



**GO!**  
SOUTHAMPTON

BUSINESS IMPROVEMENT DISTRICT

# Year 5 Business Plan

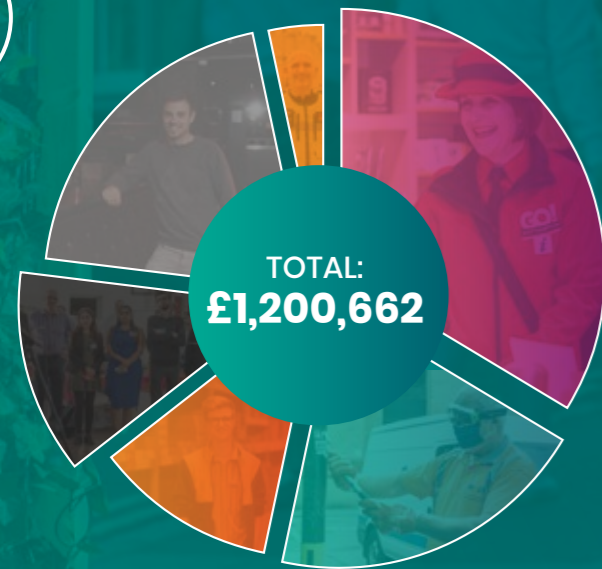




GO! Southampton is the city's Business Improvement District (BID), voted in by local businesses to implement improvements throughout the BID area over a five-year term. This document details the plans across each of GO! Southampton's theme areas for Year 5 of the BID term (April 2021 – March 2022).



## Expenditure



### FINANCES

## Our budget for 2021/22

|   |          |
|---|----------|
| <span style="color: purple;">■</span> A Better City Centre Experience | £405,640 |
| <span style="color: teal;">■</span> Better Marketing                  | £235,847 |
| <span style="color: orange;">■</span> Stronger Business               | £133,463 |
| <span style="color: darkgrey;">■</span> Events & Partnerships         | £149,235 |
| <span style="color: lightgrey;">■</span> Core Costs                   | £236,477 |
| <span style="color: yellow;">■</span> Contingency                     | £40,000  |

'12 FOR 12'

## Our 2021/22 Priorities

- Support Police to deliver Operation Luscombe.
- Implement solutions identified via the Accessibility Audit.
- Extend the Southampton Inside Out (outdoor dining) schemes across the city.
- Launch a city card for residents and workers.
- Work with others to deliver the city's Destination Management Plan (DMP).
- Deliver press fam trips to support a staycation campaign.
- Provide the latest COVID-19 information for businesses.
- Develop and deliver a free mass-participation annual event.
- Support free third-party events that deliver accessibility, impact and footfall.
- Deliver at least two new cash-saving services to BID member businesses.
- Promote volunteering opportunities in Enterprise Advocacy, Mentoring and Work Experience.
- Expand BID's permanent footfall-counting solution.

### YEAR 5 BUSINESS PLAN

## A Great City Centre Experience

### Summary

The COVID-19 pandemic has transformed the high street landscape with a reduction in visits and change in business priorities. In 2021 and beyond the goal is to restore consumer confidence in visiting the city by providing a great experience and providing businesses with critical support to trade successfully and improve their financial viability. Year 5 will build upon the work in Year 4 to reduce the impact of business crime and anti-social behaviour. GO! Southampton will work with partners to collectively support the recovery of the city centre.

### Projects

#### 1. SAFE AND GREAT EXPERIENCE

- Deliver a targeted approach to dealing with prolific offenders and organised crime via the collation of case files.
- Co-ordinate training for BID levy payers to build resilience within the business community.
- Obtain accreditation of the Southampton Business Crime Partnership against the National Business Crime Standards.
- Enhance sharing of criminal intelligence via the DISC system and radio network.
- Play an active role in Safe City Partnership, Southampton Connect, their sub-groups and any other relevant bodies.
- Continue to provide security presence 7 days-a-week to assist businesses with reducing the fear of crime and reducing criminal incidents and anti-social behaviour.
- Contribute actively to the Southampton Street Support Action Group, via the continuation of a diverted giving scheme and delivery of the Street Support website.
- Support the introduction of the City Centre Police team and jointly deliver various city centre specific initiatives, including Operation Luscombe and Deluge.
- Support Council Welfare Wardens and other personnel to use enforcement powers where appropriate.
- Play an active role in the management of Licensing Link to enhance the evening experience.

#### 2. CLEAN AND WELL-MAINTAINED ENVIRONMENT

- Continue to deliver additional cleansing within the BID area, in partnership with the Council.
- Deliver a deep clean programme to enhance the city's pavements.
- Utilise DOFF equipment to start a programme of cleaning of the cities heritage assets.
- Explore funding opportunities to enhance the scheme and extend the services available.
- Support the Council in the continued delivery of smart bin infrastructure across the city centre.
- Continue the streetscape audit programme, aimed at reporting sub-standard paving/planting/street furniture and monitoring the response from relevant bodies.

#### 3. TRANSPORT AND ACCESSIBILITY

- Work with Southampton City Council to maximise opportunities to improve access to the city, both through promotion of short-term opportunities for levy payers via the Travel Plan Network and longer-term transformational change – with partners – to the transport network.
- Co-host the Central Workplace Travel Plan Network events.
- Support businesses to access the Workplace Travel grants.
- Explore Delivery Service Plans with Southampton City Council and the University of Southampton.
- Support Southampton City Council and Hampshire County Council to deliver the Transforming Cities fund.
- Implement solutions identified via the Accessibility Audit from SPECTRUM Centre for Independent Living.

#### 4. ANIMATION

- Continue to deliver – in partnership with Southampton City Council – an enhanced Christmas lights scheme.
- Develop in partnership with Southampton City Council a heritage strategy for the city.
- Support the introduction of an urban arts festival, with a focus on the legacy of the event.
- Extend the Southampton Inside Out schemes across the city.

We will continue to reduce crime and anti-social behaviour in the city.



## Better Marketing

### Summary

The marketing priorities and activities for this year have been revised in light of the COVID-19 pandemic. The plan now focuses on specific audiences for our levy paying businesses and providing support to help these businesses survive and grow. The plan also encompasses citywide efforts to agree and implement a wider destination management solution for the city and to ensure strategic and meaningful alignment with Southampton's bid to become UK City of Culture 2025. Business to Business (B2B) efforts are focused on the design and implementation of an effective communications plan for the 2021 BID renewal ballot.

### Projects

#### 1. RAISING SOUTHAMPTON'S PROFILE (B2C)

##### Topline Objectives:

- Understand our audiences to secure as many visitors to the city centre post Lockdown.
- Build loyalty and provide visitors with reassurance and inspiration through short term activation activities and long-term brand building.
- Create campaigns to support the city's recovery.
- Encourage attendance at GO! Southampton and wider city events.

**Primary audiences:** Local residents and workers

##### Objectives for primary audiences:

- To create meaningful marketing activity, utilising the Visit Southampton channels, to capture local residents and workers. Build their loyalty and equip them to become ambassadors for the city and its quarters.

##### Activities:

- Undertake research to understand what local residents want, via focus groups, a survey or the people's panel.
- Increase Visit Southampton website traffic from locals by:
  - Continuing to enhance the Visit Southampton website, positioning it as the 'go-to' place for information as well as the city's most comprehensive events Listing feed.
  - Developing link referrals, signposting and partner promotion.
  - Maintaining active B2C social media channels and growing B2C mailing list by reflecting national/seasonal trends as well as our own campaigns.
  - Creating content/ads for local publications, radio and online groups/forums to showcase Southampton's offering to residents and workers.
- Implement an exciting reopening/summer marketing campaign to encourage local residents and workers to return to the city centre and enjoy what's on offer.



## The focus is on helping businesses survive and grow.

#### 3. COMMUNICATE AND ENGAGE WITH BID MEMBERS, PARTNERS AND OTHER STAKEHOLDERS

##### Topline Objectives:

- Deliver a successful communications plan for the 2021 renewal ballot.
- Make levy payers aware of GO! Southampton services and ensure that these services can easily be taken up.
- Communicate the successes and impact of the BID to levy payers, making it clear where value has been achieved for them.
- Ensure that wider stakeholders are made aware of BID achievements.
- Engage levy payers and wider stakeholders with Visit Southampton marketing campaigns / initiatives.
- Ensure efficiency and effectiveness in marketing / comms delivery for the UK City of Culture bid, and for the city's agreed/adopted destination management solution.
- Communicate the latest local and national COVID-19 information regularly to levy payers through the BID's B2B channels.

##### Activities:

- With input from colleagues and support from a creative agency, produce and implement a communications plan for the 2021 BID renewal ballot.
- Support all business areas and projects with effective marketing and comms, with particular focus on marquee projects and the renewal ballot campaign.
- Work with an agency to increase local media coverage of BID initiatives (including events) and of business issues as they relate to BID members.
- Increase levy payer awareness of BID's management of Visit Southampton channels, and engage levy payers and wider stakeholders to amplify Visit Southampton campaigns and channels.
- Deliver on BID marketing / comms support as outlined in the Memorandum of Understanding (MOU) with UK City of Culture 2025 bid and help to engage levy payers with City of Culture bid process.
- Continue to provide the latest COVID-19 information for businesses including funding opportunities, best practice and Government guidelines through regular email bulletins, social media and updates on our B2B website.

Include outdoor spaces to highlight lunchtime/after five offering.

- Ensure that up to date key safety messaging is weaved throughout marketing activity to reassure consumers Southampton is a safe place to visit.
- Work with partners to explore opportunities for a city-wide promotional tool such as a physical city card for residents and workers.
- Deliver a Christmas marketing campaign to promote the city's festive offering, ensuring the campaign is communicated to levy payers ahead of the 2021 BID renewal ballot.
- Work with businesses in the city to create opportunities to promote Southampton and activities for workers via their internal communications (ie. intranets, internal newsletters).
- Procure an agency to deliver an event-marketing campaign to promote the new urban arts festival and promote other citywide events (family trails, Pride, Mela).
- Measure and evaluate bigger marketing campaigns/ events via footfall camera data, Google Analytics and other tools.

**Secondary audiences:** Regional/national visitors and specific groups

##### Objectives for secondary audiences:

- Work with external partners and agencies to raise Southampton's profile as a tourism destination for regional and national visitors.
- Implement marketing activity to target specific groups.

##### Activities:

- Work with stakeholders to play an active role in the delivery of the city's agreed destination management solution (based on the Destination Management Plan recommendations).
- Work with Southampton's UK City of Culture 2025 marketing lead to align Visit Southampton content / strategy with the City of Culture bid and ensure the City of Culture narrative is incorporated into all relevant consumer marketing and PR activity.

- Appoint a travel PR agency, likely on a project basis, to deliver press fam trips to secure national coverage and support a staycation campaign.
- Target regional areas via digital ads (Facebook) and outdoor advertising (transport) during bigger campaigns i.e summer and Christmas.
- Work with accommodation venues, tourist attractions and hospitality businesses to offer packages for visitors and group travel providers.
- Target specific groups such as students and cruise passengers/crew.

#### 2. MARKET THE CITY'S BUSINESSES (B2C AND B2B)

##### Topline Objectives:

- Promote specific sectors within the city through Visit Southampton.
- Market businesses to key audiences within the city, increasing visits and spend.
- Ensure B2B businesses also receive marketing support.

##### Activities:

- Ensure that all levy-paying, consumer-facing businesses are showcased effectively on the Visit Southampton website and via B2C social media channels.
- Ensure specific sectors such as the night-time economy, hospitality and leisure are promoted to primary audiences to aid businesses with post-lockdown reopening and recovery.
- Engage with head office marketing contacts for national retailers / chain restaurants to support them locally and ensure their head office is aware of GO! Southampton and the services available.
- Ensure levy payers from B2B and professional services sectors are promoted via GO! Southampton's website, social media channels and email bulletins.



## Stronger Business



### Summary

The 21/22 Stronger Business plan returns to its roots in the 2016 ballot manifesto. There will be a key focus on securing savings for member businesses, with a complete review of the offer (and some reprocurement) in early '21. Following feedback from the board, GO! Southampton will bring together representatives of specific sectors to explore common ground and develop new services. GO! Southampton will not neglect its commitment to the future vision of the city – all GO! Southampton's thinking will come together in a clear and well-publicised statement of what it thinks the city needs.

### Projects

#### 1. DELIVER SERVICES THAT SAVE CASH OR INCREASE BUSINESS OPPORTUNITY

##### Topline Objectives:

- Reduce BID members' costs.
- Offer training opportunities.
- Bring businesses together, including on a sector-by-sector basis.

##### Activities:

- Deliver at least two new cash-saving services to BID member businesses.
- Increase uptake of existing cash-saving services.
- Offer a comprehensive programme of training and development events.
- Offer networking and mutual advice/support sessions.

#### 2. IMPLEMENT DEMONSTRATION PLACEMAKING PROJECTS THAT SHOW HOW THE CITY CENTRE CAN BE IMPROVED AS A LOCATION FOR BUSINESS

##### Topline Objectives:

- Convey learnings from international experience to Southampton.
- Create and nurture placemaking partnerships that can deliver direct benefits to the city's business community.
- Understand the opportunities for revitalisation of places and spaces.

##### Activities:

- Implement façade improvement scheme in upper High St.
- Invest in the pedestrianised section of Bedford Place/ Carlton Place.
- Support the development of one or more Creative Enterprise Zones (or similar) in the city centre.
- Lobby for improved design standards in the city – buildings, lighting, public realm.

#### 3. ENSURE THAT NEW DEVELOPMENT IN SOUTHAMPTON TAKES PLACE IN A BUSINESS-FRIENDLY AND SUSTAINABLE WAY

##### Topline Objectives:

- Ensure that the new Local Plan reflects business views.
- Make the case for new employment space in the city centre.
- Make the case for a new conference centre or similar to attract further business tourism.
- Make the case for increased waterfront access in the city centre.

##### Activities:

- Continue to lobby for an ambitious and business-friendly masterplan for the Mayflower Quarter.
- Continue to make contributions to the Local Plan process.
- Engage with developers of major sites.
- Promote new employment space to possible occupiers.
- Organise 'Future Southampton' conference or similar.

#### 4. IMPLEMENT A PROGRAMME TO SUPPORT MEMBERS' CORPORATE SOCIAL RESPONSIBILITY (CSR) OBJECTIVES

##### Topline Objectives:

- Create opportunities for employee volunteering – both on business premises and outside.
- Create bespoke partnerships between businesses and community beneficiaries.
- Apply the GO! Southampton brand to deserving causes in the city.

##### Activities:

- Promote volunteering opportunities in Enterprise Advocacy, Mentoring and Work Experience.
- Undertake a second Big Issue Takeover edition for the city.
- Make all GO! Southampton events plastic-free, where possible.
- Seek further opportunities to make the city centre more environmentally sustainable.

There will be a key focus on securing savings for member businesses.

#### 5. DELIVER A REGULARLY-UPDATED FRAMEWORK OF METRICS ON BID PERFORMANCE & CITY HEALTH

##### Topline Objectives:

- Measure activity of BID, including impact.
- Measure city health against a range of metrics.

##### Activities:

- Expand BID's permanent footfall-counting solution.
- Implement a data/metrics dashboard on the BID website.
- Improve KPI reporting to board.



## Events & Partnerships

### Summary

The aims and objectives of the Events element within the business plan are to support GO! Southampton levy payers by delivering and supporting events that bring tangible economic benefits to the city. These events will not only support the economic impact to the city, but they will also offer the opportunity to promote Southampton as a competitive event destination locally and nationally.

GO! Southampton has also made a commitment to lead the UK City of Culture 2025 fundraising efforts. This includes the development of a robust commercial strategy, partnership acquisition and partnership development throughout the term of the bid period. The fundraising efforts will underpin the bid process and the associated programme when the city is successfully announced as the winning city of UK City of Culture 2025.

# Events that bring tangible economic benefits to the city.

## Projects

### 1. DELIVER A MAJOR EVENT FOR THE CITY:

#### Topline Objectives:

- To organise a major event that delivers economic benefits for levy payers.
- To increase Southampton's profile as a destination city, making it an attractive place to live, work and visit.
- To curate the event content with the values, principles and objectives of Southampton's bid to become UK City of Culture 2025.
- To ensure that the event become a staple within the city's annual events calendar, with the ambition of it becoming a significant moment within the UK City of Culture 2025 programme (should the city's bid be successful).

#### Activities:

- a. Major Event – curate and deliver a new major event for the city that will:
  - Tourism – develop and deliver a free mass-participation annual event that becomes synonymous with Southampton, linking to the values and principles of the bid to become UK City of Culture.
  - PR – create engaging content that will enhance Southampton's profile as a world class destination from a regional and national perspective.
  - Talent – showcase Southampton's cultural talent by providing a platform for development
  - Collaboration – working in partnership with key cultural organisations and stakeholders to deliver a joined-up citywide event.
- b. Business Events – develop a calendar of business-focused events that will:
  - Business sectors – focus on specific business sectors.
  - Support – listen to our levy payers' needs, and deliver on them.
  - Educate – provide training when required to support business and personal growth for levy payers.
- c. Third-Party Events – support (both financially and in-kind) third-party event that can deliver:
  - Accessibility – events that are accessible to all areas of the community (free).

- Impact – events that can demonstrate tangible economic benefit to our levy payers.
- Footfall – events that can drive additional footfall to the city.

### 2. GENERATE COMMERCIAL REVENUE FOR SOUTHAMPTON'S BID TO BECOME UK CITY OF CULTURE 2025:

#### Topline Objectives:

- Lead the management of the commercial strategy for Southampton's bid to become UK City of Culture 2025.
- Deliver a competitive fundraising element of the bid process.

#### Activities:

- a. Commercial strategy – manage the developments of the commercial strategy to include:
  - Partner acquisition – identify, pitch and secure private sector commercial partners for the bid, managing the commercial forecast and pipeline.
  - Partnership management – lead the partnership account management process for confirmed partners.
  - International partners – support the acquisition, development and management.
  - Strategic partners – lead the account management, development and communications.
- b. Fundraising – develop, manage and implement the following fundraising opportunities:
  - Seasonal Partners – secure x 4 Seasonal Partners, committing to 6 years of phased investment, with major investment kicking in should Southampton win the bid.
  - Gateway 25 – develop, manage and secure business club members to support the bid.
  - Strategic Partners – negotiate, secure and develop key strategic partners.
  - Individual Giving Scheme – develop, manage and secure significant investment.
  - Philanthropy – develop, manage and secure significant investment through high net-worth individuals affiliated with Southampton.

## Contact Us