

# Plymouth Coastal Community Team Economic Plan 2016-2020



In partnership with:



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## Foreword

This Economic Plan for Plymouth has been produced by the Plymouth Coastal Community Team, one of over 100 local teams set up by the Department for Communities and Local Government during 2015.

The Plymouth Coastal Community Team has been established to help bring jobs, growth and opportunities to the people of Plymouth and to deepen their connection to the coast. The team is a collaborative partnership between the City Council, businesses and local people to help identify and deliver regeneration projects in Plymouth. If you would like to know more about the membership of Plymouth's Coastal Community Team please see Appendix I.

Plymouth City Council itself is a unitary authority with an award winning plan for the city in the form of The Plymouth Plan. This Economic Plan does not seek to replace or duplicate the Plymouth Plan but to support it and provide focus to the activities of the Coastal Community Team. Our activities will centre on the visitor economy and waterfront legacy, in particular our ability to support and maximise the Mayflower 400 opportunity.

The Economic Plan contributes to the following specific policies in the Plymouth Plan:

- [Policy 1: Enhancing Plymouth's strategic role.](#)
- [Policy 6: Enhancing Plymouth's role in maintaining the south west's special natural environment.](#)
- [Policy 14: Optimising the health and wellbeing benefits of the natural environment.](#)
- [Policy 28: Promoting Plymouth's heritage.](#)
- [Policy 31: Implementing Britain's Ocean City.](#)
- [Policy 33: Positioning Plymouth as a major UK destination.](#)
- [Policy 34: Delivering a distinctive, dynamic cultural centre of regional, national and international renown.](#)
- [Policy 43: Managing and enhancing Plymouth's waterfront.](#)
- [Policy 45: Plymouth's investment priorities.](#)

## What is a Coastal Community Team?

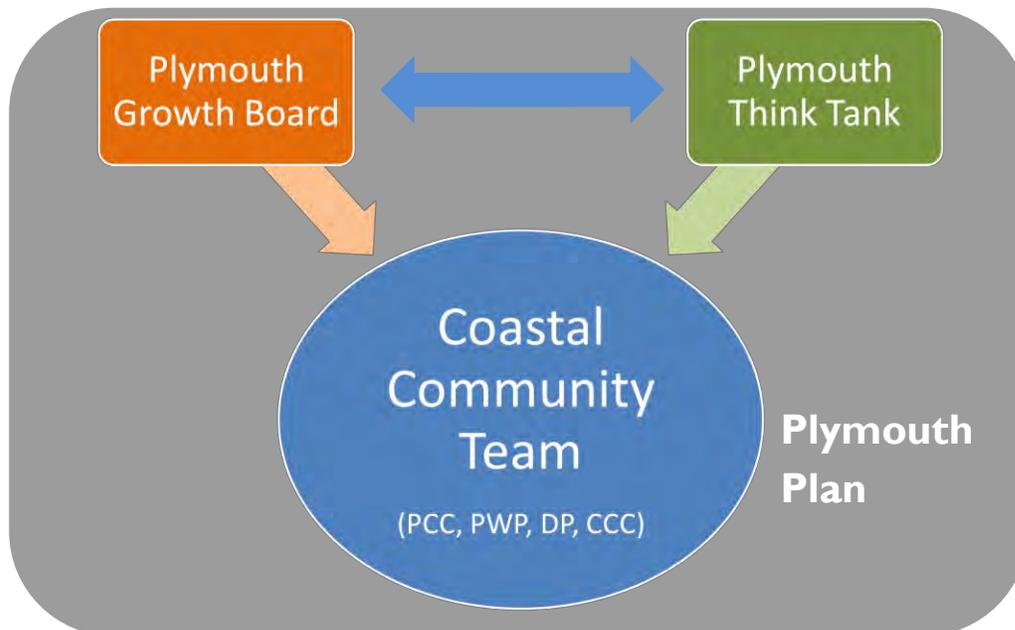
*“This one nation government is determined to devolve powers and funding so that no corner of the country is left behind. This includes our historic coastal towns and cities that have in some cases fallen into decline in the past but can now ensure that the economic recovery is coming back to them too.*

*Coastal Community Teams will help decide where that investment goes because local people know best what is needed to grow their local economy. We are backing them with £1 million of direct support and the Budget also confirmed last week that at least £90 million more will be spent in the coming years through the Coastal Community Fund, which these teams will have access to.*

*By bringing together local businesses, local leaders and volunteers, Coastal Community Teams can help tap into their local heritage and make the most of our stunning seaside assets to make a success of the tourist trade. The teams can also help ensure local people have the skills and opportunities so that they benefit from the new jobs and investment too.”*

*- Mark Francois, Minister of State for Communities and Local Government*

## How does Plymouth's Coastal Community Team work?



Plymouth is part way through finalisation of the Plymouth Plan, a national award-winning single strategic plan for the city encompassing health, culture, transport, the economy and children/young people. People are at the heart of this plan; it has received thousands and thousands of suggestions, comments and contributions from residents and businesses in the city giving it unprecedented buy-in. If you would like to know more about the Plymouth Plan or have your say please visit [www.theplymouthplan.co.uk](http://www.theplymouthplan.co.uk).

The Coastal Community Team seeks to support the objectives of the Plymouth Plan with a focused approach on key areas. It is delivered by Plymouth City Council, Plymouth Waterfront Partnership, Destination Plymouth and Plymouth City Centre Company. The Coastal Community Team is given strategic direction and oversight from the Plymouth Growth Board and the Plymouth Think Tank.

If you would like to contribute to the Plymouth Plan or the Coastal Community Team then please email [plymouthplan@plymouth.gov.uk](mailto:plymouthplan@plymouth.gov.uk) or ring us on 01752 305477.

Full membership and contact details can be found in Appendix I.

# Plymouth: History, Community and Economy

## Historical Context

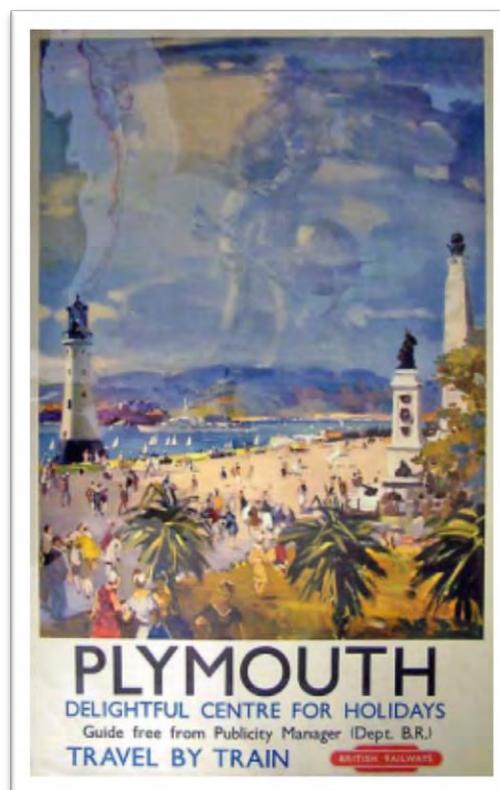


Plymouth is the largest city on the far South West peninsula, home to 258,000 people, an international ferry port, the 9<sup>th</sup> largest university in the UK and the largest operational naval base in Western Europe.

Plymouth has a long and deep connection with the sea; the area has been the site of an important trading and fishing settlement since at least the Bronze Age. Plymouth as we know it today began to take on national

importance from the middle ages when it became the home to the English fleet during the Hundred Years War. As the Age of Sail dawned Plymouth's importance as a port and naval base increased and the city played a role in key events from world history such as Sir Francis Drake's defeat of the Spanish Armada and the departure point for the Mayflower Pilgrims' journey to the New World.

In the subsequent centuries the size and importance of the Royal Navy continued to grow with new and expanded dockyards and military facilities employing an increasing number of people, often at the detriment of the commercial activities that had characterised earlier settlements. In 1712 there were 318 men employed at Plymouth Dock but this number continued to grow during the golden age of British sea power, eventually peaking with about 20,000 workers during WWI and WW2. The post-war demilitarisation and decline of British ship-building has had a significant impact on Plymouth and the number estimated to be employed at Plymouth's naval base has fallen to just 2,500.



Another industry that has left a deep and visible mark on Plymouth is that of tourism. In the Victorian era, as the railways began to connect the country, resort towns and cities took on a new importance. Much of the built heritage along the Hoe Foreshore and waterfront can be traced to this period (and some lost to history, such as the pier), reaching its zenith in the Edwardian period when the Tinside Lido was constructed. In the later decades of the 20<sup>th</sup> Century the appeal of UK holidays declined with the rise of air travel and overseas package holidays and like many similar towns and cities Plymouth lost its earlier popularity.

Plymouth is a city with a rich ocean heritage from shipbuilding and the Royal Navy to fishing and tourism however, as with many coastal communities, this history left a legacy of low wages, declining industry and pockets of deep deprivation that the city is working hard to overcome.

## The Community of Plymouth

Plymouth had a resident population of 258,000 in 2012, with a further 100,000 in the wider travel to work area. The city’s population grew at a rate of 0.68% per annum between 2000 and 2010 (1,700 additional people each year), faster than the UK average of 0.56% pa.

Under the Plymouth Plan, the commitment is to grow Plymouth’s population to 300,000 by 2030.

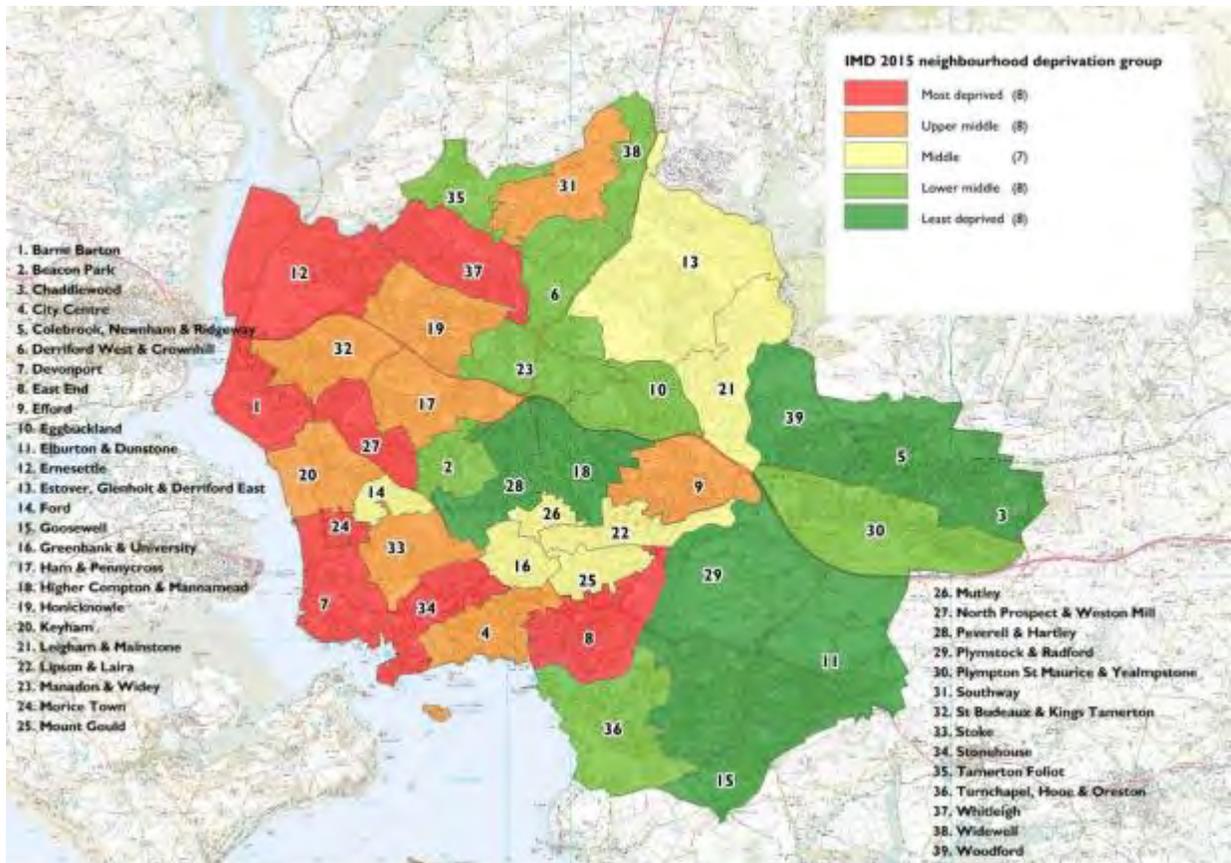
Plymouth contains one of the largest universities in the country, the University of Plymouth (c32,000

students), as well as an expanding University of St. Mark and St. John (c4,000 students) and Plymouth College of Art. This gives Plymouth a significant demographic spike in the 20-24 age range, although low graduate retention means it does not carry through. A recent study found that within 6 months of leaving; only 19% of Plymouth University Graduates in work had remained in the city<sup>1</sup>. This is well below the 40-50% retention rate found in cities like Leeds, Liverpool, Newcastle or Manchester and is borne out by the demographics.

	2012		2030	
	Plymouth	England	Plymouth	England
0-19	23.3%	23.9%	23.5%	23.3%
20-24	9.7%	6.8%	10.1%	6.1%
25-39	19.2%	20.0%	18.3%	18.6%
40-64	31.0%	32.4%	26.4%	30.0%
65+	16.8%	16.9%	21.6%	22.0%

<sup>1</sup> Higher Education Statistics Agency for 2011 leavers

As with most cities there are clear disparities in economic opportunity across Plymouth. 47 of the city's 161 neighbourhoods<sup>2</sup> are amongst the 20% most deprived neighbourhoods in the country and there is an area within Stonehouse that is within the 1% most deprived areas within the country. Illustrated in the map below, the areas of highest deprivation are those in the West and South West of the city, these are neighbourhoods most closely linked to the coast, particularly those historically most reliant on the dockyards and Navy.



The Plymouth Plan is addressing these inequalities and challenges through an ambitious, innovative and integrated strategic plan that sets out the vision of how the city should look in 2031. Whilst the whole plan seeks to tackle deprivation the particular policies most connected are:

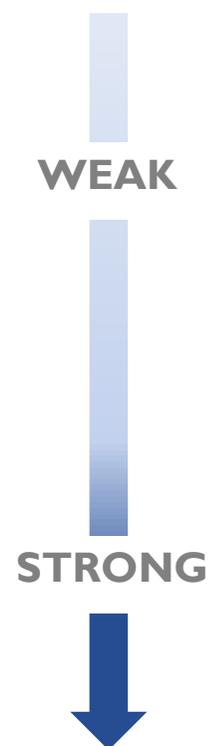
- [Policy 8: Addressing health inequalities and supporting healthy lifestyles.](#)
- [Policy 9: Delivering the best outcomes for children, young people and families.](#)
- [Policy 19: Delivering skills and talent development.](#)

<sup>2</sup> Statistically referred to as Lower Layer Super Output Areas (LSOA)

## The Local Economy

With a population of 258,000, economic output of £4.5 billion and 105,000 jobs, Plymouth is the most significant urban area on the south west peninsula. Like many of the more peripheral or post-industrial cities in the UK, Plymouth has struggled to raise its competitiveness and productivity, falling some way below the national average. Prior to the global financial crisis and subsequent recession of 2008/2009 there were some signs of improvement in terms of productivity and

Centre for Cities 2015	Rank (out of 64 cities)
Businesses in high growth sectors	63
Business density	61
Private: Public ratio	57
Knowledge-intensive jobs	44
Business start-ups	42
Long-term JSA claimant rate	40
Highest level qualifications	37
Earnings	30
GVA per capita	30
Employment Rate	28
Youth JSA claimant rate	21
JSA claimant rate	19
Manufacturing jobs	19
Patents	17
Population with no qualification	6



employment growth; however, even at the time concerns were raised about its sustainability with growth driven by the public sector and the construction-led housing boom, with relatively weak growth in professional, business and financial services.

The recession itself was deeper and longer lasting in Plymouth than in much of the rest of the UK with GVA growth to 2012 lower than both UK and South West averages.

It is recognised that knowledge based industries will contribute significantly to future employment and raising productivity. Plymouth is home to small but rapidly developing creative and digital sectors. There is an estimated 173 creative enterprises within the city including the internationally significant TwoFour Ltd and the city saw a rise of over 40% in the number of digital SMEs between 2011 and 2014 with the 11<sup>th</sup> fastest growth rate in digital jobs in the country.<sup>3</sup>

<sup>3</sup> Centre for Cities Small Business Outlook 2015

At its core the City of Plymouth has a strong manufacturing base, good levels of employment and low levels of workers with no qualifications. The challenge still remains in raising entrepreneurship, growth in the high value sectors, upskilling of the workforce and retention of graduates. These aspects of the Plymouth economy are explored and addressed in the Plymouth Plan, particularly policies 2 and 19.

## The visitor economy



The Visitor Economy drives an economic impact in the region of £316 million annually (Cambridge model 2014) supporting about 6% of jobs across the city, some 5,500 FTE.

[The Plymouth Visitor Plan 2011](#) sets out ambitious targets for growth up to 2020 of a 20% increase in visitors and a 25% increase in visitor spend, this in turn providing an additional 1,500 jobs in the sector. The plan

also sets out a strategy to develop Plymouth as one of Europe’s leading waterfront destinations through a long term plan of infrastructure development, brand positioning and marketing, sector skills and development activities.

<b>Total Domestic Visits (000's)</b>	<b>Plymouth</b>	Bristol	Portsmouth	Exeter	Blackpool
Day	<b>5,494</b>	12,635	8,247	5,886	9,324
Overnight	<b>502</b>	1,512	741	530	1,335

Figures from the Great Britain Tourism Survey show that Plymouth has grown its visitor economy by about 25% in terms of both volume and value since 2008. The city has significant potential to grow further when compared to other coastal cities, particularly overnight stays which drive much higher spending in the wider visitor economy.

Plymouth performs much more strongly as a destination for visitors from outside of the UK, likely due in part to its rich heritage and international reputation but also the presence of the ferry port. In line with the rest of the South West region French and German tourists are the two most significant groups of overnight visitors. Australians are the third most likely nationality to holiday in Plymouth for at least one night, followed by those from the US.

<b>Staying Visits (000's)</b>			
<b>Country of Residence</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
France	12	32	20
Germany	23	24	12
Australia	11	19	9
USA	7	12	8
Other	7	10	6

Mayflower 400 represents a clear opportunity to grow the number of overseas visitors to Plymouth from not only the United States but also the Netherlands and Europe more generally. At 12.7% of overnight stayers people from the US already account for a greater proportion than the South West average (5%), evidencing the special draw that Plymouth has for Americans.

In addition to the transformational opportunity presented by the History Centre, and with Mayflower 400 in 2020 as a key driver, there is already heavy investment in a £70 million capital infrastructure programme including; a new coach hub, leisure extension to the existing Drake Circus shopping mall, a proposed new cruise terminal and hotel and accommodation developments, including a major investment in one of Plymouth's prime sites to bring a 4 star offer to the city.

Working with Visit Britain and Visit England international marketing opportunities are already being explored to enable Plymouth to maximise this opportunity over the next 5 years and beyond.

## Economic Initiatives within Plymouth

[The Plymouth Growth Board](#) oversees delivery of [Plymouth's Local Economic Strategy](#) (LES) 2013-2026, which forms an integral part of the Plymouth Plan. The LES contains six flagship interventions designed to transform the Plymouth economy; whilst repositioning the city's Ocean City brand and visitor offer, locally, nationally and internationally. The 'Visitor Economy and Culture' flagship of the LES provides the foundation for this Economic Plan.

Below we set out some of the key initiatives in this transformation:

### Mayflower 400

In 2020 it will be the 400<sup>th</sup> anniversary of the sailing of the *Mayflower* to North America. Plymouth played a key role in this story and there is an established programme of capital and revenue projects covering sport, culture, tourism, education, business, history and the military.

The capital projects include delivery of the 'Mayflower Experience', involving improvements to and interpretation of our historic assets (see details below). The revenue projects will build on our existing successful events (such as the History Festival, Military Tattoo and Armed Forces Day, Illuminate and Thanksgiving Parade), in ways that complement this ambition.

In addition, a Mayflower Trade and Investment Expo will aim to capitalise on the city's Blue Tech and marine cluster, targeting inward investment to our Marine Industries Production Campus centred on South Yard (see below). We will also offer business support to enable local businesses to benefit from Mayflower 400 opportunities.

This programme of events and interventions began in 2014 and will increase in size and scale until the anniversary itself; which will be designed to secure a sustained legacy of aspiration, opportunity and investment with and for the people of Plymouth.

### Mayflower 400 – The History Centre

The Plymouth History Centre will act as the hub of Mayflower 400, telling the story of Plymouth to the world and inspiring visitors to navigate the full Mayflower experience. It will be a regionally significant centre of culture, learning and skills.

Situated between Plymouth University and the Plymouth College of Art, the Centre will form the heart of the city's emerging Cultural Quarter. It will host contemporary

art exhibitions and major touring shows and include twelve different galleries, including 'The Mayflower Story', 'Port of Plymouth' and '100 Journeys that Changed the World'.

The History Centre will significantly shift the perception of Plymouth, promoting it as a major 'must see' destination and re-connecting communities in the city with the importance of Plymouth's location on the coast. It is anticipated to contribute £250m to the city's economy in the ten years after it is completed, providing 276 permanent full time jobs.



Beyond the clear benefits to the visitor economy the History Centre will nurture the skills and talent of the people of Plymouth by providing space for the University of Plymouth and Plymouth College of Art for learning and development. Through

consultation with residents and community groups a series of more technical programmes are also being developed; from geology and natural history through curation and the archival discipline. The Centre itself will provide a forum for building the capacity of community groups.

### **Business Improvement Districts (BIDs)**

Plymouth has two BIDs, managed by the City Centre Company (CCC) and the Plymouth Waterfront Partnership (PWP). The City Centre Company was first established in 2005 and has recently been renewed for a further 5 years until 2020. Plymouth Waterfront Partnership is in its first term having secured BID status in 2012. It is due for renewal in 2017 and will focus on supporting delivery of Mayflower 400.

### **South Yard**

As part of the Plymouth and South West peninsula City Deal the Ministry of Defence have begun transferring key areas of the South Yard naval base to Plymouth City Council, bringing a unique complex of industrial buildings and docks into commercial use and offering an exceptional investment opportunity in a prime marine location.



With its unique deep-water docks, South Yard will be at the heart of a regional Marine Industries Production Campus. It will become a hub for design companies, provide engineering and composites workshops for manufacturing, offer lab space for research and create 1,200 highly skilled jobs.

### **New Homes and Building Plymouth**

The Council is committed to building 1000 new homes a year for the next 5 years and to work with the construction industry to ensure that local people have the training and opportunities that will come from this. There is a brand new community being constructed on the outskirts of Plymouth called Sherford and this, along with significant housing delivery within the city should accommodate the 23,000 new dwellings needed by 2031.

[Driving Growth](#), produced by Plymouth City Council, gives a feel for the scale of achievement in economic development over the last two years as well as the next steps in regeneration.

# The Coastal Community Team Plan

## Community consultation on this plan

During the first phase of the Plymouth Plan over 1000 comments were received from the community that informed the draft plan. It was clear from the comments received that the people of Plymouth have a lot of pride in their city, its waterfront and what it can offer the world. The full summary of responses received can be viewed online at [http://www.plymouth.gov.uk/plymouth\\_plan\\_connections\\_summary\\_report.pdf](http://www.plymouth.gov.uk/plymouth_plan_connections_summary_report.pdf)

A selection of key responses that have informed the Plymouth Plan, the development of the History Centre and this Economic Plan are below:

*“High quality public realm space on Plymouth’s waterfront is essential and key gateways to the waterfront require investment”*

*“The History Centre could get people moving around the city. It’s a starting point which could get people going to other places in the city.”*

*“Need to raise the historic-tourist profile of key waterfront sites”*

*“Explore opportunities to create new tourism districts out of existing facilities i.e. Plymouth Fisheries”*

*“Need a tourism strategy which celebrates what we have, things to do and attracts visitors, celebrates our maritime history and role as a city in naval history”*

*“Better access to key destinations i.e. Royal William Yard”*

*“Need to improve coastal paths and connect with existing infrastructure which will showcase the city and help with navigability”*

*“Support an overarching place-shaping policy that includes preserving and enhancing the natural environment and historic heritage”*

*“More historic spaces i.e. naval museum”*

*“Britain’s Ocean City – a common vision for all stakeholders”*

## What we want to achieve

Plymouth's plan is centred on its role as 'Britain's Ocean City', with a vision to be **“one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone”**. This vision has been at the heart of policy/plan making since 2003 and is owned by local partners as a way to realise the ambitions of Plymouth and its citizens.

The Coastal Community Team's Economic Plan seeks to support this vision, driving forward those projects that mean the most to the residents of and visitors to Plymouth. Success will mean a greater connection to the sea for residents, a much improved tourism offer and a strong sense of pride in our city and what it can offer the world.

Measurable outputs:

- **Growth in visitor numbers, visitor spend and jobs**
- **Growth in creative, digital and marine industries in the city**

## How we will achieve it



Mayflower 400 in 2020 represents a once in a lifetime opportunity to commemorate the sailing of the Mayflower from Plymouth, UK to Plymouth, Massachusetts in 1620; a voyage that changed world history.

The city of Plymouth played a key role in this story and much of the focus and interest on this side of the Atlantic will be directed here. The investment that is already taking shape will drive forward many aspects of the economy such as marine and related industries, digital and creative, and particularly, the visitor economy. It is our plan to support existing initiatives and introduce some more that we believe will lever impactful and inclusive benefit to the people of Plymouth.

## Specific Targets

**To grow visitor spend:** Increase the annual number of visits to Plymouth by 2% a year, with a leap to 6m in 2020, and a corresponding increase in annual visitor spend to £350m. This will bring significant extra income into the local economy, providing 1500 new jobs<sup>4</sup> for local people and encouraging entrepreneurship.

**Business supported:** There are 800 businesses within the waterfront area our activities will seek to support.

**Community group projects:** We will encourage and support community groups to bring forward their own projects to contribute to the Plymouth Plan and Mayflower 400. These will be tracked and measured in terms of funding assisted with, projects completed and residents and groups engaged.

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<sup>4</sup> From a 2011 base, as per the Visitor Plan

## Transformational Projects (to 2020)

The following is a high level summary of discreet projects. Individual projects are detailed in full later in the document (page 21 onwards).

Project	Funding	Lead Organisation	Partner Organisations	Project Delivery Date
Mayflower Experience	£3.5m+ capital and c.£2.2m revenue from PCC. £?m from Coastal Communities Fund	PCC	PCCT, Arts Council, HLF, Plymouth Culture, Theatre Royal Plymouth, PWP, CCC, City College Plymouth	2020
Plymouth History Centre	£10m PCC £15.7m Heritage Lottery Fund £4.2m Arts Council £2m Coastal Communities Fund (to be secured)	PCC, Plymouth University, SWFTA, SWIB	PCCT, PCA, BBC, MoD's Naval Heritage Centre, HLF, DP	2019

Key to organisations  
 PCCT – Plymouth Coastal Community Team  
 PCC – Plymouth City Council  
 CCC – Plymouth City Centre Company  
 HCRA – Hoe Conservation and Residents Association  
 PADAN – Plymouth Area Disability Access Network  
 PWP – Plymouth Waterfront Partnership  
 HE – Historic England  
 DP – Destination Plymouth  
 HLF – Heritage Lottery Fund

## Short Term Projects (6 months/quick wins)

Project	Funding	Lead Organisation	Partner Organisations	Project Delivery Date
Mayflower Experience Feasibility Study	£40k total funded by PCC, PCCT, HE, Plymouth Culture	PCC	PCCT	31/05/2016
Waterfront and City Centre Masterplan	Fully funded by PCC	PCC	PCCT, PWP, CCC	31/05/2016
Coastal Revival: Tinside Beach and Mount Batten Tower	£100k, Coastal Revival Fund, £84k, HE, £21k PCC	PCCT	PCC, HE	31/03/2016
Waterfront and City Centre Disability Access Audit	To be identified	PCCT	PCC, PADAN	30/06/2016

## Medium Term Projects (6 months to 5 years)

Project	Funding	Lead Organisation	Partner Organisations	Project Delivery Date
Enhancements to visibility and signage between waterfront and city centre to include Additional Tourist Information/You are Here Boards with history and cultural information in waterfront and other key locations	To be identified	PCC	PCCT, PWP, CCC	2017
Data Play and Digital Connections	£15k Delivering Differently, further to be identified	PCC	PCCT	2017
Saltscreen – Plymouth Waterfront Film Festival	£5k from Vital Sparks	HCRA	PCCT, Everyone Active	September 2017
Millbay to Durnford Street cycle connection and Tour de Manche project	£4.9 capital already allocated by DFT	PCC	DP, PWP, PCCT	2019

## Emerging Projects

The Coastal Communities Team will oversee delivery of the Plymouth Plan, along with the above short, medium and long-term projects. In addition, the following additional projects have been identified by the Think Tank as important to the people of Plymouth and support the objectives of the Plymouth Plan and the Mayflower 400 celebrations. They are at an early ideas stage; some may not be achievable and are only included here to show that they are under consideration for development by the Coastal Community Team.

Short Term Projects	Medium Term Projects (6 months - 2 Years)	Long Term Projects (2 - 5 Years)
Ensure engagement with, and consultation on, major public realm improvements largely focused on the waterfront	Lido - continued investment. How can it be used out of season? Can it be covered and used in winter? Can it be heated?	Skyline/funicular railway between West Hoe Road and Quality Inn to improve access on the west side of the Hoe.
Sign posting on the Hoe to show which routes down are easiest and with hand rails.	Outdoor Gym (possibly West Hoe Park)	Bandstand - see the Sound and hear the sea/music
Education on looking after the sea and ensuring it is kept clean and safe now and for future generations.	Re-instating the diving board on the foreshore	Road train connecting city centre and waterfront.
Rock Climbing along the Hoe Cliffs	Open top bus tours.	Planting for Mayflower 400. What plants and flowers were in situ in 1620, can it be recreated? (Mayflower Rose)

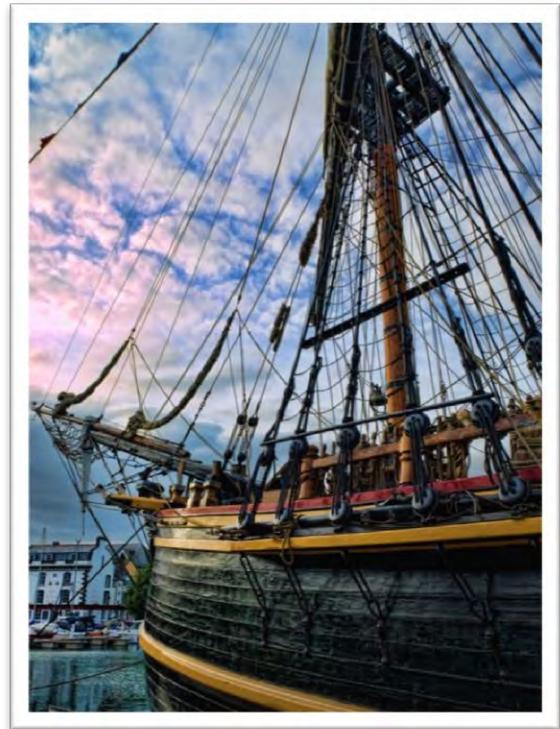
## Transformational Projects in detail

### Mayflower Experience

**Lead Organisations:** Plymouth City Council, Theatre Royal Plymouth, City College Plymouth, Plymouth University, Plymouth Chamber of Commerce, Plymouth Culture, Destination Plymouth, the Navy (representing the wider forces community)

**In Partnership with:** Plymouth Coastal Communities Team, Plymouth Waterfront Partnership, Plymouth City Centre Company, National Compact Partners, The University of St Mark and St John,

Plymouth is recognised nationally and internationally as the departure point for the Mayflower; an event which has played a pivotal role in shaping the modern world and which sits at the heart of the ‘special relationship’ between the UK and US. Despite the substantial reconstruction of the city following the war, the Mayflower story is still strongly embedded within Plymouth through a range of buildings and assets. This project aims to use the Mayflower story, in conjunction with the 400<sup>th</sup> anniversary of the sailing of the Mayflower in 2020, as a catalyst for the city’s regeneration. This will be achieved through a significant investment and mobilisation programme, involving the Council, partners, businesses and the wider community.



Key work streams within this project include:

- The creation of heritage trails linking key assets and locations, and foregrounding the Mayflower story for visitors and residents alike
- The development of digital resources which promote the Mayflower story and provide an interactive visitor experience
- A major events programme, created co-operatively with local communities and drawing additional visitors and media attention

- The re-interpretation of key Mayflower assets, for example Merchants House and Elizabethan House, providing an enhanced visitor offer and ensuring there is a consistent Mayflower narrative
- Investment in additional attractions based around the Mayflower ship and wider Mayflower story
- The uplift of Plymouth's public realm, transforming key public spaces on the Waterfront to improve the city's visitor offer and highlight Plymouth's exceptional location. This work will be shaped through a partnership approach, including engagement with communities, to identify areas of particular need

### **Timescales:**

- Capital work will be completed by September 2019 in time for the 2020 celebration
- Events will be held in the build-up to 2020 and beyond, creating a legacy of increased visitor numbers. Planning is currently underway to confirm the events programme; initial events will be held in 2016

### **Outcomes**

An initial analysis of the impact of the Mayflower programme suggests the following outcomes:

- Placing Plymouth in the top tier of global community, economic and cultural events in 2020
- A major economic impact worth at least:
  - 5,407 FTE jobs and £256m GVA for the Plymouth area
  - 8,110 FTE jobs and £384m GVA for the Travel To Work Area
  - 10,000 FTE jobs and £0.5b for the UK
  - Media value in the order of £20-30m

## History Centre

### ***Plymouth History Centre - Love Our Past, Step into the Future***

**Lead Organisations:** Plymouth City Museum and Art Gallery, Plymouth University, South West Film & Television Archive and South West Image Bank

**In Partnership with:** Plymouth College of Art, BBC, the Ministry of Defence's Naval Heritage Centre, Plymouth Culture, Destination Plymouth and Plymouth Coastal Communities Team.

Plymouth History Centre is the city's new major visitor attraction, to be completed in 2019, opening as the flagship building project for the Mayflower 400 celebrations in 2020. The History Centre will be at the heart of the Mayflower experience, creating a place to experience and share the city's rich and diverse collections and their stories. It will be a centre of learning and community engagement, connecting and engaging people from all over the world with Plymouth. Situated between the University and the College of Art, the Centre will form the heart of the city's developing Cultural Quarter.

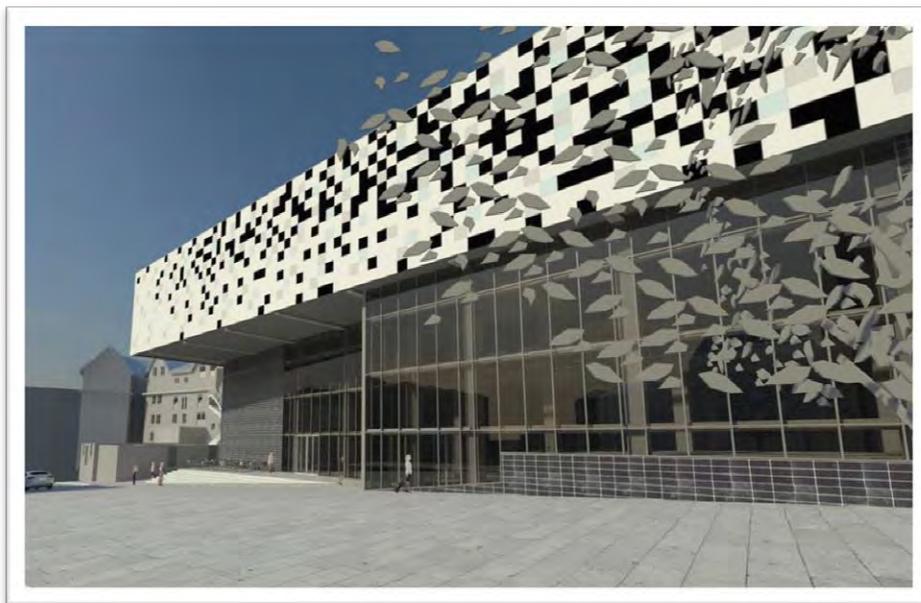
The History Centre will significantly shift the perception of Plymouth, promoting it as a major 'must see' destination and re-connect communities in the city with the importance of Plymouth's location on the coast.

The project will unite a number of key elements:

- The transformation and refurbishment of the existing City Museum, Art Gallery and Central Library into a Museum of the 21<sup>st</sup> Century
- The creation of additional exhibition and commercial spaces within an extension to the old building which will be an iconic architectural attraction in its own right



- The building of the Archive in the Sky which will house the city's precious collections and archives in a single home, available as an educational resource for visitors
- The refurbishment and transformation of the adjacent St. Luke's Church into the largest contemporary art gallery in the South West peninsula
- The creation of an outdoor piazza that links the two buildings and will come alive with a year-round programme of events
- The programming of the University's adjacent Peninsula Arts Gallery, linking it with the other buildings and the piazza into a diverse cultural offer for visitors to the City's Cultural Quarter.



Walking in the footsteps of Drake, the Pilgrim Fathers and the Navy, the project will communicate the story of the city as a port, from which significant journeys have begun or ended, its importance for the military, its bombardment during the war and the regeneration plans that continue to create a new future for its growth. The

Centre will be three times the size of the current museum and designs are being developed for twelve different galleries, including 'The Mayflower Story', 'Port of Plymouth' and '100 Journeys that Changed the World'. St Luke's Church will become Plymouth's 'Turbine Hall', becoming the largest single art gallery in the South West, hosting major international touring exhibitions.

The History Centre has consulted extensively with the local community groups and is using these outcomes to design the History Centre's offer. The History Centre is not only about showcasing its exhibitions; it is about skills, community, and learning.

## Partnership funding to date

The Plymouth History Centre is a £34m major scheme in the heart of Plymouth, acting as a symbol for Plymouth's current regeneration and creating a visitor attraction for the future.

- Plymouth City Council has committed £10m
- Heritage Lottery Fund (HLF) awarded £12.8m at its Round 1 submission
- HLF Round 2 is being requested to contribute a further £2.9m
- Arts Council England (ACE) at Stage 1 submission has committed £4.2m.

## Timelines

- Planning application submitted, March 2016
- HLF and ACE Round 2 decisions, July 2016
- Building contractor appointed, January 2017
- Buildings completed, December 2018
- Exhibitions fit-out, 2019
- History Centre re-opens January 2020 as part of Mayflower 400 celebrations

## Outcomes

- 300,000 visitors per annum
- 216 direct jobs and 60 indirect jobs (276 gross permanent jobs) in the visitor economy
- A further 148 direct jobs and 81 indirect jobs (229 gross temporary jobs) will be created during the construction period
- Overnight visitors increasing by 35,000 bed nights
- Visitor spend in the city increasing by £25m each year

## Short term projects in detail

### Mayflower Experience Feasibility Study

**Lead Organisation:** Plymouth City Council

**In Partnership with:** Plymouth Coastal Community Team, Historic England, Plymouth Culture.

Plymouth's Mayflower 400 programme aims to capitalise on this significant anniversary, using the event as a catalyst for developing community pride and engagement, re-positioning 'Britain's Ocean City' as a major UK and European waterfront destination and developing our heritage, visitor, cultural and business assets to regenerate the city and deliver economic growth and employment.

Plymouth is commissioning a feasibility study to support the achievement of these aspirations. This will incorporate a broad portfolio of activities, ultimately leading to the creation of a cohesive 'Mayflower' narrative for the city's heritage and cultural assets that drives visitor numbers and investment. Within this the study will include detailed capital and revenue costings for the development of key assets, including public realm, interpretive and structural work, with a view to creating sustainable attractions, the identification and design of visitor 'trails', the assessment of economic impact and advice on options to develop a digital visitor offer. This work will be shaped through a partnership approach, including engagement with communities, to identify areas of particular need.

Furthermore, the study will support and integrate with the work of the Plymouth Coastal Community Team, as well as shape funding bids into organisations such as the Heritage Lottery Fund, Arts Council and Visit England.

#### Timescales

**Study commissioned** – Jan 2016

**Initial high level options and results** – 7<sup>th</sup> March 2016

**Full report** – anticipated May 2016

## Outcomes

1. A costed technical assessment of heritage and cultural assets including the Mayflower Steps and associated public realm
2. A heritage assessment and review (including DDA compliance) of established and potential Mayflower assets including:
  - The Mayflower Monument, incorporating a site for this piece of public art and associated interpretation
  - Merchants House
  - Elizabethan House
  - Mayflower Steps
  - the Elizabethan streetscape (e.g. New Street)
  - a suitable location for a visiting Mayflower ship, including interpretation at the site
  - other relevant historic buildings and collections in Plymouth and elsewhere, for example the National Maritime Museum, with any change to scope agreed through the Mayflower Programme Board
3. A holistic, costed, interpretation proposal: this will include the reinterpretation of physical heritage and cultural assets, identification of digital, education and public engagement opportunities and the development of a joined up itinerary between the Mayflower attractions, to inform a 'Mayflower Trail'.
4. An outline business case to ensure long term sustainability, including a proposed operations structure and costs
5. Consultation with the Plymouth arts sector and articulation of how the arts sector is involved in Mayflower 400, providing a narrative that will support individual organisations in accessing funding
6. A focus on the significant arts elements of Plymouth to exploit and develop for Mayflower 400
7. Advise on opportunities to involve the community and stakeholders in Mayflower 400 in line with the Council's co-operative values, including the identification of national good practice
8. A proposed timeline for work and the identification of relevant risks
9. Projections for potential visitor numbers and associated economic impact/job creation

## Waterfront and City Centre Masterplans

Following consultation, as part of the Plymouth Plan, the City Council is preparing long-term, strategic masterplans for Plymouth's waterfront and city centre areas. The Plymouth Coastal Community Team has identified this as a key piece of work to ensure a joined up, cohesive vision for the area and will look to input to and support their delivery.

## Coastal Revival: Mount Batten Tower

**Lead Organisation:** Plymouth City Council

**In Partnership with:** Plymouth Coastal Community Team, Historic England

Mount Batten Tower is a 17<sup>th</sup> century scheduled ancient monument that sits on a prominent position on Mount Batten overlooking the entrance to Plymouth Sound. The 30 ft high landmark was a key component in Plymouth's defence through the Commonwealth period but began to lose its importance following the construction of the Royal Citadel, finally ceasing to be used in the early 18<sup>th</sup> century. It found a new lease of life during the two World Wars when it was used by the Navy in 1913 as the Royal Naval Air Station Cattewater and later RAF Mount Batten. The base was finally decommissioned in 1986.

There is a project now in place to repair the monument, illuminate it at night and create a publicly accessible attraction. The project has been funded by Historic England, Plymouth City Council and the Coastal Community Team (via the Coastal Revival Fund).

**Illuminations** – Complete November 2015

**Repairs** – Started September 2015

**Options study in to future uses** – Due March 2016

**Implementation of preferred options** – From April 2016

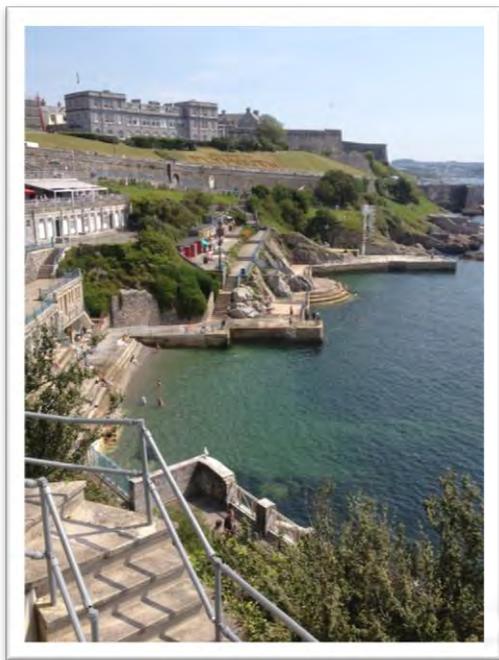
### Outcomes

A conservative estimate of the outputs from this project are 3 FTE jobs created for the future use of the site. Opening it up to the public 7 days a week from June to September and weekends outside this period would provide a minimum estimated boost to the visitor economy of £1.6m GVA by 2020.

## Coastal Revival: Redevelopment of Tinside Pool East

**Lead Organisation:** Plymouth Coastal Community Team

**In Partnership with:** Plymouth City Council



The area to the East of Tinside Lido is part of the unique waterfront heritage of Plymouth. In use in one form or another for over a hundred years, many of the existing buildings are from Edwardian times. Due to long term storm damage, safety concerns and changing holiday tastes, most of the waterfront is not in use with the notable exception of the Lido itself that was re-opened in 2005 after significant local campaigning and investment.

The long term aim is to develop a leading arts and cultural hub in the disused Tinside East complex. The initial project, funded through the Coastal Revival Fund will be a pilot approach, designed to test the concept, stimulate demand and assess viability of more permanent, but costly interventions.

We are looking to improve access, clean, paint and restore much of the facade and to install steel doors over three of the alcoves to make them available as water-sport related pop-up shops over the summer period.

**Work on site –** January, February, March 2016

**Open to the public –** May 2016

### Outcomes

We would anticipate the units being able to accommodate 2-4 FTE jobs while the units are open over the summer months and would hope that increased vibrancy would contribute to the visitor experience on Plymouth's foreshore. Long term, full redevelopment of the waterfront would have a transformative effect on Plymouth's tourism offer and would give residents and visitors alike a unique way to interact with the sea.

## Waterfront and City Centre Disability Access Audit

**Lead Organisation:** Plymouth Coastal Community Team

**In Partnership with:** Plymouth City Council, Plymouth Area Disability Access Network

Much of Plymouth's waterfront was developed at a time when access for all was not a significant consideration for developers or authorities. Whilst the heritage bestowed upon Plymouth is a source of great pride and importance there are large areas that are simply inaccessible to people with impaired mobility and indeed, are of some challenge to people of full mobility.



The Coastal Community Team consider commissioning of a Disability Access Audit to be one of the highest priority items and are actively seeking funding sources to make it happen.

## Medium term projects in detail

### Enhancements to visibility and signage



Plymouth has a number of tourist information boards (or 'monoliths') in key locations around the city centre and waterfront. Not only do they give information on where you are and how to get to other parts of the city but they also give the historical and cultural context to your location. They are a great addition to

the cityscape and are very popular with visitors and residents alike.

These monoliths have a build and installation cost of approximately £10,000 and we would like to see additional ones placed at Royal William Yard, Millbay, along the South West Coast Path and at the Park and Rides.

## Data Play and Digital Connections

### **Partner Organisations:**

PCC, Plymouth University, i-DAT, RIO, Think Tank, Digital Plymouth community, Plymouth College of Art, Plymouth Marine Laboratory

**Funding:** £15,000 Delivering Differently in Neighbourhoods DCLG

**Further funding identified:** a budget secured for Data Play for green spaces (Lottery Reaching Communities) and an EU funding bid being prepared.

### **Anticipated outcomes:**

- Improved management of data and opening this up for communities particularly data about the coast and sea.
- A grass roots, community led approach to opening our data.
- Host a Data Play Day in 2016 that bring together the local digital and tech companies with communities and organisations with ideas or challenges.
- Host a young persons data play day with school
- At least 10 creative ideas or new opportunities created using Plymouth data
- Support at least 5 local companies to explore their ideas further
- Support the Digital Plymouth conference in June 2016
- One piece of art work in the city using data
- Create a shared data hub for open data in the city
- Connect with RIO and the digital Market Hall development due to open summer 2017

### **Timescales**

- On going relationship building and release of data.
- Data Hub created by end of 2016
- Opportunity to scale up over the next year with a focus on data about the sea and marine environment with a Data Play Day in the autumn.

<http://www.plymouth.gov.uk/dataplay#dataplay>

## SaltScreen

**Lead Organisation:** Hoe Conservation and Residents Association

Tinside Lido is an Art Deco Lido on the Hoe Waterfront and is overlooked by the Hoe Road which runs above and gives a bird's eye view of this unique 1935 swimming pool. The Lido is open to the public between the May bank holiday and early September (approx 4 months). For the remaining 8 months of the year, the Lido is closed and lays dormant.

Tinside Lido would work well for a water screen film show as it sheltered from winds and an ideal location for the water jets. September is the driest month of the year in Plymouth and the Lido's season closes at the beginning of September. Its layout is also a natural amphitheatre.

When the conceptual video was presented to the Hoe Conservation and Residents Association (HCRA), as a community arts project, it was met with great enthusiasm and the



Salt Screen project sub-group was formed. It is a community led arts project that has potential to be a uniquely spectacular event in Plymouth for the run up to 2020.

The idea is to invite entries for a Waterfront Short Film Competition and these will then be shortlist and judged by Arts and Film Specialists in the South West. Themes could be anything related to the city from archive footage and images, community films right through to visions of Plymouth by 2020. This project has the potential to grow into a major cultural event, much larger than we first envisaged and maybe develop into a Waterfront Film Festival for Plymouth and the South West.

## Millbay to Durnford Street cycleway and Tour de Manche

There is a strong desire from the local community to connect Durnford Street with the Millbay area of Plymouth via a walking and cycling route to facilitate direct access to the waterfront for the local community, businesses and some of the 300,000 annual visitors who walk the SW Coastal path which runs through Plymouth.



The walkway will encourage pedestrians and cyclists to move between the key city destination areas of Royal William Yard, Millbay, the City Centre and West Hoe area, which is currently not possible due to the ferry port. This would also connect what is a £4.9 million programme of cycle way routes to the East and North of the city to enable complete access by cyclists and walkers.

The aim is to develop the cycle routes Laira Rail Bridge to Barbican, Laira Rail Bridge to Saltram Meadow and Sherford development and Saltram countryside Park links to the East of the City as well as promote and market the 'Trans Manche Route' internationally via Destination Plymouth marketing activity and improving the tourism offer for cyclists by enhancing the route attractiveness through marketing, signposting and improved facilities.

Plymouth is currently investing over £9.7 million into development of cycling infrastructure within the city over the next 5 years. This supports the City's Corporate Plans as well as the supporting Communities, Transport, Local Economic and Visitor Economy strategies.

### Project themes:

- I. Extension of planned cycle routes
  - We would like to complete parts of our local cycling infrastructure including connections from the ferry port in Millbay to Durnford Street along to the West and linking into Cornwall, to the North and to the East linking across to Exeter and South Hams.

2. Joint marketing activity for Tour de Manche
  - Development of website and digital marketing activity
  - We will use an improved website, maps and guides to provide this information.
3. Signage
  - In 2014 a new signage and interpretation strategy for the city was implemented and we would like to build on this by adding new signage along the identified cycling routes. In addition public art and interpretation should be provided at key access points.
4. Improve the tourism offer and services along the ‘Tour de Manche’
  - We would like to expand our existing cycle hire schemes and provide more public facilities along the route.
  - The content of the route will be developed and key local attractions including local heritage, restaurants, accommodation and events highlighted and packaged to encourage visiting cyclists to travel the route and experience the culture and local environment. This will include an event calendar encouraging international visitors to come to key city.
5. Monitoring visits and the economic impact of the ‘Tour de Manche’
  - We would like to measure the impact through monitoring of marketing activities as well as economic impact and user surveys.

**Programme costs:**

The total programme above including the Laira and Saltram extensions has a value of £6.215 million. Of this sum £4.943 million is already available as match funding from the existing DFT Cycle route programme within the city, which includes the Laira bridge extension and the City Centre cycle improvements. The match funding requested from the Interreg programme is £1.272

**Timescales:** start 2016 – end 2018

**Outputs;** cycle route connection, signage, public art, website, promotion of linked businesses e.g. cultural, heritage, cycle hire, accommodation research on economic impact of route

# Community Consultation

## Targets

The Plymouth Coastal Community Team has brought together key partners to establish 'one voice' for the delivery of its Economic Plan. It will not duplicate the excellent partnership work that already exists; however, it will aim to further enhance collaboration and its benefits.

Our Team will target engagement of local communities and grow engagement activity and support for groups who want to contribute to Mayflower 400. It will also record and monitor outcomes, including the number of projects and amount of funding that resident and community groups have accessed in support of the Economic Plan.

It is our ambition to refresh the Economic Plan on an annual basis in order to allow new ideas and projects to come forward as the Coastal Community Team grows in visibility and accessibility.

## Engagement 2016/17

The Team will be supported and administered by PCC staff, from both Economic Development and Planning Departments, who will ensure that key partners can effectively co-ordinate their efforts. Coastal Community Team Members will be in attendance at:

- Plymouth Plan Think Tank meetings are held bi-monthly
- The City Centre and Waterfront BIDs both meet quarterly
- Destination Plymouth and Plymouth Growth Board both meet quarterly
- Hoe Conservation and Residents Association, Plymouth Area Disability Access Network and Plymouth Octopus Project all meet regularly and the CCT will attend at invitation

Engagement activity in 2016/17 will include:

- 11 February – Waterfront masterplan consultation
- March – VSCE conference on social purpose organisation
- June – Plymouth Plan (Part 2) engagement and consultation
- October – Plymouth Plan Conference
- To be confirmed – Plymouth Waterfront Partnership consultation

## Appendix I: Plymouth Coastal Community Team Membership

**Single Point of Contact:** Joe McCarthy  
 Economic Development Officer  
 Plymouth City Council  
 Ballard House  
 Plymouth PL1 3BJ

T: 01752305190  
 E: joe.mccarthy@plymouth.gov.uk

**Accountable Body:** Plymouth City Council

### Core Working Group

Name	Role	Organisation
Joe McCarthy	Economic Development Officer	Plymouth City Council
Patrick Knight	Economy & Employment Manager	Plymouth City Council
Hannah Sloggett	Neighbourhood Planning Manager	Plymouth City Council
Sarah Gibson	Waterfront Manager	Plymouth Waterfront Partnership
Jon Walton	City Centre Manager	Plymouth City Centre Company
Amanda Lumley	Chief Executive	Destination Plymouth

### Steering Group – Plymouth Growth Board

Name	Role	Organisation
Paul Woods	Chairman	Plymouth Growth Board
Tracey Lee	Chief Executive	Plymouth City Council
Ann James	Chief Executive	Plymouth Hospitals NHS Trust
Gareth Hart	Chairman	Plymouth Social Enterprise Network
Phil Davies	Principal	City College Plymouth
Steve Cardew	Managing Director	Kawasaki Precision Machinery UK
Chris Garcia	Chief Executive	HotSW LEP

Bill Murphy	Chairman	Plymouth Manufacturers Group
Lesley Shorrocks	Chair	Plymouth Federation of Small Businesses
Nikolaos Tzokas	Executive Dean, Faculty of Business	Plymouth University
Tudor Evans	Leader	Plymouth City Council
Simon Chamberlain	Chairman	Plymouth Science Park
Ian Brokenshire	Senior Partner	KPMG
Richard Stevens	Chairman	Devon Chamber of Commerce
David Young	Managing Director	The Una Group
Duncan Currall	Chairman	Destination Plymouth

### Steering Group – Plymouth Think Tank

The Plymouth Think Tank is a residents and community interest group that was formed to both represent the people of Plymouth and ensure that the Plymouth Plan is being delivered for them. The membership is fluid and open to anyone in Plymouth who is interested in having a say or being part of the conversation. A selection of some of the typical attendees is below in addition to any residents who attend.

Name	Organisation
Michael Moore	Friends of Plymouth City Museum & Art Gallery
Fairfax Luxmoore	Friends of Devonport Park
Tony Gravett	Healthwatch Plymouth
Ann Pointon	Plymouth Area Disability Network
Zita Moyse	Plymouth Area Disability Network
Penny Tarrant	Hoe Conservation and Residential Association
Caroline Marr	Plymouth City Council
David Brown	Plymouth City Council
Hannah Sloggett	Plymouth City Council
Jessica Vaughan	Plymouth City Council
Wendy Hart	Plymouth Octopus Project
Imke Wood	The Zone
Veryan Barneby	Wolseley Trust
Zena Gardener	Working Links

## **Appendix 2: Plymouth Coastal Community Team Logistics**

### **Management of the Team**

The core working group will meet or update on a bi-weekly basis.

The Think Tank will receive updates and input to the team on the first Tuesday of the month. The Think Tank is open to all members of Plymouth's community and if you are interested in taking part please email [plymouthplan@plymouth.gov.uk](mailto:plymouthplan@plymouth.gov.uk) or ring us on 01752 305477.

The Plymouth Growth Board will receive updates and input to the team every second month with more comprehensive updates on a bi-annual basis.

### **Support Structure**

The Coastal Community Team has access to officer time within Plymouth City Council via the Economic Development Team. In addition to this core officer time there are a number of businesses, organisations and community groups with access to time and resources that can be deployed on bespoke projects or particular phases of projects as appropriate.

### **Costs**

There are no additional running costs anticipated to be occurred by the Coastal Community Team as Plymouth City Council or other partner organisations' premises will be used to host meetings and events.

### **Sustainability**

The Coastal Community Team has the flexibility to sit under the high level strategic plans for the city of Plymouth and focus in on specific geographies or challenges. The initial focus is primarily on the waterfront and visitor economy while the city gears up for Mayflower 400, following this event though it is anticipated that focus may move to other areas of the city such as Millbay and Stonehouse or Devonport and the Dockyards.

## **Areas of Specific Interest**

For the initial 5 year period the Coastal Community Team has the following areas of specific interest:

- Mayflower 400
- Tourism and Visitor Economy
- Heritage and Culture
- Accessibility and Signage
- Marine and coastal business

### Appendix 3: SWOT Analysis

#### Strengths

- Leading role in the Mayflower story
- Internationally renowned Waterfront district
- Significant natural assets and green spaces
- Area of outstanding historical heritage
- Pre-historic trading port
- Gateway to Dartmoor
- America’s Cup
- Transat Race
- British Fireworks Championships
- 2 leading universities

#### Weaknesses

- Transport infrastructure – no air link
- Weak national perception or awareness of the city as a destination and what it has to offer
- Lack of quality, 4-5 star hotel accommodation
- Low average wages
- Uneven economic opportunity across geography of the city.

#### Opportunities

- Mayflower 400
- Stronger visitor economy, stimulated by ambitious local projects.
- Average visitor spend below South West norms
- Potential for greater overnight stays and spend
- Safeguarding and opening to the public of cultural heritage.
- Enhance city for local people – taking pride in our own city.
- Improve core skills through education.

#### Threats

- Failure to establish legacy from Mayflower 400
- Transport infrastructure - highly vulnerable rail link (Dawlish) and no motorway.

## **Appendix 4: Evidence Base**

The Plymouth Plan - <http://www.plymouth.gov.uk/plymouthplan>

The Local Economic Strategy - <http://www.plymouth.gov.uk/localeconomicstrategy>

Plymouth Visitor Plan - [http://www.plymouth.gov.uk/plymouth\\_visitor\\_plan.pdf](http://www.plymouth.gov.uk/plymouth_visitor_plan.pdf)

Mayflower 400 - <http://www.mayflower400uk.com/>

Plymouth History Centre -

<http://www.plymouth.gov.uk/homepage/creativityandculture/loveourpast.htm>