



# Cabinet (Resources) Panel

11 March 2014

<b>Report title</b>	City and Town Centre Management (City Centre - WV One and Bilston – New Bilston Ltd)	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Peter Bilson Economic Regeneration and Prosperity	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All (Specifically St Peters and Bilston)	
<b>Accountable director</b>	Tim Johnson, Education and Enterprise	
<b>Originating service</b>	Economic Partnerships and Investment	
<b>Accountable employee(s)</b>	Corin Crane Tel Email	Head of Economic Partnerships 01902 550166 corin.crane@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	City Centre Board	14 February 2014

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## Recommendation(s) for action or decision:

The Cabinet (Resources) Panel is recommended to:

1. Seek delegated authority from Cabinet (Resources) Panel for the Cabinet Member for Economic Regeneration & Prosperity in consultation with the Strategic Director Education and Enterprise to agree grants to third parties as follows:
  - £45,000 to WV One for City Centre Management.
  - £40,000 to New Bilston Ltd (Heantun Housing) for their Town Centre management role for Bilston.
2. To consider approval of an additional grant to New Bilston Ltd of £30,000 to fund the development phase of a Business Improvement District for Bilston Town Centre.

## **1.0 Purpose**

- 1.1 To agree a grant of £45,000 for WV One to deliver city centre management functions and £40,000 to New Bilston Ltd for town centre management functions for 2014/15. To present a business case for a further £30,000 for the development phase of a Business Improvement District for Bilston Town Centre to enable Bilston's town centre management function to be sustainable without a financial contribution from the council in future years.

## **2.0 Background**

- 2.1 The purpose of city centre management, delivered by WV One and Bilston town centre management, delivered by New Bilston Ltd, is to support the economic growth and contribute to the development, vitality and viability of the City and Bilston town centres. Town and city centre management functions bring together local stakeholders across all sectors of the business community, local residents and a wide range of public and third sector partners. The functions co-ordinate and facilitate the development and delivery of initiatives and projects, as set out in the WV One business plan and Bilston town centre action plan, including securing new sources of external funding.
- 2.2 A Business Improvement District (BID) is an arrangement whereby businesses get together, decide what improvements they want to make in their area, how they will manage these and what it will cost them. BID's deliver services and projects that are additional to those provided by the public agencies including the local authority and police and can include services such as cleaning streets, security, environmental improvements and marketing the area as prioritised by businesses. A BID is currently being developed for Wolverhampton City Centre and could provide a sustainable means of funding town centre management going forward for both the City Centre and Bilston town centre.
- 2.3 The Council has funded WV One since 2003, initially £61,600 to employ a town centre manager but later reduced to £45,000 due to budgetary pressures. In 2011/12 and 2012/13, an additional £30,000 was provided as a grant to WV One to continue to provide its core functions during the Business Improvement District (BID) development phase. WV One provides services in accordance with a contract which is based on their service specification (formerly a Service Level Agreement).
- 2.4 Partnerships Economy and Culture Service has provided funding to the New Bilston Ltd (Heantun Housing) since 2010/11 of £40,000 per annum.

## **3.0 WV One – City Centre Management Company**

- 3.1 WV One have identified that a priority for city partners is to shape, develop, improve, market and manage a new city centre offer to visitors, businesses and residents. An offer that results in:
- New business: increase in footfall, trading and visitor numbers

- New investment: attraction of investment
- New reputation: improved reputation for the City Centre, and the wider city, nationally regionally and locally
- New lifestyles: increased demand for city centre living

3.2 WV One is a not for profit company, set up in 2003. It is Independent, non-political and is currently funded through voluntary contributions from Wolverhampton City Council, retailers and the University with 25% of its income is from commercial activities and sponsorships. The primary role of WV One is to be the lead agency in communicating, facilitating and championing the views of the stakeholders (private businesses, the council, retailers, the police, education and other statutory sectors) to achieve the best outcomes for the visitors and businesses of Wolverhampton City Centre. Wolverhampton City Council has supported WV One to put new Governance arrangements in place including a business led board of Directors.

3.3 WV One have requested £45,000 grant funding for the year 2014/15 to deliver a range of services to the City Council as set out in the attached Service Specification for 2014/15 (appendix A). WV One has revised their Business Plan to align its activities to support the BID. It has appointed The Mosaic Partnership to provide expert advice to the BID Director and WV One team through the development phase leading to a ballot in autumn 2014. If successful, it is anticipated that the BID could fund the city centre management function going forward depending on business priorities.

#### **4.0 Bilston Town Centre Management (Heantun Housing / New Bilston Ltd)**

4.1 Bilston town centre management is part of the integrated approach to economic development, cultural development and the regeneration of Bilston, the town centre and urban village. The purpose of Bilston town centre management is to support the economic growth and development, vitality and viability of Bilston town centre, by bringing together all local stakeholders. This includes all sectors of the business community, local residents and a wide range of public and third sector partners. The town centre manager co-ordinates and facilitates the development and delivery of initiatives and projects as set out in the town centre action plan and works to secure new sources of external funding. This includes activities supporting the physical regeneration activities of Wolverhampton City Council as outlined in its Bilston centre regeneration project plan.

4.2 Bilston town centre management will deliver the following activities in 2014/15:

- Co-ordinate the development and delivery of the town centre action plan, engaging the wider business community in its implementation.
- Build and expand business development by promoting and expanding links with the business support network that will provide training, support, grants and guidance.
- Develop and agree a funding strategy going forward including exploring the feasibility of a Business Improvement District (BID) to secure long-term sustainability of the function.

- Develop cultural events and local activities aimed at promoting the town across the region including co-ordination of a cultural working group.
- Provide quarterly monitoring reports to Wolverhampton City Council as part of the Bilston project delivery plan.

4.3 A comprehensive project management framework has been put in place to monitor performance against these activities. The town centre manager reports progress on a monthly basis to the Strategic Projects and Funding Manager.

4.4 It is proposed to provide funding of £40,000 to New Bilston Ltd for 2014/15 to provide town centre management services in accordance with a grant agreement to deliver the projects as set out in the attached Appendix B. Heantun Housing part fund the current role of Town Centre Manager and will also contribute £7,700 for office accommodation costs for the year 2014/15.

4.5 Subject to agreement by their board, New Bilston Ltd is requesting a further £30,000 for 2014/15 matched with £5,000 from Heantun Housing to support the development of a BID. If successful, the BID could provide funding for the sustainability of the function without the need for council funding.

## **5.0 Financial implications**

5.1 The contribution of £45,000 to WV One Ltd and £40,000 to New Bilston Ltd is included in the mid-term budget so can be met from the 2014/15 approved revenue budget for Economic Partnerships and Investment. The additional contribution of £30,000 to New Bilston Limited to fund a BID is subject to an Invest to Save request. [TK/25022014/P]

## **6.0 Legal implications**

6.1 Separate contracts will be required for 2014/15 between the council and WV One and New Bilston Ltd setting out the terms of the grant payments to the individual companies to ensure delivery of the city centre and Bilston town centre management functions. Separate contracts will be required for 2014/15 between the council and WV One and New Bilston Ltd setting out the terms of the grant payments to the individual companies to ensure delivery of the city centre and Bilston town centre management functions. [RB/25021014/G]

## **7.0 Equality opportunities implications**

7.1 A stage 1 equalities impact assessment has been completed and there are no adverse equalities implications. City centre management and Bilston town centre management brings together businesses and co-ordinates services to increase vitality in the town and meet the needs of the local resident, shoppers and visitors. As part of the Bilston Town Team, they are running a number of initiatives aimed at supporting young people and attracting them into the Town Centre.

## **8.0 Environmental implications**

- 8.1 Through the work of the city centre management and Bilston town centre management, there will be positive environmental impacts through ensuring effective management including collaboration on public realm improvements, de-cluttering of Bilston Town Centre and work on Bilston and Wolverhampton in bloom.

## **9.0 Background papers**

Appendix A – WV One Financial Statement and Service Specification

Appendix B – Bilston Town Centre Project Plan

## **SERVICE SPECIFICATION FOR PROPOSED REVISIONS FOR CITY CENTRE MANAGEMENT AND DEVELOPMENT – WV ONE**

### **OVERVIEW OF SERVICE**

WV One is a not for profit company, set up in 2003, it is independent, non political and is currently funded through voluntary contributions from Wolverhampton City Council, retailers and the University. In the calendar year 2013 approximately £35,000 of its income (approximately 25%) was from commercial activities and sponsorships. Part of this was from the commercialisation of highways space for promotional activities agreed through a Service Level Agreement between the City Council and WV One. Currently the grant provided to the Company is £45,000. In addition, over the last two years the Council has provided a top up grant of £30,000 while WV One has sought to move to a more sustainable business model. From 2014/5 the top up grant will no longer be available.

WV One's purpose, as set out in its articles of association is to work with the local authority, businesses, West Midlands Police and other agencies and partners to make Wolverhampton City Centre a more attractive place to its citizens and visitors with an enhanced pride of place by:

- Improving the image and perception of the City Centre;
- Maintaining a safe City Centre in the day and evening;
- Ensuring a high quality, clean, green and accessibly City Centre;
- Becoming an influential voice for City Centre businesses and visitors;
- Improving Wolverhampton's competitive position.

Through this grant agreement, Wolverhampton City Council provides financial support to WV One to:

- a) communicate and champion the views of the stakeholders (private businesses, City Council, retailers, the police, education and other statutory sectors),
- b) facilitate partnership working among stakeholders that contributes to the development and improvement of the City centre offer for residents, visitors and businesses.

In the service year 2014/15 the focus of WV One will primarily be on the delivery of a Business Improvement District (BID) and managing and integrating the existing services which need to be retained within a BID Delivery model.

Planning also needs to take place for any future city centre partnership in the unlikely event that the BID ballot is not successful and this will be the role of the newly formed WV One board working with Mosaic Partnerships which has been appointed to oversee the BID delivery phase. A separate contract exists between WV One board and Mosaic Partnership to deliver the BID utilising grant funding previously awarded to WV One in 2012/13.

## 1. DEVELOPING THE BID

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
1.1 Support the BID Director in all aspects of BID Development	<ul style="list-style-type: none"> <li>Office and administrative set up and support</li> <li>Provide research and information to support the BID</li> </ul>
1.2 To utilise existing contacts to assist with consultation, setting up steering/task groups and communication through to the final campaign	<ul style="list-style-type: none"> <li>No of one to one and group meetings facilitated</li> <li>Updated database of relevant contacts</li> <li>Successful set up of BID Task Group and development of City Centre Marketing Partnership and/or other stakeholder groups into themed BID groups if required after consultation</li> </ul>
1.3. Integrate WV One and BID communications and raise the profile of WV One/BID within the BID target audience	<ul style="list-style-type: none"> <li>No of newsletters produced (BID specific)</li> <li>BID web site integrated in WV One web site</li> <li>Support in the transition of WV One external facing web sites and social media post BID ballot</li> </ul>
1.4 Migration of existing services into BID or proposing alternate business models	<ul style="list-style-type: none"> <li>Consider options and best practice for the integration of Business Crime Partnership activities within the BID Company</li> <li>Agree Service Level Agreement with WCC for the management of promotional space pos BID ballot.</li> </ul>

## 2. SHAPING THE OFFER

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
2.1 Business and Stakeholder Engagement and Communication. Subsequent feedback to the right partners/officers to proactively respond	<ul style="list-style-type: none"> <li>No of retailers and stakeholder groups arranged or attended</li> <li>Key issues raised and resolved</li> <li>Reports to WV One Board on stakeholder engagement</li> </ul>
2.3 To provide a consultation mechanism for key city centre issues, e.g. Youth Zone, Area Action Plan, Empty Homes Fund, THI etc.	<ul style="list-style-type: none"> <li>No of consultations arranged</li> </ul>
2.4. Undertake City Centre Health Check as part of ATCM Portas Review	<ul style="list-style-type: none"> <li>Run survey for one month and ensure findings contribute to city centre strategies and BID Development</li> </ul>

2.5 Contribute to key partner strategies so that they have additional information, intelligence and advice from local businesses and in respect of good practice in Town Centre Management	<ul style="list-style-type: none"> <li>• Remain an active member of ATCM, British BIDs, UK BID Advisory service</li> <li>• Report on partners strategies to WV One Board</li> </ul>
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### 3. DEVELOPING THE OFFER

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
3.1 Identify any new funding opportunities that can be taken forward directly by WV One/BID or can be forwarded to other appropriate partners of the City Cross Sector External funding groups	<ul style="list-style-type: none"> <li>• Communicate with partners regularly on potential funding schemes and joint projects</li> <li>• Develop proposals, secure funding, deliver projects and manage funds within guidelines</li> <li>• Report regularly to WV One Board</li> </ul>

### 4. IMPROVING THE OFFER

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
4.1 Oversee delivery of Portas Pilot to achieve its planned outcomes and/or put in place exit strategy plans to ensure sustainability of the projects where possible Projects are: <ul style="list-style-type: none"> <li>▪ I2R entrepreneurs</li> <li>▪ Shop in the Square</li> <li>▪ Privilege Card</li> <li>▪ Independents (WIN project)</li> <li>▪ Sights and Sounds</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Portas Steering Group on finance and budgetary control, progress on WIN, engagement with external stakeholders (ATCM, BITC Retail Champion, Tesco etc)</li> <li>• In conjunction with the Steering Group develop an Exit Strategy for each of the strands of work</li> </ul>
4.2 Assist, where resources allow, partners to develop innovative ways of filling/ improving units/vacant buildings on both a permanent and temporary basis	<ul style="list-style-type: none"> <li>• Update of vacant unit list and shop movements to create historical trends</li> </ul>

### 5. MARKETING THE OFFER

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
5.1. To contribute to the development of the City Centre campaigns and activities	<ul style="list-style-type: none"> <li>• Attendance at meetings and contribution to marketing campaigns and activities</li> </ul>
5.2 With other partners facilitate/support other groups and organisations to put on quality events to drive footfall	<ul style="list-style-type: none"> <li>• Number of events facilitated</li> </ul>
5.3 To promote the City Centre in a proactive manner to increase footfall and improve perceptions	<ul style="list-style-type: none"> <li>• Communication via newsletters, social media and reports to WV One Board</li> <li>• Maintenance of web site, social media sites and regular newsletters</li> </ul>



## 6. MANAGING THE OFFER

<u>SERVICE</u>	<u>DELIVERABLE/ACTIVITY</u>
6.1 Contribute to the development and improvement of the City's approach to tackling anti-social behaviour	<ul style="list-style-type: none"><li>• Report any evidence of Anti-Social Behaviour and encourage others to report it</li><li>• Monitor crime levels/ASB incidents and report to WV One Board</li></ul>
6.2 Improve community safety and support businesses through the CCTV pilot.	<ul style="list-style-type: none"><li>• Facilitate the CCTV working group to improve camera coverage.</li></ul>
6.3 Manage the CitySafe Business Crime Partnership/Radio Link (BCP) through a Steering Group, and facilitate Pub Watch/ Shop Watch and SIA Forum. Contribute to the Partnership Business Support Group, Safety Advisory Group and other groups	<ul style="list-style-type: none"><li>• No of meetings and attendance, achievement of recognised standards for BCP, development and progress against adopted Action Plan</li></ul>

## Appendix B – Bilston Town Centre Project Plan

Aim	Activity	Target	Result	Lead & Partners
Establish baseline data for Bilston town centre	Customer survey undertaken <ul style="list-style-type: none"> <li>• Face to face</li> <li>• Online</li> </ul>	1000 surveys completed May 2014	Definitive data from a customer/visitor perspective to inform project plan and BID	<b>Town Centre Manager</b> <ul style="list-style-type: none"> <li>• Wolverhampton City Council</li> </ul>
Establish support for and progress a Business Improvement District proposal for Bilston town centre	<b>Wolverhampton City Council</b> to support New Bilston Limited to consult and market a Business Improvement District Proposal to Bilston Town Centre within a designated boundary	March 2014	BID Result by June 2015	<b>New Bilston Limited</b> <ul style="list-style-type: none"> <li>• Wolverhampton City Council</li> <li>• Mosaic Consulting</li> <li>• Town Centre Management</li> <li>• Business Sector</li> </ul>
Promote and facilitate access to business support and training opportunities by Bilston town centre businesses	<b>Skills Shop (Business Skills)</b> a division of Stourbridge College to provide training support around marketing, business performance, customer service and specialisms to meet business needs	10 businesses signed up to training in first quarter 2014/15	Increase in the number of businesses signed up to training on a rolling quarterly basis  Improved marketing, customer service and performance of town centre businesses	<b>Business Skills</b> <ul style="list-style-type: none"> <li>• Town Centre Manager</li> <li>• Town Centre Businesses</li> </ul>

Aim	Activity	Target	Result	Lead & Partners
Improved retail, cultural and leisure offer for young people in Bilston town centre	Young person customer survey to establish baseline data around footfall and use		Measureable increase in the number of young people visiting the town centre	<b>Bilston Town Centre Manager</b> <ul style="list-style-type: none"> <li>• LSD Speciality Markets (contract holder)</li> </ul>

Entrepreneurial and start up business opportunities for young people	of town centre Youth market Cultural and leisure events and projects	Summer 2014 Summer 2014	Measurable growth and performance of Youth Market	<ul style="list-style-type: none"> <li>Wolverhampton City Council Markets Division</li> <li>Local schools and youth groups</li> <li>Creative Industries</li> <li>Wolverhampton University</li> </ul>
Improve the management and performance of the Public Realm and Environment	Public Realm and Environment Action Group meets monthly Public Realm and Environment Action Plan	To assess and resolve environmental issues in Bilston town centre against individual targets and milestones	Clean and attractive town centre which promotes and attracts investment	<b>Town Centre Manager</b> <ul style="list-style-type: none"> <li>WCC Highways, Public Protection, Parking, Street Scene</li> <li>West Midlands Police</li> <li>Town Centre Business Forums</li> </ul>

Aim	Activity	Target	Result	Lead & Partners
To sustain the Bilston in Bloom campaign as a promotional tool for the town centre	Ensure Bilston town centre continues to enter the Heart of England in Bloom campaign and receive an annual award  Promote the participation of Bilston groups and assist groups to establish their own in Bloom entry or partnership	3 pubs to enter 6 Primary Schools to enter 3 Carder Crescent gardens on the route 2014 Judging date Friday 4 <sup>th</sup> July 2014 Raise £5k external funding to support campaign	Sustained Bilston in Bloom campaign with strengthened community participation  Positive press coverage for the town	<b>Bilston in Bloom Steering Group</b> <ul style="list-style-type: none"> <li>Town Centre Manager</li> <li>Local Schools</li> <li>Neighbourhood Groups</li> <li>Tenants &amp; Residents Groups</li> <li>Historical Societies</li> </ul>

<p>Improve and enhance the marketing of Bilston town centre</p>	<p>Improved use of social networking sites</p> <p>Press releases to Express &amp; Star, One City News, Wolverhampton Magazine, local radio and WCC</p>	<p>50 posts per month</p> <p>Minimum of 10 press releases per year</p>	<p>Marketing strategy and action plan for Bilston town centre in collaboration with Wolverhampton City Council Communications Team and Bilston Centre Regeneration Project Team</p> <p>Marketing proposals to fit in with Bilston Business Improvement District project plan</p>	<p><b>Town Centre Manager</b></p> <ul style="list-style-type: none"> <li>• Wolverhampton City Council</li> <li>• Local press</li> <li>• Social Networking</li> </ul>
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