



**Plymouth Waterfront Partnership
Board Meeting
28 November 2017, 10am-1pm
Duke of Cornwall Hotel**

Attendees: Jon Morcom (JM); Chris Robinson (ChR); Glenn Jordan (GJ); Ben Shearn (BS); Josh McCarty (JMcC); Penny Tarrant (PT); Mervyn Orchard (MO); Andrew Bullivant (AB); Sarah Gibson (SG); Sky Cole (SC); Patrick Knight (PK)

Apologies:

ITEM	NOTES and ACTION POINTS	By Whom	By When
MB-11/17-1.	<p>Apologies</p> <p>Apologies were tabled.</p> <p>New Directors: Andrew Bullivant; Penny Tarrant; Mervyn Orchard were welcomed by BS and Alain Sibiril was welcomed as an observer to the meeting.</p> <p>An introduction was conducted around the table.</p> <p><u>Governance</u></p> <p>BS gave an overview of the past six months and the time that had been invested into the governance of the Board and the recruitment of new Directors based on skillsets – a clear approach going forward. Mem & Arts and other BID papers would be made available to download in a shared drive/folder.</p> <p>Now in the process of recruiting a new Chair.</p> <p>ACTION: Anyone aware of an appropriate individual who could be put forward as a potential new Chair, they should email BS.</p> <p>Recommendations for the new Chair: Someone confident when negotiating with the Leader and the Council as well as Destination Plymouth and able to 'beat the drum' for PWP.</p> <p>They did not need to be a BID member or from within the BID area.</p> <p>Also looking for Finance and Legal Directors separately.</p> <p>Names currently put forward as suggested potential Chairs were:</p>	ALL	30.01.18

	<p>Nick Buckland, Phil Davis, and Nigel Godefroy.</p> <p>Plymouth City Centre Company also looking to recruit a new Chair – PWP aimed to recruit Chair by end January. NOTED</p> <p>All unanimously voted in favour of the new Board Directors being formally appointed. NOTED</p>		
MB-11/17-2.	<p>Conflict of Interest Policy</p> <p>No conflicts of interest were raised.</p>		
MB-11/17-3.	<p>Minutes to the last meeting</p> <p>The minutes to the previous meeting held on 26 September were approved as a true record of the meeting.</p> <p>ACTION: BS to pick up conversation with Ken Lewins following a conversation with PCC yesterday in which it was agreed that a second senior PCC officer could join the Board if there were more than 10 Directors on the PWP Board.</p> <p>ACTION: PK to share the report that he created with recommendations, along with existing policies.</p>	<p>BS</p> <p>PK</p>	
MB-11/17-4.	<p>Trade Waste</p> <p>SG welcomed Leader Ian Bowyer and Cllr Michael Leaves</p> <p>IB gave an introduction to the purpose of meeting today. With 2020 fast approaching, the current visual impact of waste was not giving the right impression, therefore PCC needed to step up the enforcement action. NOTED</p> <p>IB and ML confirmed that PCC was committed to being pro-active. ML stated that PCC would be coming up with a solution to the waste as it was a commercial issue. Bins needed to come off of the street and PCC would find a solution if businesses wanted PCC to find one. NOTED</p> <p>ACTION: PCC would notify the businesses and operators that they must remove their waste from the street.</p> <p>PCC would be proposing a commercial venture, should businesses want it, of two scheduled collections at specific times daily. NOTED</p> <p>There was an issue with glass bins being emptied late at night – PCC would review who would like glass recycling and then look at positions for central collection points around the Barbican. NOTED</p> <p>All agreed that businesses must do their bit to help improve the waste</p>	<p>PCC</p>	

	<p>issues. NOTED</p> <p>Legally businesses must remove bins from the highway – All agreed that letters must go out from PCC before Christmas and action must be taken by end February. AGREED</p> <p>ACTION: PCC to send a notification letter now, with a further letter in February providing 28 days' notice to enforce.</p> <p>PCC could only action on highways owned public land. NOTED</p> <p>A joint press release from PCC and PWP to be finalised by SG and ML. AGREED</p> <p>ACTION: SG and ML to get the message out with PCC Corporate Comms.</p> <p>IB stated that there was an overall effort across the city to improve the public realm and cleanliness in general. There was a need to address the culture of littering. NOTED</p> <p>IB and ML confirmed that they were asking for support to continue to address waste and littering, to improve the city and the tourist offer by March. NOTED</p> <p>AB explained the position of his premises and the bin store currently located under the Globe Wall at the entrance to Southside Street – there had previously been off street parking behind the premises which was closed, leading to bins being moved to their current position.</p> <p>AB shared that AGE UK had vacated their premises and there was a space (three parking spaces) below the large empty offices that could service the Barbican as a waste store, but the building was currently owned by PCH.</p> <p>There had been an increase in the number of rough sleepers using the space since the changes at Bretonside Bus Station.</p> <p>ACTION: IB to arrange for PCC to speak to PCH about moving the rough sleepers and reusing the area for bin storage.</p> <p>Not a punitive approach, looking to work together to create a solution to improve the area.</p> <p>BS stated that the Barbican was the dirtiest that it had been in the 24 years he had been trading in the area – IB and other Directors agreed that this was the case.</p> <p>BS felt that the cost of waste removal had created some of the issues. NOTED</p> <p>It was felt that PCC needed to address the residential waste issue also – ML confirmed that the next step for PCC would be to address the residential waste issues, once the trade waste issues had been</p>	<p>PCC</p> <p>SG</p> <p>PCC</p>	
--	---	--	--

	<p>ML suggested that three months' notice would time to find a solution that worked best for all.</p> <p>ACTION: ML and Gareth Harrison-Poole to set up a meeting and work with PT and BS to agree the waste collection solution going forward.</p> <p>PCC enforcement and commercial venture collection service must and would be kept separate. PCC would enforce the removal of the bins from the street, but the PCC commercial venture would be optional. NOTED</p> <p>SG asked about glass collection – ML confirmed that it was time zoned and would be enforced by PCC going forward. NOTED</p> <p>SG confirmed that there had been some conflict around finding a solution to the trade waste issues as there three Directors were embroiled. NOTED</p> <p>SG queried whether a letter was required for contractors also. BS felt that there was awareness amongst traders and suppliers that this was coming.</p> <p>If PWP pre-empted the press release with a message, the BID would be seen as leading on this and the onus would be on the BID to explain ourselves.</p> <p>It was agreed therefore, that there was not enough of a window in advance of the press release to get the message out.</p> <p>PCC must lead, so press release only to include the BID. AGREED</p> <p>SG queried the areas that would be included and went through the areas that had been discussed in addition to the Barbican previously. The Board confirmed that they were comfortable to start in the Barbican and then move forward to roll it out into the wider Waterfront area. NOTED</p> <p>BS thanked IB and ML for their time and for prioritising trade waste in the Barbican.</p> <p>The Board unanimously supported PCC in their approach to trade waste. NOTED</p> <p>There was a further discussion about the pedal bin proposal and the options available.</p> <p>ACTION: SG to pick up over email with the Board.</p>	<p>ML/GH-P</p>	
<p>MB-11/17-5.</p>	<p>PWP Forward Plan</p> <p>Operation Advisory Panel had been working to agree their operational way forward and now in a position to move forward with delivery against the Waterfront BID2 Business Plan.</p> <p>Considered budgets, timelines and delivery for the 2018 financial</p>	<p>SG</p>	

	<p>year.</p> <p>SG gave an overview of the structure of the delivery plan - 36 projects mapped across five years.</p> <p>The second sheet in the hard copy Board packs gave the overview of the next four months with clear deadlines – the Advisory Panel was tasking the Executive team clearly.</p> <p>JMcC explained the rationale for the new structure and the introduction of another layer to the Advisory Panel (Advisory Champion meetings). The new structure would align skillsets with priorities and help to focus all on the creation of legacy.</p> <p>SG explained that Finance had deliberately not been included in the Board packs as the Board agreed to a quarterly full financial update – SG stated that the finances were sound and confirmed the projected surplus. NOTED</p> <p>Advisory Panel meeting structure – Three Project Groups created. The agendas would be set in advance for the next four years. NOTED</p> <p>Board Directors were invited to attend meetings and all dates were included within the Board packs. NOTED ACTION: SC to circulate the full list of all meetings to the Board with the minutes.</p> <p>An audit of marketing and an audit of events would be conducted. NOTED</p> <p>The Advisory Panel had agreed that the BID would take on Thanksgiving as the city hadn't celebrated in 2017. NOTED</p> <p>SG gave a brief on some of the asks/proposals that had come forward in terms of proposed events.</p> <p>All events ideas needed to be agreed by Easter in order to set and agree budgets. NOTED</p> <p>GJ suggested that the Big Weekend could be grown instead of creating a new art festival. ACTION: SG to investigate</p> <p>PT recommended that SG work with the residents early on when looking at new events. AGREED</p> <p>The Ocean City Festival was discussed. Plan now to make the Seafood Festival more sustainable and grow it into something with more impact. NMA creating a book to give a guide on the top 15 sustainable fish</p>	<p>SC</p> <p>SG</p>	
--	---	---------------------	--

	<p>for consumers.</p> <p>Victoria, Creative Director at the Theatre Royal now appointed as Jamie Yabsley's replacement and would be in post by March – SG would be starting conversations with her re events as soon as possible. NOTED</p> <p>SG had already been working with Amanda Lumley and Amanda Lee on the 2018 marketing plan. NOTED</p> <p>Suggestion that we need to have more ambition and a week-long event to incorporate a regatta, food, activities for children, a beer festival, knights and more. ACTION: SG to discuss a week-long event with the Events Project Group and the PCC Events Team.</p> <p>JMcC explained the ambition to improve comms around events with a street team that would encourage more businesses to get involved in the likes of the Seafood Festival and by doing so, grow the event.</p> <p>MO noted the need to improve the marketing to local, national and international as we had the products, but needed to market different messages to the right audiences. SG explained that PWP commissioned the marketing team, but we needed to grow our marketing budget. NOTED</p> <p>SG asked what the Board would like to see included on the agendas. ACTION: Directors to shape the Board agendas in advance of meetings with SG/SC.</p> <p>It was reiterated that the priority for PWP with PCC was the Hoe in its entirety. ACTION: SG/SC to set aside time on the an early 2018 agenda for PK to bring an update on the work he and his team were doing. Need the new Chair to meet with PCC to secure buy in that the Hoe was a priority for us all. NOTED</p> <p>Opportunities around the Armada Way plans and Registry Office site were also discussed. NOTED</p> <p>ACTION: SG to put together a proposed agenda set for the next three months for all to comment on.</p>	<p>SG</p> <p>ALL</p> <p>SG/SC</p> <p>SG</p>	
<p>MB-11/17-6.</p>	<p>Plymouth Giants</p> <p>BS welcomed Colleen Dunn, Project Manager for Plymouth Giants</p> <p>CD provided hard copies of a Plymouth Giants Presenter.</p> <p>CD gave a brief history of the Giants story.</p>		

	<p>The Giants were on the Hoe from 1239 for 400 years and were only removed as they were destroyed when the Citadel was built. NOTED</p> <p>The battle between Gogmagog and Corineus dated back to the earliest history of Plymouth and appeared in the Bible and the Quran.</p> <p>Dover, Totnes and others also claimed to be the battlefield, but there was evidence to show that the battle happened in Plymouth. NOTED</p> <p>Story of strength, courage and pride – all relevant to Plymouth.</p> <p>Mayflower 400 would be a fitting time to reinstate the Plymouth landmark. The Giants would have been the first and last thing that the Pilgrims saw from the water.</p> <p>Recommendation</p> <ol style="list-style-type: none"> 1. Temporary art installation – white chalk, which would be environmentally friendly, biodegradable and temporary. 2. Permanent option – CD had brought samples of building materials that she had researched to be safe, visible from the air and give the best visual impact with 21 metre tall figures set into the turf. The permanent option would be achievable within the two years, with pre-planning and build in time for Mayflower 400 in 2020. <p>CR shared that the Folkestone horse took six years to be approved, but once in place was adopted by the Council as their logo. NOTED</p> <p>Lambhay Hill was named after the Giant's leap – the story that one giant threw the other down the hill.</p> <p>Plymouth's story was the oldest and part of our heritage, therefore a lot that could be done with schools in terms of education, drama and art. NOTED</p> <p>The Giants belonged to Plymouth and could be part of our identity. CD suggested that there were opportunities for sporting events relating to the Giants.</p> <p>Second only hill figure to be reinstated and would attract international and national news coverage.</p> <p>Would give us links to London and to the likes of Australia where Gog & Magog were also referenced. NOTED</p> <p>CD was doing a feasibility study – costings and information in the presenter. CD included a caveat that some figures weren't known and Historic England may have input etc.</p>		
--	--	--	--

	<p>CD met with four different local businesses to discuss the project and gain a comprehensive understanding of what could be achieved and the associated costs.</p> <p>Myths work wonders for Tintagel</p> <p>Directors felt that the Giants project was an opportunity for us to develop the legacy project that we have been looking for. AGREED</p> <p>Want to become the first National Marine Park and the Giants would be a great vision from the water. NOTED</p> <p>GJ confirmed that he was supportive, but there would be naysayers. NOTED</p> <p>AS queried how easy it would be to move from temporary to permanent.</p> <p>Suggestion that a temporary installation could be the way forward and it may win hearts and minds.</p> <p>CD suggested that if we did take that approach, there would be a need to create and maintain a dedicated website to manage the message.</p> <p>CD confirmed that there would be funding avenues to pursue – SG confirmed that a bid had been submitted to the Mayflower 400 Fund. NOTED</p> <p>There will be a request of the BID and it won't be a small ask if we go for the permanent installation.</p> <p>There are also religious connotations that need to be considered – CD confirmed that the religious references came a lot later than the original story; therefore the Giants would not be a religious or contentious image. NOTED</p> <p>If the decision was to go for a temporary installation, it would be recommended to have had all pre-planning meeting in advance. This would then provide all information on materials to use for a permanent installation should that be agreed. AGREED</p> <p>CD had a strong recommendation that we should use granite as it would be the most appropriate, easy to maintain, not slip and bright. – It may also have been the original material used. AGREED</p> <p>JM asked of there was an opportunity for crowd funding – CD confirmed that there may be. NOTED</p> <p>Funding would be the next stage of the process once the decision was made to go for temporary or permanent.</p> <p>CR confirmed that Win Scutt (Historic England representative based in</p>		
--	---	--	--

	<p>Bristol and a member of the Barbican Trust) confirmed that the Giants would be possible below the working MOD site.</p> <p>GJ suggested that a temporary installation and an information office (a porta cabin) with heritage and history information could lever political and community support for a permanent installation. AGREED</p> <p>MO shared that it would be vital to do virtual reality apps and augmented reality (the Giants could be made to battle in an app). AGREED ACTION: CD to explore the project further with Historic England.</p> <p>All thanked CD and CR for driving the project forward.</p> <p>CD left the meeting.</p> <p>The Board agreed that a temporary installation should be pursued along with an exhibition centre and a website. AGREED</p> <p>Three months (June to August) in 2018 for the temporary installation – if then supported, would have time to do the permanent installation in time for 2020. AGREED</p> <p>Suggestion that the BID approach the Hoe Neighbourhood Forum and others to get volunteers to staff the temporary installation (as with the recent Poppy display) AGREED</p> <p>PWP to take ownership of the project and drive funding and income revenue. ACTION: SG to discuss sponsorship opportunities (i.e. Gog and Magog advertising on the side of a porta cabin for the exhibition centre) after Christmas.</p> <p>Work to be done to bring people with us – SG suggested that comms would need to be clear. ACTION: JMcC and MO to work with SG to get the comms right for the Giants Project</p> <p>ACTION: MO to speak with Professor Robert Stone of Birmingham University about the possibility of creating an app now.</p> <p>GJ suggested that the app could link with illuminate also.</p>	<p>CD</p> <p>SG</p> <p>SG/MO/ JMcC</p> <p>MO</p>	
<p>MB-11/17-7.</p>	<p>AOB</p> <p>Discussed whom from PCC would be most appropriate to be a Director.</p> <p>Agreed that the Board should invite Anthony Payne (or David</p>		

	<p>Draffan) ACTION: JMcC, BS, and CR with support from GJ to meet with AP to discuss and invite him to join as a Director.</p> <p>CR asked about shopfronts – SG confirmed that comms was needed to voters ref shopfronts as well as City and Waterfront Awards. NOTED</p> <p>Joint Local Plan inspectorate ACTION: SG to share via email the location of the meeting in January.</p>		
MB-11/17-8.	<p>Next Meeting Agenda</p> <ul style="list-style-type: none"> • SG drafting for Director comment/input 		

Next Board Meetings:

Tuesday 30 January, 10am – 12pm, Duke of Cornwall

Tuesday 27 February 2018, 10am – 12pm, Duke of Cornwall

Tuesday 27 March 2018, 10am – 12pm, Duke of Cornwall

Tuesday 24 April 2018, 10am – 12pm, Duke of Cornwall

Tuesday 29 May 2018, 10am – 12pm, Duke of Cornwall

Tuesday 26 June 2018, 10am – 12pm, Duke of Cornwall

Tuesday 31 July 2018, 10am – 12pm, Duke of Cornwall

Tuesday 25 September 2018, 10am – 12pm, Duke of Cornwall

Tuesday 27 November 2018, 10am – 12pm, Duke of Cornwall