

Plymouth Plan

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1. Introduction

What is the Plymouth Plan?

1.1 The Plymouth Plan is a ground-breaking plan which looks ahead to 2034. It sets a shared direction of travel for the long term future of the city bringing together a number of strategic planning processes into one place. It talks about the future of the city's economy; it plans for the city's transport and housing needs; it looks at how the city can improve the lives of children and young people and address the issues which lead to child poverty and it sets out the aspiration to be a healthy and prosperous city with a rich arts and cultural environment; and it sets out the city's spatial strategy, incorporating the Plymouth-specific elements of the Plymouth and South West Devon Joint Local Plan.

Why do we need the Plymouth Plan?

1.2 Plymouth has for many years had a radical agenda to transform the city, driven by its ambition to become one of the most vibrant waterfront cities in Europe where an outstanding quality of life is enjoyed by everyone.

1.3 Since 2004, when the so-called 'Mackay Vision', named after one of its authors, was made part of the city's planning policy (*A Vision for Plymouth: A Past with a Future*, MBM Arquitectes with AZ Studio, 2003), Plymouth has been on a course to increase its population through economic growth by over 20 per cent. Such a scale of growth presents the city and the wider sub region with a huge opportunity to create a better future for everyone, as jobs are created, earnings are increased, productivity is raised, living standards are improved, aspiration and skills are increased, the housing needs of local people are met, and better quality services and facilities for those living in and visiting the city are provided. However, it also carries considerable challenges to ensure that the benefits of growth are experienced by all Plymouth's people, and that a fairer, healthier, safer and greener city is achieved.

1.4 Transforming the city is a long term venture; it does not take place by accident or overnight. It needs careful planning and persistent delivery, keeping the vision in sight at all times. It requires key decisions about investments and priority interventions to be strategically informed, so that they complement one another and work together to secure quality outcomes. It depends on partnership and co-operative working with local people, businesses, developers, and a multitude of agencies and organisations, including neighbouring local authorities. In short, it needs a strategic plan that the whole city can own.

How will the Plymouth Plan deliver a shared vision?

1.5 Figure 1 shows how the Plymouth Plan will be used to drive the delivery of the city's vision. An important principle is that local people and communities of geography, identity and interest are at the heart of the plan. An Investment and Infrastructure delivery plan sits alongside the plan to identify and prioritise key infrastructure and other investment needed over the short, medium and long-term. Other outcome specific delivery plans will be aligned to the objectives of the plan, setting out the detail of how the higher level objectives and policies of the plan will be implemented (see Section 8). The detailed implementation of those parts of the plan to be delivered through the planning application process will be amplified

by a Supplementary Planning Document. Community-based initiatives, such as neighbourhood plans, will be given a strategic context so that they help move the city towards achieving its vision. A co-operative approach to monitoring and review will be an integral part of the implementation process and will lead to regular updating of the plan.



Figure 1 - How the plan will be used to drive delivery

What statutory roles does the Plymouth Plan perform?

1.6 The Plymouth Plan meets a variety of statutory functions that the City Council and other statutory bodies in Plymouth are obliged to fulfil, including the preparation of the following strategies and plans:

- Transport (Transport Act 2000, as amended by the Local Transport Act 2008) - Local Transport Plan.
- Health and Wellbeing (Health and Social Care Act 2012) - Health and Wellbeing Strategy.
- Community Safety (Crime and Disorder Act 1998) - Safer Plymouth Partnership Plan.
- Housing (Housing (Miscellaneous Provisions) Act 2009); Self-Build and Custom Housebuilding Act 2015; Housing and Planning Act 2016) - Plymouth Housing Plan.
- Natural Environment (The Conservation of Habitats and Species Regulations 2010 and Natural Environment and Rural Communities Act 2006) - Plymouth Green Space Strategy.

1.7 Other strategic principles absorbed into the Plymouth Plan include those dealing with:

- Economy - Plymouth Local Economic Strategy.
- Children and young people - Plymouth Children and Young People's Plan.
- Child Poverty - Child Poverty Strategy.
- Art and culture - The vital spark: A cultural strategy for the city of Plymouth.
- Waste - Plymouth Municipal Waste Strategy.

Although the Plymouth Plan incorporates Plymouth-specific elements of the Joint Local Plan (JLP), it has no statutory 'development plan' status under the Town and Country Planning legislation in itself. Rather, such status remains entirely with the JLP.

How is the Plymouth Plan structured?

1.8 The Plymouth Plan is structured around eight sections to help make the plan easier to navigate and update. Each one deals with a separate aspect of the plan:

- Section One introduces the plan and explains how it can be most effectively used.
- Section Two identifies the key underlying principles that flow through the entire plan.
- Section Three describes the vision for Plymouth and takes a look at what the future of Plymouth might look like if this vision is realised.

- Sections Four, Five and Six explain how the vision will be implemented around three key strategic outcomes - healthy city, growing city and international city.
- Section Seven describes the spatial dimension of the vision, showing where change is likely to take place, and explains Plymouth's role within the South West region.
- Section Eight explains how the Plymouth Plan will be delivered and how its implementation will be monitored and kept on track.

1.9 Strategic Outcomes set out what the city will look like in 2034; they identify the headline changes that the Plymouth Plan seeks to achieve in order to make the city vision a reality.

1.10 Strategic Objectives set out in greater detail what the Plymouth Plan is seeking to deliver, and how.

1.11 Policies identify specifically what the Council, and where appropriate, its partners will do in order to meet the strategic objectives. Policies which refer to 'the City' are those where there is a lead partner or where partners may have a shared commitment or responsibility for delivery. Policies which refer to 'the LPA' are policies which will be implemented solely through the Council's role as local planning authority (LPA), these having being incorporated into the Plymouth Plan from the JLP.

1.12 Measures of success, supported by a range of indicators, identify those measures that will be monitored in order to know whether or not the Plymouth Plan is on track.

How is the plan best used?

1.13 Although you can read the plan from start to finish, the plan can be more easily navigated using the interactive tools found at www.theplymouthplan.co.uk

1. Use these topic symbols to find strategic objectives and policies throughout the document that might be of interest to you.



2. Look at the interactive plan to search the plan easily and see the latest news and progress that has been made.

2. Philosophy

The philosophy that underpins the Plymouth Plan

2.1 Each strategic objective and policy in the plan is guided by one or more of five complementary principles. These create an environment for the plan to be delivered in the best possible way for people. They anchor the plan, demonstrating confidence and openness about the basic values and beliefs that create the conditions to drive the prosperity and well-being of the area.

1. Roots: People feel like they belong in the community where they live and care for their own future and that of their local community.



The Plymouth Plan aims to create the conditions where people feel they are part of the city or the community within which they live and are sufficiently secure to contribute and invest in a diverse community and society. This principle also places responsibility for caring for the future of the environment at its heart and recognises that everyone plays a role in this.

The Plymouth Plan aims to create the conditions for this principle in a range of different ways, for example:

- Everyone in Plymouth feels welcome and supported.
- Sustainable development is at the heart of decision making.
- Communities are sustainable and places where people enjoy living.
- High quality homes support people to feel settled, invested in and cared for.
- The city's environment and the heritage is cared for and celebrated.
- Local people feel positive about the place where they live and are proud of their own and the community's culture.



2. Opportunity: People have more equal opportunities and the ability to contribute to and benefit from being part of the Plan Area's future.

The Plymouth Plan aims to create the conditions that enable people to access the resources, services and support they need in order to thrive.

The Plymouth Plan will do this in a range of different ways, for example:

- Addressing health inequalities and long term health conditions.
- Supporting healthy lifestyle choices through a health-enabling transport system and promotion of and access to the natural environment.
- Ensuring children and young people have the best possible start in life.
- Ensuring transport options are accessible to support people to get to work, leisure and services.
- Creating an entrepreneurial culture which supports new business start ups and investment among our existing businesses.
- Ensuring that local residents have access to fulfilling careers.

- The built environment respects people's rights and needs for access and high quality spaces.
- Diverse communities of geography, interest and identity are celebrated.
- Planning obligations and where appropriate the community infrastructure levy are used to benefit communities and the natural environments affected by development.



3. Power: People have confidence that they can influence decisions that affect them. Power is distributed in a way that makes the most of existing networks and systems.

Sometimes difficult strategic decisions will need to be made to move the city forward. The Plymouth Plan aims to promote the sharing and devolving of power to enable action to happen, making use of democratic processes already in place and enabling local communities to influence decisions or make decisions in fair and transparent ways.

The Plymouth Plan will create the conditions for this principle in a range of different ways, for example:

- Devolving power and supporting communities to lead change in their area.
- Influencing decisions at a regional and national level.
- Effective conservation and enhancement of the natural environment.
- Empowering people, communities and institutions to drive their own economic success.
- Clear strategic decisions are made about land use and need.
- Local stewardship of heritage assets.
- Improving health literacy amongst the population to allow people to navigate local power structures and obtain the outcome they need.



4. Flourish: Individuals, communities and businesses thrive and there is an environment that is creative, enterprising, diverse and open to new ways of doing things.

The Plymouth Plan aims to enable exciting and resilient opportunities for business and communities. Individuals should feel that making their aspirations happen is possible and be supported to try new things.

The Plymouth Plan will create the conditions for this principle in a range of different ways, for example:

- Creating sustainable linked neighbourhoods and supporting neighbourhood planning where appropriate.
- Strategic and regional role is well promoted to support businesses and communities.
- Supporting Plymouth as a regional centre of excellence for health.
- Low carbon and green improvements that create spaces and facilities for people to thrive.
- Sports are supported and developed as a key element of public health.
- The profile of Plymouth as a place to live, invest, study and visit is well promoted regionally and internationally providing conditions which support global trading opportunities.

- The city and the surrounding area of West Devon and South Hams will be promoted as an internationally renowned UK destination.
- Encouraging a culture of collaborative partnership working amongst our businesses, networks and wider communities, sharing and learning from each other.
- Celebrating the green city credentials and promoting the green assets within the city.
- Recognising important role which the world class universities and research centres within the city play.
- Ensuring economic growth is inclusive.



5. Connections: People mix physically and socially, so they can interact, learn from each other and work together.

The Plymouth Plan aims to create conditions that help people work together, meeting different people and finding different ways to deliver change and make things happen.

The Plymouth Plan will create the conditions for this principle in a range of different ways, for example:

- Encouraging joined up public services and shared resources.
- Working together with neighbouring authorities.
- Joined up approach to managing the natural environment to protect and enhance it.
- Enabling communities to mix and share skills to contribute to sustainable neighbourhoods through neighbourhood planning and other appropriate projects and processes such as masterplans.
- Opening data wherever possible to improve our collective understanding of how the city and the wider area operates.

Key themes that run through the plan

2.2 In addition to these five principles, the City has adopted two strategic themes which identify the kind of place Plymouth wishes to be identified as. These themes can be seen as ‘golden threads’ that run through the entire plan, ensuring that as the plan is implemented its principles are held to and fundamental needs are met, whilst at the same time meeting national statutory or policy requirements.

Theme 1

A Welcoming City

To be a Welcoming City where:

1. Every citizen feels safe, has the home they need in an environment where they can thrive, and they are supported in playing a full role in the life of their community, culture and city.
2. Every person who lives in or visits the city will be treated fairly and with respect through prioritising the importance of physical, financial and intellectual access to facilities, services and opportunities and promoting community cohesion.

3. Every child has access to an environment that prevents, reduces and mitigates the impact of child poverty, and which provides outstanding early learning opportunities and schools with a wide-ranging curriculum, as well as safe homes where they can thrive and neighbourhoods designed with their wellbeing in mind.
4. Every young person has access to the opportunities they need to gain skills for productive and fulfilling employment, and the housing, employment and entrepreneurial opportunities they need to be able to remain in the area should they wish to do so.
5. Every student feels welcome and can contribute to the civic life of the city. They have access to quality accommodation near their place of study, and have the opportunity to remain in the city once they have graduated, with the support they need to start a business or enter local employment.
6. Every business and investor / potential investor in the area is provided with the support and encouragement it needs to grow / invest, with the delivery of services and the development of policy designed to reduce obstacles to growth and boost investor confidence.
7. Every visitor will know that they are welcome in the area through the provision of a high quality visitor experience and cultural offer, with attractive sustainable transport gateways and services, a quality and unique historic and natural environment, excellent hospitality services and visitor accommodation, and high quality information and Internet connectivity.



2.3 This key theme emphasises that the Plymouth Plan is ultimately about people and meeting their needs. The theme aims to ensure that delivery always occurs in a way which expresses the highest value to the very people the policy is designed to support. A welcoming place can be seen in the services that it delivers as well as the public spaces and physical environment it provides. A welcoming place expresses values that should affect every aspect of local governance.

Theme 2

A Green City

To be one of Europe's greenest cities. Plymouth will be a place where:

1. Our ambition to be a carbon neutral city by 2050 and halving carbon emissions by 2034 is met by:
 - i. Conserving energy in our homes, businesses and modes of travel.

- ii. Increasing the proportion of energy from local renewable, decentralised and low carbon sources.
 - iii. Supporting co-operative action on energy.
2. A thriving green economy is achieved, with a skilled and growing workforce.
 3. A high quality and functional network of natural spaces provides for the needs of people, wildlife and businesses, now and in the future.
 4. An ambitious housing and social policy is delivered which ensures affordable warmth, addresses fuel poverty, provides healthier homes, and supports local people in accessing cheaper and green energy.
 5. A transport system is provided that responds to emerging technological changes for electric and low carbon forms of transport, and delivers a step-change in walking, cycling, and public transport as the travel modes of choice for those living in and visiting the city.
 6. Ambitious recycling rates are achieved and Plymouth is a virtually nil-to-landfill city.
 7. People and communities are aware of, value and contribute to the sustainability of the environment around them and are empowered to meet the challenges posed by climate change.
 8. Bathing waters are healthy to bathe in at all times, the area is resilient to flooding.
 9. Clean air is enjoyed and Plymouth has some of the cleanest air of any city in the country.
 10. Known for its food - exceptional quality, locally grown, available to all; with Plymouth building on its reputation as a 'sustainable food city'.



2.4 Plymouth provides some of the best environments and opportunities for quality of life of any city in the United Kingdom. The City aspires to be amongst the greenest and most sustainable places in Europe.

2.5 Plymouth itself has been recognised as one of Forum for the Future's leading 'green' cities and has a strong reputation in promoting sustainable development. For example, in recent years Plymouth has almost doubled the area of land designated as Local Nature Reserves, supported 2,500 improvements in home energy efficiency, delivered a major programme to supply schools with low cost renewable energy, installed electric car charging points around the city, delivered new walking and cycling initiatives, delivered personalised travel planning to over 84,000 households, seen major new investment in water infrastructure by South West Water, and launched a programme of work to establish the UK's first National Marine Park within Plymouth Sound.

2.6 A reduction in the city's carbon emissions by 50 per cent on 2005 levels is deliverable provided that a multi-faceted programme of carbon reducing measures is delivered, securing a step-change in green energy, energy efficiency and sustainable travel. This would be a significant move towards supporting the UK government's target for 2050 of an 80 per cent

reduction on 2005 levels, as set out in the Climate Change Act 2008. Other major outcomes that are within reach include delivering substantial progress towards overcoming fuel poverty in the city, and taking care and management of the city's precious natural environment to even higher levels and engaging all of the city's schools in an environmental learning network.

3. Vision

How Plymouth will be in 2034 and beyond

Plymouth's vision is to be *one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone.*

3.1 The vision statement was conceived through an extensive period of partnership working and engagement in the early part of the 2000s, during which time the so-called 'Mackay Vision' was prepared (*A Vision for Plymouth: A Past with a Future*, Report of MBM Arquitectes with AZ Studio, 2003). It was initially integrated into the city's planning policy in 2004 and then formally adopted into the Local Development Framework Core Strategy in April 2007. Since then it has been at the heart of policy and plan-making within the city.

3.2 As part of the partner and community engagement process for the Plymouth Plan during 2014, work was undertaken to amplify what this vision means for Plymouth. In addition to identifying the role of the city within its wider hinterland and the city's strategic role in the region, three strategic themes were identified to capture the essence of Plymouth's future and build upon the city's unique assets of people and place:

- Plymouth as a healthy city.
- Plymouth as a growing city.
- Plymouth as an international city.

3.3 The vision is articulated below.

Plymouth as a healthy city

3.4 This is about enabling all of the city's people to enjoy an outstanding quality of life, including happy, healthy, safe and fulfilled lives.

3.5 Quality of life is essential to health and wellbeing and relates to every facet of life. For example:

- The lack of skills needed to secure productive employment;
- An unfit and poorly insulated home;
- Poor access to public open space;
- Not having access to affordable healthy food;
- Fear of crime;
- A lack of social interaction and sense of community.

3.6 These factors all contribute to good physical and mental health and more positively functional families and communities, resulting where they are absent in significant disparities in individuals' health and wellbeing between neighbourhoods as well as high levels of child poverty across Plymouth.

3.7 A key challenge is to improve health and wellbeing in the city overall and particularly to reduce health inequalities. Healthy communities are places where basic needs of good housing and employment are met, and where the social and physical environment enables children to get the best start in life and older people's needs to be met. This drives change and supports high levels of aspiration amongst children and adults alike, whilst advocating a positive sense of community and social interaction.

3.8 Being in employment or running a business which is rewarding to the individual is also a key driver of improved health, and there is evidence of a link between higher average wages and better health. The aspirations of a city which is growing economically and inclusively are therefore closely aligned to those of a healthy city.

3.9 People are living longer in the UK, and it is no different in Plymouth. It is therefore a key aspiration to enable the older years to be ones where a good quality of life is maintained and where older people are enabled to continue to participate in and contribute to the economic, social and environmental wellbeing of the city. This needs to be seen against a back-drop of reduced public sector spending. Care services will be increasingly under pressure to meet the needs of an ageing population. However, a healthy community will be a place where an ageing population can live independently, reducing the need for residential care or hospitalisation, and continue to make a valuable contribution to society.

A glimpse at what a 'healthy city' might look like in 2034:

- The conditions for good health and wellbeing exist across the entire city, with health inequalities significantly reduced and where people feel safe in the city and their neighbourhoods and homes.
- Major improvements have been made into key issues such as mental health, healthy weight, substance misuse (including alcohol), integration of health and wellbeing and everyone has equal access to primary care services.
- Children, young people and their families are living in a city which protects and promotes their wellbeing, which understands and takes account of the lifelong impacts of adverse experiences and traumas and where poverty is not tolerated.
- All schools match or exceed the national average for Ofsted judgements and attainment levels.
- School leavers and young people are equipped with the skills to improve their wellbeing and employment opportunities.
- Older people are living independently for longer and there is a focus on self-care where people are well placed to manage their conditions and care for themselves wherever feasible, accessing support when needed.
- Plymouth is known for being a dementia friendly city.
- Major regeneration programmes have been completed for North Prospect, Devonport and Millbay leaving a legacy of stronger communities, and communities facing challenges in the city have been enabled to improve their own neighbourhoods.
- Targeted interventions focusing on wellbeing, as well as projects focused on cultural activity and the city's heritage, have significantly contributed to a healthier city.

- Plymouth has the most active population in the south west with a mix of quality sports clubs, top class facilities, active schools and accessible community opportunities for physical activity and sport.
- Everyone has a decent home which suits their needs, with a well managed vibrant housing stock across all sectors.
- Huge strides have been made in addressing fuel poverty through programmes and initiatives to address the cost and efficiency of energy in homes.
- Each neighbourhood has good access to local employment opportunities, and a transport system that protects the environment and encourages healthy lifestyles.
- Each neighbourhood has an area at its heart which brings people together and provides a range of opportunities and support for local people, including services close to home, access to healthy and affordable food, with a renewed focus on tackling food poverty, and good access to high quality open space.
- Plymouth uses its city centre, waterfront and other high profile locations to support the economic and social wellbeing of its sub region through the services it provides and through the business and trade opportunities for rural businesses, including farmers markets and promoting greater use of locally sourced food.
- Plymouth is known as a centre for clinical excellence, where excellent health and wellbeing services are provided for all of its residents.
- Residents show great pride in the city's natural and built heritage, leading and supporting many initiatives to promote the city's history and its historic built and natural environment.
- Plymouth is a city where there is a rich vein of community spirit exemplified by social connectedness and a vibrant volunteering culture which enables both increased self-esteem and improved mental and physical health for the volunteers as well as those who receive help.

Plymouth as a growing city

3.10 This is about using Plymouth's economic, social and environmental strengths to drive quality growth which transforms the city's long term prosperity, so that the needs of all of its people are met and they benefit from the highest quality of services and facilities.

3.11 Plymouth's vision for growth is led by improvements to the local economy. An economy-led inclusive growth strategy requires a strategic approach to economic development which supports all sectors of the economy and builds upon the city's key strengths, such as the marine, medical / healthcare and advanced manufacturing sectors. This helps address the city's low productivity and delivers economic growth. Part of this agenda is to optimise the benefits to be derived to the city from its cultural offer, and to nurture businesses in the creative sector.

3.12 Since the 'Mackay Vision' was published, Plymouth has aspired to grow to a city with a population in excess of 300,000. Although there is no precise science to this figure, large and prosperous cities and their sub regions can sustain high-quality services through increased demand in a way that smaller cities with less prosperous sub regions cannot.

3.13 A key challenge will be to ensure that residents have the necessary training and skills and that key infrastructure is in place to ensure the city has the right environment for growth and investment. It will also be crucial to ensure that growth does not damage the city's special qualities but instead builds upon what is already good about the city; its local community spirit, its exceptional waterfront and green spaces, and its culture and heritage.

3.14 Growth also provides the opportunity to support a low carbon economy, responding to the challenge of climate change and making Plymouth more resilient to its impact. Cities that pro-actively respond to the business challenges and opportunities presented by the shift to a low carbon economy will be more competitive and resilient in the long term. The city already has a substantial reputation for sustainability, being recognised as one of the Forum for the Future's leading 'green' cities. Research has shown that the city's low carbon and environmental industries will outstrip growth in other industries by a significant margin over the decade to 2025 (*The Low Carbon and Environmental Economy in Plymouth*, 2011, RED Group, Plymouth Business School).

A glimpse at what a 'growing city' might look like in 2034:

- Plymouth is a significant hub for the south west, bringing together business infrastructure, world-class research facilities and expertise, with a thriving knowledge economy.
- Plymouth's key economic strengths and assets (such as the marine and maritime sector, the defence sector, advanced manufacturing, medical and healthcare and the visitor economy), and its primary economic nodes (the City Centre / Waterfront and Derriford) have seen strong and sustained growth over a protracted period, re-balancing and driving the sub regional economy.
- All people in the city have an increased ability to participate in, contribute to, and benefit from its growth and economic prosperity.
- Plymouth's digital / creative and cultural industries have seen significant growth, with new businesses and trade and investment on a national and international scale. This has contributed to a greater retention of creative graduates and also attracted graduates from other areas of the UK.
- Plymouth's young people have the skills they need to find productive employment, through the provision of high quality education, and are supported by the momentum generated through the Plymouth and South West Peninsula City Deal. The city's graduates choose to stay in Plymouth, entering employment, starting businesses, contributing to its success and contributing to its entrepreneurial spirit.
- The City Centre is enhanced and regenerated as a vibrant modern mixed-use regional shopping centre of appropriate scale for prevailing retail patterns, with high levels of Internet connectivity, high quality high density urban living, and a hub for culture and leisure to serve the wider city.
- The Waterfront is enhanced as the showcase for the city, a hub for culture and major events, an international gateway with high quality waterside living and enjoyment of the sea, and a wholly accessible and inclusive destination.

- Around 19,000 new homes have been provided to meet the housing needs of economic growth and the local population, helping to build a city of quality sustainable neighbourhoods.
- Plymouth is a *smart city* having created a socio-digital ecosystem where the City shares data and information between partners and the community through an 'open first' approach, delivering better co-operation, engagement and involvement, and unlocking the full capacity of local people and businesses to contribute to growth.
- Key transport, digital and other infrastructure projects needed to enable this growth have been delivered, as have projects to create the right environment for growth and investment in the marine industries, knowledge-based industries and the visitor economy.
- The Central Park masterplan and major new strategic parks at Derriford and Saltram have been completed.
- A new heart for the north of Plymouth has been delivered at Derriford and is thriving, anchored by the new Derriford District Centre. Derriford is an established hub for new industries and commerce delivering high quality jobs.
- The wide ranging value of Plymouth Sound and the estuaries is formally recognised through its designation as a National Marine Park and optimised in a way which maintains its environmental status.
- Plymouth's carbon footprint has been substantially reduced and the city is more resilient to the social, economic and environmental impacts of climate change.
- Plymouth's new architecture and innovative urban design are considered to be some of the highest quality and most inspiring in the UK.

Plymouth as an international city

3.15 This is about how the city projects itself to the wider world, to people who might invest in or visit the city, the sense of pride that local people take in their city and how Plymouth's businesses engage with an increasingly global market place.

3.16 Plymouth has adopted the branding of Britain's Ocean City, reflecting the pride that the city takes in its unique maritime heritage and stunning setting, but also the city's ambition and its confidence in what it has to offer. However, to be known as an international city it is vital that Plymouth realises greater value from its unique assets.

3.17 Plymouth has a strong consensus around its aspirations to be recognised at an international level for being: a waterfront city; a university with world-wide reputation and world-class assets in relation to marine science and technologies; one of the finest regional theatres in the country; and a maritime heritage of world-wide significance, including Sir Francis Drake and the Spanish Armada, and the sailing of the Mayflower Pilgrims.

3.18 The 400th anniversary of the sailing of the Mayflower ('Mayflower 400') in 2020 provides the potential for an internationally significant event. It will be a unique, once in a lifetime opportunity to present 'Britain's Ocean City' to the world and can act as a driver for business growth in marine and related industries, the visitor economy, the culture of the city and raising the city's profile and reputation in the global market place. It also provides an opportunity to

engage with the local community, to engender civic pride and to develop legacy projects and significant partner relationships with overseas communities with links to the Mayflower story. These and other unique assets need to be used to Plymouth's advantage.

3.19 Although Plymouth is a relatively strong exporter of goods, export growth is an appropriate intent for an international city. The city has considerable marine, medical / healthcare, advanced manufacturing and tourism strengths, with a number of international businesses, and there is clearly potential for businesses to do more to reap the economic rewards from international trade.

A glimpse at what an 'international city' might look like in 2034:

- Every resident can feel proud not just about Plymouth's unique past as a city of great importance internationally, but also of its status as a modern international city.
- Plymouth provides an internationally competitive cultural and visitor offer, optimising the value of and developing the product within its existing destinations such as Royal William Yard, The Hoe, The Barbican and Sutton Harbour, the National Marine Aquarium, Plymouth Theatre Royal and Plymouth Life Centre, and linking them to new destination product offerings such as The Box, Plymouth Sound National Marine Park and the Dartmoor / South Hams hinterland, so that the city is recognised as a 'must do' visitor destination internationally.
- The Box is managed as a unique new asset, creating great pride in the city amongst local people, and raising Plymouth's profile to investors and visitors from other parts of the country and world.
- Plymouth has a major international programme with a range of live international projects working across Europe, US, China and beyond that contributes to trade and investment in the creative and cultural industries across the city.
- Plymouth's unique waterfront has been transformed through improvements to public spaces and key heritage assets, such as The Hoe and The Barbican, as well as hosting major events for art, culture and sport.
- Plymouth Sound, its estuaries and watersides are managed comprehensively as an economic, social and environmental asset of international renown through designation as a National Marine Park.
- Water transport investment has improved access to and opportunities at key locations such as Mount Batten, Sutton Harbour, Millbay, Royal William Yard, Devonport and Mount Edgcumbe Country Park, as well as providing wider connections to waterfront communities such as Turnchapel, Torpoint and Saltash.
- The Mayflower 400 anniversary in 2020 has created a strong legacy both for the visitor economy and for local people, through improved public realm and waterfront access and lasting economic benefits, and has been a catalyst for cultural development across the city.
- Plymouth has built on its reputation for excellent hospitality and food and drink, with major new investment in quality hotels and visitor accommodation.
- Plymouth's position in the global market place has been greatly strengthened through business growth, inward investment and well developed access to new markets.

- The design of new buildings and of public spaces in the City Centre, along Plymouth's waterfront and at gateways to the city reflect the quality to be expected of Britain's Ocean City.
- A new Marine Industries Production Campus has been fully developed and is driving wider investment in the city and regional economy, helping maintain Plymouth's reputation as a world leader in the marine sciences and technology sector.
- Plymouth University's campus has expanded and supported the regeneration of the City Centre, and the city's three universities and research institutions are collectively giving Plymouth a strong international profile.
- Radical improvements are made to key city gateways, with high quality and modern arrival points through the City Centre's railway station and coach station and an accessible and modernised Millbay port, including the provision of a larger and more accessible cruise liner terminal.
- Plymouth is recognised internationally as a leading sustainable city through its environmental credentials.

4. Healthy city

What we are trying to achieve - our strategic objective for a healthy city

Strategic Outcome

People in Plymouth live in happy, healthy, safe and aspiring communities, where social, economic and environmental conditions and services enable choices that add quality years to life and reduce the gap in health and wellbeing between communities.

4.1 Improved health and wellbeing for the population demands a whole system approach that includes interventions in education, employment, transport, housing, green space and leisure and supporting local communities, as well as health and wellbeing services that effectively meet the needs of the population and deliver high value. This improvement will be delivered through a combination of integrated health and wellbeing and the implementation of four integrated commissioning strategies covering Wellbeing, Children and Young People, Community Based Care and Enhanced and Specialised Care. It will be supported by the formulation of health-enabling local policy, collaborative efforts to address child poverty, spatial planning that explicitly addresses environmental inequalities and the effective use of public protection and regulation.

4.2 Wellbeing is the whole system consideration of a person's life experiences rather than just their physical or mental health. Health, which is defined by the World Health Organisation as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity, is an important component of wellbeing. This also considers purpose and meaning, life satisfaction and positive emotions and relationships. Wellbeing is important because evidence shows that people with high levels of wellbeing live longer, have more positive health behaviours and generally have better physical and mental health.

4.3 The relationship between health and wellbeing is not a simple one – not everyone who reports having good health also reports having high levels of wellbeing. The definition of health and wellbeing was a key consideration for the Health and Wellbeing Board when developing their vision for a Plymouth made up of 'Happy, Healthy, Aspiring Communities'.

4.4 Over the course of the plan period, demographic changes and increasing complexity of need will continue to put pressure on all vital front line services. The challenge for the public sector is to meet the volume and complexity of need and demand with a limited and often decreasing resource. A focus on prevention of ill health is evidenced to reduce the burden of disease and consequently reduce demand on front line services. In addition, a move towards a fully integrated population-based health and wellbeing system will provide an efficient and streamlined system that delivers high quality services and improved user experience.

4.5 Alongside creating and sustaining economic growth, the aim is to place residents and communities in a position to take advantage of the opportunities growth brings. Some areas of Plymouth have experienced consistently higher rates of economic inactivity and unemployment, including youth and long term unemployment, and low incomes. This often runs alongside other deep-rooted social-economic issues, all of which are key factors in people's health and wellbeing. The policies set out below will help to address health inequalities, tackle child poverty and support healthy lifestyles and therefore allow all residents to take advantage of economic growth delivered in the city.

Strategic Objective 1

Delivering a healthy city.

To integrate health and wellbeing, promote choice and personal responsibility, formulate health-enabling local policy and develop good quality local services. This will be achieved by:

1. Delivering solutions and creating environments which address the wider determinants of health and wellbeing and make healthy choices available.
2. Reducing health and wellbeing inequalities and the burden of chronic diseases in the city.
3. Delivering the best health, wellbeing and social outcomes for all people, and reducing and mitigating the impact of poverty, especially child poverty.
4. Helping ensure that children, young people and adults feel safe and confident in their communities, with all people treated with dignity and respect.
5. Building strong and safe communities in good quality neighbourhoods with decent homes for all, health-promoting natural and built environments, community facilities and public spaces and accessible local services.
6. Enabling people of all ages to play an active role in their community and engage with arts and culture and other activities to promote social cohesion and good mental health and wellbeing.
7. Providing a safe, efficient, accessible and health-enabling transport network which supports freedom of movement and active travel and promotes low carbon lifestyles that are beneficial to physical and mental health.
8. Providing vibrant, effective and modern education settings that enable children and young people to develop as active citizens in the community and enjoy a good quality of life in a dynamic and modern economy, and delivering quality lifelong learning which is available to everyone and can be tailored to quality employment and social opportunities.
9. Ensuring people get the right care from the right people at the right time to improve their health, wellbeing and social outcomes.
10. Making Plymouth a centre of clinical excellence and innovation to benefit the sustainability and growth of the medical and health care sectors in the city and to create education and employment opportunities.



What we are going to do - our policies for a healthy city

Policy HEA1

Addressing health inequalities, improving health literacy.

The City will reduce health inequalities and improve health literacy across all communities, identities and geographies, and improve health and wellbeing in Plymouth by addressing its wider determinants. It will focus on the promotion of good health and wellbeing and the prevention of ill health, and will support people and their communities to gain the appropriate skills, knowledge, understanding and confidence to make choices that benefit their physical, mental and emotional health. It will achieve this by:

1. Prioritising the promotion of health-enabling lifestyle choices and early detection of the health conditions most strongly related to health inequalities, namely;
 - i. Encouraging a smoke-free Plymouth where future generations are protected from tobacco related harm and live longer and healthier lives. This includes reducing the demand for and restricting the supply of illegal tobacco.
 - ii. Reducing alcohol-related harm in Plymouth by providing support for children, young people, families and individuals who need it, and reducing the access and availability of alcohol to those most vulnerable.
 - iii. Changing attitudes towards alcohol by shifting the focus of the night time economy towards more cultural and sporting activities to create a safer more vibrant Plymouth.
 - iv. Promoting healthy weight and ensuring effective prevention, identification, early intervention and management of obesity in children and adults.
 - v. Increasing everyday activity and participation of all sectors of the community in active lifestyles.
 - vi. Securing improvements in the oral health of both children and adults through innovative, evidence-based, city-wide programmes targeted at those communities in greatest need.
2. Working to improve health literacy so that people can increase their health knowledge, build their confidence to assess health information in order to make judgements and take decisions about their health and wellbeing in everyday life.
3. Working to prevent people misusing substances whilst ensuring that services focus on prevention and recovery from substance misuse.
4. Promoting mental wellbeing, resilience and improved quality of life through improving the range of and access to mental health and early intervention services, integrating

physical and mental health care and becoming a Dementia Friendly City. We will continue to promote the five ways to wellbeing – Connect, Learn, Be Active, Notice and Give, and recognise the lifelong impacts of adverse experiences and traumas.

5. Supporting healthy eating and improving access to good food through:
 - i. Promoting access to food growing opportunities and allotments.
 - ii. Ensuring access to healthy catering at sporting, leisure and cultural facilities and events across the city.
 - iii. Using planning powers to protect the food environment within a 400 metre radius of providers of secondary education.
 - iv. Promoting and supporting breastfeeding and ensuring that all children get the very best nutritional start throughout the city
6. Supporting and sustaining a vibrant leisure and sports sector and creating excellent opportunities for physical activity through:
 - i. Delivering programmes that realise the benefits of physical activity in its broadest sense, including walking, cycling and sporting opportunities and through providing pleasant and secure environments for active travel and improved opportunities for all sectors of the community.
 - ii. Using planning powers to safeguard the city's facilities that support opportunities for physical activity and active leisure and sport.
7. The establishment of Wellbeing Hubs across the city as a network of integrated resources working together to enable and support people in the local community to live independently and make life choices that will improve their health and wellbeing. The Hubs will be underpinned by a comprehensive social prescribing service, supporting people identified as in need to access the right support for them.



4.6 Since 2001-03 life expectancy has improved for both males and females in the city (from 75.7 to 78.9 years and from 80.4 to 82.7 years respectively); however male life expectancy has consistently been below the England average. The latest 2014-16 data reveals male life expectancy in Plymouth is around six months below the England average.

4.7 The neighbourhood of Beacon Park had the highest overall life expectancy in 2014-16 (84.9 years) which compares with Stonehouse where life expectancy was 75.0 years in the same period. On this basis the gap in life expectancy between the neighbourhoods with the highest and lowest life expectancy in 2014-16 is 9.9 years.

4.8 People's health literacy, lifestyles and environment affect their health and wellbeing and each of these risk factors is unequally distributed across the city. Plymouth performs poorly against key public health outcomes in life expectancy and causes of death as a result of inequalities across the city. Health literacy is important as it is linked with unhealthy lifestyle behaviours and an increased risk of morbidity and premature death.

4.9 In 2015 Public Health England reported that in England 42 per cent of working-age adults are unable to understand and make use of everyday health information; this rises to 61 per cent when numeracy skills are also required for comprehension.

4.10 Organisations can influence health literacy through the provision of clear accessible information. People with limited health literacy are more likely to use emergency services, and less likely to successfully manage long-term health conditions.

4.11 Diseases such as cancer, cardiovascular and respiratory disease and stroke account for more than half of all deaths in Plymouth each year. These diseases have common risk factors: tobacco use, alcohol misuse, poor diet and physical inactivity. The 'Thrive Plymouth Programme' aims to make a significant difference in reducing the current health inequalities across the city, by improving health literacy and addressing the four risk factors which together contribute to the four chronic diseases and account for 54 per cent of deaths in Plymouth. This 4-4-54 construct is the origin of the Thrive Plymouth Programme (Figure 2).

4.12 Thrive Plymouth Programme has been developed to address these risk factors. By avoiding these in the first place, through encouraging lifestyle changes and building resilience through promoting positive mental wellbeing, we can reduce the proportion of deaths due to these diseases. Our approach recognises the impact of psychological factors including mental wellbeing and adverse experiences on health inequalities and outcomes in later life. This will require all partners to work together to ensure effective prevention, identifying and recognising wider social determinants, and delivering early intervention.

4.13 Commissioning wellbeing services that empower and enable people to live healthier lives for longer will be crucial to meet the future demand for services and support health promotion and positive health outcomes.

4.14 Additionally, wider problematic substance use is a behaviour that can be influenced with the right support. The City will aim to create an environment within which people can identify their motivation and move to a focus on longer term change supported by the person's family, peers and community.

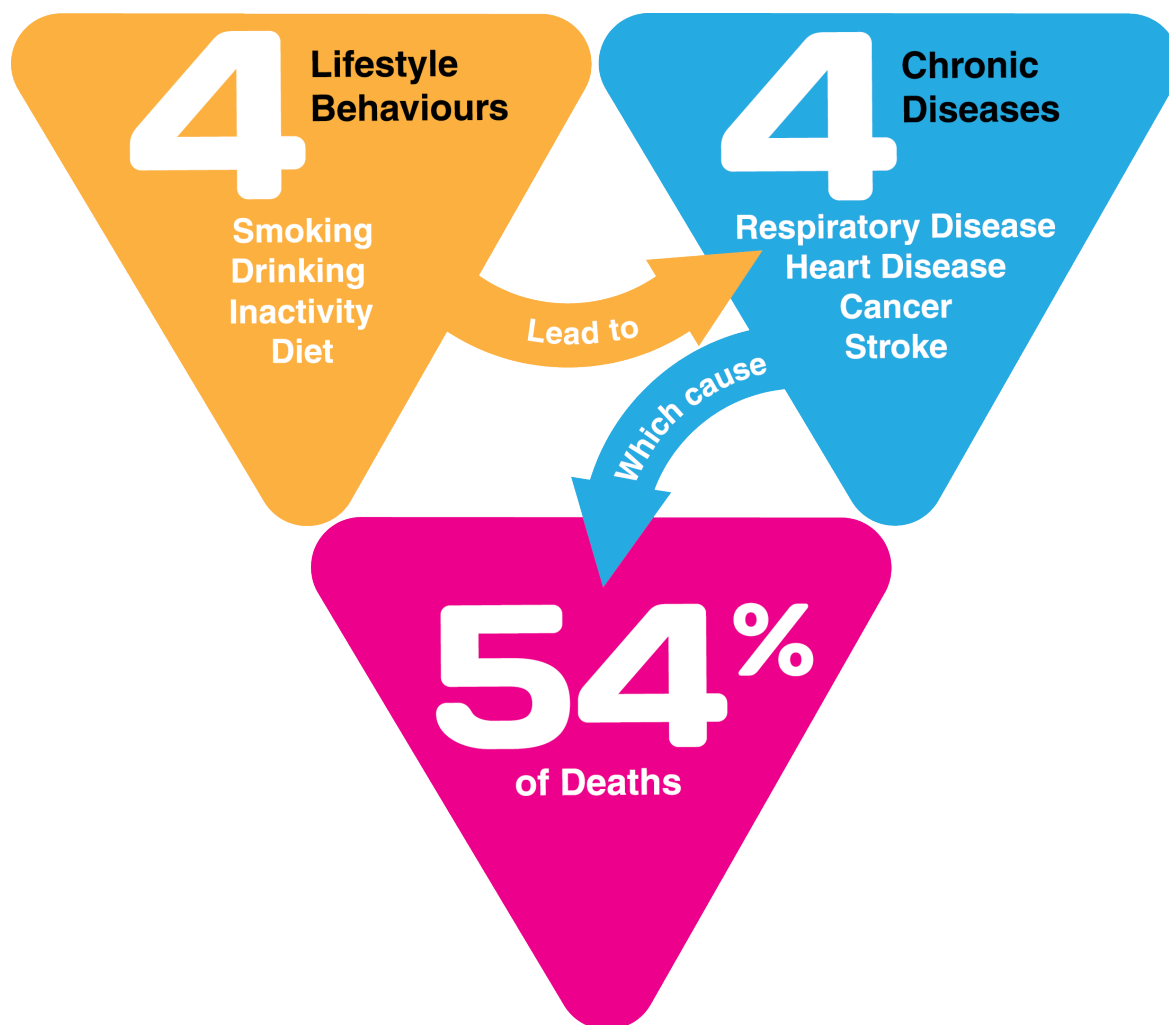


Figure 2: Thrive Plymouth Framework

4.15 These four risk factors are also well recognised modifiable risk factors for poor mental health and more specifically dementia. With an ageing society, dementia is becoming increasingly more common and generating significant emotional, social, and financial costs to the person, family, community, and wider society. Understanding the local situation is very important to providing early diagnosis and appropriate support to people and their carers. Over 3,300 over-65s in Plymouth are predicted to be living with dementia in 2017 and the number of cases in Plymouth are predicted to increase to 4,735 by 2030.

4.16 Plymouth will remain a Dementia Friendly City, recognising the influence of the modifiable risk factors and the great diversity among individuals with dementia and their carers. It will promote the inclusion of people living with dementia in all areas of community life, respecting their decisions and lifestyle choice, anticipating and responding flexibly to their dementia related needs and preferences. Providing good information, advice and care co-ordination can also support people to live with dementia.

4.17 Nearly 26,600 people aged 18-64 years suffer from some form of common mental disorder in Plymouth. It is quite common for people to meet the diagnostic criteria for two or more mental health problems; there are over 11,900 people in Plymouth aged 18 and over

estimated to have more than one mental health problem. Data from the national Mental Health of Children and Young People in England 2017 survey shows that one in eight (12.8%) 5 to 19 year olds had at least one mental disorder. Data from this survey series reveal a slight increase over time in the prevalence of mental disorder. This figure has been increasingly slightly over the year rising from 9.7% in 1999.

4.18 We know that often critical to enabling and supporting parents with a route out of poverty is ensuring that they are able to access mental health support. Within the economic constraints that affect public service commissioning and delivery, partners across the city will focus on how mental health services can continue to meet the needs of the population. Key elements to the approach will be to promote mental wellbeing, improve prevention, support recovery and improve access to mental health services, particularly to those in crisis.

4.19 Physical activity is one of the best preventative medicines and if people who are currently physically inactive or have a low level of physical activity increased their activity to a moderate level this would substantially reduce their risk of developing heart disease and contribute to their good mental health and wellbeing.

4.20 There is also emerging evidence suggesting that the arts, heritage and cultural activities, as well as other interventions that promote cognitive stimulation, can be instrumental in improving wellbeing, including reducing the impact of mild to moderate dementia and slowing the cognitive decline in people who already have dementia.

4.21 In order to ensure that people have access to opportunities to increase their physical activity it is essential that appropriate facilities are provided, existing facilities are protected and decisions relating to facilities are based on robust assessments of need, alongside supporting physical activity being incorporated into everyday activities, such as travel.

4.22 Tackling food poverty is also recognised as an effective measure in reducing health inequalities. The Health and Wellbeing Board identified obesity and healthy weight as a priority for tackling health inequalities across the city and the City is committed to taking co-ordinated and integrated action to tackle the issue through inter-agency working.

4.23 The Plymouth Report 2018 identifies that across the city 24.4 per cent of children in Reception Classes are identified as having excess weight (overweight or obese). The comparable figure in Year Six is 33.2 per cent. Schools are supported in gaining the Healthy Child Quality Mark which ensures that nutrition is taught and that schools facilitate healthier behaviour in children. A contributory measure is to protect the food environment around schools so that uses such as hot food take aways are carefully controlled and healthy food options provided. See the Joint Local Plan to see how this will be tackled through the planning process.

4.24 Having successfully delivered Food Plymouth's Food Charter and Action Plan (2011-2014), the City is now working towards the Sustainable Food Cities (SFC) Silver award, aiming to achieve this by the early 2020s. This award is designed to recognise and celebrate the success of places taking a joined up, holistic approach to food and that are achieving significant positive change on a range of key food issues. Having successfully achieved bronze status, Food Plymouth and Thrive Plymouth are working in partnership across the

six SFC strands to help move Plymouth towards food system transformation. This includes raising awareness of the importance of a nutritious balanced diet and improving the availability of affordable healthy food. It will also provide a wide range of community growing and other food related activities to improve physical and mental health for people of all ages, with a strong emphasis on connecting communities. The range of green spaces within Plymouth will also play an important role, both in terms of facilitating opportunities for residents to grow their own healthy food and for improving socialisation, tackling isolation and increasing physical activity.

4.25 A Child Poverty Needs Assessment and consultation with stakeholders has identified children's dental health as a critical health inequality that needs to be addressed. More than half of children (55 per cent) living in the most deprived areas of Plymouth are affected by dental decay and approximately 700 children aged 0-16 have teeth removed under general anaesthetic each year. This has detrimental effect on children's all round health and can affect a child's ability to eat, sleep and play with other children.

4.26 Though lifestyle factors that affect health can be identified (smoking, lack of physical activity, poor diet and excess alcohol), there are usually complex social and wider factors that influence lifestyles and health.

4.27 Social support is particularly important in increasing resilience and promoting recovery from illness. Strong social capital can also improve the chances of avoiding lifestyle risks such as smoking. However, in the most deprived communities, almost half of people report severe lack of support making people who are at greater risk less resilient to the health effects of social and economic disadvantage.

4.28 To address these issues, a number of Wellbeing Hubs are being established across the city. The vision for Wellbeing Hubs is to develop 'A network of integrated resources working together to enable and support people in the local community to live independently and make life choices that will improve their health and wellbeing.'

Policy HEA2

Delivering the best outcomes for children, young people and families.

The City will work to create the conditions where children, young people and families can thrive, assisting them to build resilience through the early development of good physical and emotional health and by equipping young people and parents with the skills to improve their wellbeing. This will be achieved through:

1. Ensuring the best possible start in life for all children by increasing the focus on the first 1001 critical days from conception, enabling and supporting parents and carers, and ensuring that the best maternity services, parenting programmes, childcare and early year's education are in place.
2. Providing high quality, accessible childcare enabling parents to work, by ensuring child care and after-school/holiday provision is safe and flexible.

3. Supporting child development in the early years and providing children and young people with the best and most appropriate learning and vocational educational opportunities and experiences that inspire them to learn and develop skills for future employment and life.
4. Showing the value of STEM skills and activities that will ensure they are able to transition to our workforce of the future that is overwhelmingly focussed on STEM related occupations.
5. Ensuring that there are sufficient, high quality schools which aspire to achieve not just better education provision but also support wider community capacity in the area.
6. Ensuring that early intervention, help and prevention meets the needs of children, young people and their families who are 'vulnerable' to poor life outcomes and supports them to achieve their potential.
7. Ensuring that parents most at risk of poverty are supported in gaining better qualifications, sustainable employment and have access to support for mental health and wellbeing which will improve learning outcomes for their children.
8. Ensuring that integrated assessment and outcome-based care planning for children with special educational needs and disabilities and additional needs, including social, emotional, mental health and speech, language and communication problems, are built upon the voice of the child and family.
9. Ensuring that all children, young people and their families have access and the opportunity to participate in physical activity and the cultural life of the city.
10. Providing effective safeguarding and excellent services for children, young people and families.
11. Ensuring that employers and service providers are sensitive to the needs of working parents by promoting and delivering family-friendly policies.



4.29 The foundations for good health and wellbeing, educational achievements and subsequent economic prosperity are laid in childhood. Our children are the parents of the future and supporting parents to provide the best start in life is crucial to reducing health inequalities and tackling child poverty.

4.30 Young people and their families who are 'vulnerable' to poor life outcomes' risk not realising their potential or suffering harm. This might be because of child development and learning issues, parenting capacity issues, family issues and environmental factors. We want all of our children to live, grow, achieve and exceed in their hopes for the future with a key ambition to secure Early Help and Targeted Support for children vulnerable to poor outcomes.

4.31 Working with childcare providers to improve the quantity, quality and range of childcare provision in the city, will ensure children are afforded the best start in life and gives parents the opportunity and confidence to seek or return to employment if they choose to. It's important

that the City works together with employers to implement family friendly policies, such as breastfeeding in the workplace, flexible working arrangements, parental leave, maternity leave and carers leave which benefit employees whilst protecting business productivity.

4.32 Increasing the level of attainment, education and skills so that children and young people will be 'school ready' and 'work ready' are also key drivers for change in the plan. Implementing policies which address these issues, whilst also supporting parents and carers of children to engage with their child's learning, will result in a fitter, healthier more economically active population that is better able to break the cycle of intergenerational poverty.

4.33 If current government policy continues, then by 2031 all schools will have left local authority control and consequently the number of academies, Multi-Academy Trusts and free schools will rise. The current educational landscape of Plymouth demonstrates mixed potential for self-improvement. School-to-school support blended with a local authority and Regional Schools Commissioner offer is evolving as a sustainable part of a changing education system locally. The local authority role in assisting and influencing the shape of educational provision is emerging. Current and future legislation establishes the role of the local authority as commissioner for high need and this role will be divested through integration with other agencies and partners. The national model relies on local intelligence and place shaping supporting regional improvement and oversight. To mitigate the fragmentation that this model potentially creates, the Local Education Authority will continue to work hard to promote collective responsibility to achieve the best outcomes for every child.

4.34 In addition to their primary education role, schools are a key facility within their local community and can support wider cohesion in the area. They are unique in that they often are the only service provider that will know the whole family and understand the needs of individuals in the context of the whole family. Schools and other education establishments have a strong commitment to their area and an interest in supporting parents, and although parental choice means there is mobility across the city, the majority of school children will come from the locality.

4.35 The City needs to work together to create safe places and communities for children and young people and provide excellent early help and safeguarding services for children and young people at risk or in need of support. It should recognise the lifelong impacts of adverse experiences or traumas in this period and champion the importance of both prevention and building resilience to enable them to meet their full potential. Children should have a smooth and positive journey through services that are responsive to these traumas and that support them to recover.

4.36 The City recognises the growing needs of children and young people with special educational needs and/or disabilities. We will work across agencies to join up the way in which support services are provided to children and their families in order that the family experience is coordinated and timely. This will include the provision of good quality information through the Special Educational Needs and Disabilities (SEND) Local Offer.

4.37 For some children and young people, times of transition and change can be particularly difficult, so reducing these difficulties even by a little, can make a big difference to their lives. There are many types of transition, these may include starting nursery, primary or secondary school, moving home or school, parents separating, puberty, becoming a parent, entering further education, work or training, entering care or moving from one service providing support to another. Transitions can be stressful and can have far reaching effects on some children's emotional wellbeing and academic achievements. There are many strategies that can be adopted in order to support children and young people through times of transition, it is important that these strategies are identified early to minimise risk and promote positive outcomes and resilience. In addition, for all vulnerable children and young people, planning for these transitions is a priority to ensure good communication and planning across all agencies involved.

Policy HEA3

Supporting adults with health and social care needs.

The City will work together to deliver a health and wellbeing system which provides high quality services and care for those who need it by:

1. Creating the opportunity through integrated services to give people more control over how their health, care and support is provided and ensuring people have a positive experience of the services and care they receive.
2. Delivering high quality services that meet individual outcomes.
3. Implementing a system of whole person care which delivers care and support in a way that makes sense to the person in the context of their whole life.
4. Providing effective services to prevent harm, safeguard adults and ensure they are consulted and treated with dignity and respect.
5. Supporting carers (unpaid/paid, adult/child) to carry out their caring role and have a full life outside of caring.
6. Supporting people to manage their condition(s) to reduce their dependence on professional help.



4.38 With an increasing and ageing population, and increasing prevalence of long term conditions, there is a need to focus on prevention, integration and person centred care in order to deal with the demand on Plymouth's health and wellbeing system. In 2017/18 there was just short of 59,000 emergency admissions to Derriford Hospital, of which 24,000 were older people. In the same year the number of new clients who requested adult social care support in Plymouth exceeded 10,000, and in excess of 5,500 people and 1,500 carers received a social care assessment. It is predicted that by 2030 there will be more than 59,000

older people in Plymouth in need of an urgent care response and there will be more than 16,000 people living with a with a long term limiting illness ('Projecting Older People Population Information').

4.39 In light of this increase, the City needs to enable and assist communities to play a much larger role in supporting people with complex needs to give them choice and greater control over where and how the care they need is delivered.

4.40 The health and wellbeing system will promote a population-based comprehensive universal offer, based around the promotion of wellbeing, information and advice and low level preventative services. For people who need or are eligible for health and care services there is a need to continue to ensure those who are most at risk of harm, abuse or neglect are safe as well as helping people to live independently for as long as possible through person-centred support.

4.41 The City will build on the integration of health and social care services already achieved, to ensure accessible services where people only have to tell their story once. This enables the delivery of a system which removes barriers to care caused by geographic, regulatory or any other kind of boundary.

4.42 Where and how services are delivered is also important. The City will deliver more community based services using technology so that these are embedded in our local neighbourhoods and provide a range of services at locations and times that are convenient for the people. Carers will be recognised and valued and have the support they need to have a full, healthy life of their own.

4.43 Adults should be treated with dignity and respect, receive high quality, compassionate care and be safe from abuse and neglect. The City will ensure people are safeguarded from harm through consultation, prevention and by empowering people to make their own choices and decisions. The City will also support and represent people with the greatest need and work in partnership to develop local solutions with individuals and communities. There will be transparency in local safeguarding processes and clear accountability for collaborative decision making.

Policy HEA4

Playing an active role in the community.

The City will enable engaged and supportive communities by:

1. Providing joined up and effective support at the request of communities from the most appropriate organisations to:
 - i. Improve access to the information, advice and evidence needed to support collaborative decision making and ensure communities and voluntary organisations are informed of their rights.

- ii. Promote self-help and targeted volunteering through the Cities of Service programme to support locally led solutions, reduce the need for 'professional help' and support positive outcomes for all.
 - iii. Encourage intergenerational dialogue to create greater understanding and empathy between generations within communities.
 - iv. Encourage health and cultural opportunities that are community led or involve communities and increase the quality of life for residents.
2. Supporting communities that wish to improve their local areas by:
- i. Providing guidance on the most effective tool to achieve their intended outcomes over the long term.
 - ii. Devolving budgets where possible to enable community aspirations to be delivered or facilitation of shared decision making, such as participatory budgeting.
 - iii. Providing guidance and support to those communities who want to protect local services, own assets or run services in the city.
 - iv. Recognising and supporting the benefits of temporary and meanwhile uses of empty shops and public spaces that can add value to local communities.
3. Supporting children and young people's rights to play an active role in the civic life of the city and provide opportunities for the residents of Plymouth to recognise and celebrate the creative talents of the city's younger generation.
4. Ensuring that as a city we understand and recognise the social value and impact that the voluntary and community sector make and that there is a joined up approach to attracting investment.
5. Sharing knowledge through open data and information which enables communities to have informed engagement, make suggestions for changes and initiate actions relating to their services and lifestyles.



4.44 The City is committed to making Plymouth a fairer city where everyone does their bit. This can only be achieved if communities feel supported and engaged.

4.45 The communities and social networks to which a person belongs can have a significant impact on their health and wellbeing. The link between a person and the community in which they live can help to build the social capital (community networks and resources) that makes communities strong, including for example reducing health inequalities, better educational attainment, better employment outcomes and increased community safety.

4.46 A more engaged city means that local people, including children and young people, feel well informed and able to influence change that takes place in their local communities. Consultation results should be published and open for others to use and share where possible.

A more supportive and informed community means that people feel fully engaged and empowered and they are better able to support one another through targeted volunteering and initiatives that celebrate and encourage local talent and build relationships. This results in communities that are less reliant on professional assistance and intervention.

4.47 Both formal and informal volunteers play a fundamental role in delivering a Healthy City. In 2013, the Plymouth Guild brokered over 4,000 volunteering arrangements in the city and the Cities of Service initiative has developed five separate volunteering programmes since 2014 resulting in over 500 people contributing voluntarily to the city. The Mayflower Makers volunteering training programme will train over 400 people to be the ambassador for Mayflower in their community and will create a legacy of social action in the city. Plymouth aims to build on this volunteering goodwill to target areas of greatest need, for example to help tackle food poverty, and reduce social isolation and loneliness.

4.48 Other interventions, such as encouraging people to take up cultural activities within their community can also improve peoples' health and wellbeing. For example, for older adults it has been shown to lower blood pressure and reduce anxiety in cardiac patients and shorten hospital stays for inpatients. Therefore supporting community led cultural activity that involves local people will significantly contribute to a healthier city. This is supported by the Mayflower Community Sparks funding programme that will encourage communities of geography, interest and identity to contribute to the Mayflower 400 commemorations.

4.49 Communities and voluntary organisations have a number of tools to influence or control what happens in their local area or how services are delivered. For example, they can apply to run services or council buildings, list assets of community value to give extra time for them to prepare to purchase assets on the open market, get permission to build housing or other assets, and ask for public assets to be transferred into community ownership.

By the end of 2018, eight community assets were successfully registered on the Council's asset list using community right to bid powers.

4.50 Community planning of local areas supports local solutions and local investment to develop sustainable places to live. This can be supported through processes such as neighbourhood planning and neighbourhood development orders as well as other community plans.

4.51 It is important that communities are supported to deliver their aspirations. This requires organisations to work together to meet and prioritise their needs and ensure that information informing communities of their rights and opportunities is clear and freely available. It is also important to have a better understanding of the voluntary and community sector, alongside implementing a more strategic partnership approach towards supporting the growth of the sector and the role they play in meeting future needs. This includes a joined up strategic approach to attracting funding and investment to support the sector.

4.52 Where possible and appropriate budgets should be devolved to a community level to enable this. In addition, communities have the opportunity to consider how to mitigate the impact of development through the use of Community Infrastructure Levy receipts, a proportion of which are allocated for spend in the neighbourhood where the development occurs.

Policy HEA5

Delivering strong and safe communities and good quality neighbourhoods.

The City will support strong and inclusive communities where people have a sense of belonging and ownership, feel safe and confident, with the opportunity to live, work and play in good quality sustainable neighbourhoods. This will be through:

1. Delivering a new approach for providing essential and accessible community facilities which host a range of modern services, that inspire learning and improve health and wellbeing.
2. Ensuring the voice of children, young people and families is canvassed and valued and influences community developments.
3. Encouraging schools to play a core hub role within communities so that facilities can be used for the benefit of the local community.
4. Delivering a partnership approach to tackle crime and disorder that causes the most harm and affects those most at risk. This approach will be complimented by well considered use of the planning process and by enabling greater community control to implement local solutions.
5. Reducing opportunities for crime and the fear of crime by requiring all new development to incorporate good design principles.
6. Providing for good emergency vehicle accessibility in new developments and infrastructure projects and encouraging the installation of sprinkler systems in properties which accommodate children and vulnerable adults, including schools, residential care homes and special housing.
7. In neighbourhoods where people are disadvantaged and do not have equal chances, providing specific support to local communities and consider targeted regeneration and other interventions as appropriate to promote inclusive growth. The LPA will support this by identifying sites for development and considering proposals for development in terms of the extent to which they deliver the principle of sustainable linked neighbourhoods, strengthen communities and address inequality, including where appropriate, using its planning powers to control the number of betting shops, fixed odds betting terminals and pay day lenders in the city.
8. Strengthening communities to build upon social value and social movement so that people have control of the communities where they live.



4.53 The health and wellbeing of individuals is influenced by the communities in which they live and people's health can be affected by the nature of their physical environment. Improving access to good quality facilities such as libraries or places of worship, strengthening community relations, promoting a sense of pride and improving access to green spaces all impact positively on an individual's physical and mental health and overall feelings of safety.

4.54 People are at the heart of our communities so it is important that they are seen as being central to the development of safe and sustainable neighbourhoods, that their views are sought and listened to and they feel empowered to find their own solutions or play a part in decisions that will affect them. Organisations and developers working in the city need to recognise and invest in creating neighbourhoods that support strong communities that will result in long term benefits such as increased social value and activity, and improve opportunities in disadvantaged communities.

4.55 The City will develop an integrated approach to deliver high quality and co-ordinated services and interventions for young people and adults. These will protect those groups most at risk and will aim to reduce re-offending and tackle crime/anti-social behaviour, including domestic abuse and sexual violence, modern slavery, child exploitation, cyber crime and fraud, as well as the causes and impacts of hate crime and drug and alcohol related harm in the city.

4.56 The City will develop an integrated approach to deliver high quality and co-ordinated services and interventions for young people and adults. These will protect those groups most at risk and will tackle reducing re offending and crime/anti-social behaviour including, domestic abuse and sexual violence, modern slavery, child exploitation, cyber crime and fraud, as well as the causes and impact of hate crime and drug and alcohol related harm in the City.

4.57 The City needs to create safe and accessible neighbourhoods where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion. This will require neighbourhoods and the built environment to maximise opportunities for good natural surveillance, thoughtful design and use of public spaces and facilities, including those of local schools, and intelligent use of high quality public realm and street-lighting design so that it allows people to have a sense of safety and pride about the environments where they live. Additionally, it is important that development, especially that which will accommodate vulnerable users, should be designed to minimise the risk of fire and be accessible to all emergency services.

Policy HEA6

Delivering a safe, efficient, accessible, sustainable and health-enabling transport system.

The City will deliver a transport system that enables and encourages sustainable and active travel choices, provides good accessibility for the city's population to jobs and services, and supports a healthy environment. This will involve:

1. Using the planning process to:
 - i. deliver safe and convenient facilities for walking, cycling and public transport;
 - ii. address air quality, carbon emissions and noise pollution;
 - iii. actively promote sustainable travel choices.

2. Designing transport infrastructure projects to take full account of the needs of all users, the wider community and place shaping needs of the area, whilst also helping to minimise air quality and noise pollution.
3. Facilitating and encouraging walking and cycling through protecting the amenity and safety of the public realm, avoiding street clutter and other unnecessary obstructions and structures, making specific provision for people with disabilities, and maintaining and improving the Public Rights of Way network.
4. Delivering the Strategic Cycle Network and facilities for cyclists which encourage both recreational cycling and the greater use of cycling as a primary mode of transport.
5. Delivering a public transport system that everyone can use, including working with the bus companies to provide easier ticketing, clear journey planning and timetable information, and accessible boarding and alighting across the city.
6. Working with public transport providers to ensure that each neighbourhood is well connected to the city's High Quality Public Transport Network offering good accessibility to key destinations.
7. Investing in and promoting the growth of an electric vehicle charging network and continuing to work with partners to harness the benefits of alternative fuel technologies.
8. Delivering a co-ordinated approach, through new development design and retrospective modifications, to reduce road casualties and air and noise pollution, including 20mph limits and zones where appropriate.
9. Working with our partners, including the charitable sector, to provide community transport to enable people who cannot use conventional public transport to access health, leisure, shopping and social opportunities within the city and surrounding area.
10. Working with regional partners, agencies and public transport operators to deliver an integrated transport system across all modes covering key locations within and adjoining the Plymouth Travel to Work Area.



4.58 This policy is supported by the Joint Local Plan which explains how the planning process will be used to deliver a health-enabling transport system.

4.59 Transport planning and investment can play a significant role in delivering a healthy city in three primary ways. Firstly, through encouraging active travel such as walking and cycling, with the significant direct health benefits that are derived from physical exercise; secondly, through making it easier for people to get to services they need for their personal well-being and the things that will help them live healthier lives; and thirdly, through designing a safer, more accessible and more environmentally sustainable transport system.

4.60 The City will continue to remove barriers to active travel (walking and cycling) and encourage walking and cycling as sustainable and active modes. The continued delivery of the city's Public Rights of Way and Strategic Cycle Network will encourage much higher levels of both walking and cycling and help to address low levels of physical activity, which will in turn help to tackle increasing levels of obesity and obesity-related illnesses such as diabetes and heart disease. Active travel also promotes mental wellbeing and helps to address loneliness and social exclusion.

4.61 The design of transport infrastructure should be appropriate to the location in terms of getting the right balance between place and movement and of high quality, supporting the creation of quality places, and with a view to removing street clutter and barriers to make it easier for people to move around. For example, changes to the street environment such as dropped kerbs and removing street clutter can significantly improve mobility and accessibility for all. Increased feelings of personal safety are also an important factor for increasing levels of walking and cycling, particularly at night and this needs to be addressed through considered design.

4.62 Vehicle emissions and noise can have a significant impact on the natural environment and on human health. The City will continue to monitor and report on air quality and noise and will implement measures to address issues where appropriate. More journeys made by foot, bike and public transport will reduce the number of journeys made by car, reduce air pollution and the respiratory illnesses and premature deaths it contributes to. Investing in and promoting the growth of an electric vehicle charging network and other emerging alternative fuel technologies will also help to reduce air pollution and its health impacts.

4.63 A comprehensive network of frequent, affordable, accessible bus services is vital to ensuring access for many to the things that are essential to good physical and mental wellbeing - health services, healthy food, sport and leisure opportunities and green spaces. Equally, decisions about where to locate any new GP surgeries, health centres and services, shops selling healthy food, new sport and leisure facilities can help to improve access to them.

4.64 A key requirement of the city's sustainable transport network is that people can easily travel between neighbourhoods within the city, as well as to the city's key destinations such as the City Centre and Derriford, by the most appropriate mode of transport (as set out in the transport hierarchy diagram within the Joint Local Plan), for the length of their journey, personal needs and trip purpose. This requires an integrated, high quality, sustainable transport system. People need sufficient travel choices so that they can conveniently travel to visit friends and relatives, community facilities, and key services, across Plymouth and its urban fringe.

4.65 Between 2000 and 2015 the number of people injured in road collisions has reduced by a third through a combination of education, enforcement and engineering programmes. Additionally, speed management initiatives have played a significant role in reducing casualty numbers. There is a strong link between speed and road casualties. Reducing the average speed of traffic on a road by 1 mph leads to an expected reduction of 5 per cent in the number of collisions on that road. There is a well-understood relationship between the speed of a crash and the impact, and therefore the likely severity of any injuries. However, despite a

long term continued decrease in road casualties, there were still 810 people injured on Plymouth's roads in 2015, therefore taking action on improving safety for all road users will remain of significant importance.

4.66 The fear of being injured in a traffic-related collision is a real concern for residents and the perceived danger acts as a barrier to travel for many, often deterring people from choosing to walk or cycle. Fear for safety is particularly prevalent when choosing how to travel to school, for example. Parents who drive to school often cite safety as the main reason for choosing to drive their child every day rather than walk or cycle. The City will continue to deliver a targeted approach to road safety education and awareness raising. The introduction of 20 mph speed limits in residential areas, especially near schools, will be considered on a case by case basis, in consultation with the community, mindful of the need to support efficient operation of the network overall. Alongside a prioritised asset management maintenance programme. This will make the journeys around the city by all modes safer and further encourage active travel.

Policy HEA7

Optimising the health and wellbeing benefits of the natural environment.

The City will ensure the health and wellbeing benefits of Plymouth's natural environment will be optimised through the following measures:

1. Providing high quality, health promoting places to play near to where children live and that families are confident to enjoy and explore.
2. Working with schools, health centres, family support organisations and local sports and community groups, and through cultural activities, to encourage the use of natural spaces as places for relaxation, recreation and fun.
3. Utilising natural spaces near schools for curriculum based 'learning outside of the classroom' experiences and continuing to facilitate a network of schools that utilise natural spaces for learning outcomes.
4. Engaging in a co-operative and innovative way to improve the quantity and quality of the playing pitches stock and ancillary facilities, and using the planning process to protect and improve playing pitch provision in the city, matching the requirements of Plymouth's growth.



4.67 There is clear evidence that interventions using the natural environment can deliver cost savings for health and health-related services and improve physical and mental health outcomes. So increasing the amount, and more crucially the quality, of green spaces and improving access to them, can be part of a cost-effective package to address health inequalities and improve health outcomes. The Council's 'Stepping Stones to Nature'

programme has demonstrated the significant benefits of removing the perceptual and physical barriers to people accessing nature. Engaging people with natural spaces to realise health and wellbeing benefits has now been embedded as standard practice.

4.68 Participating in formal sport, as a key part of wider physical activity, can also play an important role in getting and keeping people active and thereby improving their health and wellbeing. Whatever the age, there is evidence that being physically active can help us lead healthier lives. To encourage increasing levels of engagement in outdoor sport the provision of high quality facilities must be an essential part of the growth of a healthy city. A key focus is encouraging those who are currently inactive to become active.

Policy HEA8

Meeting local housing needs.

The City will ensure that everyone has access to a decent, safe and affordable home, which is suited to their needs, promotes health and is located in a community where they want to live, by:

1. Identifying sites and delivering programmes to develop a range of new and affordable homes to rent and buy, this includes:
 - i. Bringing empty homes back into use and converting vacant buildings into new homes where appropriate.
 - ii. Enabling older people to promote, secure and sustain their independence in a home appropriate to their needs, including through the provision of housing across all tenures in sustainable locations and through the provision of Disabled Facilities Adaptations. This will include increased provision for retirement accommodation, extra care and residential care housing.
 - iii. Enabling the provision of high quality housing for younger people and that considers specialist needs and ensures that young people can live close to their families in Plymouth.
 - iv. Bringing forward suitable self build and custom build opportunities to help meet identified needs in the city.
 - v. Increasing choice in housing by greater utilisation of the private rented sector, including new build private sector rented accommodation (Build to Rent).
 - vi. Deliver an increased range of specialist housing such as accessible wheelchair accommodation and supported accommodation to meet the needs of the most vulnerable.
2. Targeting intervention and resources to improve the standard, quality and management of private sector housing.
3. Focusing on the tackling and prevention of homelessness, including rough sleeping, and its wider impact.

4. Tackling fuel poverty through supporting supplier switching, fuel debt relief, and community-led energy supply services, and promoting domestic and non-domestic energy efficiency.
5. Ensuring decent housing is recognised as a key determinant of health and wellbeing.

Complementary use of planning powers will be made to ensure that housing development provides an appropriate number, form, mix and type to meet the needs of all sectors of the community.



4.69 The policy aims to ensure that every householder in Plymouth has a decent home and that the city's housing market matches the needs and requirements of current and future residents. It is supported by Policies DEV7, 9 and 10 of the Joint Local Plan.

4.70 Inadequate housing exacerbates the impact of child poverty and causes or contributes to many preventable diseases and injuries, including respiratory, nervous system and cardiovascular diseases. Poor housing is estimated to cost the NHS nationally at least £600 million per year. To achieve this aspiration, proactive measures are needed to overcome a number of challenges the city currently faces. For example:

- Plymouth's relatively high concentrations of poorly maintained and fuel inefficient private homes occupied by older and vulnerable low income households.
- More than 13,500 households are currently in fuel poverty.
- Over 17,000 private rented homes and 50,000 owner occupied homes are an EPC band D or below.
- Over 5,000 social houses are considered to be non-decent.
- Relatively high levels of debt and housing affordability are a barrier to accessing housing.
- The need for housing adaptations for Plymouth's rising population of elderly or disabled people, so that more people can live independently and safely in their own homes.
- The need to utilise private rented accommodation more effectively so that households in need can access decent private rented housing much more quickly, and in areas of their choosing.
- The need to focus activity on prevention of homelessness and rough sleeping at the earliest possible stage and address the wider causes and impacts of homelessness. The causes and consequences of homelessness are broad and extremely damaging to health, wellbeing and life chances.

4.71 There is a significant need for more affordable homes in Plymouth - even the lowest property prices to be found in the city are over six times the earnings of those on the lowest wages. In order to ensure that people in housing need in Plymouth can access affordable homes, the policy sets out a multi layered approach combining proactive work with affordable housing providers to bring forward the construction of affordable housing developments.

Policy HEA9

Delivering accessible health services and clinical excellence.

The City will continue to develop as a location of national and international excellence in clinical and medical science, where everyone has access to the health care they need by:

1. Focusing on integration and joining up services that benefit the people of Plymouth and those who use local services, and improving the sustainability of the health and care system.
2. Ensuring that all communities in the city have access to high quality primary care services, with provision of technology-enabled care where appropriate.
3. Supporting the development and emergence of Derriford Hospital as a regional centre of excellence for clinical specialisms that reflect its strengths, aspirations and the health needs of the people of Plymouth and wider population.



4.72 The integration of health and wellbeing remains a crucial national and local policy objective and it is important that the City builds on its current progress towards integrated health and wellbeing services – not only in the spheres of commissioning and provision, but also in terms of assets through intelligent use of the public sector estate, forward thinking use of technology and working to ensure the City has the needed workforce. The innovation of an integrated health and care system is likely to deliver population health and wellbeing benefits that significantly outweigh the investments required to make it happen.

4.73 There is a national policy drive towards increasing the role of the health service in prevention of ill-health and advancing the public health agenda – working with the many others in the community who are also motivated to improve the health and wellbeing of the population. Prevention is a key strand of a sustainable local health and wellbeing service, as is an openness to technological innovation where there is evidence of likely population benefit. However, there will remain a strong demand for health services to be provided in an accessible way for all local communities and so it will be important to ensure that growth of Plymouth is matched by appropriate provision to meet these growing demands.

4.74 The Derriford area of Plymouth is an established commercial and academic area of the city. University Hospitals Plymouth NHS Trust (previously known as Plymouth Hospitals NHS trust) has a well established reputation for high quality research and development and a strong record of participation in commercial and non-commercial clinical trials and further development would result in the best outcomes for the people of Plymouth and the wider population. A vibrant clinical research sector across the system and informed by population needs will not only yield positive economic and reputational benefits for Plymouth but will also, with equal focus on translational and action research, advance the influence of research on industry and on population health.

4.75 There are multiple specialisms in Derriford hospitals and it is important that this diversity is preserved. However, the sustainability of Derriford Hospital would be enhanced by its emergence as a regional and / or national centre of excellence for specialisms that reflect its sustainability aspirations and the needs of its wider catchment population. An important part of the development of these valued services will be ensuring they are provided in the best way and best place in our community for the benefit of the population and local system; this will be part of the make-up of integrated health and care.

How we will know we have been successful - our measures of success of a healthy city.

- A. People in Plymouth have the best start to life and improved health, increased life expectancy, and a better quality of life, helping to reduce the gap in health inequalities.
- B. More people taking care of themselves.
- C. More residents are contributing to and being involved in their community.
- D. People of Plymouth are well housed, live in good quality, well looked after neighbourhoods where they feel safe and happy.
- E. Good quality and sustainable health and wellbeing services for people who need them, whether they are public services or care in the community.

5. Growing city

What we are trying to achieve - our strategic objective for a growing city

Strategic Outcome

Plymouth has used its economic, social, environmental and cultural strengths to deliver quality and sustainable growth. The city's long term prosperity has been improved, and its economy has been transformed and rebalanced. It has raised its productivity, and provides higher average wages as well as employment opportunities to support a skilled and talented workforce. Its population has grown to nearly 300,000 by 2034.

5.1 The City Vision is to become one of Europe's most vibrant waterfront cities. This vision is underpinned by growth which achieves a transformation in the Plymouth's long term prosperity. This transformation will be driven by the economic, social and environmental strengths of Plymouth which have the ability to generate long term, sustainable growth.

5.2 Whilst we have seen tangible improvements in the health of the city's economy, a number of long-term structural challenges remain. We must continue to focus on these if we are to fully realise our potential as the urban driver of the wider sub-regional economy. Improving our productivity is at the core of this, and is a recognised challenge regionally and nationally.

5.3 This strategic outcome has a very close alignment with the HotSW LEPs Productivity Strategy Vision which is 'for all parts of the Heart of the South West to become more prosperous, for people to have a better quality of life and higher living standards' and to achieve that by creating 'a more vibrant economy where the benefits can be shared by everyone'. Improving productivity is seen as key to helping achieve that goal. This is acknowledged in the UK's Industrial Strategy which states that *"by improving productivity while keeping employment high, we can earn more – raising living standards, providing funds to support our public services and improving the quality of life for all our citizens. So this Industrial Strategy deliberately strengthens the five foundations of productivity: ideas, people, infrastructure, business environment and places."*

5.4 The Plymouth Plan supports the LEP's mission statement and positions Plymouth as a productive and growing city in the following ways:

- Economically growing – setting out the strategic framework for economic growth in the city. This includes:
 - Ensuring that the measures are in place to transform the city's economy, raising productivity, growing our existing businesses, building on our natural and competitive strengths, creating new higher wage job opportunities for people to find work in Plymouth and making sure people have the best possible skills etc. to take advantage of such opportunities, so that everybody benefits from increased growth.

- Enabling the delivery of homes to provide high quality places for new and existing residents to live, and growing the city's population to nearly 300,000 by 2034.
- Ensuring that Plymouth is a place where investors find a positive and welcoming environment for commercial projects and developments.
- Socially growing – ensuring that the economic growth of the city benefits as many people as possible and delivers a better quality of life for all. This includes:
 - Managing the growth to ensure that it creates a quality city of well designed places and buildings, a respected and utilised heritage.
 - Ensuring that growth contributes to the creation of sustainable linked neighbourhoods, where local people can create opportunities to improve their neighbourhoods and deliver quality places.
 - Working with partners to engage communities, understand and address barriers to economic inclusion, and enable individuals and groups to be enterprising.
- Environmentally growing – the city has an enviable environmental quality and setting which is second to none in the UK. These assets must be utilised to create and promote a city of natural networks. Additionally, the city's low carbon credentials must be built upon, setting ambitious targets for reductions in emissions, ensuring Plymouth is resilient to the impacts of climate change. The city has existing strengths in low carbon and environmental industries and these must continue to play a significant role in the transformation of the economy.

Strategic Objective 2

Delivering a growing city.

To create the conditions for high quality and sustainable growth, which meets the present and future needs of Plymouth residents and businesses and transforms the city into a prosperous place to live, work and visit, and to empower people to equip themselves with the skills and to find the opportunities to take advantage of that prosperity. This will be achieved by:

1. Building on our industrial strengths to continue to transform and re-balance the economy, building a strong inward investment and export portfolio with a focus on productivity and higher value, knowledge based industries (including marine / marine technology, advanced manufacturing, creative / digital , and the medical/healthcare sector and high value international tourism), alongside supporting the city's valued naval / defence presence.

2. Capitalising on Plymouth as a 'city of makers', using this wealth to drive the creative economy by retaining more creative graduates and attracting makers on a national scale to locate to Plymouth.
3. Managing the city's growth in a way that is resilient and adaptive to future technological and environmental changes and impacts, and which provides sustainable solutions for development, energy, waste and water catchment management.
4. Creating an environment where businesses can thrive and where the aspiration and talent of the city's population is harnessed and new talent, ideas and innovation attracted to the city.
5. Developing quality jobs and valuable skills, including supporting those who are underemployed or outside of the labour market, allowing everyone to benefit from increased growth and prosperity.
6. Maintaining and enhancing Plymouth's natural networks, providing the green and blue natural spaces needed to support the social and economic wellbeing of Plymouth as well as safeguarding the natural environment for future generations.
7. Delivering a sustainable transport network that supports Plymouth's long term growth.
8. Delivering a positive and sustainable approach to waste management that optimises its economic and social benefits, whilst minimising adverse environmental impacts.



What we are going to do - our policies for a growing city

Policy GRO1

Creating the conditions for economic growth.

The City will create the conditions for driving productivity and prosperity for all, attracting inward investment in knowledge-based industries including the marine and advanced manufacturing sectors and supporting new and existing city business, through the following measures:

1. Delivering transformational economic infrastructure.
 - i. Developing its world class marine / defence technology assets through the Oceansgate Enterprise Zone and other key developments and locations.

- ii. Adopting a proactive and innovative approach to utilising the City's significant marine / defence research assets, including the creation of new research facilities in strategic locations.
 - iii. Developing a world-class 'knowledge campus' in the north of the city, particularly in the Derriford area, through proactive management of strategic employment sites to achieve optimal outcomes.
2. Encouraging business growth and investment.
- i. Supporting the Growth Hub in creating an integrated and accessible business support offer for all businesses looking for start-up support or for growth advice, guidance and signposting.
 - ii. Supporting the development of new business incubation environments to raise business start-up rates, including space for connecting students, academics, researchers and entrepreneurs and providing start-up capital, mentoring and skills to retain talent and grow new businesses.
 - iii. Raising the proportion of businesses exporting (including trading online) and helping those currently exporting to exploit new market opportunities through targeted support.
 - iv. Opening up data where possible to improve our collective understanding of how the city operates and unlocking the potential of a *smart city*, while improving digital connectivity and cyber security, thereby supporting the growth of existing businesses, driving innovative business opportunities and maximising the potential of the digital industry.
 - v. Boosting levels of local procurement and connecting residents to opportunities arising from major developments and inward investments.
3. Empowering people, communities, businesses and institutions to develop co-operative, mutual and other social enterprise initiatives to drive their own economic success.
- i. Providing targeted support for the creation and growth of cooperatives, mutual and other social enterprises across the city, building on Plymouth's status as a Social Enterprise City.
 - ii. Empowering communities to develop new economic opportunities, including through the transfer of community based assets and the growth of cooperatives, mutual and other social enterprises and the voluntary and community sector.
4. Use planning powers to ensure that a good supply employment land is provided and maintained to meet the needs of existing and new businesses.



5.5 With a population of 263,100 (ONS 2016), an economic output of £5.2 billion (ONS 'Balanced' Regional GVA 2017), 107,000 jobs (ONS 2017) and 100,000 people in its travel to work area; Plymouth is the most significant urban area on the south west peninsula.

5.6 Whilst much progress has been made, Plymouth continues to experience a 'productivity gap' compared with other stronger performing city economies, and is yet to fully realise its potential as the urban driver of economic growth across the south west. Allied to this, an over-dependence on the public sector in output and employment terms has created an economic vulnerability more akin to areas of northern England, rather than the relatively more prosperous south.

5.7 Therefore, at the heart of the approach set out in this plan are the overarching objectives of raising average productivity across the city's industry sectors, and re-balancing economic activity from high public sector dependency to increased private sector contribution to growth. To grow the private sector, we need to support our existing businesses to grow, innovate and expand into new markets; and to attract new business investment into the city. In return, businesses help deliver high value jobs with increased average earnings.

5.8 This approach is underpinned by a strong understanding of what makes Plymouth's economy tick. The six drivers are:

1. Enterprise and entrepreneurship: in particular increasing the rate of business start-ups in the city and focussing growth support on businesses with high potential for growth (scale-up business); as well as promoting management excellence and firm-level productivity so as to improve business competitiveness on national and international markets.
2. Indigenous and inward investment: helping local businesses grow and supporting, attracting and providing the right conditions for new investment to the city, bringing in new jobs, skills and ideas.
3. Innovation and the knowledge economy: balanced, diversified and knowledge intensive business base.
4. Employment and skills: developing, attracting, and retaining high-level skills; improving attainment, raising the proportion of NVQ4+ qualifications, and matching skills with demand.

5. Economic re-balancing: encouraging private sector jobs growth and higher levels of exporting.
6. Business infrastructure: maximising the physical and digital connectivity, and the resilience of this enabling infrastructure; increasing capacity and enabling capital investment through increased provision of employment land, workspaces, innovation centres, incubation spaces, and Science Parks.

5.9 Significant areas of opportunity include:

- Building on our defence sector's strengths which includes future opportunities for autonomous applications, the development of a technology park at Oceansgate Enterprise Zone and creating a centre for autonomous excellence.
- Improving the coordination of current technologies, monitoring and facilities in Plymouth Sound and the western English Channel and to promote and develop this marine environment for the testing and development of marine technologies of the future.
- Developing on our medical and health strengths to create a working ecosystem capable of drawing inward investment in health technologies. This involves joining up existing strengths that lie in the city's high concentration of high-value manufacturing in health, its competitive R & D and innovation capabilities across the HEIs and its Science Park, the largest teaching hospital in Europe, innovative digital technologies in e-health, and a challenging ageing demographic which presents opportunities for testing technologies in Healthy Ageing. These strengths present the potential for a regionally-significant health technology cluster, with Plymouth at the centre of the region on innovations in health.
- The HotSW LEP capitalising on future government funding deals to deliver strong and transformational levels of economic growth across the Heart of the South West.
- Allied to this, Mayflower 400 is a pivotal moment for the city's economy, designed and delivered as a dynamic and innovative event to drive forward many aspects of the city's economy.
- Capitalising on Plymouth's Social Enterprise City status as a driver of economic growth and community regeneration. The accolade recognises the extent and quality of social enterprise business activity in the city, the awareness raising and market development that supports it, and the involvement of partners.
- Supporting digital / creative businesses. In the UK as a whole, creative industries contribute 6 per cent of Gross Domestic Product and employ over two million people. The sector is forecast to play a bigger role in coming years. If Plymouth is to achieve a balanced, high-growth economy, it is vital that the key strengths of businesses in the creative sector are nurtured. Programmes on a range of issues will therefore be developed to deliver the conditions under which our creative industries can thrive.

- Growing the green economy. Plymouth has among the lowest carbon emissions of UK cities and there exists a real opportunity to capitalise upon its green credentials as a driver of growth and investment. The natural capital is of significant value to the city and the region (as recognised in HotSW's Productivity Strategy), and a key selling point in attracting certain businesses and workers away from London. UK's first Marine National Park being developed in Plymouth. Clean Growth is also recognised as a significant UK Industrial Strategy and HotSW Local Industrial Strategy opportunity, particularly around offshore renewables and nuclear decommissioning at Devonport HMNB. To maximise the benefits of green growth we need to be aware of the opportunities and follow technological developments and trends closely, prepare our workforce with appropriate knowledge and skills, ensure that plans and strategies reflect infrastructure needs as they develop over time, and develop the City's reputation in the UK and abroad as a centre for low carbon innovation and leading marine management, e.g. in respect of its National Marine Park intent.
- Creating the landscape and culture for a *smart city*; one that allows Plymouth people and businesses to fully utilise the power of accessible and machine readable open data. A *smart city* will unlock the use of integrated digital and technological solutions leading to efficiencies, sustainability and a better quality of life, and can drive new and existing business growth.

5.10 The JLP identifies land for over 300,000 sq.m. of business space along with provision for a further 243,000 sq.m. at the Lamage strategic employment site to meet the economic growth needs of the city.

Policy GRO2

Delivering skills and talent development.

The City will provide an accessible environment for high quality lifelong learning so that all of its residents have the opportunity to access learning to develop their skills and talents in order to progress in their working lives and develop their careers, contributing to the realisation of Plymouth's economic potential. In particular:

1. Develop, attract and retain a highly skilled and adaptable workforce by:
 - i. Enhancing the education, skills, and learning opportunities, so as to improve the economic potential and outcomes of our workforce by working to strengthen the partnerships between the city's education institutions, communities and employers to match skill levels with demand.
 - ii. Effectively matching skills with demand by enhancing 'advice, employability matching and mentoring' schemes, so as to maximise employment outcomes and reduce skills gaps for employers.
 - iii. Driving entrepreneurship and promoting management excellence, so as to maximise business competitiveness and productivity.

- iv. Encouraging recruitment, retention and development of all sections of society.
2. Enterprise and innovation will be driven by:
- i. Supporting the removal of barriers to innovative development, training, growth and expansion, business start-up and advice.
 - ii. Monitoring, communicating and supporting sector specific skills gaps and their interventions.
 - iii. Growing, attracting and retaining STEM talent, and increasing the proportion of STEM qualifications in the city so as to match significant demand.
3. People will be helped to prepare for and progress in work by:
- i. Streamlining and co-ordinating high quality training and education courses to ensure there is a fair and relevant city-wide offer.
 - ii. Improving learner access to employability skills and STEM (Science, Technology, Engineering and Mathematics) subjects.
 - iii. Improving learner access to core skills, including English, Mathematics, ICT, green, interpersonal, life / social, relationships and customer skills.
 - iv. Providing pre-vocational targets for people who can't meet academic targets and providing support to enable those with additional needs to prepare for and progress in work.
4. Learning environments will be provided that equip people with the skills they need by:
- i. Ensuring that new school places are provided to accommodate growth in the city's population, through a planned approach to expansion and where necessary, through identifying locations for new schools.
 - ii. Developing an employer led system, to ensure the city's skills supply matches demand and residents are productively and sustainably employed.
 - iii. Placing the assets, facilities, talent and expertise of the city's higher and further education providers at the heart of business growth.
 - iv. Using planning powers to help address skills deficiencies and training needs, particularly in the construction industry and to support STEM skills development where appropriate.



5.11 The development of people's skills and talents is at the heart of the strategy for economic growth whilst also strongly supporting its vision of a healthy and international city. Fundamentally, lifelong learning helps people to progress in their working lives, whilst also contributing to their personal sense of wellbeing and ability to contribute to their community and city.

5.12 Economic growth depends on the availability of the right skill levels, in the right place, at the right time. Within the city of Plymouth there is a strong network of schools, colleges and higher education institutions providing a talented workforce with a wealth of skills, knowledge resource and innovation that supports the city's growth. City College Plymouth for example, has excellent established relationships with local employers and provides innovative, skills based vocational education, training and apprenticeships linked to future employment opportunities in the city. This offer is further enhanced with their STEM Regional Centre of Excellence which opened in September 2017. Plymouth University and City College are part of a Peninsula bid for an Institute of Technology that will enhance our offer to both residents, our employers and add further incentives to outside investors.

5.13 There is also a healthy vocational offer from independent training providers with good and excellent quality training that also delivers apprenticeships and traineeships. Collectively across private, Further Education and Higher Education provision our apprenticeship offer has now extended from Intermediate and higher to Degree Apprenticeships.

5.14 The aspiration of the City in general and that of the Employment and Skills Board in particular is that employers and educators work in strong partnership to develop the highest possible levels of skills linked to our economic strengths and plans and meet this demand and address any market failure in supply to meet demand in the process. This is a vital component of fulfilling Plymouth's strategic role as the urban driver of economic growth across the South West, recognised nationally and internationally as Britain's Ocean City.

5.15 Evidence shows that there is demand from employers for new recruits as our companies and businesses grow. Evidence also shows that there is a need to replace an ageing workforce combined with the need to become increasingly more productive to remain competitive and gain market advantage.

5.16 Sectors where this is particularly prominent is advanced manufacturing and marine, defence, health and medical science, construction and the built environment, digital and hospitality. The prospect of leaving the European Union also needs to be considered in relation to certain workforces who rely on foreign labour (across a number of skills levels); this may increase gaps dependent on Government policy going forward.

5.17 Whilst transformational projects such as Hinkley Point will offer opportunities in key sectors (nuclear, construction, transport and logistics), there will also be a potential 'backfill' issue as people move from a job to one with more or better prospects. The City launched a STEM strategy in 2017, with three key elements: Grow, Keep and Attract STEM talent. This is a positive way of approaching the future and being able to help minimise risk of these threats and support our STEM skill base which makes up 60% of our workforce. Our STEM Board and supporting groups will ensure the delivery of this City wide strategy and demonstrate our ability to work in partnership to address common skills demands.

5.18 Policy DEV19 of the Joint Local Plan will enable planning powers to be used, where appropriate and linked to development proposals and their impacts, to support wider objectives for skills and talent development.

Policy GRO3

Accelerating the delivery of new homes.

The City will implement a range of initiatives in a 'Plan for Homes' to ensure that a proactive approach is taken to driving and accelerating the delivery of the new homes needed to meet the City's growth aspirations.

Planning powers will be used to ensure that sufficient sites are identified to enable this growth to happen and to ensure that the right mix and balance of housing is provided in accordance with the principle of sustainable linked neighbourhoods.



5.19 The Plan for Homes represents a radical approach to the housing challenges facing the city and provides a comprehensive delivery framework to increase the supply and quality of new housing in the city. Launched in November 2013 and refreshed in March 2016, it provides for leadership, engagement and partnership working through proactive housing enabling, positive planning and development.

5.20 The Plan for Homes sets out an £80 million commitment to housing investment to support the overall delivery of 5,000 new homes over five years, contributing to the prosperity and growth of the city and meeting a range of identified housing needs.

5.21 The JLP identifies how planning powers will be used to help meet Plymouth's housing needs.

Policy GRO4

Using transport investment to drive growth.

The City will deliver targeted integrated transport measures to help support the sustainable growth of Plymouth, in accordance with the vision, objectives and policies of the Joint Local Plan. These include:

1. Continuing to support the High Quality Public Transport Network and improve public and sustainable transport services through, where appropriate, subsidies and new infrastructure.
2. Maintaining, improving and expanding the network of Park & Ride facilities and services, addressing the needs of both Derriford and the City Centre including a new facility at Deep Lane, exploring suitable locations for new facilities and considering the reallocation of space at existing sites.
3. Continuing to support and develop new and existing local passenger ferry services, by working with stakeholders.
4. Working with partners to promote improved and more resilient local rail services, through developing and communicating the Plymouth / Devon Metro concept, reinstating the Tavistock to Plymouth branch line and investigating the need for new rail stations.
5. Improving facilities and services to encourage cycling, including continued delivery of Plymouth's Strategic Cycle Network.
6. Investing in a range of measures to enable and encourage more journeys to be made on foot, including maintaining and expanding the network of Public Rights Of Way and trails.
7. Continuing to support and where feasible expand Community Transport schemes.
8. Supporting and promoting car sharing and the establishment of coordinated car clubs in new developments.
9. Developing our Intelligent Transport Systems to increase the efficiency of the highway network to make best use of its assets.
10. Partnership working with neighbouring authorities and Highways England to ensure effective operation of the local and strategic road network and the interface between the two.
11. Development and implementation of powers to reduce the impact of works being undertaken by statutory providers.

12. Management of demand for travel through the application of accessibility based car parking standards, charging policy for car parks to discourage commuting by car, and targeted fiscal based management strategies in major employment locations.
13. Use of smarter choices and travel planning to provide and promote travel choice, through the planning process.
14. Facilitating efficient freight movements at all spatial scales, with due consideration for the most appropriate mode of travel for the freight being transported, including encouraging and enabling low emission logistics, and working with operators to identify and deliver appropriate facilities.
15. Developing and delivering targeted infrastructure interventions, consistent with the long term vision and objectives for transport set out in the JLP.



5.22 The overall framework and strategic approach for transport and planning is set out in the JLP. The above policy explains in more detail the approach that will be taken in Plymouth to support the city's growth.

5.23 A hierarchy of measures will be applied when developing transport solutions, interventions and delivery plans:

1. First priority will be to actively apply 'softer' measures which encourage and enable use of sustainable means of travel rather than the car. Such measures include:
 - Travel planning, including personalised travel planning, which the LPA may require of new developments;
 - Setting up car clubs;
 - Providing car sharing facilities;
 - Encouraging 'active travel' - walking and cycling which also have clear health benefits;
 - Promoting the use of public transport.
2. Secondly, the City will continue to work with service operators to develop an integrated strategic High Quality Public Transport (HQPT) Network, with the initial focus on key high quality public transport corridors, connecting Plymouth's three Growth Areas (City Centre and the Waterfront; Derriford and the Northern Corridor; Eastern Corridor). In

these areas, growth will lead to an increased demand for travel which will be met through an improved, integrated, multi modal transport network, delivered in accordance with the JLP's Transport Hierarchy, which provides people with genuine travel choice. Key to the creation of attractive and popular public transport services will be a combination of:

- Safe, accessible and attractive bus stops and interchanges;
 - Access to the latest technology for both journey planning and ticketing;
 - Ongoing investment in modern vehicles with the latest emissions and accessibility standards;
 - The delivery of a more efficient public transport network by providing improved connectivity, more accessible information, reduced journey times and increased reliability, and that achieving these relative to the private car are essential to achieve our mode shift targets.
3. Finally, it is recognised that it will be necessary to invest in targeted network improvements to reduce journey times and increase journey time reliability for public transport users thereby increasing accessibility by public transport to all parts of the city and promoting sustainable growth.

5.24 The aspiration is for the HQPT Network to have the following attributes:

1. A clearly defined, high quality, integrated and efficient network for buses, coaches, walking, cycling, trains and ferries.
2. Modern good quality, clean and welcoming mass transit vehicles operating at regular frequencies.
3. Safe, accessible and attractive bus stop and interchange environments with real time electronic information displays at key locations.
4. Bus priority measures delivered where feasible along the entire HQPT Bus Network to ensure reliability and efficiency.
5. Built-in flexibility to allow for responding to new technologies and funding opportunities.
6. Multi-operator ticketing and smart / contactless-payment options through technologies designed to speed up passenger boarding times and remove a perceived barrier to travel by non-bus users.

5.25 The delivery of such a network will require strong leadership and partnership working with public transport operators, with the City Council playing a key role in influencing and creating the right environment for the required investment in the HQPT Network.

5.26 The policy sits within the context of a wider set of rail and road connectivity asks that the local authorities, the LEPs and regional partners have of government and key agencies.

Road and rail connectivity.

The City will work with its partners in the south west to promote and secure radical improvements to the quality and resilience of Plymouth's road and rail connectivity.

Plymouth needs a well performing Strategic Road Network that supports the economy through:

- Improvements to the A303 identified in the first Road Investment Strategy (RIS1) as part of RIS2.
- Improvements to the strategic road networks that connect Plymouth and South West Devon to wider markets, including improving journey time reliability on the A38/M5/M4 corridors and on the second corridor to London and the south east via the A303/A358/A30 corridor.
- Strengthening the strategic role of the A38 in supporting economic growth in Plymouth and South West Devon, and Cornwall, including delivering an improvement plan for the A38 and investigating the case and options for upgrading the road to a high standard.

Plymouth needs a resilient railway that has fast journey times with sufficient capacity and connectivity to and from Plymouth.

The Peninsula Rail Task Force report "Closing the gap: The South West Peninsula strategic rail blueprint", sets out the priorities for investment in the peninsular railway.

Immediate priorities to 2019 are:

- **Invest up to £350m in resilience**, including commencing the securing of the main rail line through Dawlish and Teignmouth.
- **Completion** of committed flood relief schemes at Cowley Bridge, Hele and Bradninch.
- **Replace** most of the existing rolling stock used by Cross Country Trains with new rolling stock capable of operating along the seawall at Dawlish when waves are overtopping.
- **Commit** to funding an outline business case for the diversionary route East of Exeter as set out in 'Speed to the West'.
- **Invest £22m** in GRIP 3 options for reducing journey times.

- **Increase frequency** to two direct trains an hour from Plymouth to London in the new franchise, reducing journey times by up to 10 minutes, whilst at least maintaining existing services.
- **Work with the rail industry** to maximise the benefits of new trains from December 2018 and **invest £25m** to make our journeys more productive through on board travelling office, by providing continuous media and mobile / Wi-Fi connectivity.
- **Invest £1.5m** in the development of Tavistock to Plymouth design.
- **Undertake the line speed improvements** and move from 60mph to 75mph between Totnes and Hemerdon (Plymouth) as part of the track renewals already programmed by Network Rail.

Over the medium term to 2029, we are focused on gaining continuing investment:

- **Increase train capacity** on Cross Country services, especially between Exeter and Bristol.
- **Fund a resilient network** not susceptible to regular disruption due to adverse weather, including completing Dawlish seawall and cliffs resilience, the diversionary route between Exeter and Castle Cary and estuary flood protection.
- **Invest £1.5bn to reduce journey times** by up to 14 minutes to Penzance, through infrastructure improvements, partial electrification and franchise renewals.
- **Invest £150m** reducing journey times and increasing core capacity on the Exeter - Waterloo line.
- **Invest £358m** to improve capacity and comfort through new rolling stock, infrastructure enhancements and phased opening of the Northern Route.
- **Increase frequency** to two trains an hour west of Exeter to Bristol and the Midlands.

5.27 The development of the road and rail network needs to keep pace with economic and population growth in the city and across the South West Peninsula.

5.28 To support planned growth and maintain competitiveness both regionally and nationally there needs to be resilience in the strategic road network, a reduction in journey times and improved journey time reliability. The maintenance and enhancement of the A38 is crucial to the growth of the city and therefore we will seek to ensure that the A38 meets appropriate standards between Plymouth and Exeter and that the A38 and its key interchanges with the Local Road Network in Plymouth and the urban fringe are enhanced, including at Deep Lane, Marsh Mills, Forder Valley, Manadon and St. Budeaux.

5.29 The ongoing call for investment in better rail connectivity across the South West Peninsula also remains unchanged. In November 2016 the Peninsula Rail Task Force published its 20 year plan for rail in the South West - 'Closing the Gap' the South West Peninsula strategic rail blueprint. The 20 year plan is based on a 3-point plan, of resilience, improved journey times and connectivity and greater capacity and comfort. Its intention is to redress decades of under-funding and create and support economic growth in the South West Peninsula through a sequenced programme of investment in and delivery on the rail network over an agreed time frame.

5.30 The building and financing of the high speed train fleet for the south west is a crucial step towards addressing the decades of under-funding of rail in the south west and an end to some of the 40 year old rolling stock operating in the region. New trains, with automatic passenger doors, better performance in terms of acceleration and deceleration and faster top speeds will help bring about incremental reductions in journey times before the end of the Great Western Franchise, contributing to journey time savings that are essential to achieving economic growth.

Policy GRO5

Enhancing Plymouth's sporting facilities.

The City will support and enhance Plymouth's excellent sporting facilities so that they broaden the city's sporting success and act as catalysts for regeneration, by:

1. Supporting the development of first class strategic sports facilities and venues to meet the needs of a growing city.
2. Ensuring that local neighbourhoods have access to sporting facilities to meet the needs of the local population.
3. Ensuring that the city's sporting offer, and the enthusiasm of its residents for sporting events, is used effectively as part of the marketing of Plymouth to investors.
4. Using planning powers to address gaps in the provision of sporting facilities across Plymouth.



5.31 Plymouth has a growing reputation for sporting excellence, both in terms of its facilities and in terms of the performance of its teams and individuals. This excellence can be seen in the quality of Plymouth Life Centre (which is one of the premier aquatics centres in the country and was used as an Olympic training venue for London 2012), in the reputation of Plymouth Marjon University (as a specialist sports university training elite athletes), and in

the success the city experienced as the host of the America's Cup in 2011. Sport is a key element of the city's offer. Sport England has estimated an annual total direct economic value of sport to the city of £79.3m (2013) and as such sport is seen as a significant contributor to a growing Plymouth.

5.32 Plymouth's sporting reputation and its facilities are something which the City will support and enhance through promoting and encouraging the development of further strategic and neighbourhood sports facilities, including encouraging the community use of sport's facilities in local schools. New sporting facilities can be a catalyst to the regeneration of places across the city. For example Plymouth Life Centre and its relationship to Home Park. A strong sporting offer driven by enthusiastic fans and followers can create a strong identity which is attractive to investors. However, the policy also picks up the importance of local sporting facilities which allow teams and organisations to play and host sporting events within the local community.

5.33 The JLP explains how planning powers will be used in support of this policy.

Policy GRO6

Delivering Plymouth's natural network.

The City will ensure that the natural environment is fully considered and embedded in the delivery of the city's vision for growth. The Natural Network will consist of a functional network of green and blue spaces that support a high quality of life for communities as well as providing an attractive environment for investment, space for nature to thrive and increased resilience to the impacts of climate change. The Natural Network includes public open space, allotments, play areas, woodlands, trees, playing pitches, Local Green Spaces, statutory and non-statutory designated sites, Strategic Greenspace Areas, Undeveloped Coast, Strategic Landscape Areas, Protected Landscape Areas, marine areas.

Plymouth's natural network will be delivered through the following measures:

1. Developing a new model for managing natural spaces that enable communities to have more involvement and ownership of their local spaces, and deliver effective partnership working maximise the benefits it brings to health and well being.
2. Aiming to ensure that everyone in the city has good access to a high quality natural space within a target distance of their home, in accordance with the following accessibility standards set out in Figure 3.2 of the Joint Local Plan.
3. Ensuring our bathing water quality achieves 'Excellent' under the new more stringent EU standards and continues to provide a high quality cultural, wildlife and recreational resource for the city. This work will be delivered with the support of South West Water, the Environment Agency, the Marine Management Organisation and other partners.

4. Sustainably managing the city's water environment by adopting a catchment based approach to ensure reductions in flood risk and enhanced water quality, wildlife, amenity value and designated shellfish waters.
5. Using planning powers to protect and enhance the network and support the achievement of the accessibility standards.



5.34 Plymouth has one of the most unique and diverse natural environments of any city in the country. Over 40 per cent of the city is designated as green space, and is surrounded by three Areas of Outstanding Natural Beauty (AONB's), a European Marine Site, a Marine Conservation Zone and Dartmoor National Park. This provides an enviable setting and a distinctive collection of assets that can support the growth of Plymouth. Green and blue spaces that are healthy and able to function naturally also provide solutions to climate change impacts, including reducing flooding, improving water quality and enabling wildlife to thrive.

5.35 The delivery of Plymouth's natural network will include green spaces (including parks, nature reserves, woodlands and allotments) and blue spaces (including rivers, streams, the coast and sea). As natural networks do not conform to administrative boundaries, the delivery of the network will happen both within and around the city. This will require cross border co-operation.

5.36 High quality natural spaces, and the network of links between them, are essential in the delivery of services that provide significant social, economic and environmental benefits. A high quality and properly functioning natural network will therefore provide the following:

- Space for recreation and relaxation - There is a key relationship between the quantity of accessible green space and quality of life. As Plymouth grows we must ensure that we provide high quality natural spaces that are accessible to everyone to enable them to access the health and wellbeing benefits these spaces offer.
- Playful spaces - The time children play outside during the week has halved in one generation. This shows how vital it now is to provide high quality places to play that are near to where children live and that families are confident to enjoy and explore.
- Engaging learning environments - The design of our natural spaces will therefore incorporate features that allow them to become exciting and thought provoking learning environments where students can flourish.
- Benefits to businesses - An attractive natural setting encourages inward investment and the relocation of businesses. As a result of Plymouth's distinctive natural environment, this will be a unique selling point for city businesses.

- Climate change support measures – The natural network will form an important part of the solution to managing the unavoidable impacts of climate change.
- Spaces for Nature - Plymouth's wealth of rare and protected habitats and species will be protected and enhanced so that they can thrive within the natural network.

5.37 The JLP sets out how this policy will be supported through the planning process.

Policy GRO7

Reducing carbon emissions and adapting to climate change.

The City will pursue the following approaches to deliver significant reductions in carbon emissions in Plymouth, aiming to halve 2005 levels of carbon emissions by 2034 through :

1. Encouraging and enabling large scale uptake of retrofit insulation, and renewable / low carbon energy generation equipment and infrastructure to existing buildings, and promoting other energy demand reduction measures.
2. Supporting and enabling the installation of renewable and low carbon energy generation capacity, including encouraging community owned installations and identifying land for large scale renewable energy installations.
3. Promoting and supporting exemplar low carbon development that adopts higher design and construction standards, such as BREEAM, Passivhaus and the Code for Sustainable Homes etc.
4. Promoting the creation of infrastructure to supply low carbon heat through the delivery and expansion of district energy networks.
5. Supporting the development of resilient, efficient local energy markets through the identification and promotion of local opportunities for SMART energy infrastructure that helps to balance local supply and demand.
6. Seeking solutions that reduce the need to travel, and facilitate the move towards sustainable modes of travel.
7. Using planning powers to promote development that reflects the risks posed by climate change and the need for society to move towards a low carbon future.



5.38 Research commissioned by the City Council has established the main sources of carbon emissions from Plymouth. It indicates that the commercial and industrial sector is responsible for 39 per cent of the city's carbon dioxide emissions, the residential sector 34 per cent, and the transport sector 27 per cent. The research has identified the elements of a strategy, with associated targets for 2034, which could help deliver this challenging carbon reduction goal. These are supported by the policy. Its success will rely on proactive local implementation of national schemes to reduce energy use, drive energy efficiency in how we live, work and move around; and an increased uptake of renewable forms of generation.

5.39 The JLP sets out how the planning process will be used to support this policy.

Policy GRO8

Dealing with flood risk.

The City will manage risk in association with flooding by:

Working with South West Water, the Environment Agency and other relevant organisations including asset owners to ensure that Plymouth's flood defence, coast protection, drainage and sewerage infrastructure is sustainable and meets the requirements placed upon it by population growth and climate change. Flood defence, water supply, surface water and waste water infrastructure requirements should be put in place in tandem with planned growth to avoid adverse social, economic and environmental impacts.

1. Working with the Environment Agency and South West Water to align priorities for the efficient and effective management of tidal, fluvial, surface water and sewer flood risk, and to improve and ensure the effective functioning of the city's sewerage and drainage infrastructure.
2. Maintaining an emergency response plan, sufficient to address the risks to life and livelihood from extreme weather events.
3. Using planning powers to ensure that development takes place in appropriate locations and with proper regard to flood risk.



5.40 Changes in weather patterns could result in an increase in flooding in some parts of the city. Intense rainfall events are expected to continue to increase in frequency in the coming decades throughout the UK. Sea levels are rising and will continue to do so, and storms are expected to increase in frequency and severity. Flooding can come from a range of sources such as tidal inundation, flooding from rivers after heavy rainfall and flash flooding caused by rainfall running off hard surfaces or from fields in rural areas. Flooding can overload

sewerage and drainage systems and increase the risk of pollution and nuisance. It is important that flood risk is carefully considered, including how new development is designed so as not to increase vulnerability, where areas are vulnerable, risks should be managed through suitable adaptation measures. The JLP identifies how the policy will be supported through the planning system.

5.41 National flood risk mapping indicates that there are more than 900 properties at high risk of flooding (Flood Zone 3) in Plymouth from the sea or main rivers. Over 3,000 properties are at risk from surface water flooding. There is also a risk of damage to key transport infrastructure and services that would have a significant economic cost. Plymouth's delivery plan for managing local flood risks includes maps of risk areas for sea, fluvial and surface water flooding and information on strategic flood risk management infrastructure requirements. The South Devon and Dorset Shoreline Management Plan has a policy of 'hold the line' for the majority of Plymouth's coast, having considered and rejected the alternative options of no active intervention and retreating defences further inland.

5.42 In order to mitigate these risks, the policy will help to:

- Reduce the amount of rainwater reaching the sewers and water courses in Plymouth.
- Improve the capacity of particular water courses and sewers, so that flood risk is significantly reduced during storm events.
- Restrict the volume and nature of development in risk areas, and ensure any development in these areas is resilient to flooding and coastal erosion/storm damage.
- Secure financial contributions to the maintenance and improvement of strategic drainage infrastructure, fluvial and tidal flood defences, and erosion defences.

Policy GRO9

Minimising Plymouth's waste.

The City will adopt an approach to waste management that strives to achieve the most sustainable solution, subject to the constraints of feasibility and financial viability. As such, the City will proactively support the development of a circular economy to gain maximum value from materials and products by keeping resources in use for as long as possible, and then recovering material value at the end of life. In order to achieve this outcome, the City will review its policies and plans which currently support the city's waste management in the following order: 1. Prevention; 2. Preparing for reuse; 3. Recycling; 4. Other recovery; 5. Disposal, and will aim to achieve a 50 per cent recycling rate. Particular measures include:

1. Waste prevention. In order to sustain the delivery of high levels of waste reduction, the City will:

- i. Continue to actively undertake waste prevention and minimisation awareness raising campaigns and educational activities.
 - ii. Promote and support home composting for garden, vegetable and fruit wastes.
 - iii. Support those engaged in the development of a circular economy and the extension of product life.
2. Waste reuse and recycling. The City will:
 - i. Continue to proactively assist community and voluntary groups, and businesses which seek to explore, pilot and develop reuse and recycling activities and projects to generate economic and social value.
 - ii. Enhance its recycling infrastructure and continually seek opportunities to support investment in its Materials Recycling Facility, Household Waste Recycling Centres and the expansion of these and other facilities as viable options for increasing recycling.
3. Waste recovery. In relation to residual waste that is still left to be managed and which is not committed as part of the waste stream to be processed through the Devonport North Yard Energy from Waste Plant, the City will strongly encourage the use of emerging green technologies for waste recovery. In this respect, the City will give proactive assistance to public sector organisations, community and voluntary groups, and businesses which seek to explore, pilot and develop the use of green technologies.
4. Municipal waste management outcomes. The City will continue to minimise the amount of municipal waste that is landfilled, so that less than 2 per cent of waste arising are landfilled. Additionally, the City will identify detailed actions to achieve ambitious waste management outcomes to maximise the prevention, reuse and recycling of waste.
5. Planning powers will be used to ensure that development contributes positively to the achievement of the waste management hierarchy.
6. In respect of the processing of incinerator bottom ash from the Energy from Waste plant, which forms part of the waste stream generated for Torbay and south and west Devon, the City will expect a regional solution to be found given the city's urban nature.



5.43 The management of all of the waste streams generated by people and businesses and that arise in Plymouth are guided by the waste hierarchy. These are identified as municipal, commercial and industrial, and construction and demolition waste. The principle that waste should be driven higher up the hierarchy is set out in the policy, in order to achieve the most environmentally sustainable approach to waste management. The guiding principle behind this approach is that waste should be seen as a resource to be reused either directly or through recycling, rather than being disposed of.

5.44 It is important that the opportunities for enhancing the reputation of the city for environmental stewardship and as a green city is maximised. Waste as a resource and the waste hierarchy is an important part of this strategy.

5.45 Plymouth's waste needs assessment (2014) identifies that there are small quantities of low level radioactive waste generated in Plymouth, primarily from the healthcare sector. Given the specialist nature of treatment/management requirements it is not anticipated that any specific provision will need to be made in Plymouth for the management of this waste. It also identifies that there are movements of hazardous waste in and out of the city for treatment at specialist facilities. It is not expected that significant new specialist treatment facilities for such waste will be needed during the time covered by the Plymouth Plan.

5.46 Finally, Devonport Dockyard undertakes strategic defence operations, including work on nuclear submarines. Any specialist waste streams that arise from these operations will be expected to be managed by the site operators. Proposals which facilitate the safe and efficient transportation of any wastes from the City are supported but it is not considered that a treatment facility within the city would be appropriate.

5.47 The JLP identifies how the planning powers will be used in support of this policy.

How we will know we have been successful - our measures of success of a growing city.

A. The population has grown close to the city's ambition of 300,000.

B. Plymouth continues to be recognised as a leading Green City.

C. Plymouth has a vibrant, productive, inclusive and innovative business sector with a workforce that is paid a living wage.

D. The people of Plymouth have the skills to be school ready and work ready to meet the needs of the city, enabling them to avoid poverty.

E. Plymouth continues to strengthen the conditions for increased growth, including ensuring effective infrastructure delivery.

6. International city

What we are trying to achieve - our strategic objective for an international city

Strategic Outcome

Plymouth is internationally renowned as Britain's Ocean City and is the UK's premier marine city, famous for its waterfront and being home to the UK's first National Marine Park. It is recognised as unique among UK cities for its natural drama and for its 500 year old history as a place of embarkation and exploration. Plymouth's continuing journey towards a world leading marine city supports the cultural experiences it offers to visitors who are looking for authenticity and character. The city's world class universities and research institutions are recognised for their innovation, and Plymouth is a place where businesses can capitalise on a unique economic position and talented workforce. Visitors from around the world are welcomed to a city that provides a diverse cultural experience and a perfect base for enjoying the city's surrounds, land and marine. Plymouth is an international city that local communities can enjoy, be a part of and be proud of.

6.1 Plymouth is a city with assets that are internationally significant. They are assets which if harnessed correctly will play a major role in supporting the long term transformation of the city and the achievement of its vision to be known as one of Europe's most vibrant waterfront cities.

6.2 Plymouth has a world class natural setting. With the backdrop of Dartmoor to the north, it has an outstanding waterfront with the deep harbour of Plymouth Sound to the south and the estuaries and rivers of the Plym and Tamar to the east and west. It is also in close proximity to some of the best beaches and landscapes in the UK.

6.3 The city's maritime heritage is one of worldwide significance, including Sir Francis Drake and the Spanish Armada and the sailing of the Mayflower Pilgrims. With dramatic views across the Sound, Plymouth Hoe and its historic waterfront also provides a natural auditorium for national and international events and is the location of the iconic Smeaton's Tower and one of the finest art deco lidos in England. Additionally, Royal William Yard is considered to be one of the most important groups of historic military buildings in Britain, and includes the largest collection of Grade 1 listed military buildings in Europe. The extensive Waterfront connects Mount Batten Watersports Centre and South Hams with the historic naval dockyard at Devonport and Mount Edgecombe with the South West Coast Path a nationally significant trail at its heart.

6.4 Plymouth also plays host to significant national attractions with one of the finest and best attended regional theatres in the country (Theatre Royal Plymouth), the National Marine Aquarium, The Box and Plymouth Life Centre.

6.5 The city has considerable marine and advanced manufacturing strengths, with a number of international businesses, and there is clearly potential for businesses to do more to reap the economic rewards from international trade, while our universities and research institutions continue to attract attention around the world.

6.6 These unique assets provide an excellent foundation for the city's international aspirations and must be used to Plymouth's advantage, building on the existing sense of pride in the city. On the journey to becoming an international city, the people and communities of Plymouth will remain at the heart of the city's ambitions and share in the benefits of its achievements.

Strategic Objective 3

Delivering the international city.

To enhance Plymouth's profile as an international city where the city projects itself to people who might invest, study or visit the city; to encourage and support Plymouth's businesses to engage in trading terms in an increasingly global market place; and to ensure the city fulfils its potential as a distinctive, dynamic, cultural centre of international renown. This will be achieved by:

1. Driving productivity through support for the growth of internationally significant businesses, including those with sovereign / defence capabilities, attracting new investment into the city (e.g. through establishing a Marine Technology Park at Oceansgate) and encouraging all businesses to expand trading in the global market place.
2. Raising the profile of Plymouth internationally through it's Britain's Ocean City brand and Mayflower 400 in 2020 as a key catalyst and driver, and through the presence of the UK's first National Marine Park.
3. Promoting Plymouth as an internationally competitive tourist destination, with improving road, rail, air and sea and digital connectivity, providing an accessible visitor experience which capitalises on the city's world class waterfront and maritime heritage and natural and built heritage assets, and delivers a long standing economic legacy for the city.
4. Establishing Plymouth as a distinctive, vibrant, cultural city known on the international stage for its rich heritage, creative industries and unparalleled natural setting, having an equally strong appeal for residents, students, visitors and investors.
5. Providing innovative, high quality architectural development to set the city apart and create an attractive, forward looking environment.
6. Providing a full range of hotel and visitor accommodation, including new high quality provision, to ensure that there is adequate accommodation capacity for all visitors.
7. Recognising Plymouth internationally as a leading green city.
8. Further developing our universities, research institutions and knowledge based industries which are widely known for their innovation and world class assets.
9. Delivering a strong, diverse and dynamic city that welcomes new residents, students and visitors and that celebrates cultural diversity.



What we are going to do - our policies for an international city

Policy INT1

Implementing Britain's Ocean City.

The City will create worldwide recognition and interest in Plymouth and use Mayflower 400 in 2020 as a key catalyst and driver to bring in more investment, attract more visitors and make Plymouth's case at a national and international level, by:

1. Raising the international profile of Plymouth through increasingly and consistently promoting the Britain's Ocean City brand in all promotional plans for Plymouth.
2. Proactively seeking the highest quality of architecture on key and prominent city centre and waterfront sites, which reflects and enhances Plymouth's unique maritime and heritage offer, using architectural competitions where appropriate.
3. Celebrating Plymouth's unique coastal location by valuing our blue and green spaces and the link to physical activities, recreational opportunities and fishing industry, and through achievement of National Marine Park status for the Plymouth Sound and its surrounds.
4. Investigating and delivering on opportunities to build and strengthen links with other cities around the world for mutual benefit. This will include:
 - i. Exploring the benefits of increased international links for trade, study, tourism and culture.
 - ii. Identifying a coordinated approach to maximising the city's collective international links through businesses, visitors, cultural activity, education and research institutions and the Council.
 - iii. Exploring opportunities for schools and colleges to further strengthen international relationships through learning.
 - iv. Building trade links in our key productivity sectors (defence, marine and health and life sciences).



6.7 At the heart of this policy is creating a city that all of its residents and businesses can be proud of and that attracts more people to visit and invest. The City must promote itself with real pride, in a way that communicates complete confidence in Plymouth's unique assets.

This is something that should also be recognisable from the quality of its built environment and in particular through the use of high quality, distinctive and innovative architecture for prominent sites. It's Britain's Ocean City brand will help promote the city's competitive advantages and create worldwide recognition and interest. The city's waterfront is a huge asset; it is a place that captures Plymouth's history and showcases the city at its best.

6.8 Strengthening existing relationships with cities such as Brest in France and Plymouth, Massachusetts, and identifying opportunities to build new relationships for the benefits of trade, culture and tourism should be explored. The Mayflower 400 celebrations are an excellent opportunity to present Britain's Ocean City to the world, raising the profile and reputation of Plymouth across the globe through commercial and cultural activities.

6.9 The city already has a number of established international links through educational institutions in France, US, Ghana, China and the Gambia. Building international links is increasingly important in a globalised society and international educational links provide opportunities for young people to learn the values and cultures of different societies while developing their ICT, language, professional and enterprising skills.

6.10 The Council, businesses, creative sector, education and research institutions will work in partnership to advocate for Plymouth and its residents, to put Britain's Ocean City on the international map.

6.11 The policy also sets out Plymouth's objective to establish the UK's first National Marine Park, providing opportunities for greater community awareness of and responsibility for the marine and coastal environment, enhanced marine conservation, establishment of a world leading demonstration centre for marine technologies including marine autonomous systems, and wider social, environmental and economic benefits, including for sustainable tourism, commercial fishing, recreation, shipping and marine services. National Marine Parks do not exist in the UK and the concept will clearly evolve over time so that, while Plymouth's coastal waters already play a very important role in the delivery of the Plymouth Plan's Healthy, Growing and International City objectives, it is envisaged that designation of the National Marine Park will enable a more exciting and engaging, sustainable, integrated and inclusive approach to coastal and marine management.

Policy INT2

Plymouth in the global market place.

The City will actively work to promote Plymouth's position in the global market place, using the Britain's Ocean City brand and building on the strengths that the city already has, particularly in relation to defence and marine sciences and high technology manufacturing as well as its maritime location. The City will encourage business growth and inward investment and assist more businesses to export and access new markets.



6.12 Plymouth needs to continue to play to its strengths and drive up productivity and prosperity for all. It needs to take account of what makes the city stand out in an increasingly crowded global market place to foster and attract enterprise and investment in high value, productive sectors. The City must help more businesses to start trading internationally and support those currently exporting to exploit new markets as set out in Policy GRO1. Businesses that export tend to experience higher levels of productivity, improved competitiveness in domestic markets and by tapping into global markets, greater incentives to innovate. In order to ensure that Plymouth has international links that provide businesses with access to wider markets for the movement of goods and services and which supports a vibrant visitor economy, it is important to safeguard and support the city's strategic connectivity to global markets as set out in Policy SPT8 of the Joint Local Plan.

6.13 The Mayflower 400 celebrations will be a pivotal moment for the city's economy, raising the profile and reputation of Plymouth in global markets through the development of high value international tourism and trade links with US businesses, culminating in a Trade and Investment Expo as part of the celebrations.

6.14 There is also a need to build on the successes of the Plymouth and South West Peninsula City Deal and the regeneration of South Yard now branded 'Oceansgate' to drive productivity led growth and exploit the commercial potential of our marine technology, knowledge and natural assets. A key strand will be the development of a Marine Business Technology Centre, providing a jumping off point for businesses wanting to test and commercialise prototypes in open water, linked to a wider initiative developing an in-sea test facility in and around Plymouth Sound. Today many companies and organisations such as Plymouth Marine Laboratories and Plymouth University use the waters in and around Plymouth Sound to monitor and test equipment for scientific and commercial benefit. The new in-sea test facility initiative aims to improve the coordination of current technologies, monitoring and facilities in Plymouth Sound and the western English Channel and to promote and develop this marine environment for the testing and development of marine technologies of the future. With the Technology Centre, it will provide unique facilities attracting both national and international interest and significant commercial investment, helping make Plymouth a global centre for marine research.

Policy INT3

Positioning Plymouth as a major UK destination.

The City will support and secure additional investment in its visitor economy, with programmes and actions to enhance Plymouth as a destination for all seasons, to grow high value tourism, market the city effectively, and support business tourism and tourist related business development and improve productivity. This will include:

1. Delivering a high quality visitor accommodation, business and conferencing offer for all visitors in its core tourism and business areas, including:

- i. Working proactively to attract 4 and 5 star and boutique hotels to the city and in particular to its core tourism, waterfront and business areas, filling a current gap in provision in the city's visitor accommodation offer.
 - ii. Supporting investment in alternative visitor accommodation models such as high quality self-catering accommodation, serviced apartments, camping and improving the offer currently provided.
 - iii. Prioritising development of high value tourism including attracting more international visitors and business meetings, conference and incentives market.
2. Recognising Plymouth as a destination for high quality restaurants and catering, linked to the Britain's Ocean City brand and marine credentials, and supporting proposals and product development that strengthen this offer.
3. Enhancing the overall experience of visitors in travelling to and within the city through:
 - i. Working to deliver high quality strategic and low carbon local public transport into and around the city (including the South West Coast Path and National Cycle Network, with good quality visitor information and additional efficient transport management for major events.
 - ii. Transforming the gateways to the city, including delivering comprehensive improvements to Plymouth Railway Station and Coach Station, building on the City's cruise / ferry terminal strengths and responding to consumer demand for electric car charging facilities.
 - iii. Providing and promoting high quality pick up and drop off facilities for visitor coaches at accessible and convenient locations around the City Centre and Waterfront.
 - iv. Delivering a quality public realm for the City Centre and core tourism areas along the waterfront.
 - v. Ensuring the the City Centre is suitable for active travel modes, is well connected to green and blue spaces, and is actively promoted to prospective visitors.
 - vi. Creating smoke-free spaces when events are held.
4. Maintaining and delivering a vibrant mix of attractions and destinations to support the visitor economy, including in the cultural, arts, leisure, heritage and retail sectors, as provided for by other policies of this plan.
5. Delivering a strategic programme of major events, including the Mayflower 400 celebrations, which deliver a long term economic and cultural development legacy for the city and will provide a vibrant and rich educational resource.
6. Enhancing Plymouth's offer for hosting conferences and as a meeting place for national and international business events through delivering a conference and meetings strategy and associated campaigns to attract targeted groups.
7. Using planning powers to identify strategic opportunities for new high quality hotels and address capacity shortages in hotels and visitor accommodation, and to support the provision of services and facilities to support the visitor economy.



6.15 Tourist demand for Plymouth is growing and significant efforts are being made to increase visitor numbers through events planning and improving the destination offer. In particular, the Mayflower 400 celebrations are a key focal point and opportunity for enhancing the tourism experience. The visitor economy attracts significant numbers of visitors annually. In 2017, 5.17 million visitors visited the city and contributed £347.1 million to the local and regional economy. Currently UK staying visitors account for only 14 per cent of total visitor numbers (676,000 trips per annum) and yet provide 35 per cent of total spend. Overseas visitors provide a further 1 per cent of visitors (79,000) and a further 11 per cent of total spend.

6.16 Plymouth currently receives a high percentage of day visitors (85%) which have effectively grown volume and value over the past eight years. However, crucially if productivity and value is to increase in the sector the city needs to attract higher spending overnight visitors in both the UK and international markets. In addition, the high peak of summer demand needs to be offset through growth in the off season which high spending business meetings, incentive and conference visitors can provide.

6.17 It is essential that if Plymouth is to become a major UK destination then it must provide outstanding quality facilities and amenities to welcome visitors to the city. This is not only important for attracting visitors and investors but is also important for the reputation of the city.

6.18 Current occupancy levels in the city are running at 79 to 80 per cent which is one of the highest in any regional city outside of London. The core city area including immediate drive time has approximately 30 hotels providing 1,734 rooms of predominantly 3 star and below (only one 4 star and one 5 star). Due to the seasonal nature of tourism in the city many accommodation providers are at high or full capacity between April, June and the end of September and this is stifling the opportunity to further grow the higher spending staying and overseas visitor markets which are a key to overall economic growth and additional jobs.

6.19 A hotel demand study in September 2014 provided detailed analysis of the drivers for accommodation in the city and identified that there is a gap in the market for good quality 4 star and above provision. There was clear and evidenced potential for new hotel supply with high standards, leisure facilities and international brand to benefit from a global distribution system. The ideal site characteristics for new high quality hotels in Plymouth include: good views to sights that make Plymouth unique (particularly the sea and waterfront) and good access to the main business and tourist areas. A hotel demand study in 2019 has confirmed that demand continues for four star hotels in the city.

6.20 Improving the sense of arrival to and departure from the city through ensuring that the city has a high quality transport infrastructure which is welcoming, easy to use and efficient is also important, along with ensuring this achieves a positive impression of the city.

6.21 Large cruise liner operators are attracted by the offer that Plymouth and the wider region can provide, and active marketing over the past two years has seen numbers grow from no bookings in 2016 to 8 in 2020 with over 12,000 passengers. There is a real opportunity for the city to improve the existing ferry terminal facilities in the short term to improve the access and welcome for cruise passengers at both Millbay and Commercial Wharf and perhaps longer term to provide larger purpose built berthing for ships in excess of 300m subject to demand.

6.22 Plymouth also has a growing reputation as a destination for high quality restaurants and catering on which it should build. In particular in line with the Britain's Ocean City brand and supporting the marine credentials and National Marine Park concept there is an opportunity to position Plymouth as the seafood capital of the South West on the Seafood coast. The current offer ranges from high-end restaurants with world class chefs through to excellent mid-range offerings and great pubs and cafés. The city also promotes and celebrates the food and culinary traditions of all cultures through public events such as Plymouth's Flavourfest and the annual seafood festival. The main food hubs at the Royal William Yard and the Barbican provide both residents and visitors with fantastic environments to eat and drink, while The Hoe is providing a growing range of lifestyle facilities with views across The Sound. The City Centre requires development of a higher quality range of restaurants to support the night time economy which will receive a boost following the opening of Drakes Leisure and the South West's only IMAX cinema in October 2019.

6.23 Plymouth Hoe and Plymouth Sound are key assets to be used for major events, which bring economic benefits not just in terms of spend but also supply chain opportunities for local businesses. In 2020 the City of Plymouth, Plymouth Massachusetts and their wider partners in the US and UK will commemorate and celebrate the 400-year anniversary of the sailing of the Mayflower. Plymouth has ambitions for this celebration to be a year of both national and international significance for the city that will bring about commercial opportunities and create a truly transatlantic cultural celebration fit for a global audience.

6.24 The JLP sets out how the planning process will be used to support this policy.

Policy INT4

Delivering a distinctive, dynamic cultural centre of regional, national and international renown.

The City will support a thriving arts and cultural sector and promote Plymouth's reputation at a national and international level by:

1. Developing a major international cultural programme stimulating trade and investment with cities in Europe, the United States and China.
2. Establishing three cultural hubs in the following general locations:
 - i. The City Centre / Waterfront (including the Theatre Royal, Drake Leisure and The Box, The Barbican / Sutton Harbour and The Hoe).

- ii. Royal William Yard including Ocean Studios/The Cooperage and emerging Melville Building venues.
 - iii. Devonport (centred around Devonport Guildhall, Market building, and Plymouth Music Zone and Music Hub)
3. Supporting the cultural hubs and the places that connect the hubs as locations where it will be easier for people to occupy temporarily vacant spaces for artistic and cultural ventures.
 4. Investing in public engagement, appreciating the lasting impact that one-off projects can have on places and people, and recognising the possibilities for different types, forms and timespans for arts in the public realm.
 5. Developing and providing more music venues for local and underground talent, and seeking to build on opportunities to stimulate further cultural opportunities across the city.
 6. Raising the profile of key cultural assets through high quality marketing and national public relations, working closely with key city partners to embed cultural products and activities as key parts of the local and visitor offering.
 7. Identifying priorities for new future cultural assets.
 8. Developing a coherent and structured offer to nurture new creative talent within the city to grow creative industries and increase graduate retention.
 9. Increasing community engagement and development in the least engaged communities through targeted investment, training, development and public art projects.
 10. Supporting coherent cultural programming and the delivery of distinctive events, festivals, projects and commissions, which are accessible to a wide range of audiences, to develop capacity and raise the profile of the city.
 11. Using planning powers to deliver and deliver public art through key infrastructure and development proposals at key gateway locations.



6.25 Plymouth's unique geography and access to the international community, combined with its rich higher education institutions and cultural and creative organisations places the city in a prime position to engage strategically with international cities from mainland Europe, the east coast of the United States, China and beyond. In order to attract interest in international trade and investment, and draw more visitors to the city, Plymouth needs to collaborate more with the cultural sector internationally. Through an international cultural programme that stimulates high value international visits, trade and investment with cities in Europe, the US and China there is an opportunity for Plymouth to place itself as a major centre for international collaboration in the south west of England.

6.26 The Plymouth Plan seeks to support cultural activities and experiences in communities across the whole of Plymouth through a 'hub and spoke' concept. The policy identifies a focus on three cultural hubs in the locations of City Centre and adjoining Waterfront; Royal William Yard; and Devonport which build on existing community activity, assets and infrastructure. Investment in the three hubs is seeking to stimulate further cultural opportunities across the city that gives greater local accessibility to cultural activities.

6.27 Developing a distinctive and dynamic cultural sector in Plymouth that will unlock the potential of the city's arts, creative sector and cultural heritage will help raise the profile of Plymouth working closely with key partners in the visitor economy. It will also provide opportunities for local communities and attract those seeking to relocate for business offering a lifestyle that cannot be found elsewhere, with arts, music, drama, comedy and entertainment forming a unique city identity that supports growth.

Policy INT5

Celebrating Plymouth's sporting excellence.

The City will promote and celebrate Plymouth's reputation for sporting success and its provision of first class sports facilities by:

1. Establishing Plymouth as a nationally and internationally recognised venue for sporting events, particularly in aquatic / water sports and mass participation outdoor sports.
2. Developing an international major events calendar to raise the profile of Plymouth as a leading international sports destination.
3. Seeking opportunities to celebrate the successes of the city's sport's clubs and athletes, and assisting them to expand and improve their facilities and performance.
4. Recognising and supporting the work and achievements of locally led sports clubs and the positive impact they have on communities.
5. Working with partners to provide swimming programmes for schools so that as many primary aged children learn to swim as possible.
6. Working with Plymouth Marjon University and Plymouth University to raise the profile of their sports specialisms, particularly the work with elite athletes.



6.28 Plymouth has some of the best sailing waters in the country, and has hosted a number of prestigious competitive sailing events, including the America's Cup World Series, the Rolex Fastnet and most recently the Transat in 2016. Plymouth Life Centre also has aquatic facilities that are the largest of their kind in southern England. These facilities were used by a number of international swimming and diving teams in preparation for the London 2012 Olympics, and

in 2019 the British National Diving Cup was held to showcase the best of British diving talent with the focus being around the Tokyo 2020 Olympics. In 2018 Plymouth Life Centre was also selected to host the British Masters Swimming Championships.

6.29 The city has an enviable range of sporting attractions and nationally significant sports training facilities. Plymouth Marjon University has a reputation for sporting excellence and training elite athletes with one of the most comprehensive programmes of sport participation, performance, education and research in the UK. It is renowned for its world-class facilities and expertise which it is committed to sharing with international partners. Additionally, in Plymouth Argyle (football), Plymouth Albion (rugby union) and Plymouth Raiders (basketball) it has three teams that play within their respective national leagues.

6.30 Plymouth has a growing reputation for mass participation running and outdoor events including the 10K, half marathon and multiple grass roots cycling and triathlon events at club level which are opportunities to engage with local communities, improve health and wellbeing and put Plymouth on the map nationally and internationally.

6.31 There is also a well-established network of local community led sports teams that promote participation and work with communities to improve levels of physical activity which continue to deliver world class athletes.

Policy INT6

Enhancing Plymouth's 'green city' credentials.

The City will actively pursue measures that build upon its current strengths in green technologies as well as its exceptional natural environment, to become one of the leading green cities in Europe. This will include:

1. Developing and promoting our contribution to managing climate change and sea level rise through continuing to pursue ambitious carbon reduction emission targets and proactive natural network management, and putting in place infrastructure to enable businesses to make the transition to a low carbon economy.
2. Promoting our marine renewable energy technological and operational expertise, through the creation and promotion of a Marine Renewable Energy Hub and a well-trained and qualified, carbon literate workforce able to recognise and respond to the green growth opportunities of a low carbon economy. This will provide a basis for inward investment and international collaborations in the energy sector.
3. Reducing transport related carbon emissions by offering an efficient and attractive choice of sustainable travel options for all sectors of the community, visitors, businesses and commuters within pleasant and secure environments and actively supporting the transition to low emission vehicles.
4. Safeguarding the special conservation status and environmental quality of the Plymouth Sound and Tamar Estuaries European Marine Site, the Tamar Estuaries Special Conservation Zone and other sites, species and habitats of European importance.

5. Recognising organisations that demonstrate excellence in green and sustainable solutions across the city.
6. Continuing to lead the way nationally in natural infrastructure delivery.
7. Developing innovative approaches through culture to engage communities and address issues of sustainable living using international models of best practise.
8. Working closely with our local businesses to develop a 'green' culture and to support and encourage them to use best practise to benefit their business as well as the wider city environmental aims.



6.32 This policy builds on the City's commitment to be a leading green city. This means working to substantially reduce carbon emissions therefore making our own contribution to the international effort to manage climate change. This commitment includes big efforts to help people and businesses save energy, generate low carbon energy, protect Plymouth's special natural environment and reduce transport-related carbon emissions and utilise the services nature provides.

6.33 It is recognised that climate change will have unavoidable impacts for which we must prepare, such as improving resilience to flood risk from heavy rainfall and rising sea levels and to wave damage from the sea. The Plymouth Plan's commitment to sustainable development is also reflected in its policies relating to waste management, natural space enhancement and local food.

Policy INT7

Supporting world class universities and research institutions.

The City will support the continued growth of its higher education and research institutions to raise their profile internationally by:

1. Recognising the competitive strengths of the city's higher education and research institutions and supporting their development and marketing on an international stage.
2. Providing the physical space, networks and facilities to capture the commercialisation of Plymouth's strong knowledge base into new higher value, exporting businesses.



6.34 The city has a significant pool of knowledge and innovative potential with an extensive network of colleges and research facilities as well as three universities; Plymouth University, Plymouth College of Art and Plymouth Marjon University.

6.35 The city's considerable strengths in marine science and technology include research institutions such as Plymouth Marine Laboratories, Marine Biological Association, Sir Alister Hardy Foundation for Ocean Science and South West Marine Energy Park, backed by a number of leading companies in the marine technology sector (including Babcock in Plymouth and Appledore, Princess Yachts and M-Subs) in various locations in Plymouth and the South Hams. Plymouth will continue to play a leading role in the creation and development of the UK South Coast Marine Cluster.

6.36 Plymouth's marine research institutes present a unique research and development opportunity with the combination of expertise in marine science, education, and technology. Together these organisations put Plymouth in a unique position within the UK and internationally to derive scientific, academic, and economic benefits for the local community, the region and the UK. Plymouth therefore provides opportunities for governments, agencies and industry through technology transfer, joint ventures, collaborative research, international partnerships and multi-disciplinary conservation efforts. Embedded within the science base is also a unique capability for the dissemination of knowledge and public understanding of science. Plymouth has showcased its globally significant marine capabilities through Marine Tech Expo 2016 and will continue building momentum and traction up to a major inward investment and business engagement event during Mayflower 400.

6.37 Plymouth University's Marine Innovation Centre (MARIC) operates across the south west, with offices in Plymouth, the Brixham Blue Environmental Hub and an outreach office at the Bristol & Bath Science Park. This Business Technology Centre operates across the region making intelligent connections between small and medium sized enterprises (SMEs) and academia, to help increase the competitiveness of the south west marine sector businesses. The Centre provides an intelligent brokerage service to support SMEs access the knowledge, expertise and world class facilities that sit in the marine institutions, universities and public sector research establishments. The University Technical College also supports the city in becoming a world leader in marine technology as a centre of educational excellence for marine engineering and advanced manufacturing.

6.38 Plymouth's rapidly developing medical and health care sector includes a mix of activity from teaching to medical-engineering, medical informatics and biomedical science. Plymouth Hospitals NHS Trust is the largest hospital trust in the south west peninsula and is a teaching trust that forms part of the Plymouth University Peninsula Schools of Medicine and Dentistry and conducts a wide research programme.

6.39 The city is developing a growing knowledge-based manufacturing and service industry by linking to the work of Plymouth University, the hospital and the advanced engineering sector. Plymouth Science Park hosts some of the most innovative businesses in the south west which include medical, science, technology and knowledge based companies. The Plymouth International Medical and Technology Park has supported Derriford to become a centre of excellence for knowledge based industries.

6.40 Plymouth is also increasingly recognised as having a diverse and vibrant creative industries sector which includes creative and digital media, audio-visual, design, TV and film production and visual arts, music technology and software games development. Plymouth College of Art is a specialist provider of education in art, craft, design and media which aspires to develop its distinctive profile of work nationally and internationally. The College runs a busy national and international programme of visiting artists, exhibitions, public events and partnership activities. Plymouth University Peninsula Arts also hosts the largest contemporary art space in Plymouth with year round exhibitions from local and international artists.

Policy INT8

Celebrating diverse communities.

As the city grows and attracts new international businesses, visitors and students, Plymouth will need to strengthen its reputation as a welcoming, multicultural city where a broad range of partners promote the benefits of diversity and challenge unfair discrimination. Plymouth will be a fair city where people take pride in their communities, are listened to and can make a real contribution to Plymouth as a place to live, work and visit.

The City will:

1. Ensure that the needs of different communities of geography, identity and interest are respected, celebrated, and valued for and enabled in their contribution to the economy and culture of the city.
2. Ensure that people feel safe and secure, with good levels of community cohesion and where people from different backgrounds get on well together.
3. Ensure that as service providers it understands and responds to the needs of all Plymouth's communities and service users.
4. Ensure that all communities have access to contribute to, lead and develop place based projects in the city and this work is profiled and supported accordingly.
5. Ensure that young people are prepared for a life in a modern, globalised and increasingly diverse Britain, enabling them to take up their roles in the Plymouth of the 21st Century.
6. Deal with hate crime effectively and efficiently.



6.41 If Plymouth is to fulfil its city vision to ensure that an outstanding quality of life is enjoyed by everyone and deliver an ambitious growth agenda, it must strengthen its reputation as a welcoming city with good community cohesion. Community cohesion is a state of harmony between people from different backgrounds living within a community and is strongly linked to the concept of social capital. A socially cohesive society is one that 'works towards the

wellbeing of its members, fights exclusion and marginalisation, creates a sense of belonging, promotes trust and offers its members the opportunity of upward mobility' (OECD 2012:14). Strong and positive relationships are developed between people from different backgrounds and circumstances, in the workplace, schools and within neighbourhoods. 'Guidance on community cohesion' (LGA, December 2002) and 'Community cohesion - an action guide' (LGA, 2004).

6.42 As the population of Plymouth grows, it will become more diverse with a growing number of people from different backgrounds. It is therefore essential that we celebrate this diversity, harness talent and ensure an outstanding quality of life for everyone – newcomers and established populations alike. Our approach will help ensure Plymouth has a strong reputation and is an attractive, safe place to live, visit, work and invest in, and one which understands and provides for different cultural needs.

6.43 The City will also look to promote the effective teaching of Citizenship Education across all our schools which will support the increased awareness, knowledge and understanding of Plymouth's diverse cultural profile. Children and young people in the city will therefore be active and informed members of their communities able to appreciate, celebrate and exploit the links between the Plymouth of the 21st Century and the rest of the world.

How we will know we have been successful - our measures of success of an international city.

- A. Plymouth continues to improve its diverse cultural and sporting experience with great venues, major events, good food and hospitality offer.
- B. Plymouth is internationally renowned as a leading UK tourist destination.
- C. Plymouth is recognised internationally for expertise in marine science and high technology manufacturing.
- D. Plymouth's reputation for world class universities and research institutions continues to grow.
- E. Plymouth's reputation is strengthened as a welcoming, multicultural city where a broad range of partners promote the benefits of diversity.

7. Spatial Strategy

What we are trying to achieve - our spatial strategy

Strategic Outcome

Plymouth and South West Devon will be a vibrant, thriving and well-connected sub-region, where its housing needs are met, and where there is an economy driven by both the growing city of Plymouth and by rural areas characterised by sustainable market towns and villages set in high quality natural environments

Plymouth will be fulfilling its role as a regional city and a major economic driver for the Heart of the South West, building on its rich cultural, natural and built assets. It will be stimulating growth to the benefit of the city and its wider sub region and providing the focus for culture, specialist health care, education, shopping, leisure attractions and hospitality services for the wider area.

7.1 The Plymouth Plan's Spatial Strategy is set out in the Plymouth and South West Devon Joint Local Plan (JLP). A key element of this strategy is providing an understanding of how and where change will take place over time, to deliver the vision set out in the Plan, and articulating Plymouth's strategic role within the South West.

7.2 This Spatial Strategy plan's for the city's growth in the context of Plymouth's wider city region. The JLP covers Plymouth, and the neighbouring authorities of West Devon Borough Council and South Hams District Council (minus Dartmoor National Park Authority). Although Plymouth only accounts for 4% of the Joint Local Plan's land area, nearly 70% of the residents live in the city, and it provides jobs, health and education facilities and leisure opportunities for all who live in the plan area. Accordingly, Plymouth accommodates most of the growth that will occur in South West Devon over the plan period to 2034, and its growth and success is important to the communities of South Hams and West Devon.

The Spatial Strategy for Plymouth and South West Devon

7.3 The Spatial Strategy set out in the JLP explains the spatial distribution of development across the whole plan area through the use of two Policy Areas:

- The Plymouth Policy Area. This incorporates the administrative area of Plymouth along with Plymouth's urban fringe. Locations that are part of the wider urban area (e.g. Woolwell, Langanage) and where major development is committed (e.g. the new community at Sherford), as well as the city's landscape setting, fall within this policy area.
- The Thriving Towns and Villages Policy Area. This incorporates rural South Hams and West Devon, including its market towns, settlements and villages.

7.4 These spatial levels represent an appropriate structure for organising the plan, acknowledging the inter-relationships between Plymouth, its urban fringe and South West Devon, and the inter-relationships between the main towns, villages and rural areas of south west Devon.

7.5 Crucially, the Spatial Strategy goes on to give details of the numbers of new homes required across the Plan Area, the amount of new employment floorspace, and overarching principles concerning transport, the natural environment and infrastructure. It sets the overarching themes for the plan, including the creation of sustainable linked neighbourhoods and sustainable rural communities. It also sets out a Strategic Objective guiding the delivery of the Spatial Strategy.

7.6 The JLP Spatial Strategy sets the following plan requirements:

- At least 26,700 new homes to be provided across the plan area between 2014 and 2034. 19,000 of which to be provided in the Plymouth Policy Area (including 4,550 affordable homes), and 7,700 to be provided in the Thriving Towns and Villages Policy Area (including 2,050 affordable homes). Monitoring of delivery for the purposes of the Housing Delivery Test and 5 Year Land Supply will take place at the whole plan level.
- Sufficient land to accommodate at least 375,208 sq m of employment floorspace across the plan area, 291,400 sq of which should be provided in the Plymouth Policy Area, and 83,700 sq m to be provided in the Thriving Towns and Villages Policy Area.

7.7 The Spatial Strategy of the Plymouth and South West Devon Joint Local Plan is [here](#).

Plymouth's strategic role and spatial strategy

7.8 Plymouth plays a key strategic role in providing essential services and facilities at both a sub-regional and regional scale. This role of the city is key to the success of that area. The JLP's policies relating to the strengthening of Plymouth's strategic role are [here](#).

7.9 The JLP goes on to set out a more detailed Spatial Strategy for the Plymouth Policy Area. The Policy Area is defined so as to include both the urban area of Plymouth and its urban fringe, and includes land both within the administrative areas of Plymouth and South Hams. Basing the strategy around the Plymouth Policy Area means that the plan can deal with the sensitive environmental and landscape setting of the city, putting in place limits to the expansion of Plymouth. It therefore provides a set of strategic objectives, policies and site specific allocations which, when taken together with the Plymouth Plan, show how the Healthy City, Growing City and International City will be delivered practically and spatially.

7.10 The Spatial Strategy for Plymouth is based on three Growth Areas. These areas have been identified as key to delivering major growth in housing, employment and associated infrastructure to drive Plymouth's growth.

- The City Centre and Waterfront Growth Area. The focus of this area is Plymouth City Centre and regeneration areas along the city's waterfront. Significant amounts of new homes and jobs are proposed, along with the regeneration of the City Centre and the Waterfront to create an environment reflecting Plymouth's aspiration to be one of Europe's finest waterfront cities.
- The Derriford and Northern Corridor Growth Area. The focus of this area is the creation of a new heart for the north of the city, providing a range of new homes and jobs, safeguarding the site of Plymouth Airport for future aviation activities, and creating a new commercial heart in Derriford. This area also includes the Woolwell urban extension, which is in the South Hams administrative area. The spine of the area is the A386 Northern Corridor, where strategically important infrastructure projects will improve movements along the corridor to the edge of the policy area and on to Tavistock.
- The Eastern Corridor Growth Area. The focus of this area is ensuring that the delivery of significant numbers of new homes within and on the edge of the city is well integrated into Plymouth's strategic and green infrastructure. The growth area includes Sherford and Langage, where strategically significant numbers of new homes and amounts of employment floorspace are being delivered on sites with the South Hams administrative area, but which should be integrated into Plymouth. The area contains significant green areas such as Saltram Community Park and the new Sherford Community Park, and further large scale housing opportunities in locations such as Saltram Meadow.

7.11 Clearly not all growth and change will take place in the Growth Areas, and the plan also identifies policies and allocations relating to small sites and other parts of the city.

7.12 The Spatial Strategy for Plymouth is [here](#).

8. Delivery and Monitoring

Delivery and monitoring - How we will implement the Plymouth Plan

8.1 The Plymouth Plan puts all the City's strategic level policies into one document. This will aid delivery because partners will have a shared understanding of City Vision and direction of travel, assisting them in ensuring their 'business as usual' is aligned behind the overall vision.

8.2 Putting all the strategic policies into one place also enables us to identify those more complex issues that need to be delivered through a joined up approach. Only a systems leadership approach will succeed in delivering these more complex issues. Systems leadership acknowledges that many of these issues cross departmental, organisational and sector boundaries and therefore rely much more on influence and persuasion than the management of resources that are within the direct control of one organisation.

8.3 Systems leadership is described by the Leadership Centre as.... *"the way you need to work when you face large, complex, difficult and seemingly intractable problems; where you need to juggle multiple uncertainties; where no one person or organisation can find or organise the solution on their own; where everyone is grappling with how to make resources meet demand which is outstripping them; and where the way forward therefore lies in involving as many people's energies, ideas, talents and expertise as possible."*

8.4 It is often characterised by the following principles:

- Successful delivery is based on relationships and trust and achieved through the ability to persuade and negotiate
- Solutions are co-designed with stakeholders and end users, but should still be evidence based
- Maintaining constancy of purpose is as important as being flexible and adaptable throughout delivery
- Issues are complex making it more important to adopt a long term approach - making progress rather than seeking to solve the whole problem from the outset
- Making initial progress is more effective through a 'coalition of the willing'.

8.5 There is a good deal of correlation between systems leadership and the attributes of 'smart cities'. A smart city is a managed entrepreneurial city (not a technological utopia), whose agility and flexibility in adapting to modern challenges, makes it more efficient and competitive, whilst also being inclusive.

8.6 The British Standards Institute defines the concept of Smart City as "the effective integration of physical, digital and human systems in the built environment to deliver sustainable, prosperous and inclusive future for its citizens".

8.7 In today's highly competitive world with its many urban challenges, being smart is not really an option, it is a necessity. In much the same way that Plymouth has adopted 'growth' as its strategy of choice, that growth must also be sustainable, inclusive and value generating - in other words it is 'smart'. Smart growth is the only real means by which Plymouth can tackle its challenges and capitalise on its opportunities.

8.8 Plymouth is committed to becoming a smarter city, enabled by the high speed cable network and ever-present and reliable high speed mobile data services. The network will offer public and private sector opportunities to capture and manage data for economic and social benefits. We will combine these initiatives with the continued development of skills and confidence for those living and working in Plymouth to allow them to make the most of the capabilities on offer here. This in turn will allow for the further expansion of digital services offered by the City Council and other public sector organisations as the primary mechanism for the delivery of their functions.

8.9 Off the shelf, digital enabled and technology led solutions, often using sensors, data and digital communication, can help to make existing systems such as traffic, public health and energy more efficient and predictable. The use of technology alone however is not the answer – industry led technology solutions may improve many of the symptoms but they are not so effective in tackling the causes. Really smart cities adopt a managed, proactive and tailored approach, where they decide where to invite innovation to support the delivery of their vision and broader outcomes. Really smart cities deliver greater equity, improved quality of life and citizen empowerment. They are outcome focussed rather than solution led. They adopt more collaborative integrated service delivery models, finding collective rather than individual solutions, and empowering and enabling communities to creatively solve their challenges through open source and decentralisation.

8.10 Adopting a systems leadership approach, embodying these smart city attributes, will help us to deliver our three strategic themes, health, growing and international, in an integrated way whilst also remaining true to the Plan's underlying philosophy.

Plymouth Plan Governance and Co-ordination

8.11 To ensure that this systems leadership approach is embraced from the very top, 'One Plymouth' is the overall champion for the Plymouth Plan. This provides the stable, multi-agency, senior level oversight that such a complex set of strategies requires.

8.12 The City Council provides overall coordination and management of the Plan on behalf of City partners, with Full Council responsible for incorporating the Plymouth Plan into the Council's Policy Framework and its own business planning processes.

8.13 Day to day coordination and management is carried out by a cross-department Plymouth Plan Delivery Team, augmented where necessary by representatives from partner agencies. The Service Director for Strategic Planning and Infrastructure has overall management accountability, reporting to the City Council's Corporate Management team.

8.14 The Plymouth Plan Delivery Team will support the Council, partners and partnerships with the implementation and delivery of the Plymouth Plan. Embedded as part of their day to day role the team will have oversight of all elements of delivery and champion the sovereignty of the Plan and its philosophy. The Plymouth Plan Delivery Team will actively manage relationships and help make connections across the themes of the plan.

8.15 An annual Plymouth Plan Convention is proposed to provide a forum for wider engagement with partners on the ongoing delivery and effectiveness of the Plymouth Plan.

8.16 The City Council's scrutiny function will be available to provide a structured overview and scrutiny process for the Plymouth Plan.



Figure 3 - Plymouth Plan Governance

Plymouth Plan Delivery Framework

8.17 The delivery of the Plan is complex and requires the involvement of many partners. It also requires a strong discipline in order to ensure that there is no return to the days when the City had different strategic planning documents, set to different time lines, and sometimes with conflicting visions and priorities. A framework of delivery planning is therefore proposed, with all additional policy and delivery documents being based on the following key principles:

- a. Clearly linked to the Plymouth Plan vision, strategy and policies. The same vision and strategic outcomes should be used. Plans should clearly demonstrate how they are taking forward the PP Philosophy and the two golden threads – welcoming city and green city.
- b. Organised around consistent timescales, built around consistent time horizons / segments of time.
- c. Seen as delivery plans of the Plymouth Plan, albeit some will be of a more strategic nature perhaps with a longer time horizon and others of a more detailed nature with a shorter time horizon.
- d. Use consistent terminology.

8.18 A variety of delivery and action plans are likely to be needed to ensure that the strategy set out in the Plymouth Plan is delivered. It is proposed to give these the consistent title such as 'Plymouth Plan: Delivering a Healthy City', 'Plymouth Plan: Delivering a Sustainable Transport System' etc.

8.19 It is acknowledged that these delivery and action plans will cover a variety of time horizons and include varying levels of detail, depending on the subject matter and any statutory requirements. However, the consistent terminology will ensure a clear differentiation between strategy (which is in the Plymouth Plan) and delivery actions (which is the prime day to day focus of the City Council and its partners).

Plymouth Plan Communications Framework

8.20 One of our main challenges is to maintain a strong awareness across the Council and its partners of the Plymouth Plan as the city's single strategic long term plan. Although there have been some notable successes, most particularly the alignment of the Plymouth Plan to the Council's Medium Term Financial Strategy and its capital strategy, without clear communications there is a significant danger of returning to a situation where the City had a plethora of strategies, set to different timelines, and sometimes with conflicting visions and priorities. A Communications Plan will seek to do the following:

- Keep the Plymouth Plan in the consciousness of Members and Officers across Plymouth City Council, and of One Plymouth and our key partners.
- Encourage a mind-set and a language of delivery planning rather than strategy development.
- Maintain awareness of the Plymouth Plan 'brand' and facilitate departments and partners to use this brand in an appropriate way.
- Provide standard resources that can be used by Members, Offices and partners in applying and implementing the Plymouth Plan and using it to promote the City, and identify where they can get support and advice in relation to these matter.
- Maintain and improve the interactive website which not only helps people to look at the Plymouth Plan in a way that meets their needs, but also helps to demonstrate how the Plan is performing.
- Promote the interactive nature of the Plymouth Plan in the context of the performance and review system – such as the Data Plymouth website and products such as the Plymouth Report.

Plymouth Plan Performance Framework

8.21 The context for the performance framework is the strategic outcomes set out within the Plan, each with measures of success identified and from which a suite of indicators has been developed. The Plymouth Plan sits at the head of a dynamic system. The system also includes the capability to monitor performance, and to provide insight and intelligence for decision-makers on the findings of that monitoring. This enables reviews and refreshes to take place, ensuring the Plan remains relevant to current challenges. It follows a plan/monitor/manage approach:

- Plan - as set out within the Plymouth Plan as the overarching strategic plan for the city, with associated delivery and organisational plans.
- Monitor - using data collected and held in Data Plymouth, an evidence bank for the Plymouth Plan which offers a range of open data, live statistics from national and local data sources, needs assessments and other useful reports and links.
- Manage - involving the analysis of that data through the annual Plymouth Report, which gives an overview of the needs and issues facing the city – the state of the city. This is informed by more detailed documents and data sets such as the Joint Strategic Needs Assessment, most of which are held on the Data Plymouth website. This report will facilitate discussions with partners regarding the delivery of the plan at the proposed annual Plymouth Plan Convention, and inform the need for further interventions.

8.22 The system also shows the role played by other key documents and processes, and importantly how they validate and reinforce each other:

- The Joint Local Plan (JLP): the statutory local plan for Plymouth, West Devon and South Hams.
- Plymouth City Council's Corporate Plan: the Council's medium term strategic plan.
- The family of Plymouth Plan delivery plans: detailed delivery plans covering a wide range of interventions.
- The Council's Corporate Plan performance framework: regular monitoring of how the Council is doing.
- The Plymouth Plan indicators: annual performance monitoring against the agreed indicators and targets in the Plymouth Plan.
- Data Play: working with local talent and tech companies to explore how open data and technology can be used to help the City address key challenges.
- The Joint Strategic Needs Assessment: the main health and social care evidence base as part of Plymouth Report.
- The Report of the Director of Public Health: advises decision makers on health gaps and priorities that need to be addressed.
- The JLP Annual Monitoring Report: a series of reports containing information on the progress and effectiveness of the JLP.



Figure 4 - Plan, Monitor, Manage process

8.23 The system works to financial years, in line with most of the partners. The cycle is:

- April to July: most monitoring reports completed for previous financial year.
- August to November: preparation and publication of Plymouth Report.
- December to March: opportunity for any required changes to be reflected in delivery plans / budgets etc, and refresh of the Plymouth Plan itself if necessary.
- Every five years a full review of the Plymouth Plan.

8.24 The primary Plymouth Plan indicators are identified below. This is a deliberately limited indicator set, structured around each of the Measures of Success identified in the Plymouth Plan. All the indicators will be included in Data Plymouth, where a fuller list of secondary indicators and other key data can be found should deeper dives be necessary on any issue.

Plymouth Plan Measures of Success and Primary Indicators

HEALTHY CITY

A People in Plymouth get the best start to life with improved health, increased life expectancy, and a better quality of life

- Healthy life expectancy (males and females)

B More people taking care of themselves

- Emergency hospital admissions

C More residents are contributing to and are involved in their community

- Percentage of residents who regularly do voluntary work

D People of Plymouth are well housed and live in good quality, well looked after neighbourhoods where they feel safe and happy

- People of Plymouth are well housed and live in good quality, well looked after neighbourhoods where they feel safe and happy

E Good quality and sustainable health and wellbeing services for people who need them, whether they are public services or care in the community

- Overall satisfaction of people who use services with their care and support

GROWING CITY

A The population has grown to achieve the city's ambition (population of 300,000)

- Population using the Census mid-year estimate

B Plymouth continues to be recognised as a leading Green City

- Carbon emissions

C Plymouth has a vibrant, productive, inclusive and innovative business sector with a workforce that is paid a living wage

- GVA per hour
- % of workforce at or above living wage

D The people of Plymouth have the skills to be school ready and work ready to meet the needs of the city, enabling them to avoid poverty

- Per cent of Early Years Foundation Stage (EYFS) children achieving a good level of development
- Key Stage 4 Attainment 8 achieving the 'basics'.

E Plymouth continues to strengthen the conditions for increased growth and investment including ensuring effective infrastructure systems

- Capital investment in infrastructure

INTERNATIONAL CITY

A Plymouth continues to improve its diverse cultural and sporting experience with great venues, major events, good food and hospitality offer

- Residents' view of Plymouth's offer

B Plymouth is internationally renowned as a leading UK tourist destination

- Visitor numbers

C Plymouth is recognised internationally for expertise in the marine science and high technology manufacturing sectors

- Jobs in High-Tech Manufacturing and Scientific Research and Development

D Plymouth's reputation for world class universities and research institutions continues to grow

- Ranking of Plymouth's universities

E Plymouth's reputation is strengthened as a welcoming, multicultural city where a broad range of partners promote the benefits of diversity

- % of residents who agree with the statement: 'my local area is a place where people from different backgrounds get on well together'

SPATIAL STRATEGY

The Spatial Strategy for Plymouth is [here](#).

Review of the Plymouth Plan and its delivery

8.25 A full review of the whole Plan will normally be undertaken every five years. This will entail a full review of the evidence base as well as the Plan itself, its outcomes, objectives and policies. This is a reflection of the high level strategic nature of the document and a recognition that the overall direction of travel should not normally need to be reviewed any more frequently than this.

8.26 There may be circumstances however, where a full or partial review of the Plan is necessary, in advance of the five yearly cycle. This may for example include:

- Significant changes to one or more of the datasets relating to the characteristics of the city such as health or economic conditions.
- A major shift in the macro economic climate.
- More rapid or dramatic than expected changes to the climate or weather conditions, or extreme environmental events.

8.27 One of the issues that could have a significant impact on the Plan is Brexit, and the implications of this are likely to play out over a period of time as the country and its citizens adjust to the changed circumstances, whichever path we take. There could be a broad range of social and economic impacts and the situation will be kept under regular review. In particular we may need to monitor for changes in any of the above but particularly:

- The labour market and workforce supply as a result of possible changed migration patterns.
- Overall economic growth because of possible changes to the investment environment.
- Supply chains, especially food and medicine, and the ability to import and export as a result of changes to customs, tariffs, and regulations.
- Higher education because of withdrawal of research funding and reductions in the numbers of international students.
- The possible impact of all of the above on community cohesion.

8.28 The success of the Plan goes far beyond the content of the Plan itself. Delivery is key, and needs to be able to respond quickly to changes, to ensure that interventions remain effective. The main focus of the review cycle, on an annual basis (or sometimes more frequently), will be the changes that may be needed to the actual delivery of the Plan.

8.29 The Plymouth Plan Convention will provide an opportunity for partners, stakeholders and the community to come together to consider progress and any new emerging issues and to review the effectiveness of the Plan. The Convention will be informed by the Plymouth Report and the Plymouth Plan Annual Progress Report, and in addition will be able to call on all the up to the minute and more detailed data held within DataPlymouth. This review process will not take away the possible urgent need to consider changes to delivery that may be highlighted outside of the annual process.

