclaimed from RWY – works to finish by May 2019. • Southside Street works planned also. • Prysten House improvements planned. • Elizabethan House – Planning consent awarded and content planning underway. Tenders being created for construction contract for extension. Content manager appointed. 2 community engagement officers appointed. <p>AGREED:</p> <ul style="list-style-type: none"> • PWP events only to be added to the Visit Plymouth website • PS agreed that conversations should be had by CA and PCC teams about the appropriateness of using West Pier for events such as fairground rides. <p>ACTION:</p> <ul style="list-style-type: none"> • SG to speak with VA to get PWP event dates for 2020 listed on the What's On page of the Visit Plymouth website • JM and CH to discuss Mayflower Makers offline. • CA to arrange for comms around West Pier and the footbridge are combined to ensure positive messaging. 	<p>SG</p> <p>JM/CH</p> <p>CA</p>	
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	CH and CA were thanked for their time and left the meeting		
MB-01/19-6.	<p>Nominations Committee (NC)</p> <p>This had been covered under 'Minutes and Actions to the Last Meeting'</p>		
MB-01/19-7.	<p>Planning Sub Committee (PSC)</p> <p>NOTED: Hoe Foreshore</p> <ul style="list-style-type: none"> PK raised the fact that the Hoe Foreshore should be put forward as one of the top 5 CL priorities – a lot of applications going in at the moment that cover areas of the Waterfront. <p>AGREED:</p> <ul style="list-style-type: none"> Need to engage with PCC members on the draft proposal to encourage as much support as possible for its development going forward. <p>ACTION:</p> <ul style="list-style-type: none"> SG to check whether meeting with Tudor to discuss Hoe Foreshore and BID priorities was to go ahead the following day. 	SG	Jan 19
MB-01/19-8.	<p>Considering the next three years: Strategic Priorities</p> <p>NOTED: <u>BID2 Business Plan and responding to a changing environment</u></p> <ul style="list-style-type: none"> An update report was included within the Board papers provided – NB felt that the report gave a comprehensive update on the volume of work ongoing. SG noted that she'd been advised there was no budget currently available for marketing delivery for Mayflower 400 – this puts pressure back to the Board on where we want to invest, i.e. marketing, public realm investments – if doing monoliths, need to do this summer. As per earlier presentation, there is no funding for the physical infrastructure for the Waterfront/Maritime trail – only funding for the Mayflower Trail. SG noted that there also be a request to PWP for additional support and therefore the recommendations she was putting forward required more thought, a developed budget proposal would be presented at the March Board meeting. Question asked about where the money that Mayflower has been given is being invested - this was discussed. SG shared that the works being done focused in the Barbican in particular and the improvements will cause disruption this year in order to ensure improvements for 2020 and beyond. This would be unavoidable but greatly beneficial once completed. <p><u>Deciding our major investments</u></p>		

2019 proposed project delivery

Events - £70k + £25k

- Pirates Weekend Plymouth (BID2 Plan)
- RORC Rolex Fastnet street dressing (New)
- Plymouth Regatta (New)
- Plymouth Giants (New)
- Plymouth Seafood Festival (BID2 Plan)
- Christmas + new lights (BID2 Plan)

Marketing - £30k

- Lobby Information Boards (BID2 Plan)
- Central city marketing (BID2 Plan)
- Conference Plymouth activity (BID2 Plan)
- Visitor Plan (2020-30) (New)

Safety - £18k

- Purple Flag (New)
- Taxi Marshals (BID2 Plan)
- Reduced Cost Night Net Radios (BID2 Plan)
- New BID Hotline service (BID2 Plan)

Connectivity and Transport - £65k

- Waterlinks Signage (BID2 Plan)
- Trails Digital App (BID2 Plan)
- 5 x New Monoliths (BID2 Plan)

Partnership - £50k

- Patrick Knight - funding BIDs, Street Trading, National Marine Park and Visitor Plan (2020-30) (BID2 Plan)
- Amanda Lumley – Destination Plymouth (BID2 Plan)
- Core Team – Plymouth City Council (BID2 Plan)

Clean - £10k

- A Better Barbican (New)

- The Proposed Project Delivery had been put through the Advisory Panel last week – they gave their unanimous support for this approach.
- Advisory Panel very clear that PWP investment for RORC Rolex Fastnet should only be used for legacy infrastructure – SG ensuring this with the core team.
- Plymouth Regatta – SG shared that there has been a request for £2k – Advisory Panel asked that thought be given to the impact on the wider community, but supported the investment in principle. SG asked for ratification from the Board today to move forward. This was given.
- Seafood and Pirates events would be impacted by works in the area in 2019 – therefore road closures needed, which has increased the cost for those events.
- Lighting infrastructure needs to be updated.
- Visitor Plan contribution could fall into 2019, but a definite ask of the BID in 2020. SG to bring further details to the March

- meeting for sign-off ahead of April year end.
- Securing Purple Flag status was looking likely.
 - SG seeking a new BID Hotline option for 2019/20.
 - Mayflower Trails - £25k to be drawn down to support the digital solution to support trails.
 - Monoliths – allocated £40k in business plan. SG to bring formally to March meeting for delivery in 2019/20.
 - Partnership contributions fixed.
 - SG requested £10k for A Better Barbican – SG to share her presentation on the project to demonstrate rationale for request, including possibility of leveraging additional funding.
- NB asked how much was delivering against the business plan – SG ran through (noted above as either BID2 Plan or New)
 - It was noted that much of the new activity was as a result of requests from voters. Visitor Plan still remained a question and would be for discussion at the March meeting.

Financial Forecast 2018/19

- 98.8% collection rate
 - Expenditure £377,451
 - Projected surplus £3,549
 - SG was commended for work done to manage the budget
- SG working toward sponsorship and thanked MO for his help with Dartmoor Brewery.
 - Many people waiting to see what investment opportunities may be coming from Mayflower programme which was stalling conversations.
 - SG noted that discussions held between PK, SH and SG regarding the BIDs contributions to core team activities. Summary sheet was circulated: City Centre Company was contributing 23% of its annual revenues toward central marketing, Destination Plymouth and the core team; PWP was contributing 26% of its annual revenues toward these areas.
 - PWP's contribution was up £87k on the BID2 Business Plan pledge of marketing contributions so doing better than projected.
 - British BIDs accreditation – both Plymouth BIDs seeking to secure national accreditation, with governance and financial monitoring audited by an external panel. There would be a total £850 cost and three months to complete the process. If PWP secures the accolade the Waterfront BID would be amongst 30 leading BIDs in the UK. SC will lead on pursuing accreditation for PWP. If time lines are adhered to, we should learn by the May Board meeting whether we have been successful.

AGREED:

- All agreed that the delivery of the BID2 Business Plan is the priority for the BID and should be the priority focus.

	<p>ACTION:</p> <ul style="list-style-type: none"> To enable the Board to sign off the 2019/20 budget, SG to bring further details to the next meeting regarding: <ul style="list-style-type: none"> - PWP Visitor Plan contributions. - Monoliths project. - Better Barbican project. 	SG	
<p>MB-01/19-9.</p>	<p>AOB</p> <p>NOTED:</p> <ul style="list-style-type: none"> JMcC started working for the Blue Marine Foundation – seconded to PCC three days a week to work on National Marine Park – slot on next agenda to update on current position. CR – A lot of weeds as well as grass on the Hoe. PT – PT approached about a Pocket Park and bid put in for £45k for park in How Street. McLarens provided support for the project and PT will keep the Board updated. MO – Dolphins in the Sound – how do we pick up and utilise them as a reason to visit? - Discuss at the next meeting as part of National Marine Parks. CR noted that we should have more social events. <p>AGREED:</p> <ul style="list-style-type: none"> Agreed to hold a social directly after the May Board Meeting and invite the Advisory Panel. ABr formally welcomed to the Board as a member – Executive Team can notify Companies House and send ABr the Director information. 		
<p>MB-01/19-10.</p>	<p>Next Meeting Agenda</p> <ul style="list-style-type: none"> Financial Forecast for 2019/20 – SG National Marine Park Update – JMcC Making the most of visitor attractions, such as dolphins – MO 		

Next Board Meetings:

Thursday 28th March 2019, 10am – 12pm, Duke of Cornwall

Meeting	Action	By Whom	By When	Status
	Hoe Foreshore Work with PCC to create a steering group and move the Hoe Foreshore report work forward.	NB		Ongoing
	Meet with Leader Cllr Tudor Evans to put forward the Hoe Foreshore proposal and seek partnership approach to seeking funding.	NB/MN/SG		Ongoing
	Waterfront Investment Look to solicitors/large businesses for sponsorship.	SG		Ongoing
	BID Members Explore possibility of a 'Plymouth Card' for BID members to access offers.	SC		2019
	Plymouth Giants Continue to seek 'green lights' from Historic England and the MOD.	SG		Ongoing
	Nominations Committee Continue to pursue a suitable Finance Director	NB/BS		Ongoing
	National Marine Park Provide a response to PCC consultation.	NB/SG	26 th February	Complete
	March Board Meeting Discuss the 2019/20 budget including: Monoliths, Better Barbican, Visitor Plan contributions & Plymouth Gift Card.	SG/ALL	28 th March	
	Visitor Plan 2020-30 Include education within the Gateway, Public Spaces & Public Realm.	AL		
	Feed back to PCCC regarding the Pearl Assurance building and cleansing in the City Centre.	AL		Complete
	Look into prospect of creating 'Unesco City of Gastronomy'.	AL		
	Discuss how to work with the British Arts Show curators offline.	ABr / CH		

	<p>Provide feedback on the Visitor Plan consultation.</p> <p>Share information on national campaign to create a level playing field regarding Airbnb.</p>	<p>ALL</p> <p>AL</p>		
	<p>Mayflower 400 Speak with VA to get PWP event dates for 2020 listed on the What's On page of the Visit Plymouth website.</p> <p>Discuss Mayflower Makers offline.</p> <p>Arrange for comms around West Pier and the footbridge are combined to ensure positive messaging.</p>	<p>SG</p> <p>JM / CH</p> <p>CA</p>		<p>Complete</p> <p>Complete</p>