

**MINUTES OF THE MEETING OF THE BID BOARD HELD ON  
TUESDAY 20 NOVEMBER 2018**

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**Present:** Jane Sharrocks (Chair), Selfridges (JS); Zoe Averianov, Tag Heuer (ZA); Matthew Bennett, Manchester City Council (MB); Paul Hales, Costa Coffee (PH); Roger Khoryati, McDonalds (RK); Iain Mackenzie, Harvey Nichols (IM); Maggie Neville, Boots (MN); Paul Roden, Grafene (PR); Sheona Southern, Marketing Manchester (SS); Roger Ward, Victorian Chop House Company (RW).

**Also Present:** Vaughan Allen, Chief Exec, CityCo (VA); Siobhan McGoff, Senior Marketing Executive, CityCo (SM); Phil Schulze, BID Manager, CityCo (PS). Joining for specific agenda points only: Jane Davies, Manchester City Council (JD); Rachel Bampton-Aiken, Marketing & Events Consultant (RB)

**Apologies:** David Allinson, Manchester Arndale; Richard Forster, Lloyds Bank; John McEwan, Primark; Fiona Worrall, Manchester City Council.

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### **1. Welcome and apologies**

JS welcomed everyone to the BID Board and attendees introduced themselves.

JS reminded the BID Board of the five key aims of the BID:

1. Help to attract footfall in 'dip' retail periods through a programme of public festivals and events
2. Increase environment and trading standards through operational and security support
3. Increase the profile of the city through promotional partnerships, campaigns and positive PR
4. Act as lobbying voice for levy payers with city authorities including Manchester City Council, Transport for Greater Manchester and Greater Manchester Police
5. Increase communication and co-working across the retail and restaurant community

### **2. Approval of Minutes from July 2018 Meeting**

The Board signed off the minutes from the July Board meeting.

### **3. Homelessness, rough sleeping, begging and other associated issues in the city centre**

#### **3.1 MCC report to the BID Board**

#### **3.2 Manchester Homelessness Partnership Business Guide DRAFT**

Following a key action from the July board, and subsequent meetings between BID Chair, MCC & CityCo, JD presented an update on Rough Sleeping & Homelessness to the BID Board (report distributed prior to the meeting).

Main points discussed:

- In 2017 the Greater Manchester Combined Authority successfully bid to the Government's Social Impact Bond (SIB) for £1.8m to provide long term support to entrenched and complex rough sleepers. The service, delivered by Shelter, went live in January 2018. Take up exceeded expectations with 234 referrals made. £829k additional funding was received and 42 people have been accommodated so far
- In June 2018 Manchester City Council was awarded £418,088 from the Government's Rough Sleeper Initiative funding to work with partners on projects that make an immediate impact on the number of rough sleepers. 47 individuals have subsequently been prevented from rough sleeping and 115 people have been found accommodation
- When fully staffed, Manchester City Council's Rough Sleeper Team, will have 8 outreach workers. This has now doubled the size of the team
- The Manchester Homelessness Partnership (MHP) is producing a written guide for businesses that want to understand more about homelessness & rough sleeping. The Draft was circulated and JD also explained that a summary booklet was also being produced. PH & JS asked JD how many summary booklets were being produced and if a digital copy would be available, maximising the

- potential to distribute to businesses? JD estimated about 3000 booklets and yes believed there would be a digital copy. JD suggested that these should all be signed off before Christmas
- Manchester City Council is currently putting in plans to provide a bed for all homeless during the winter months, 105 beds
  - Two shelters are currently open with two more expected by end of November
  - JS and several members of the board thanked JD for the presentation. RW and others noted that the number of issues around homelessness & rough sleeping did seem to be lessening somewhat - so board thanked everyone concerned for all their hard work in this very complex area.
  - However RW noted the increased numbers of police during the Christmas markets period, plus the amount of activity on the streets themselves does make some of the issues less obvious. JS summarised the concerns of the board would likely to be around aggressive begging in the New Year, which can often be conflated with homelessness, especially in eyes of public.
  - There was also still some concern about the process for quickly removing 'sharps' and other dangerous materials from outside businesses (RW, VA). As discussed at the July board, the board understood there was an SLA in place but this can still take several hours and be beyond opening times for businesses. VA asked if it was possible for Biffa or other agencies to share where the most common areas for sharp collection are with MCC & CityCo. So CityCo could compare with their own intelligence and assist in identifying known problem/ priority areas

### **Actions**

- JS requested selected access for CityCo employees to homelessness database, so CityCo (e.g. Hosts) are able to inform our levy payers of progress to specific cases. JD agreed to enquire if this was possible
- MB agreed to follow up on the issue regarding sharps 'known areas' and advise CityCo
- JS requested that MCC provide a quarterly update to the BID Board to cover approaches to rough sleeping, begging and other similar and interlinked areas. JD agreed that MCC would do this
- PS / JS agreed that the BID team will be happy to help circulate any business guides/ web-site links on homelessness as soon as available (links have now been circulated post the board meeting)

### **4. Manchester Festive Offer Review – Update**

RB presented the ongoing Festive Review process to the BID Board (distributed ahead of the meeting) and invited further comment in the meeting. Rachael has been commissioned via joint funding between the BID and MCC to look at a roadmap for the development of the various elements of the winter programme (Light Switch-On, Christmas Markets, family attractions and New Year fireworks)

### **Festive Review Process**

- Stage 1: Reviewing the current event offer. This will determine the specific attributes of each component of the offer and in light of these assess the benefit to businesses, residents and visitors. Analysis and stakeholder engagement will include current and potential locations of activity and recommendations for the future.
- Stage 2: Scoping the Opportunity. This will outline the comparisons of the festive offer delivered by other national and International competitors. Analysis will include details of their festive offer, the success and impact of delivery and where possible the commercial attributes of the various events. This includes visiting other cities and desktop research
- Rachael will complete these two stages and send a report and summary to the BID-MCC in January 2019

### **Considerations**

Rachael explained that she is meeting a wide variety of senior stakeholders from across the city's public and private sectors

- Aligning festive offer with the Original Modern Manchester brand
- Developing the markets to continue to be world leading, not fall behind other European cities
- Consider how the festive offer sits alongside permanent Manchester businesses
- Consider festive offer as a whole, not just the Christmas Markets
- Consider the impact of transport infrastructure

## Current Festive Events

- The Christmas light switch on event (3 November), is free and un-ticketed. Attracts in the region of 15,000 attendees, comprising primarily of families, adult groups and students. The lights are erect for 9-10 weeks
- The Christmas Markets are one of the largest in the UK, with nearly 350 stalls spanning 10 distinctive sites across the city centre - attracting shoppers and visitors from all over the UK and beyond - with an estimated boost to the economy of £40m
- This year the markets (launch 9 November) have 53 street food and drink stalls with the remainder being craft gifts and food produce. There are a total of 197 traders, 80% of which are from the UK
- In response to the appeal to expand the family offer, this year will see the introduction of an Ice Village Event which will include an Ice Rink, Ice Sculptors, Santa's Grotto and a free family entertainment area
- The festive season is drawn to a close with a city centre New Year firework display. This event is free and un-ticketed and is attended by an audience of 10,000-15,000

Rachael then led a debate around the board which built upon the discussions already held with a representative group of levy payers the week before. In summary:

- JS represented the overall view of the board that this review process could help the city council evolve the current festive offer in increased partnership with the city's permanent businesses and other key cultural and entertainment venues. This could develop into a strategic plan for the next few years, bringing together a unique programme of existing and temporary attractions to best present the city as a 'must go' destination to visitors from near and far
- JS and others also recognised and welcomed the footfall and positive PR from the current Christmas programme, and acknowledge the importance of the commercial income to the council to help drive economic impact. However, with other cities fast catching up, plus increasingly challenging trading conditions for the consumer sector, it was felt timely to look to work together to move Manchester's offer forward
- A number of directors commented (RW, PR) on the challenges faced by permanent restaurants/cafes who can be particularly affected by their contrast to the Christmas market's F&B stalls. There is a concern about losing business and that some of the traders did not seem to be subject to the same operational standards and costs as permanent businesses
- General desire to increase the quality and uniqueness of the product offer, especially outside premium stores (Harvey Nichols, Boots, King Street were all quoted as examples). Also to investigate if permanent businesses might be able to take some stalls/space on the street
- Also wish to extend at least part of the markets season until the new year given the number of visitors in the city, and further improve the 'performance', 'family' and 'local' elements of the offer
- The funding and operational constraints around both the lights switch-on and fireworks were acknowledged in the discussion. However given the status of Manchester, there was a strong appetite to look at new approaches and best practice for these events, especially as part of the impending replacement of the Christmas Lights from 2019 and potential building works in Albert Square. Could the switch-on relocate to help the markets all be ready for this event? Could the lights be themed to help define different areas of the city?

### Actions:

- Rachael to meet with CityCo-BID & MCC in January to discuss report findings
- Update to the board in March 2019

## 5. Business Plan Update

### 5.1 Performance Summary for Q2 & October 2018

Full report distributed ahead of the meeting

- Overall, summer footfall has been largely ahead of UK, after inconsistent results earlier in the year
- In Q2 footfall continued to be positive from afternoon to early evening. However a number of Directors raised concerns about the reverse of this following September's start to the Regent Road roadworks and also Saturday Rail Strikes. Although outside the reporting period, many Directors

commented that recent November performance had been very difficult and behind negative UK trends. Q2 Sales figures more mixed, marginally positive vs UK trends but again recent November sales had been disappointing

- Manchester continues to buck the national trend of the 'failing High Street' with relatively high occupancy and new brands continuing to open in the city to replace vacant sites e.g. Uniqlo into BHS building is scheduled for a mid-2019 opening

### **City Hosts**

- Q2 Customer Interactions: 24,000
- Q2 Business Visits: 1,300
- Q2 Environmental Reports: 440 issues observed, escalated and resolved with Manchester City Council

### **5.2 Summary Feedback on:**

#### ***Bee Weekender (July 2018)***

- Footfall +6% across the BID district vs 2017 Big Summer Weekend
- Footfall +28% on New Cathedral Street
- £265,000 AVE of local and regional press coverage
- 1.42 million estimated coverage views

#### ***MCR Student Social (September 2018)***

- 160 retailers took part across the BID and Manchester Arndale
- Footfall all day: +5% across BID district v LY (an extra 6000 people)
- Footfall 4-9pm: +9% across BID district v LY
- Footfall at Manchester Arndale: +5% v LY
- £61,000 AVE of local coverage
- 290,000 estimated coverage views

#### ***Halloween in the City (October 2018)***

- Weekend Footfall: +15% across BID district v LY (an extra 30,000 people)
- Sales increases of up to +27% v LY
- Stores reported Manchester branches outperformed nationally
- £1 million AVE of local, regional and national press coverage
- 171,000 page views of campaign portal at [visitmanchester.com/Halloween](http://visitmanchester.com/Halloween)
- 14,500 downloads of 'Monster Invasion and Trick or Treat Trail' map
- 78,700 people reached on Facebook [/halloweenMCR](https://www.facebook.com/halloweenMCR)
- 13,000 people engaged on Twitter [@halloweenMCR](https://twitter.com/halloweenMCR)
- 1193 new Instagram followers at [/halloweenMCR](https://www.instagram.com/halloweenMCR)

#### ***Next event: Chinese New Year (February 2019)***

- 7 – 10 February 2018
- Lanterns and banners decorate city centre from late January
- 'Giant pig' statue installation in St Ann's Square, with street food offer
- Traditional celebrations in Albert Square and Chinatown on Sunday 10 February

## Directors Sub-Group Reports

### 5.3 Headline 'Round-Table' Updates

#### Big Stores Group (IM)

- Group is meeting monthly. Working well with increasing attendance & represents cross section of the largest employers in the BID. Two way process as helping update managers and giving regular feedback to CityCo and public sector partners on current issues. Examples have been trading performance, transport and driving support for homelessness
- Looking to invite 'speakers' into the meetings from the New Year. To help increase partnerships e.g. with Mayor's office around work and skills programme 'The Bridge'
- Group been discussing that BID district will be up against a number of national & local challenges in 2019. Locally these include ongoing transport challenges & new major works in 2019 (Princes Parkway, Ancoats) which could again affect the crucial Christmas period. Can CityCo lobby on this to help stress the impact on the service sector?
- Also the major stores will up against a strong footfall in summer 2018 (Bee in the City, hot weather) and potential early opening of the Trafford Metrolink towards Christmas. Can the BID event & marketing programme be reviewed to best mitigate against this and help tactically market the city?

#### Operations Group (JM)

- PS represented JM. The Operations group meetings have included a wide selection of Operations Managers from BID businesses, together with senior representatives of the council and police and BID-CityCo. Key issues and detailed solutions being discussed are:
- Rough sleeping, homelessness and begging. As per MCC update
- Cleaning. A major 'deep clean' of the city's high footfall streets is now planned for January 2019, to help represent the city after the Christmas Markets. Following various unsuccessful trials with Biffa to try to maintain standards on a weekly basis, the Operations Group supported the proposed change to an annual deep clean, including chewing gum removal
- Operational support. This continues via the City Hosts reporting of issues to MCC and also the BIDs Operations team offering individual assistance when required. CityCo is continually meeting with MCC around the most regular issues and investigating if there any reporting processes or permissions that could be streamlined and shared in the new year
- Council enforcement. The Group aware of the increased number of civil enforcement officers and broadly welcomed as long (as not over zealous)
- Policing. Group welcomed Police support and attendance. Aware of resourcing issues for GMP and huge number of challenges e.g. Piccadilly Gardens drugs and ASB. Many retailers are also closely involved with CityCo Business Crime Partnership

#### Marketing Group (RW)

- RW described that group is meeting regularly and has two clear parts.
  - (1) Attendees from cross-section of levy payers are discussing current and 2019 BID events, helping BID team flesh out detail of forthcoming campaigns and potential options. Great that have strong partnership support from Manchester Arndale team and increasing representation of managers from stores. Following last meeting the BID looking at other potential partners for summer 2019 vs viability of the BID holding its own event. This will be further discussed in January. There is a limit to scale of BID events but delivering high return on investment
  - (2) Future 'large scale' events. RW leading on creating options and potential approaches for the longer term that could bring a number of major city partners together. So likely to be beyond the BID on its own but BID-CityCo has an opportunity to help generate ideas, partnerships and momentum. Examples include looking to develop a uniquely Mancunian Fringe Festival and/or helping develop an internationally renowned urban summer music festival. RW and PS are meeting a number of public and private sector individuals who have similar interests on this over the next few months and will report back to the Group and Board

## **Food & Beverage Group (PR)**

- PR described that this group has met but has been difficult to get a wide attendance beyond a small group of King Street based restaurants and representatives from within the Dept. stores and coffee chains. PR described that this is understandably down to the very competitive market at the moment, with rapid turnover of both managers and businesses themselves. Therefore F&B businesses are not thinking collaboratively and the BID has an opportunity to develop this newer group of levy payers
- The group will come together again in the new year, using planning for the King Street Festival and other BID events as an opportunity to bring the food community together for common purpose.

## **Banking Group (PS)**

- Phil represented Richard on this group. This group is now meeting regularly and has most of the retail banks/building societies attending
- There has been a lot of change in the industry with smaller market town branches closing. Conversely the city centre (principally Market St) now contains many of the leading 'concept' flagships for the banks, with Natwest. Lloyds, Nationwide all having major launches to list just a few. So everyone is keen to visit each other, and B Works coming soon in January
- Group is looking to work with BID and partners on CSR support, principally around homelessness and also work and skills. Lloyds have been leading way of providing bank account facilities for the homeless and there has been a lot of discussion about sharing this, or applying for H.O funding to support the charities. On work and skills the next meeting will include representatives from GMCA/Mayors Office, talking about work shadowing and supporting schools

## **Jewellery Group (ZA)**

- The Jewellery sector is making gradual progress although some levy payers were resistant to meeting as they didn't see how the BID is going to support them directly. However there have now been some 121 meetings with PS & ZA and selected levy payers, such as Boodles, to help better explain the role of the BID and all the operational and marketing support for the city
- For the New Year, a key project is being planned to partner with Visit Manchester to market the amazing jewellery offer (and help BID demonstrate additional value) . This will two approaches (1) selected jewellers featuring as part of a 'luxury' shopping campaign video aimed at distribution in the Gulf states, for ex-pats and tourists (2) new 'jewellery' listings on Visit Manchester

## **Key Sub-Group Actions:**

- January BID 'deep clean'
- Events. BID investigate with MCC if any plans to bring back or replicate the success of this year's Bee in the City campaign? If not possible, can BID investigate best events, partnerships and marketing campaigns for 2019 to combat footfall challenges
- Marketing. Work with Visit Manchester to promote retail, jewellery and F&B sector, via tourist campaign and improved Manchester retailer listings
- Transport. CityCo continue to lobby for quicker completion of MSIRR roadworks in 2019 and that any future works consider importance of avoiding Christmas Nov-Dec period (e.g. Princess Park Way)

## **6. Statutory Accounts**

The BID Board signed off the Statutory Accounts

## **AOB**

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## **Future Meetings**

- March 20<sup>th</sup> 2019 at CityCo new offices