

CITY OF PLYMOUTH

Subject: Place Management Strategy
Committee: Cabinet
Date: 16 March 2010
Cabinet Member: Councillor Fry
CMT Member: Director for Development and Regeneration
Author: David Draffan, Assistant Director Economic Development
Contact: Tel: 01752 304325
e-mail: david.draffan@plymouth.gov.uk
Ref:
Part: I

Executive Summary:

The Local Economic Strategy identifies the visitor economy as a priority growth sector which will generate 7000 additional jobs over the next ten years. The visitor economy is also identified as a priority in the Council's Corporate Plan (CIP12) requiring sector action plans to be developed enhancing economic performance. The development of the visitor economy and promotion of the tourism offer were also highlighted as areas of weaknesses that needed addressing in the Council's recent CAA report.

The Plymouth City Development Company (PCDC) has taken responsibility for developing the strategic marketing, branding and inward investment functions of the City (known as The Plymouth Offer). The City Council's newly created Economic Development Service has a defined responsibility to support the economic development of the visitor economy, i.e. tourism, leisure, hospitality and retail sectors (through Place Management). These sectors support over 30,000 jobs and remain an important part of Plymouth's economy with 3.5m day visitors and 2.4m staying visitors spending £275m per annum.

This paper outlines a strategy and associated partnership architecture to ensure effective co-ordination of place management activities (defining clear roles and responsibilities) across the geographical areas of the City Centre, Barbican, Hoe and Waterfront. It also proposes the creation and appointment of a new 'Place Manager' for the Barbican, Hoe and Waterfront area.

Place Management defines the process of working in partnership, to make places better, through proactive interventions, for the benefit of users and the important role that 'Place Managers' play in bringing partners together. This partnership model of delivery has already been successfully developed in the City Centre where the Business Improvement District (BID) has transformed the visitor experience with public and private sectors working closely together and jointly investing in a wide range of improvements co-ordinated by an independent City Centre Manager (Place Manager).

This new proposed partnership architecture will co-ordinate the activities of the existing City Centre Company and the Barbican, Hoe and Waterfront Partnership (currently evolving from Visit Plymouth) by bringing them together under an overarching Strategic Place Management Organisation. It will ensure a consistent high quality visitor experience, rationalise the numbers of existing partnerships, drive economies of scale, deliver value for money and ensure there is no duplication of resources or effort.

The Strategic Place Management Organisation will work closely with the Economic Development Service, to develop the City's overall visitor strategy working closely with the PCDC to develop a 5 year business plan which will be presented to the Growth and Prosperity Overview and Scrutiny Panel. This will include developing new additional private sector income streams to deliver improvements and marketing activity.

A Barbican, Hoe and Waterfront Manager (Place Manager) will be appointed on a 2 year fixed term contract employed by the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth) to build capacity, and develop strong partnership working with Barbican and Waterfront businesses in developing a business plan. This will include considering the feasibility, consulting upon, and if appropriate supporting the development of a second Business Improvement District for the Barbican, Hoe and Waterfront

The Economic Development Service will contribute £30,000 per annum for 2 years (2010/11 & 2011/12), delivered within existing budgets, to the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth). This pump priming funding will contribute towards recruitment and employment costs of the Barbican, Hoe and Waterfront Manager. This funding is wholly conditional on private sector match funding of £30,000 / annum also being confirmed (co-ordinated by Visit Plymouth). Recruitment will not commence until the Barbican, Hoe and Waterfront Partnership has been formally created with its own bank account within the overarching legal structure of the Strategic Place Management Organisation.

Corporate Plan 2010-2013:

Corporate Improvement Priority 12, *Delivering Sustainable Growth* identifies the key improvement areas: "Deliver 42500 new jobs in 6 key economic sectors" and "enhance capacity to deliver city growth".

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Plymouth City Council (Economic Development Service) will commit to contribute £30,000 in 2010/11 and £30,000 in 2011/12 to the new Barbican and Waterfront Partnership (evolving from Visit Plymouth) as part of a £120,000 package of funding towards the employment costs of the recruiting a 'Place Manager' for the Barbican, Hoe and Waterfront. This cost will be met in full from within existing Economic Development budgets in line with the agreed Medium Term Financial Plan.

The Barbican, Hoe and Waterfront Manager will be employed on a 2 year fixed term contract. The Barbican, Hoe and Waterfront Partnership will then be responsible for funding the post after the initial 2 year period. It should be noted that if successfully adopted, it is estimated that a successful Business Improvement District on the Barbican and Waterfront could generate an additional income stream of £250,000 per annum for the 5 year period for the partnership.

The Strategic Place Management Organisation will be supported by the Economic Development Service where existing work programmes and objectives, outlined in CIP 12 and the Local Economic Strategy, are aligned.

The Barbican and Waterfront Manager will be located in the Civic Centre, with the City Centre Management team. ICT and stationery costs will be met by the partnership.

The set up costs of the new structure will be met jointly by Visit Plymouth and the City Centre Company under existing professional services arrangements. Any additional support (financial or legal) from the City Council over and above existing agreements will be funded by the Strategic Place Management Organisation.

An additional report will need to be brought to Cabinet in the event of a BID proposal coming forward from the Barbican, Hoe and Waterfront Partnership to deal with any financial or legal impact upon the Council.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

The Place Management Strategy will directly address the issue of promoting the tourism economy as identified in Plymouth's December 2009 Area Assessment. Plymouth's CAA stated that: "The Council and its business partners do not effectively promote the city as a place to visit for tourists to enjoy Plymouth's natural environment and the many activities available. More relevant and up to date information needs to go on tourist web sites to better promote the city. Festivals and events need to be better coordinated to ensure they are part of a wider package of activities that can boost the economy and pride in the city".

Recommendations & Reasons for recommended action:

It is recommended that the cabinet:

- 1) Approve the overall partnership architecture for Place Management as set out in this report.

Reason: To clarify roles and responsibilities between strategic partners and stakeholders involved in place management through the creation of an overarching strategic partnership (Strategic Place Management Organisation) and 2 area based delivery companies (City Centre Company and Barbican, Hoe and Waterfront Partnership)

- 2) To delegate authority to the Assistant Director of Economic Development to work with the Chairman of the City Centre Company, the Chairman of Visit Plymouth, PCDC, Chamber of Commerce and in consultation with the relevant Ward Councillors, to develop an effective governance structure to enable the creation of the Strategic Place Management Organisation and legal relationship with the Barbican, Hoe and Waterfront Partnership and City Centre Company.

Reason: To introduce effective co-ordination of destination management activity across the City Centre, Barbican, Hoe and Waterfront areas avoiding duplication of resources and effort. To ensure the delivery of a consistent and high quality of visitor experience focussing on improving gateways, visitor facilities and welcome, marketing, access, orientation and interpretation.

- 3) To approve the recruitment of a Place Manager for the Barbican, Hoe and Waterfront on terms set out in this report and subject to formal confirmation of the £60,000 private sector match funding from the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth).

Reason: To build management capacity and develop strong partnership working with Barbican and Waterfront businesses through the introduction of a Place Manager. To develop this partnership to improve the visitor experience bringing strategic partners and stakeholders together to develop strategies, lever private sector income and then implement sustainable solutions.

- 4) To approve the Council contribution of £60,000 over 2010/11 and 2011/12, to the Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth), towards employment costs of the Barbican, Hoe and Waterfront Manager on the terms set out in the report.

Reason: Pump priming funding is required to match private sector funds to enable the recruitment of the new 'Place Manager'.

- 5) To instruct the Economic Development Team to assist the newly created Strategic Place Management Organisation to consider the feasibility, consult upon and if appropriate support the development, of a BID for the Barbican and Waterfront in close partnership with strategic partners and stakeholders.

Reason: To develop a sustainable funding model for place management activity within the Barbican, Hoe and Waterfront area, building on the knowledge, experience and best practice that already exists within Plymouth developed through the City Centre Company Business Improvement District and recent BID renewal process.

- 6) To consult with the Growth and Prosperity Overview & Scrutiny Panel regarding the development of the City's overall visitor strategy and 5 year plan.

Reason: To ensure that full consultation has been carried out.

Alternative options considered and reasons for recommended action:

- 1) **To continue as we are** - This is not recommended because it fails to deal with the lack of clarity of roles and responsibilities that exists between the current organisations involved in Place Management, which has led to duplication of effort and resources and a poor unco-ordinated provision. The lack of a 'Place Manager' for the Barbican, Hoe and Waterfront has also meant that new income streams have not been developed and it is felt that without the creation of a new post that the situation is unlikely to change.

- 2) **To create 2 separate, independent place management structures for the City Centre and Barbican** - This is not recommended because of the additional high levels of administration costs that it would incur and the high risk of an ad hoc approach developing to important issues such as marketing, events, websites, signage etc.

Background Papers

- 1) Place Management Strategy briefing paper (attached).
- 2) Plymouth City Centre Company BID Business Plan.
http://www.plymouth.gov.uk/bid_business_plan_2010_2015.pdf
- 3) Strategic Place Management Organisation proposed structure chart (attached).

Sign off:

Fin	Dev F91 000 68	Leg	DVS 1100	HR	N/A	Corp Prop	N/A	IT	N/A	Strat Proc	N/A
Originating SMT Member											

Place Management Partnership Architecture

Place Shaping

“A Place Management Strategy for Plymouth”

1. Introduction

This paper seeks to outline a strategic approach to Place Management with a particular focus on the Plymouth’s retail, tourism and leisure sectors located in the City Centre, Barbican, Hoe and Waterfront areas.

The Plymouth City Development Company (PCDC) Board has agreed that it will lead the delivery of the strategic marketing, branding and inward investment functions for Plymouth (The Plymouth Offer). This will however exclude visitor and retail marketing.

At the PCDC’s September 2009 Board meeting it was agreed that the Council’s Economic Development Service will lead the development of a Place Management strategy. The agreed approach will seek to expand on the success of the City Centre Company whilst developing closer ties and building capacity with the City’s Area Tourism Partnership - ‘Visit Plymouth’ and its current evolution to the Barbican, Hoe and Waterfront Partnership

This paper seeks to deal with the following issues:

- To define ‘Place Shaping’ and ‘Place Management’.
- To set out a strategic management approach for Plymouth’s retail, tourism, leisure and hospitality sectors.
- To review the effectiveness of current partnership architecture.
- To explore how the management capacity of the City Centre Company and their experience of BIDs can be shared.
- To propose a simplified management and governance structure for place management in the City.
- To set out the newly formed Economic Development Service’s strategy for developing the visitor economy.
- To define ongoing responsibilities and avoid duplication of effort between partners involved in place management.

2. Strategic Context - “Place Shaping”

2.1 Lyons Review

The 2007 Lyons Review and subsequent legislation have placed a duty on Local Authorities to be “Agents of Place Shaping”. Place Shaping describes the ways in which local players collectively use their influence, powers, creativity and abilities to create attractive, prosperous and safe communities, where people want to live, work and do business.”

Place Management Partnership Architecture

This approach is firmly embedded in Plymouth's Local Development Framework (LDF), Local Transport Plan (LTP) and Local Economic Strategy (LES)

2.2 The Concept of Place

The following elements can be considered as essential elements of creating a successful sense of place: a balanced mix of uses, strong community, sustainability, a quality built environment, good public realm, community safety, strong brand and identity, economic development, strategic planning, marketing and events.

2.3 Partnership Working

Place Shaping is best delivered through partnerships which bring the public and private sectors together to deliver additional resources and added value.

The CBI/LGA Joint Statement on Economic Growth in 2007 entitled "Making Place Shaping a Reality" said:

"Local Authorities and the business community have shared ambitions to create prosperous, safe, vibrant and strong communities where people want to live, work and do business"

It is clear that any strategy for Place Shaping and Place Management must be firmly embedded in and delivered through partnerships, which both seek to deliver 'value added' and clearly define the roles of partners.

2.4 City Centre, Barbican & Waterfront

The City Centre and Barbican provide good examples of the importance of Place Shaping where a strategic approach and strong partnerships have transformed the sense of place. This has manifested itself over the last ten years through new landmark buildings, enhanced public realm, residential development, the growth of the University, major events, café culture, public art, transport improvements, enhanced community safety and strong community engagement.

2.5 Place Shaping and Economic Development

Place Shaping is not only about creating strong communities but has a strong Economic Development rationale. When you consider what makes a successful shopping centre, conference venue, holiday destination, major event or even a good night out it is the same elements that make a good sense of place.

Visitors to a City are looking for well planned, well managed, vibrant and exciting places that have a strong identity. A link can be clearly drawn between economically successful regeneration and a strong sense of place. Good examples include Birmingham, Manchester, Sheffield and Cardiff.

Place Management Partnership Architecture

3. “Place Management” - A Shared Retail & Tourism Agenda

3.1 What is Place Management?

Whilst Plymouth has set out a clear strategic direction for ‘Place Shaping’ articulated through the LDF, LTP and LES. One of the key issues is how we manage places on a day to day basis.

The Institute of Place Management at Manchester Metropolitan University defines Place Management as:

“The process of making places better through proactive interventions improving the area for the benefit of the users” They go on to define the important role that Place Managers play in the process bringing partners together to develop strategies and then implement sustainable solutions.

The effective management of place, whether dominated by retail, tourism or leisure, share many of the same elements. These can be characterised in 6 areas which will form the basis of a Place Management strategy:

- 1) **Transport Routes**
E.g signage, park and ride, public transport and pedestrian access.
- 2) **Gateways**
E.g car parks, railway station, bus station and public realm.
- 3) **Welcome**
E.g toilets, cleanliness, security, ambassadors and customer service.
- 4) **Orientation and Interpretation**
E.g way-marking, visitor information and maps.
- 5) **Visitor Facilities**
E.g shops and restaurants, big screen and café culture.
- 6) **Marketing**
E.g identity, PR, events, Christmas lights and public art.

Effective management of a destination requires a holistic approach that reflects the way in which visitors experience a City, rather than on artificial management defined boundaries such as the City Centre or Barbican.

3.2 Plymouth City Centre Company - A Case Study

The City Centre Company is an award winning example of Place Management delivered within a pedestrianised shopping precinct.

Place Management Partnership Architecture

- A private sector led partnership between City Centre businesses and the Council.
- A formal legal structure; a not for profit company limited by guarantee
- A £10m 5 year rolling businesses plan (Business Improvement District)
- £2.2m private sector contribution (membership scheme)
- £1.6m City Council Match Funding (staff resources and BID levy)
- £1m commercial income.
- 5:1 match funding ratio.
- 20 major projects to enhance the visitor experience including public realm, car park improvements, marketing & PR, major events, Ambassadors, clean team and additional Policing.

3.3 Visit Cardiff - A Case Study

Visit Cardiff is an award winning example of Place Management within the tourism and visitor economy.

- A private sector led partnership between the Council and tourism and leisure sectors
- A not for profit company limited by guarantee
- £250,000 private sector membership scheme
- £500,000 Council investment
- A remit to promote Cardiff as an international capital City in which to visit, invest, study, work and live
- Dedicated events and conferencing team
- Vision to be a top 5 shopping destination and a top10 location for short breaks, university study and conferences

3.4 Benefits of a Joint Approach

Whilst different parts and sectors of a City require individual solutions, there are very significant benefits to be achieved from close collaboration between the retail, tourism, leisure and hospitality sectors; and a single unified approach to place management. These are described below:

Strategic Benefits

- Holistic management of a destination as the visitor experiences it.
- A single Board and governance structure
- A single private sector membership scheme
- Synergies between Barbican and City Centre; daytime and night time economy; tourism and retail sectors.

Operational Benefits

- The avoidance of duplication and dilution of effort
- A strategic approach to marketing
- A single City visitor website
- Economies of scale

Place Management Partnership Architecture

Economic Benefits

- Shared administrative and human resources
- Increased leverage
- Increased private sector income.
- Additional visitors

3.5 Best Practice

There are an increasing number of examples nationally where a single approach to destination management can be found incorporating retail, tourism and leisure sectors across a number of geographical areas.

Bristol - The Broadmead Board (City Centre Management) merged with Visit Bristol (Destination Management Organisation) in 2008.

Coventry - CV one (City Centre Management) merged with Visit Coventry (Destination Management Organisation) in 2006.

Birmingham - Birmingham City Centre Partnership has been expanded its remit delivering 4 BIDs covering retail, evening economy, arts and culture, tourism and conferences.

4. Review of Current Management Arrangements

4.1 Overview

The sector led approach to rebuilding post war Plymouth can help explain the current disjointed approach to place management. We have a series of geographically based partnerships, working in isolation, servicing distinct sectors e.g retail in the City Centre, tourism and leisure in the Barbican.

The current situation is described below:

4.2 City Centre Company

A company limited by guarantee, with a private sector led Board, brings together retailers, landlords and the Council. The City Centre Company operates a Business Improvement District with businesses contributing 1% of rateable value bringing in £1.5m. This is matched by the Council, who also provide staff resources. An further £7m of match funding is also secured.

4.3 Visit Plymouth

Visit Plymouth, the Area Tourism Partnership, was established in 2007 as part of the Regional Tourism Strategy "Towards 2015". It is a Company limited by guarantee with an Independent Board. In contrast to the City Centre Company, Visit Plymouth has no paid executive and a voluntary membership scheme. Its annual turnover is less than £25,000 and the current lack of private sector funding make the existing model unsustainable.

Place Management Partnership Architecture

4.4 Conference Plymouth

Conference Plymouth is a voluntary partnership representing stakeholders with an interest in the conference market. It operates a voluntary membership scheme for hotels and venues raising money to provide subsidy and marketing to attract public sector conferences. It shares many members with both Visit Plymouth and the City Centre Company.

4.5 Plymouth Summer Festival

Plymouth Summer Festival is a subsidiary of Plymouth City Centre Company. It operates an umbrella marketing initiative promoting the City's summer events programme targeting the £160m day visitor market. It has to date received £75,000/annum from the PCDC matching this with cash contributions from the private sector.

4.6 Plymouth Against Retail Crime

PARC is a subsidiary of the City Centre Company operating a retail crime reduction partnership accredited by the Home Office excluding prolific shop lifters from member's premises. PARC also operates a membership scheme. The Police are keen to roll out this scheme into the Barbican and evening and night time economy sector.

4.6 Pub/Club Watch

Pub Watch is a Police administered membership scheme similar to PARC operating in the leisure sector and evening and night time economy.

4.7 Others

There are also a number of other voluntary partnerships and organisations active in the tourism and retail sectors who are currently involved in some aspect of destination/Place management. These include Plymouth Attractions Group, Barbican Jazz and Blues Festival, Premier Hotels Group, Barbican Traders Association, Plymouth Chamber of Commerce and Industry, Plymouth Offer Group, Maritime Events Partnership and Maritime Plymouth.

4.8 Analysis of Current Place Management Activities

The current arrangements for Place Management in Plymouth are therefore confused, leading to a great deal of duplication, dissipation of effort and inconsistencies in the quality of experience delivered on the ground. As can be seen below there are over 10 organisations operating at least 9 distinct membership schemes within the retail and tourism sectors:

Place Management Partnership Architecture

Organisation	Board	Strategy	Website	Membership	Marketing	Events	Stakeholder Comms.
City Centre Company	x	x	x	x	x	x	x
Visit Plymouth	x	x	x	x	x		x
Plymouth Summer Festival	x	x	x		x	x	x
Hospitality licensed retail group				x			x
Conference Plymouth	x	x		x	x		x
Attractions Group	x		x	x	x		x
Plymouth Hospitality Association	x		x	x	x		x
Barbican Traders	x			x	x	x	x
PARC	x		x	x			x
Pub Watch	x			x			x

4.9 Conclusions

It is apparent that there is currently no clear strategy for place management within the City. The current geographical based approach with the Barbican, City Centre, and Waterfront areas managed independently needs review.

It is both confusing for the private sector and difficult for the public sector to engage because of the sheer number of groups involved. It has also led to inconsistencies in the quality of experience that a visitor can expect across different parts of the City. These include poor gateways, varying standards of cleanliness, pockets of antisocial behaviour, poorly co-ordinated marketing, poorly managed and signposted events, poor communication and way marking.

This situation was recognised in the City's Comprehensive Area Assessment published in December 2009 which said: "The Council and its business partners do not effectively promote the city as a place to visit for tourists to enjoy Plymouth's natural environment and the many activities available. More relevant and up to date information needs to go on tourist web sites to better promote the city. Festivals and events need to be better coordinated to ensure they are part of a wider package of activities that can boost the economy and pride in the city".

5. A New Approach

5.1 Summary

It is proposed that a new simplified 'umbrella' organisation is created, evolving from the existing City Centre Company partnership architecture, with responsibility for developing a Place Management Strategy. This organisation will co-ordinate the activities of Plymouth City Centre Company and Visit Plymouth with a clear strategic responsibility for developing the day visitor economy and the development of a 5 year business plan. This proposed structure can be described at three levels.

Place Management Partnership Architecture

5.2 Strategic

- **Strategic Place Management Organisation** - It is proposed to create a new single overarching private sector led strategic partnership with responsibility for co-ordinating place management activity within Plymouth. This single organisation will replace the current partnership framework. A primary function of this board will be to agree the annual work programmes of the 2 proposed area based partnerships to avoid duplication of resources and effort.
- **Place Management Strategy** – The Strategic Place Management organisation will also be responsible for developing a single strategy with a 5 year business plan for the day visitor economy developing synergies between the retail, tourism, hospitality and leisure sectors and between the City Centre, Barbican, and Waterfront. In particular it will focus on cross cutting issues such as marketing, events, signage, transport and gateways.
- **Rationalisation of Groups** – A further element of the strategy in creating an overarching partnership is the rationalisation of groups. Consultation has been undertaken with a number of these groups already including the City Centre Company, Visit Plymouth, Barbican Traders, Plymouth Hospitality Association, Plymouth City Development Company, Hospitality Licensed Retail Group, and Conference Plymouth. They have all indicated a willingness to operate through the Strategic Place Management organisation and have accepted that this will be a condition of City Council funding.
- **Governance** – A single new legal entity will be created that is easy to administer and based on the existing City Centre Company constitution (a not for profit company limited by guarantee) with the Board of Directors drawn from stakeholders located within the City Centre, Barbican, Hoe and Waterfront areas. It is proposed an initial Shadow Board is created consisting of Plymouth City Council, PCDC, City Centre Company, Visit Plymouth and the Chamber of Commerce to drive the process.
- **Strategic Marketing and Branding** - The PCDC will have responsibility for establishing the Plymouth Offer and co-ordinating a strategic approach to marketing and inward investment for the City.

5.3 Stakeholder Engagement

- **Area Based Stakeholder Partnerships** - It is proposed that the Strategic Place Management Organisation is supported by 2 independent operationally focussed, area based partnerships (within the single legal structure outlined above) each with a clearly defined boundary. These partnerships will articulate stakeholder's interests, developing annual work programmes creatively funded from a variety of income streams including events and sponsorship. These are:
 1. **Plymouth City Centre Company** - This extremely mature partnership has existed for over 5 years and has recently secured a record second mandate for its business improvement district and is fully funded for the next 5 years.

Place Management Partnership Architecture

2. Barbican, Hoe and Waterfront Partnership (evolving from Visit Plymouth) - Visit Plymouth is currently in the process of reorganising to become an area based partnership for the Barbican, Hoe and Waterfront. This new geographical focus will provide the platform for developing a membership scheme, generating the income required to work more closely with the City Centre Company, collaborating on joint place management initiatives such as web development and marketing. A lack of executive capacity has slowed the progress of Visit Plymouth to date. However the partnership has now raised £60,000 from the private sector to contribute towards the employment of a 'Place Manager' and is carefully considering the development of a BID. A working group has been formed to manage the process which includes representatives from the Barbican Traders Association, Plymouth Hospitality Association and the Hospitality Licensed Retail Group.

- **Membership Scheme** - It is proposed to establish a single membership scheme adapted for each geographical area. Each area based partnership will tailor its own membership scheme for businesses in its area to fund place management activity. NB the City Centre Company has already delivered a membership scheme for the next 5 years through the recent BID ballot.
- **Work Programmes** – To ensure the work programmes of the City Centre Company and Barbican, Hoe and Waterfront partnership are complimentary and resources are maximised they will be required to agree their annual work programmes with the Strategic Place Management Organisation.

5.4 Delivery

- **Appointment of Place Managers** - It is proposed the Strategic Place Management Organisation is supported by 2 'Place Managers' working directly to the 2 area based partnerships. The City Centre Company is already employing a City Centre Manager and this report proposes the creation and employment of a Barbican, Hoe and Waterfront Manager. To ensure close working relationships it is a condition of funding that they work as part of the same team housed within the City Council's Economic Development service.
- **Task and Finish Groups** – There will be a series of delivery focussed task and finish groups under the area based partnerships to deliver specific projects. These will be cross cutting and will include Plymouth Against Retail Crime, Plymouth Summer Festival, Maritime Events and Licensed Hospitality and Leisure.

6. Visitor Economy Strategy

Whilst this report predominantly deals with the partnership architecture and leadership capacity necessary to drive forward the visitor economy one of the outputs will be a clear 5 year rolling strategy for the economic development of the Visitor Economy. This will be produced by the City Council's Economic Development Service in close consultation with the Strategic Place Management Organisation. This strategy will be subject to scrutiny by the Growth and Prosperity Overview and Scrutiny Panel.

Place Management Partnership Architecture

7. City Branding and the role of the PCDC

Place management and the development of the City Branding are closely related projects. The PCDC and the City Council have therefore been developing the projects in tandem with a joint working group. There are a number of areas where place management activities will be informed by the Plymouth Offer including day visitor marketing, web development, events, publications and PR. The development of a strong Plymouth personality through the toolkit will be vital to the successful promotion of Plymouth as a visitor destination in the future. We will therefore continue to develop these projects in tandem and jointly commission and fund activity as appropriate.

8. The role of the Culture Board

One of the key recommendations of The 'Vital Spark' cultural strategy was to establish the first ever Plymouth Culture Board to guide and influence cultural development across the city. The Board's role is to facilitate a strong and unified voice for the development of the cultural life of the city. The Board will be looking at culture in its broadest sense: access to sport, open spaces, leisure, arts, entertainment, environment, architecture, tourism and creative industries.

There are very strong links between Place Management activity and the aspirations of the Culture Board. A strong and vibrant arts and cultural life within the City will be essential to the effective promotion and development of the visitor economy and we will therefore be ensuring strong organisational links and, where appropriate, joint work programmes are in place.

9. Financial Implications

8.1 Funding Model

The long term funding model for Place Management has three elements and the model can already be seen operating in the City Centre Company BID. These are:

- 1) Private Sector - A membership scheme or BID.
- 2) Public Sector - The alignment of existing service provision, relating to the day visitor economy within the Economic Development Service, to the work programmes identified by the Strategic Place Management Organisation.
- 3) Commercial Income - Income from events, advertising, sponsorship etc.

It is anticipated that it will take 18 months to implement the new structure with a fully sustainable funding model. This is mainly because the Barbican, Hoe and Waterfront Partnership has yet to be formally created and there is currently no 'Place Manager' to develop the membership scheme.

8.2 Gap Funding Requirement.

There is a gap funding requirement to initially employ the Barbican, Hoe and Waterfront Manager. The employment of the 'Place Manager' is a vital step to build confidence within the sector delivering some immediate benefits and then developing the membership scheme possibly via a BID. Without pump priming from the public sector it is likely that the current situation will continue to stagnate.

Place Management Partnership Architecture

8.3 Sustainable Funding and the role of BIDs

City Centre Businesses have contributed to a BID for the last 5 years where all 560 businesses pay a 1% levy on their rates. This mechanism is achieved when 51% of business ratepayers vote to approve a 5 year business plan. This allows City Centre businesses to really take control and drive improvements in their own area as well as providing £350,000 / annum income. BIDs are equitable with proportionate payments and prevent freeloading with either everyone paying or no one. Visit Plymouth currently doesn't operate a membership scheme and therefore generates little income for improvements. A feasibility study was undertaken in 2008 to consider the role a BID might play in the Barbican, Hoe and Waterfront areas. It concluded that a BID was both deliverable and desirable and would generate £250,000 income / annum for 5 years. A key role of the new 'Place Manager' will therefore be to consider what role BIDs might play in the Barbican, Hoe and Waterfront and consult closely with the business community to see what appetite there is for creating a second BID.

10. City Council Support, Funding Conditions and Outputs

The new Economic Development service was created in part to take a leadership role in creating wealth and jobs in priority areas such as the day visitor economy. The Council is addressing a lack of focus and leadership that has been long recognised within the City in this area with a strategic approach that has been well received by stakeholders and formally endorsed by a minute of the Board from both the City Centre Company and Visit Plymouth. However there are a number of different elements to this support as well as conditions of funding and economic outputs that the Council is seeking. These are outlined below:

9.1 City Council Support

- Barbican, Hoe and Waterfront Manager Funding – The City Council's Economic development service will contribute £30,000 in 2010/11 and £30,000 in 2011/12 towards the employment costs of the Barbican and Waterfront manager.
- Accommodation – Furnished office space and stationery will be provided for the Barbican and Waterfront manager within the Economic Development Service (excluding ICT costs).
- Project Manager – Project management for the Place Management initiative will be provided from within the Economic Development Service.
- Staff resources – The Strategic Place Management Organisation will be supported where possible by aligning work programmes within the City Centre and Economic Development teams (Tourism officers).
- BID Feasibility – The Economic Development Service will directly support the feasibility and consultation exercise, in connection with developing a second BID within the Barbican and Waterfront area.

9.2 Conditions of Funding

- Private sector match funding – The proposed City Council funding (£60,000 over 2 years) for the Barbican, Hoe and Waterfront Manager will be conditional on £60,000 match funding from the private sector (co-ordinated by Visit Plymouth).

Place Management Partnership Architecture

- Strategic Place Management Organisation – The creation of this overarching partnership is also key condition of funding to the Barbican, Hoe and Waterfront Partnership.
- Rationalisation of groups - The City Council will now seek to engage with partners and direct economic development activity in relation to the day visitor economy primarily through the Strategic Place Management Organisation.
- Major initiatives – Likewise the City Council will seek to drive major initiatives and requests for funding, impacting on the day visitor economy, including conferences, cruise ships business, maritime events, Plymouth Summer Festival, City Dressing through the strategic partnership.

9.3 Outputs Sought

- CIP 12 - Corporate Improvement Priority 12, *Delivering Sustainable Growth* Identifies the key improvement areas: “Deliver 42500 new jobs in 6 key economic sectors” and enhance capacity to deliver city growth”.
- Local Economic Strategy C1, C2 and C3 – To “enhance the tourism offer”, “improve linkages with the waterfront and the rest of the City” and to establish “clear leadership and a tourism strategy”.

11. Consultation Undertaken and Planned

- CDC Board November 2009
- Visit Plymouth Board December 2009
- City Centre Company Board January 2010
- Plymouth Maritime Partners group January 2010
- Chamber of Commerce Stakeholder Group February 2010
- Wealthy Theme Group February 2010
- Barbican Traders Association March 2010
- Plymouth Hospitality Association March 2010

12. Suggested Timescale if Approved

- **March 2010** - Stakeholder consultation.
- **March 2010** – Cabinet report.
- **April 2010** - Strategic Place Management Organisation shadow board.
- **April 2010** - Commencement of new City Centre BID.
- **May 2010** - Barbican, Hoe and Waterfront Manager advertised.
- **June 2010** - Place Management legal structure created.
- **September 2010** – Barbican and Waterfront Manager appointed.
- **January 2011** - Barbican, Hoe and Waterfront BID feasibility & consultation.
- **February 2011** - Launch of visitor economy strategy (subject to Growth & Prosperity Overview and Scrutiny Panel)
- **April 2011** – Barbican, Hoe and Waterfront Partnership membership scheme.
- **April 2012** - Waterfront and Tourism BID (if appropriate).

Place Management Partnership Architecture

13. Recommendations

- 1) Approve the overall partnership architecture for Place Management as set out in this report.

Reason: To clarify roles and responsibilities between strategic partners and stakeholders involved in place management through the creation of an overarching strategic partnership (Strategic Place Management Organisation) and 2 area based delivery companies (City Centre Company and Barbican and Waterfront Partnership)

- 6) To delegate authority to the Assistant Director of Economic Development to work with the Chairman of the City Centre Company, the Chairman of Visit Plymouth, PCDC, Chamber of Commerce and in consultation with the relevant Ward Councillors, to develop an effective governance structure to enable the creation of the Strategic Place Management Organisation and legal relationship with the Barbican, Hoe and Waterfront Partnership and City Centre Company.

Reason: To introduce effective co-ordination of destination management activity across the City Centre, Barbican and Waterfront areas avoiding duplication of resources and effort. To ensure the delivery of a consistent and high quality of visitor experience focussing on improving gateways, visitor facilities and welcome, marketing, access, orientation and interpretation.

- 2) To approve the recruitment of a Place Manager for the Barbican and Waterfront on terms set out in this report and subject to formal confirmation of the £60,000 private sector match funding from the Barbican and Waterfront Partnership (evolving from Visit Plymouth).

Reason: To build management capacity and develop strong partnership working with Barbican and Waterfront businesses through the introduction of a Place Manager. To develop this partnership to improve the visitor experience bringing strategic partners and stakeholders together to develop strategies, lever private sector income and then implement sustainable solutions.

- 3) To approve the Council contribution of £60,000 over 2010/11 and 2011/12, to the Barbican and Waterfront Partnership (evolving from Visit Plymouth), towards employment costs of the Barbican and Waterfront Manager on the terms set out in the report.

Reason: Pump priming funding is required to match private sector funds to enable the recruitment of the new 'Place Manager'.

Place Management Partnership Architecture

- 4) To instruct the Economic Development Team to assist the newly created Strategic Place Management Organisation to consider the feasibility, consult upon and if appropriate support the development, of a BID for the Barbican and Waterfront in close partnership with strategic partners and stakeholders.

Reason: To develop a sustainable funding model for place management activity within the Barbican and Waterfront area, building on the knowledge, experience and best practice that already exists within Plymouth developed through the City Centre Company Business Improvement District and recent BID renewal process.

Updated March 5th 2010

Place Management Partnership Architecture

