

## CITY OF PLYMOUTH

**Subject:** Renewal of Business Improvement District for City Centre  
**Committee:** Cabinet  
**Date:** 9 December 2014  
**Cabinet Member:** Councillor Lowry  
**CMT Member:** Anthony Payne (Strategic Director for Place)  
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**Ref:**  
**Key Decision:** No  
**Part:** I

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### **Purpose of the report:**

The city centre in Plymouth is vital to the heart of the community and the businesses which trade within it. It is a key priority for Plymouth City Council and for the future success of the city overall and we will continue to give our strong support to the City Centre Company Business Improvement District and the businesses it represents.

Plymouth City Council has committed up to £5 million of funding to key city centre projects over the next five years a new £2 million car park and coach hub at the previous Mayflower West car park site and refurbishments to improve facilities at the market. In addition we are heavily investing in a new £26 million international history centre for the benefit of local community and visitors to the city.

We recognise that the Plymouth City Centre Company Ltd. (PCCC) has been hugely successful delivering significant achievements and improvements over the past 10 years and a major voice for many businesses, organisations and partnerships within the City. Representing over 600 businesses within the Plymouth City Centre area it has gained a national reputation for best practice and has transformed the city centre environment into a safer, cleaner and more vibrant place for residents and visitors alike.

A Business Improvement District (BID) is a private sector led management organisation for a precisely defined geographical area, where business rate payers have identified projects and services that will have a positive impact on their trading environment. Businesses within the area vote to invest collectively in delivering these improvements which are wholly additional to those already delivered by local, statutory bodies. Once a BID has been established all businesses contribute a BID Levy based on the rateable value of their premises (hereditaments) to ensure fairness and equity. BIDs have a maximum duration of five years.

The continuation of a Business Improvement District for the Plymouth City Centre is an important element of The Local Economic Strategy 2006-2021 & Beyond (LES) and is a crucial element in delivery of the Visitor Plan for the city. The LES identifies the visitor economy (Tourism and Culture) as a priority growth sector, which has the potential to generate 7,000 additional jobs over the next ten years. Tourism is a significant industry in Devon & Cornwall and has been recognised in the heart of the South West (HotSW) LEP prospectus. The Visitor Plan is a key component of the implementation of the LES; setting out a framework for realising the potential of Plymouth's visitor economy to 2026. The City Centre BID will also act as a catalyst and conduit of information to help facilitate delivery of the 'Ocean City Infrastructure', 'Business Growth and Investment', 'People, Communities and Institutions' and 'Digital Economy' strands of the LES.

Since August 2013 extensive consultation has taken place with the business community through a series of face-to-face meetings, surveys, workshops and 'open door' meetings. The BID is about investment in the area and sustainable partnerships. The BID legislation does not require that the Local Authority endorse the BID proposals, however it is essential that Plymouth City Council confirms its support, financial and in kind prior to the ballot and before the BID will reach the end of its second term on March 31<sup>st</sup> 2015.

The Plymouth City Centre Company Ltd. will be responsible for delivering the new City Centre BID. PCCC is an independent, not for profit company limited by guarantee, which currently operates as a voluntary membership partnership with a Board of Directors representing all the key business sectors in the BID area, run by and for local businesses.

PCCC will provide leadership and management and be directly accountable to City Centre businesses for the delivery of the BID Business Plan, working in partnership with Plymouth City Council, Plymouth Waterfront Partnership, Destination Plymouth, the Police Authority, Plymouth University and other public agencies to benefit businesses located within the City Centre area.

The full draft version of the Plymouth City Centre Company BID Business Plan will be available from early December 2014 at: [www.citycentrebid.co.uk](http://www.citycentrebid.co.uk)

### **The Brilliant Co-operative Council Corporate Plan 2013/14 – 2016/17:**

Through the City Centre Company and the consolidation of resources the City will attract more visitors and visitor spend, increasing the number of jobs within the visitor economy, encouraging enterprise, improving skills and making Plymouth a thriving regional centre.

The renewal of the City Centre BID will also support the following Corporate Plan outputs:

Pioneering: Supporting strategies: 'Vital Sparks' cultural strategy	Plymouth's cultural offer provides value to the City
Growing: Supporting strategies: Local Economic strategy	A strong economy creating a range of opportunities Plymouth is an attractive place for investment
Caring: Supporting strategies: Children's strategy	Children, young people and adults are safe and confident in their communities
Confident Supporting strategies: Plymouth Visitor Plan	Citizens enjoy living and working in Plymouth Plymouth's brand is clear, well known and understood

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

Plymouth City Council plans to support the BID with 'in kind' commitments amounting to the value of £2,575,000 over the five year term of the BID, cash contributions of £427,500 over 5 years, and will pay an estimated £135,000 in BID levy payments.

**Total value of support, cash, in kind commitments and BID levy payments over 5 years = £3,137,500.**

This represents a potential return of investment of 2:1 for the City Council during the period of time which does not include the wider economic impact of supporting the LES and Visitor plan and the less tangible benefits gained through supporting the small businesses which provide jobs in the city, enlivening the city centre and keeping it clean and safe.

**The City Council has also been requested to provide further capital support over the initial £1,000,000+ over the next 5 years subject to funding and business cases which will supplement the improvements at Frankfort Gate and further City Market refurbishments.**

The Plymouth BID provides exceptional value for money. Plymouth's BID is based on a BID levy of 1.332% of the rateable value of every business in the BID area representing an investment of £2,115,000 over 5 years (taking into account collection rates, and estimated Small Business Rates Relief).

**Matched with Plymouth City Council, property owners and other contributors this will generate c. £8,652,500 for BID projects and activities over the BID's 5-year life.**

In addition, match funding of planned BID projects will further increase the scale of expenditure and investment.

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

None. Plymouth City Centre Company Ltd. will continue to ensure that its activities support these objectives.

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**Recommendations and reason for recommendation:**

It is recommended that the Cabinet:

1. Continue to endorse the principles and overall approach of the Plymouth City Centre Company BID and their Business Plan for 2015 to 2020

**Reason:** To support the partnership approach to the Business Improvement District and to continue with a framework for service improvement mechanisms within the Business Improvement District area.

2. Approve the City Council's financial and in kind contributions as set out in this report and to demonstrate continued commitment to the City Centre company BID at existing levels through the proposed BID Concordat and Contract for the provision of services within the Plymouth City Centre Business Improvement area.

**Reason:** To enable the Plymouth City Centre Company Ltd. to implement the Business Plan 2015 to 2020.

3. Authorise the City Council Chief Executive as returning officer to instruct a Ballot Holder to undertake a ballot of appropriate businesses within the City Centre Company Business Improvement District area.

**Reason:** To enable a ballot in the Business Improvement District area to be conducted in accordance with Regulation 7 Schedule 2 of the Business Improvement District (England) Regulations 2004.

4. Delegate to the Strategic Director for Place authority to vote on behalf of the City Council in the Plymouth City Centre Company Business Improvement District ballot.

**Reason:** To discharge the City Council's responsibilities in relation to the ballot as an occupier within the Plymouth City Centre Business Improvement District area in a timely manner consistent with the Business Improvement District ballot programme and in order to achieve the City Council's wider economic and regeneration objectives for the city centre.

5. Delegate to the Strategic Director for Place authority to approve the Plymouth City Centre Company Business Improvement District Contract provided that it accords with the general principles set out in this report.

**Reason:** To allow the Business Improvement District Contract to be formally signed after the Business Improvement District ballot and in advance of the formal commencement of the new Business Improvement District for the period 2015 to 2020.

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**Alternative options considered and reasons for recommended action:**

**Option 1: Progress city centre management through a different vehicle using a voluntary contributions approach**

This has been rejected by the City Centre Company because the anticipated income and levels of commitment would be significantly reduced as a result of differential contributions from different businesses.

**Option 2: Amend some of the assumptions in the existing Business Improvement District Business Plan**

This was rejected as the current level of service provision within the City Centre has to be met or enhanced above pre-Business Improvement District levels for the duration of the BID Business Plan in order to meet the requirements of the regulations. In addition experience in delivering the City Centre BID Business Plans previously demonstrates the added value of a realistic but challenging programme of integrated initiatives in leveraging other sources of income above the basic Business Improvement District levy.

**Option 3: Abandon the Business Improvement District Model**

This was rejected as it might mean that some of the services and management to be undertaken by the City Centre Company would have to be managed in-house by Plymouth City Council and it is not considered this would not allow sufficient private sector involvement and flexibility in the operation of the activities.

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**Published Works:**

See [www.citycentrebid.co.uk](http://www.citycentrebid.co.uk) for draft Plymouth City Centre Company business plan available online from December 2014.

Background Papers

None

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**Sign off:**

Fin	cdr141 5.13	Leg	21835/ DVS	MO	21835/ DVS	HR		Corp Prop		IT		Strat Proc	
Originating SMT Member : David Draffan – Assistant Director for Economic Development													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

## **Further background information:**

### **1.0 Introduction**

Plymouth city centre's economic vibrancy is of vital importance to the city, supporting 14% of the city's employment and a key priority for this Council. Through the BID we have invested heavily in the city centre, matching the contribution of levy payers and prioritising city centre projects within our capital programme in line with the BID's ambitions. The BIDs have proved to be a resounding success.

### **1.1 The City Centre Company Vision**

The City Centre Company's vision is to grow Plymouth city centre to be the major retail shopping centre in the South West peninsula: a key community and visitor destination, and significant economic driver for Plymouth.

### **1.2 The City Centre Company Objectives**

The City Centre Company's new BID will:

- Drive a strong customer focus as the unifying principle of all activities
- Attract new customers to Plymouth, through effective marketing, promotion and high quality, year-round, family-friendly events programme
- Continue to improve our city centre's public realm so it is high quality, clean, welcoming, green and safe
- Re-invigorate the city centre through proactively seeking inward investment, facilitating development, and maximising the potential of the City Market
- Support our businesses to help reduce costs, improve efficiencies and improve customer service

The new BID's projects are designed to enable the city centre to thrive and to maximise the opportunities driven by a continuously changing consumer marketplace including, out-of-town shopping, online shopping, and changing customer expectations and habits. Our BID and partnership activities will respond proactively by offering targeted, attractive and unique experiences to attract, retain and exceed the expectations of new and existing customers.

### **1.4 How Will the BID Be Managed?**

The City Centre BID will be managed by Plymouth City Centre Company Ltd. which will be directly accountable to City Centre businesses for the management of this area and the successful delivery of the BID business plan.

The BID's governance will be the responsibility of the PCCC Board with operational matters overseen by the BID Stakeholder Operations Board, giving City Centre businesses and other stakeholders control in formulating strategy and overseeing BID project delivery.

The BID boundary area will cover the primary areas of the City Centre including the area to the North of Royal Parade and up Armada Way to North Cross, the area West of Armada Way across to Western Approach, the area to the East of Armada Way across to Charles Cross. As part of the renewal process for 2015 to 2020 the City Centre Company has identified an additional geographic area which includes the British Land Drake Leisure development and this has been identified on the attached plan. The City Centre Company BID area will buffer up to the Plymouth Waterfront Partnership BID area ensuring enhanced links between the two areas and a seamlessly positive visitor experience.

## **2.0 The Costs to Businesses**

In March 2015 the businesses will have to decide whether to vote Yes or No to fund delivery of the final City Centre BID Business Plan. If a majority of businesses vote Yes, then all businesses in the BID area will be required to contribute an annual BID Levy payment, based on the rateable value of the premises that the business occupies.

The proposed annual BID Levy is based on 1.332% of a business property's rateable value (RV). E.g. If the RV is £30,000 a business will pay £399.60 per annum, that's £7.68 per week.

## **3.0 The Development of the BID**

The BID Business Plan has been driven at every stage by business owners and managers seeking to improve their trading environment and profitability.

Building on from the previous two BID business plans, PCCC has listened to business concerns, ideas and priorities, evolving this BID Business Plan from a highly structured, detailed, democratic consultation process, involving a number of key stages. Extensive consultation has taken place with the business community since August 2013 through a series of face-to-face meetings, surveys, workshops and 'open door' meetings. The BID is about investment in the area and sustainable partnerships.

The Plymouth City Centre Company Business Improvement District Business Plan and the proposed projects within it are the result of extensive consultation with City Centre businesses reflecting their priorities and aiming to deliver those over the 5 year BID period.

## **4.0 Value for Money**

If the majority of businesses vote yes, around 600 identified businesses (including City Council Premises) within the City Centre BID area will be required to contribute through a Levy. The Plymouth City Centre Company Ltd. will then aim to secure match funding which could multiply the five-year investment from £2,250,000 to £8,652,500

Based upon rateable value, the average City Centre business will pay an annual levy £705 (£14 week) in return for significantly higher benefits in terms of visitor spend and other advantages.

Based upon existing rateable values within the BID area:

- 12% of businesses will pay less than £100 per year
- 42% of businesses will pay between £100 and £500 per year
- 20% of businesses will pay between £500 and £1,000 per year
- 23% of businesses will pay between £1,000 and £5,000 per year
- 3% of businesses will pay more than £5,000 per year

It is proposed that a minimum rateable value threshold of £1,750 is set within this new BID term, below which no additional BID levy is made. This will help support those very small businesses within the independent retail areas as well as in the market which add distinctiveness, diversity and character to the City.

### 5.0 Projected funding/budget over 5 years

Total Estimated Levy Income from Businesses	£2,115,000*
Total projected levy match funding Cash and in kind e.g. subscriptions, Trading income, grants, etc.	£3,400,000*
<b>Total projected private sector BID funding</b>	<b>£5,515,000*</b>
<b>Add Total value of existing City Council Services, BID levy, and Match Funding (including requested £1,000,000+ capital)</b>	<b>£3,137,500*</b>
<b>Total 5 Year joint PCC and BID funding</b>	<b>£8,652,500</b>

\*Based upon current projected budgets which could be subject to change

Planned funding breakdown over 5 years:

Planned Funding	Value £	Cash or in kind?
PCC - Capital Programme (City Market, Frankfort Gate)	1,000,000+	Subject to funding and business cases
PCC – Landlords voluntary subscriptions	190,000	cash
PCC - street trading surplus	50,000	cash
PCC - Central team Visitor & Events	375,000	In kind
PCC - Third parties sponsorship for events & marketing	400,000	In kind
PCC - Clean team	500,000	In kind
PCC - Office, ICT and admin costs	227,500	In kind
PCC - Xmas lights installation	187,500	cash
PCC – BID levy payment	135,000	cash
PCC - Levy collection (admin and legal)	72,500	In kind



<b>Total planned PCC contribution</b>	<b>3,137,500</b>	<b>Cash/in kind</b>
CCC - BID levy income	2,115,000	Cash
CCC - Landlords - BID voluntary subscriptions	285,000	Cash
CCC - Police Authority - PCSO funding	2,100,000	In kind
CCC - Commercial Trading Income	100,000	Cash
CCC - Sponsorship	350,000	In kind / cash
CCC - Various - Hospitality, leisure, evening economy contributions	40,000	In kind / cash
CCC - PARC: MRS - storenet dividend	100,000	Cash
CCC - PARC - Trading income	100,000	Cash
CCC - other grants	250,000	Cash / in kind
CCC - Pro Bono legal advice	50,000	In kind
CCC - Pro Bono Accountancy advice	25,000	In kind
<b>Total planned CCC BID contribution</b>	<b>5,515,000</b>	<b>Cash/in kind</b>
<b>Total planned funding PCC and CCC</b>	<b>8,652,500</b>	<b>Cash/in kind</b>

Plymouth City Council will work in partnership with Destination Plymouth, Plymouth City Centre Company and Plymouth Waterfront Partnership to maximise commercial income from trading activities and will regularly review any net surplus on events on the basis that they are re- invested to the benefit of the whole city.

## 6.0 Why continue with the City Centre BID?

The continuation of the BID will result in continuing delivery of significant improvements, providing a private sector-led approach to managing the City Centre area, attracting more visitors by supporting the work of Destination Plymouth and increasing customer spend.

## 7.0 How will the City Centre BID maximise its impact?

The BID Levy will be paid by every business and ring fenced for projects identified in the final BID Business Plan.

The BID Levy is match funded by Plymouth City Council and other partners to generate further funds from additional sources. This City Centre BID aims to lever £6 of additional match funding for every £1 of BID levy received from businesses within the BID area, to maximise the delivery of project and service improvements.

## 8.0 City Centre Service Baselines

The proposed BID projects and services will be entirely additional to any services already delivered by Plymouth City Council. PCCC will establish a contractual agreement with Plymouth City Council to regularly review Council services delivered within the BID area. Once the BID has been established, the Council will be contractually obliged to maintain agreed standards to confirm to baseline service level agreements for the following services:

- **Safety**
- Closed Circuit Television (CCTV)
- Community safety and management
- Licensing and enforcement

- Street lighting
- **Cleanliness**
  - Graffiti and fly posting removal
  - Gully cleansing
  - Power washing, e.g. planters/litter bins
  - Public conveniences
  - Street cleansing (inc. bin emptying/washing)
  - Waste collection (Trade and Domestic)
- **Promotion**
  - Attractions
  - Events
  - Visitor information provision
  - Marketing and promotions including visitplymouth/shopplymouth websites
  - Social media and PR
  - Supporting the work of Destination Plymouth
- **Statutory**
  - Environmental health
  - Planning
  - Plymouth Trading Standards Service
  - Environmental health
- **Other Services**
  - Administrative support
  - Car parking
  - ICT provision and office space
  - Supporting Major events
- **Maintenance**
  - Grounds maintenance (inc. weed spraying)
  - Highways maintenance and management
  - Traffic signals and pedestrian crossings
  - Trees and landscape development

## 9.0 City Centre BID Ballot

All non-domestic rate paying businesses within the proposed BID area will be eligible to vote on the final City Centre BID Business Plan (Proposal), apart from those excluded (see exemptions in Section 10). A four week postal ballot will be held between 16 February and 16 March 2015.

Each person entitled to vote in the City Centre BID ballot shall have one vote in respect of each hereditament in the geographical area of the BID on which non-domestic rates are payable.

The ballot will have to meet two tests. First, a simple majority (above 50%) of those voting must vote in favour. Second, those voting in favour must represent a majority of the aggregate rateable value of hereditaments voting.

The ballot papers will be forwarded to those ratepayers who are eligible to vote on 16 February 2015 and must be returned by 5pm on 16 March 2015.

## **10.0 The City Centre BID Levy, Liability and Collection**

The City Centre BID Levy will be payable by all businesses located within the boundary of the defined City Centre BID area.

The City Centre BID Levy will be set on the 1st April 2015, based on the rateable value shown in the 2010 Local Non-Domestic Rating list, updated for any changes in ratepayer appeals, additions and removals from the list to date. For new assessment, splits and mergers (of rateable values) brought into the list between 1st April 2010 and 31st January 2015, the rateable value used will be that as shown in the Non-Domestic Rating 2010 at the date the new or amended assessment is brought into that list. The City Centre BID Levy will not be adjusted to reflect any changes to the rateable value during 5 years of the City Centre BID. In addition any "Taken out of Rating" cases will be deleted from the effective date as advised by the Valuation Office Agency to the City Council's Non-Domestic Rates section. The City Centre BID levy will be increased each year by the annual inflationary factor for Local Non-Domestic Rate bills as calculated by H.M. Government.

The following types of businesses within the City Centre BID area will be exempt from paying the BID Levy:

Commercial car parking spaces that are rated separately; concessions; on-street traders, kiosks and promotions; telephone masts, and advertising poster drums. The City Centre BID Levy will not be reduced where the ratepayer is a charity or non-profit making organisation. The BID levy will also not be affected by the Government's Small Business Rate Relief Scheme which came into effect on 1st April 2005. The City Centre BID Levy is payable on the whole rating assessment irrespective if part or all of it is empty. In the case of empty properties, the City Centre BID levy will be collected at 100% from either the owner or leaseholder (if an occupational lease exists).

The BID levy will be collected by Plymouth City Council annually on 1st April. The Council will reimburse the PCCC with BID Levies on a quarterly basis. The average BID Levy collection rate for the last five years has been greater than 95%.

## **11.0 Governance and management**

The current PCCC Board of Directors will represent all business sectors currently operating in Plymouth. This will occur by co-option until the first Annual General Meeting. BID Members will be eligible to vote at Annual General Meetings. The full Strategic Board will meet at least quarterly.

The new BID will be managed by Plymouth City Centre Company Ltd (PCCC). As an independent, not-for-profit company, Plymouth City Centre Company will continue to be directly accountable to retailers for the management of the city centre and the successful delivery of the BID. Plymouth City Centre Company is responsible for one wholly owned subsidiary company - Plymouth Against Retail Crime Limited.

The new BID's governance and management arrangements will be strengthened to support:

- individual city centre businesses engaging directly with the Plymouth City Centre Company Board
- grouping city centre businesses together to enable collective discussions
- establishment of an appropriate forum for individual businesses and/or groups to present their views to the Board, and
- creation of a Board structure that allows direct representation of city centre businesses on the Board

In addition, the new Board Constitution envisages a two tier board, where one Board evolves to undertake a more strategic role and the other Board group undertakes a delivery or member engagement role.

It is anticipated that the main Strategic Board would be constituted with up to fifteen directors, being up to eight appointed by the current chair/from the current Plymouth City Centre Company Board, one Council appointed Board member and three directors nominated by the Operations Board. The three seats set aside for BID area businesses would be allocated to two of those nominated by the Operations Board to provide representation at Strategic Board level, with the remaining seat reserved for the chairperson (as appointed from time to time) of the Operations Board. The chair of Plymouth Against Retail Crime will also be invited to sit on the Strategic Board. The Strategic Board would take a more strategic overview of the direction of Plymouth City Centre Company, oversight of delivery of the overall business plan, setting the annual budget and meeting once a quarter as required. The Operations Board will be tasked with ensuring operational delivery meet key performance targets and will ensure the relevant parts of the budget are to plan as set by the Strategic Board.

It is proposed that the Operations Board will be made up of 10 elected individuals, representing the BID businesses via a nomination and election procedure by the BID members on the basis of one vote per member. The pool from which the nominees are drawn will be carefully thought through to ensure there is an adequate mix (geographically or otherwise) of BID businesses and sub-area representatives. From that group a chair will be nominated who will automatically sit on the Strategic Board and the chair of the Strategic Board (or his nominee) will sit on the Operations Board. The Operations Board will meet 10 times per year with each meeting including a finance report. The Operations Board will specifically report to the Strategic Board on operations for the period, finance and other matters (as determined by both boards).

A bespoke set of governing rules will be required for the Operations Board to ensure its correct constitution, covering matters such as powers and duties, spending and contractual engagement limits. In turn, the current articles of association of Plymouth City Centre Company will need to be amended to reflect the changes required to implement the proposed structure.

Plymouth City Centre Company will continue to work closely with Destination Plymouth (DP), which holds the strategic vision the city's Visitor Plan aiming to grow the city's visitor economy by 20% by 2020. Plymouth City Centre Company will continue to be consulted by Destination Plymouth on its priorities to drive the visitor economy and will support the BID to effectively market and promote the city centre. Destination Plymouth will support joint projects, events, marketing and PR where this is cost effective and in the city centre's interests.

All the proposed changes are designed to give retailers the opportunity to have a real say through the Operations Board on project development, delivery and day to day issues. In addition, as a member of the City Centre Company, businesses will also have a vote on major decisions.

The City Centre BID Sounding Board committee will continue to meet regularly and to advise the operations board and main board and this will be reviewed within the first year of the new BID to check its effectiveness.

### **12.0 Alteration of BID Arrangements**

The City Centre BID area and the BID Levy percentage (other than inflationary increases announced by Government for NNDR) cannot be altered within the five year lifetime without an Alteration Ballot.

The City Centre BID projects, headings, costs and timescales can be altered by the Board, within the constraints of BID income - providing that the City Centre BID's aims are adhered to.

The City Centre BID Operations Board and any sub-groups will manage budgets within their areas of speciality.

### **13.0 Commencement and Duration of the BID**

The City Centre BID's third term will start on 1st April 2015 and will operate for five years.

A postal ballot of business ratepayers in the City Centre BID area, based on the list of non-domestic ratepayers, will take place between 16 February and 16 March 2015. The result of the ballot will be publically announced by 17 March 2015.

If the City Centre BID proposal is approved, it will operate for five years from 1st April 2015 until 31st March 2020. At or before the end of this period, the Strategic Board may choose to seek renewal of the City Centre BID's mandate.

### **14.0 Projects Identified by City Centre Businesses**

Since March 2014, Plymouth City Centre Company Ltd (PCCC) has surveyed more than 600 City Centre businesses, held 6 workshops, monthly business meetings and organised 2 City Centre Business Conferences. The City Centre Company's BID Business Plan and projects within this summary document are the result of the priorities identified by businesses:

- **Permanent and Dedicated Management**

*Establish a City Centre management structure accountable to businesses to prioritise and deliver benefits for all users. Taking control of the trading environment by co-ordinating and championing business and partner efforts to regenerate the area, whilst working in partnership with and holding the City Council to account for delivery of existing services.*

- **Marketing & PR**

*The BID will leverage Plymouth marketing and promotion activities by developing three new interrelated/nested brands: Britain's Ocean City, City Centre, and West End brands. In addition, PCCC are developing*

smart hyper-local marketing activities for traders who are new to digital marketing. This will benefit the overall city centre and the unique character of our independent shops in the West End.

PCCC will retain and target new markets, using the 'Britain's Ocean City' brand and supported by exciting campaigns that drive peak trading, local and regional spend whilst supporting the positioning of Plymouth as a leading UK visitor destination.

- **Major Events**

PCCC will increase the city centre's share of the regional tourism spend measured by day visitor numbers. PCCC drive footfall year round, particularly at Christmas, through the provision of new attractions and a city-wide approach to marketing.

PCCC new West End events will reinforce the distinctive and quirky West End brand. PCCC signature events (e.g. Flavour Fest, Switch-On / Winter Festival) will also be scaled up and better commercialised; whilst designed to drive and better distribute footfall. All will provide exciting animation, supported by community events and national campaigns, to distinguish the city centre from clone towns.

- **Cleaner City Centre**

Ensure that the City Council's cleansing standards are maintained and operationally manage existing Council cleansing staff to ensure a rapid response clean team with highly visible uniforms. In addition PCCC will focus more on areas with high volumes of take away litter.

The BID will continue to negotiate with contractors to implement additional group buying benefits for recycling schemes and introduce free glass recycling plus dry mixed recycling in peak times.

Furthermore the BID will target trade waste recycling to reduce landfill costs to businesses, saving businesses up to 80% of current general waste removal costs.

- **Safer City Centre**

The new BID will build on PARC's (Plymouth Against Retail Crime) outstanding success to date. PARC will be responsible for delivering all Safer projects. In addition, PARC will begin to use new technologies to share intelligence with the Police, Safer Plymouth, Pubwatch, Best Bar None, and other groups to better coordinate and address issues in the day and evening economy. PARC will continue to be a full subsidiary company of the City Centre Company.

- **Inward Investment and Regeneration**

The BID will help the City Council to establish an agreed vision for development of key city centre sites and seek funding for targeted improvements. Lead economic development in the centre working closely with Plymouth City Council and Destination Plymouth, encouraging strong retail brands, accommodation providers and new businesses to invest. In particular, the BID will work with the City Council to complete a strategic review of Plymouth's City Market and to explore the opportunities to maximise its potential.

The City Centre Company recommends that the Market should be a major focus for the regeneration of the West End. The review will include market research, economic impact, governance, and a development option appraisal, backed by a Plymouth City Council pledge to explore and decide on whether to regenerate or redevelop the market within the new BID's five-year term.

- **BID Member Benefits**

*Use the buying power of the BID levy payers coordinated through the BID to provide benefits from reduced utility bills and insurance costs. Explore opportunities for increased savings through improved waste collection and recycling services.*

*Gain increased networking and advertising opportunities through free membership for BID Members of Destination Plymouth providing a listing on the Visit Plymouth, Shop Plymouth and City Centre Company websites;*

*Review Shop Plymouth 'Savercard' scheme to promote businesses, with promotional offers on entertainment, food and shopping.*