

**Oversight and Governance**

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## **Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee Supplement Pack Two**

Wednesday 6 March 2019  
2.00 pm  
Warspite Room, Council House

**Members:**

Councillor Morris, Chair  
Councillor Fletcher, Vice Chair  
Councillors Buchan, Carson, Churchill, Cook, Mavin, Stevens and Wheeler.

Please find attached additional information for your consideration in relation to agenda items 5 and 7.

**Tracey Lee**  
Chief Executive

## **Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee**

### **5. Visitor Plan**

**(Pages 1 - 28)**

This item will be considered at Cabinet on 5 March 2019.

### **7. Plan for Homes**

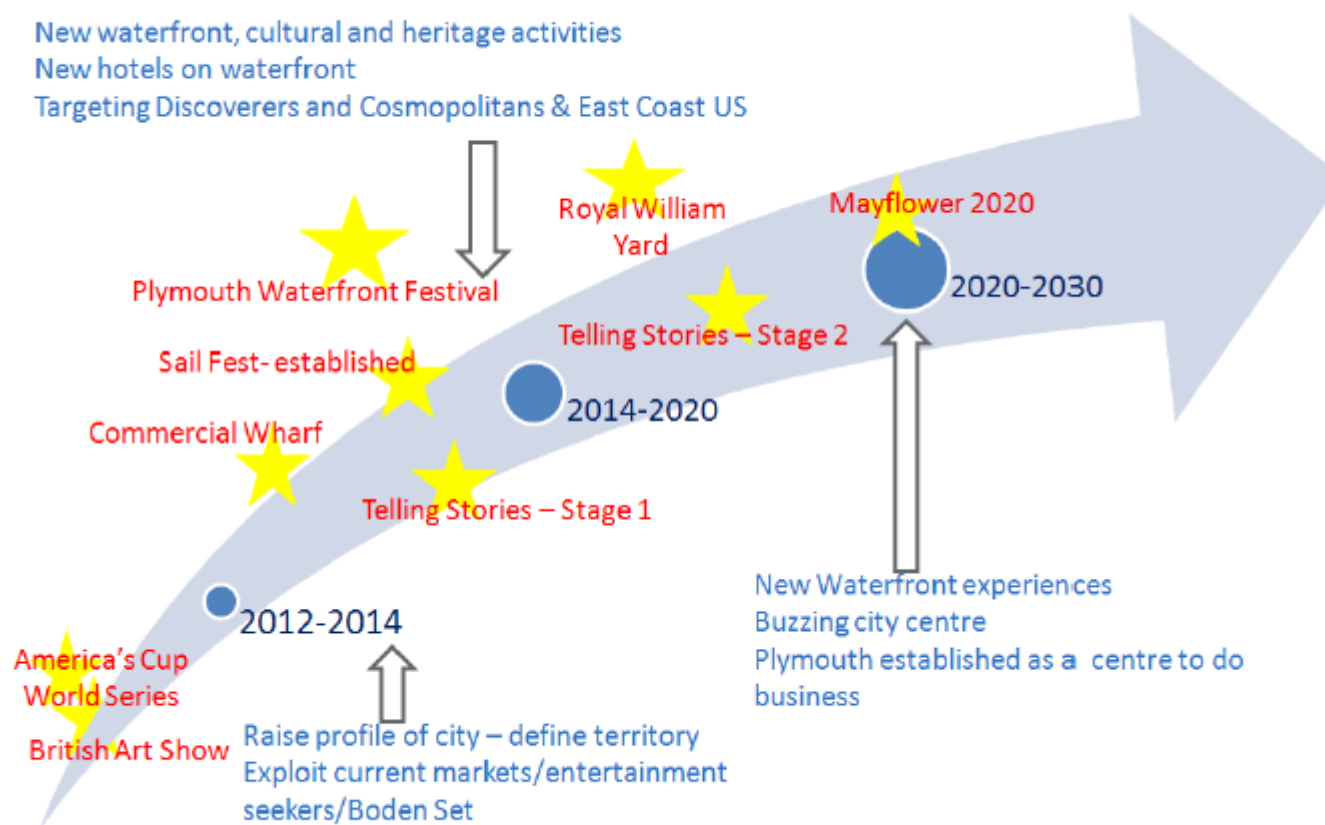
**(Pages 29 - 54)**

This item will be considered at Cabinet on 5 March 2019.

# Presentation for Scrutiny

March 2019

# Visitor Plan 2011 – Trajectory










# Visitor Plan 2011 – Goals

- ▶ Higher profile of Plymouth as a city to visit
- ▶ Numbers of jobs created and sustained
- ▶ Growth in volume and value of tourism
- ▶ Greater community pride, cohesion and safety
- ▶ Greater visitor satisfaction

# Great success to date..

Measure	Growth Target	Today
Day visitors	20%	
Overnight trips/nights	20%	
Spend	25%	
Jobs	33%	
GVA	Increase by £84m	

# Some key challenges

- Productivity – seasonality
- Low spend per visitor – 85% day visitors
- Low number of overseas and staying visitors  
Overseas = 1%, staying = 14%
- Skills and recruitment – affects productivity

Mayflower 400 has acted as a brilliant catalyst for the city – but what's the ambition for the city?

What do we want to be famous for?

# New visitor plan

- Vision
- High level ambitions
- Enabling priorities
- Targets

# Vision

**Plymouth is Britain's Ocean City,**  
famous for its Waterfront.

We will become **Europe's finest waterfront city**,  
celebrated for our unique and diverse marine life,  
culture and experiences.

We will continue to be recognised as **unique among UK cities** for our natural drama and 500-year history  
as a place of embarkation and exploration.



High level ambitions:  
Our national marine park will be globally  
recognised for amazing experiences, by,  
on, in and under the ocean.....



A couple is seen from behind, standing under a transparent umbrella at night. The background is filled with vibrant, out-of-focus light trails in shades of green, blue, and purple, suggesting a city street or a light festival. The text is overlaid on the upper portion of the image.

High level ambitions:  
We will be known internationally for 'jaw  
dropping art, authentic cultural experiences  
and our urban spirit....



High level ambitions:

We will be the South West's premier and top  
ten UK visitor destination...



# Enabling priorities

Partnership

People

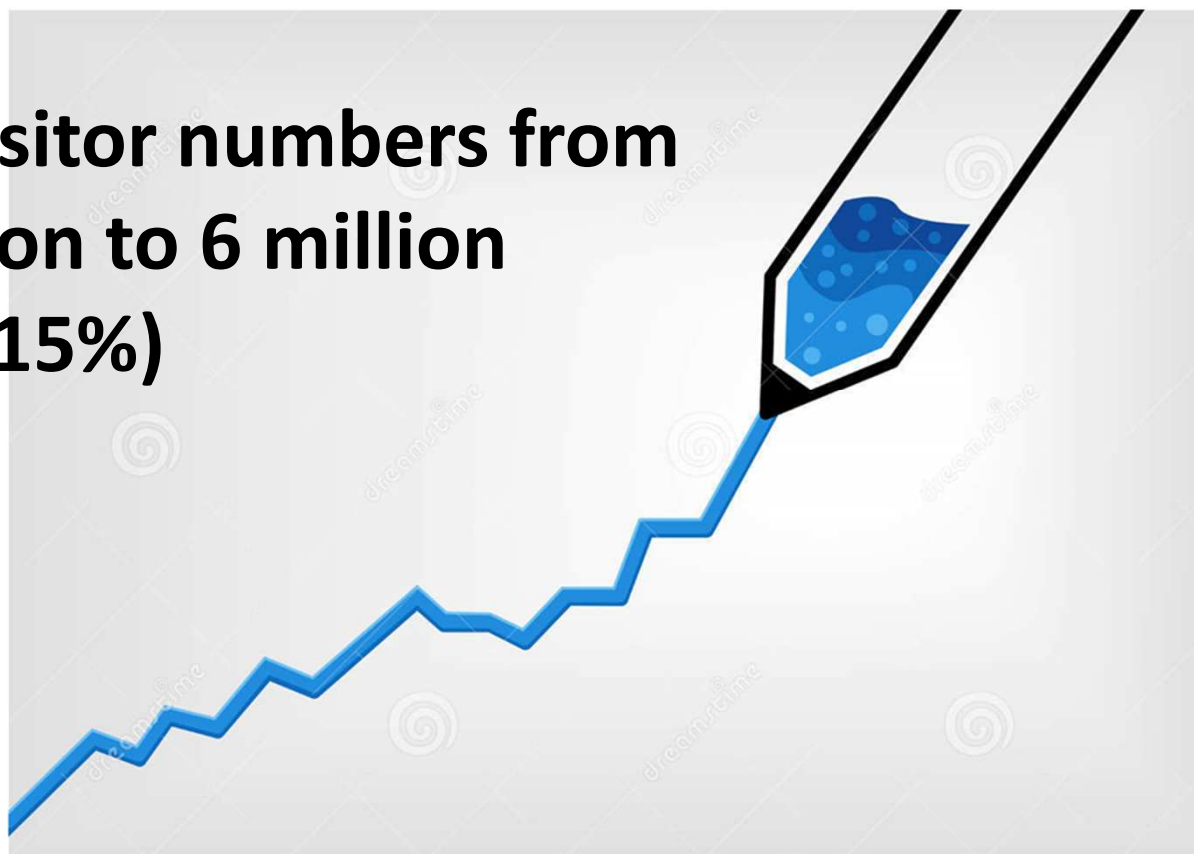
Brand

Infrastructure

# Measures

**To grow visitor spend from £347 million to £450 million (an increase of 30%)**

**To grow total visitor numbers from just over 5 million to 6 million (an increase of 15%)**



# Our approach

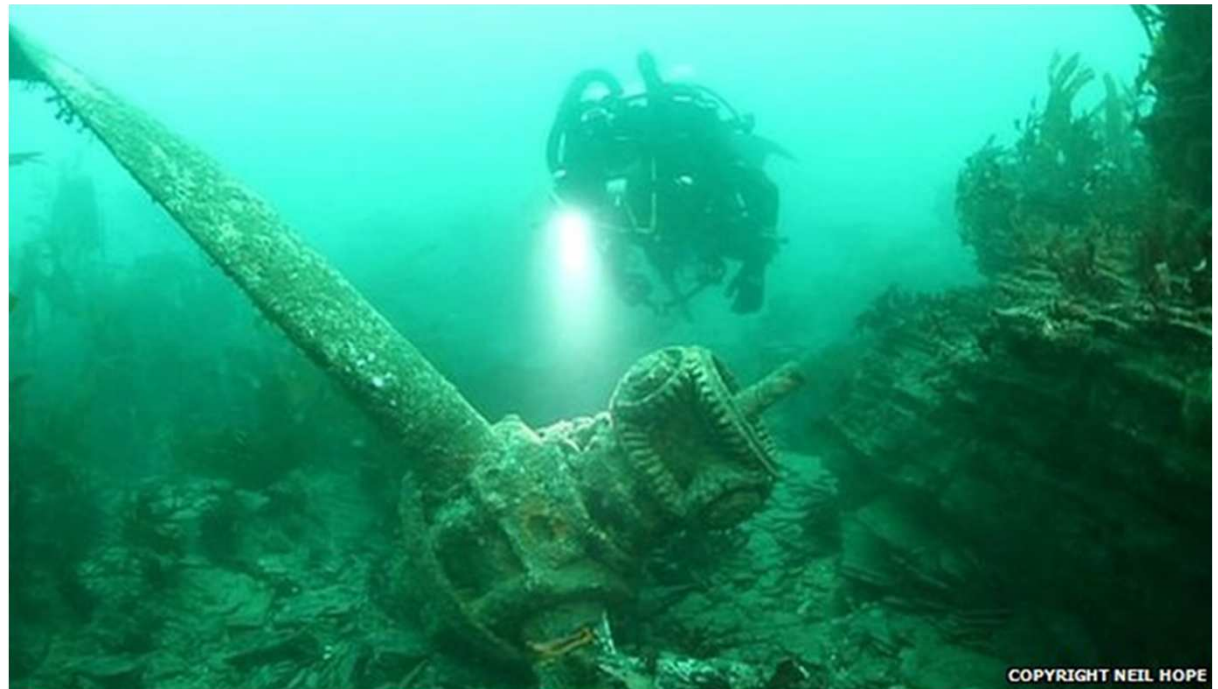
- ▶ Focusing on key star projects
- ▶ Adding value to capital investments through **targeted product development and marketing**
- ▶ Using the **National Marine Park** as a catalyst for delivering **blue/green**
- ▶ Using **the Box** as a catalyst for creating a vibrant city centre and **cultural offer**
- ▶ Delivering the **tourism infrastructure** to serve our target markets – digital connectivity, accommodation, food offers, evening economy, great shopping, exceptional visitor welcome

Star projects:

## Ocean playground

Access to the  
water across the  
waterfront  
through year  
round activities  
and events

12 months, 12  
activities.....









Make the most of  
views and water  
assets to offer a  
world class  
experience



*The Plymouth Hoe - Photo by Jason Kiely*



# Star projects: Stories of the Ocean

Using digital technology, marine science  
and our people to share our story





Star projects:

## Fishing Quarter

Engaging with visitors through  
the fishing experience at the  
heart of the national marine  
park





Star projects:

## ‘Jaw dropping art’

Programming of must-visit exhibitions and  
biennial building on current activities  
Themed exhibitions and signposting  
Après- Sea culture





Star projects:

## 'City of music'

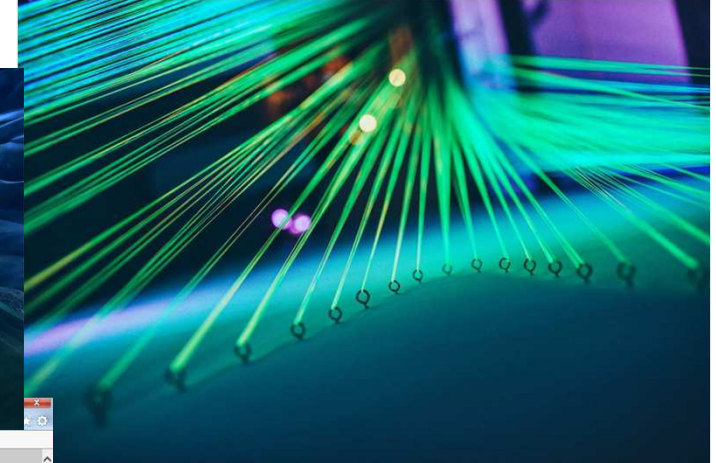
Enabling growth through smaller pop up spaces and  
explore potential of larger music venue long term





# Star projects: 'Devonport quarter'

New digital attraction within Market hall hub - culture  
Largest digital projection experience in Europe –  
major new visitor attraction link to  
Naval heritage & the story of the Cold War





will be recognised nationally as best in class for our digital, creative and cultural approach in everything we do...



# Key target markets:

- International/cruise visitors - grow from £35 million to £60 million spend (65% increase)
- starting from a low base but with a special opportunity in The Mayflower and the US market that are a mature market to the UK, looking for new places to visit



# Key target markets:

UK staying visits – grow from £119 million to £150 million spend (25% increase)





# Key target markets:

- Grow our business meetings and conference tourism from £16m to £25m - a 55% increase





# Next steps...

The next steps for the plan will be to continue the consultation process over the next eight months as we agree the key components:

- Star projects
- Marketing plan
- Business plan
- We anticipate bringing these plans back to Cabinet in December 2019.

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# **New Plan for Homes**

## **Brexit, Infrastructure and Legislative Change OSC**

### **6<sup>th</sup> March 2019**



# JOINT LOCAL PLAN 2014 - 2034

## The Spatial Strategy



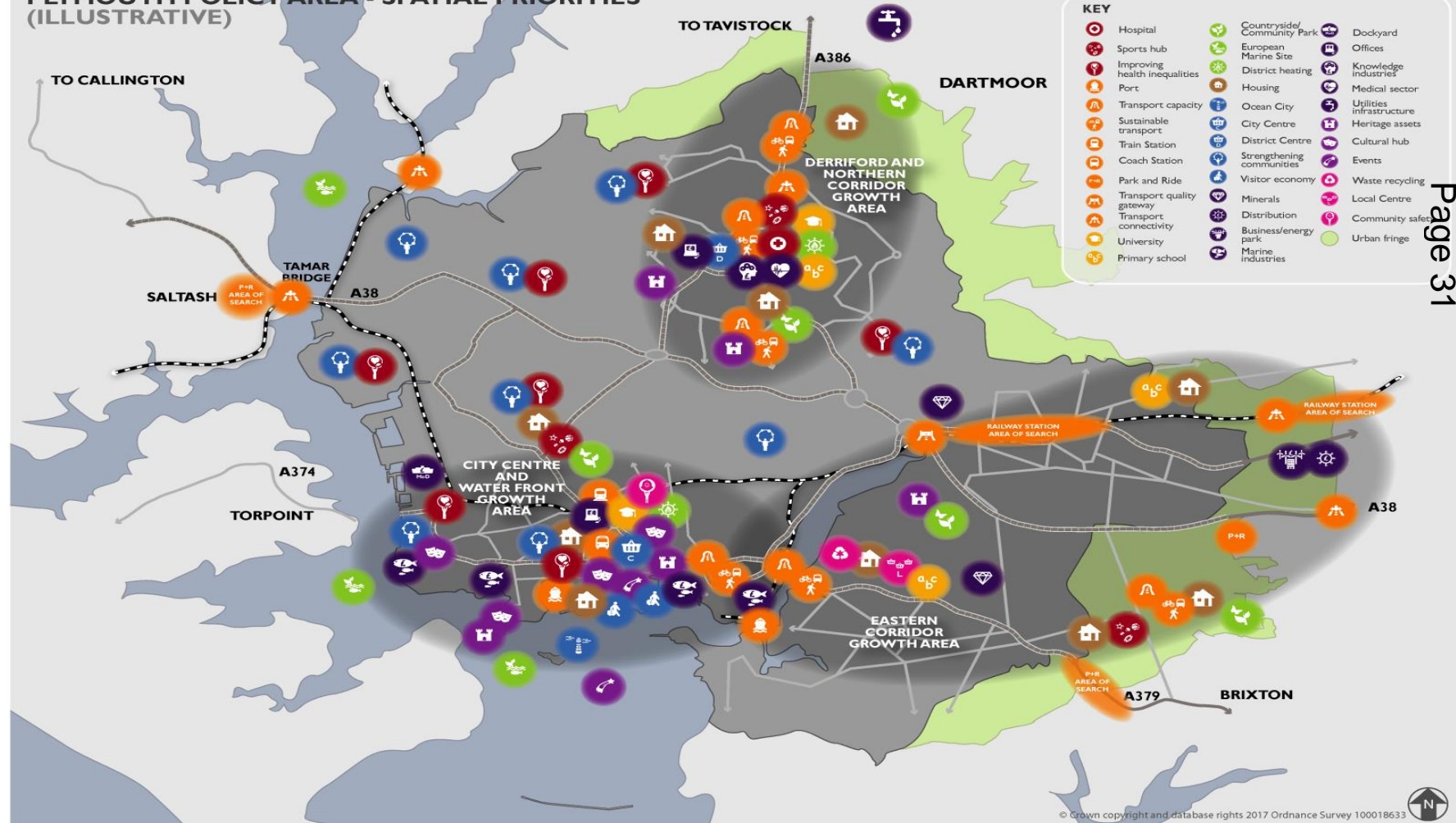
- **Two Policy Areas – Plymouth Policy Area and Thriving Towns and Villages**
- **26,700** new homes
- **6,600** new affordable homes
- Meeting needs of the HMA **in full**
- **19,000** new homes to be built in the Plymouth Policy Area (71% of total)
- **7,700** new homes to be built in the Thriving Towns and Villages Policy area
- **13,200** new jobs across the JLP area requiring **312,700 sq m** of new employment space

# SPATIAL PRIORITIES



**PLYMOUTH**  
CITY COUNCIL

## PLYMOUTH POLICY AREA - SPATIAL PRIORITIES (ILLUSTRATIVE)



# LOCAL HOUSING PRESSURES



- 12,794 households on housing waiting list of which 8,560 are in priority need
- Increases in homelessness and families in temporary accommodation
- Average house price £184,665. Average earnings £23,369
- Housing Affordability ratio of 7.9 (Home Truths 2017/18)
- Growing and ageing population; demands for extra care and age related housing
- 20.4% of population with a long term health or disability (SHMNA 2017)
- 330 households requiring wheelchair accessible housing (PCC report)
- 550 DFG applications each year
- Over a third of all private rented housing is non-decent – occupied by over 7,500 households
- 715 Long Term Empty Homes (Oct 2018)



# PLAN FOR HOMES 2013 REFRESHED 2016



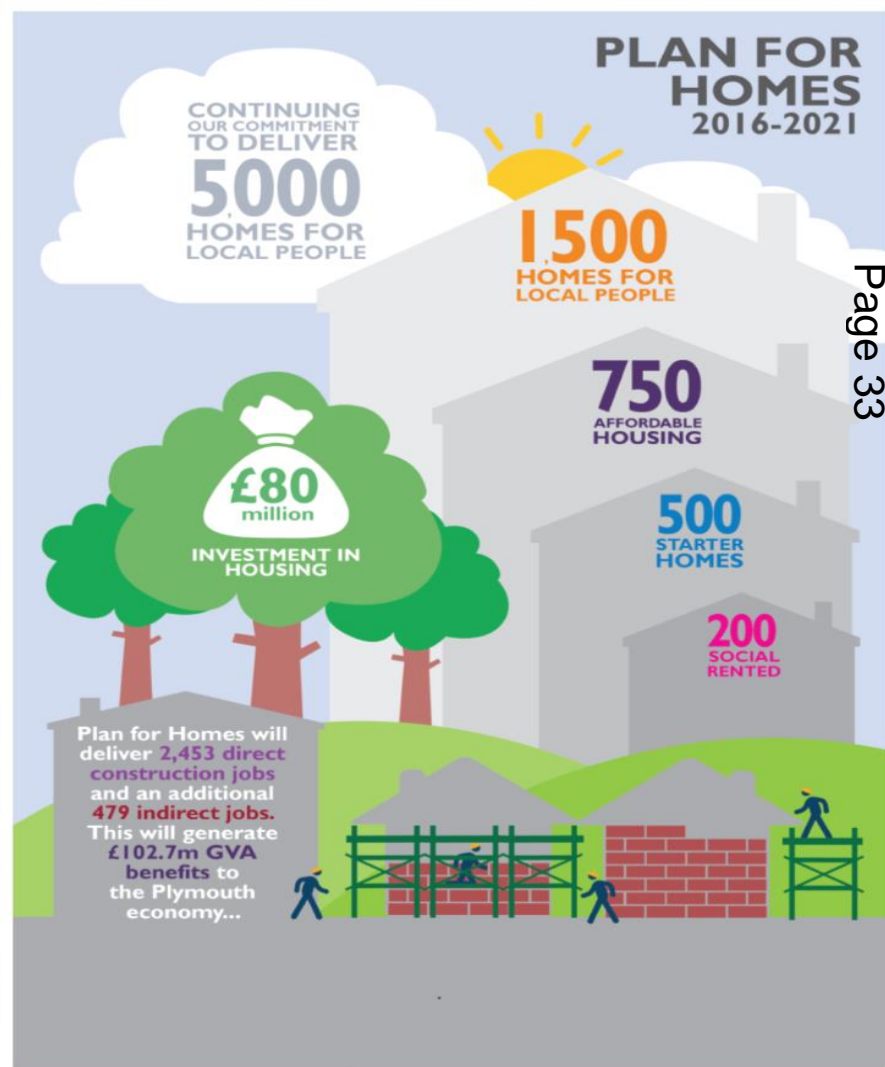
**PLYMOUTH**  
CITY COUNCIL



## PLAN FOR HOMES



Planning Department



# PLAN FOR HOMES PROGRAMME



- Commitment to increase and accelerate housing supply with the ambition to deliver **5000 new homes** over five years
- Range of initiatives under themes **Finance, Land, Infrastructure, Community Engagement and Leadership**; what PCC will do to enable a step change in delivery
- On track - supported delivery of **4,460 in first four years**
- Centrepiece – streamlined & targeted approach to **PCC land disposals**



# STREAMLINED AND TARGETED LAND RELEASES



- Released **33 council owned sites** for housing in 18 months, totalling 138 acres of land - planned to deliver **1,697 new homes** of which **856 are affordable (50.4%)**
- **Enabling delivery** - to date **787 homes completed** on 22 sites and **250 homes under construction** on 6 sites
- **Accelerating delivery** - Lead in times on these 28 sites from date developer appointed to start on site is **2.25 years**, compared to national average lead in time of 3.5 years

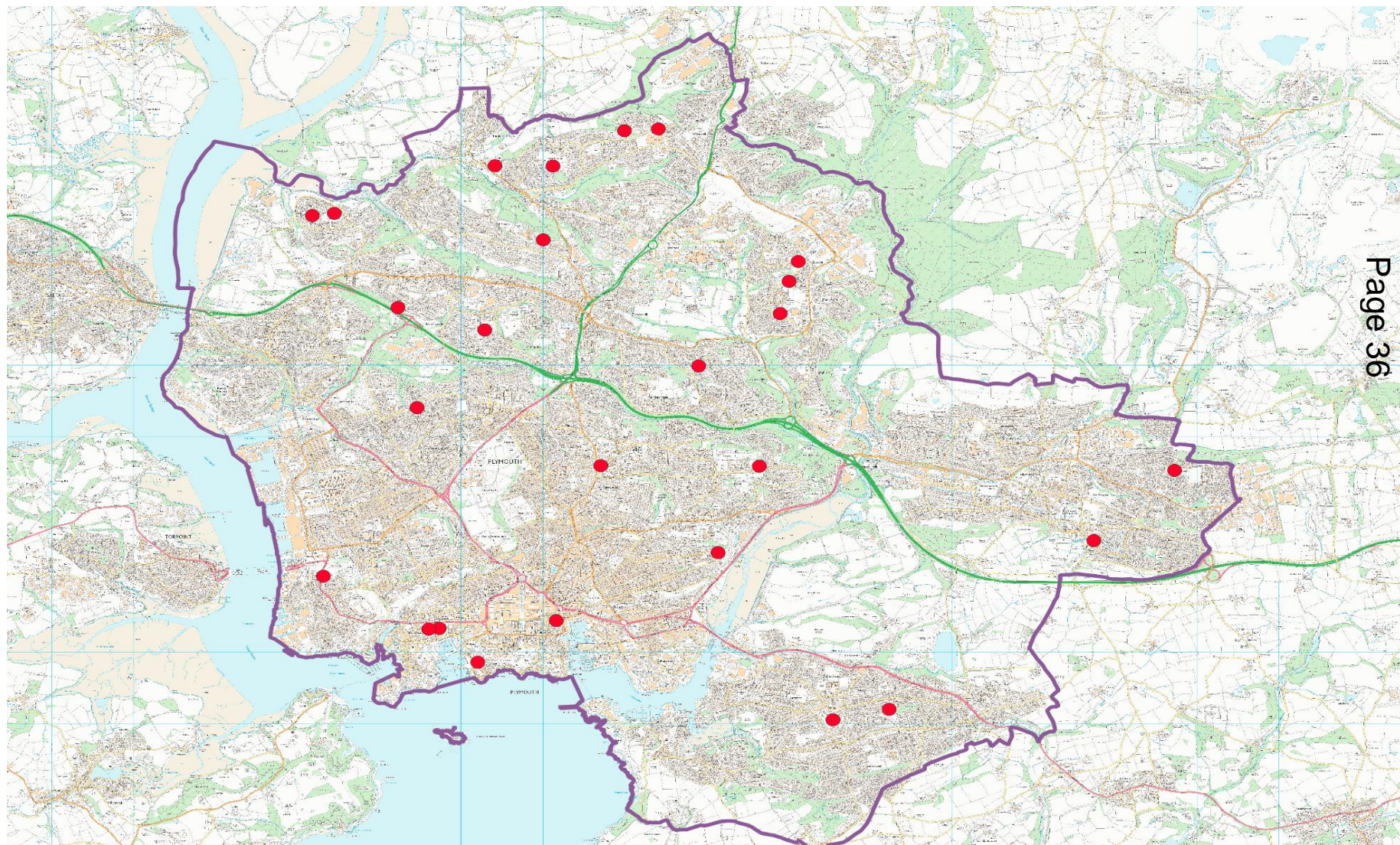


# PLAN FOR HOMES

## 1,046 HOMES ACROSS 27 SITES

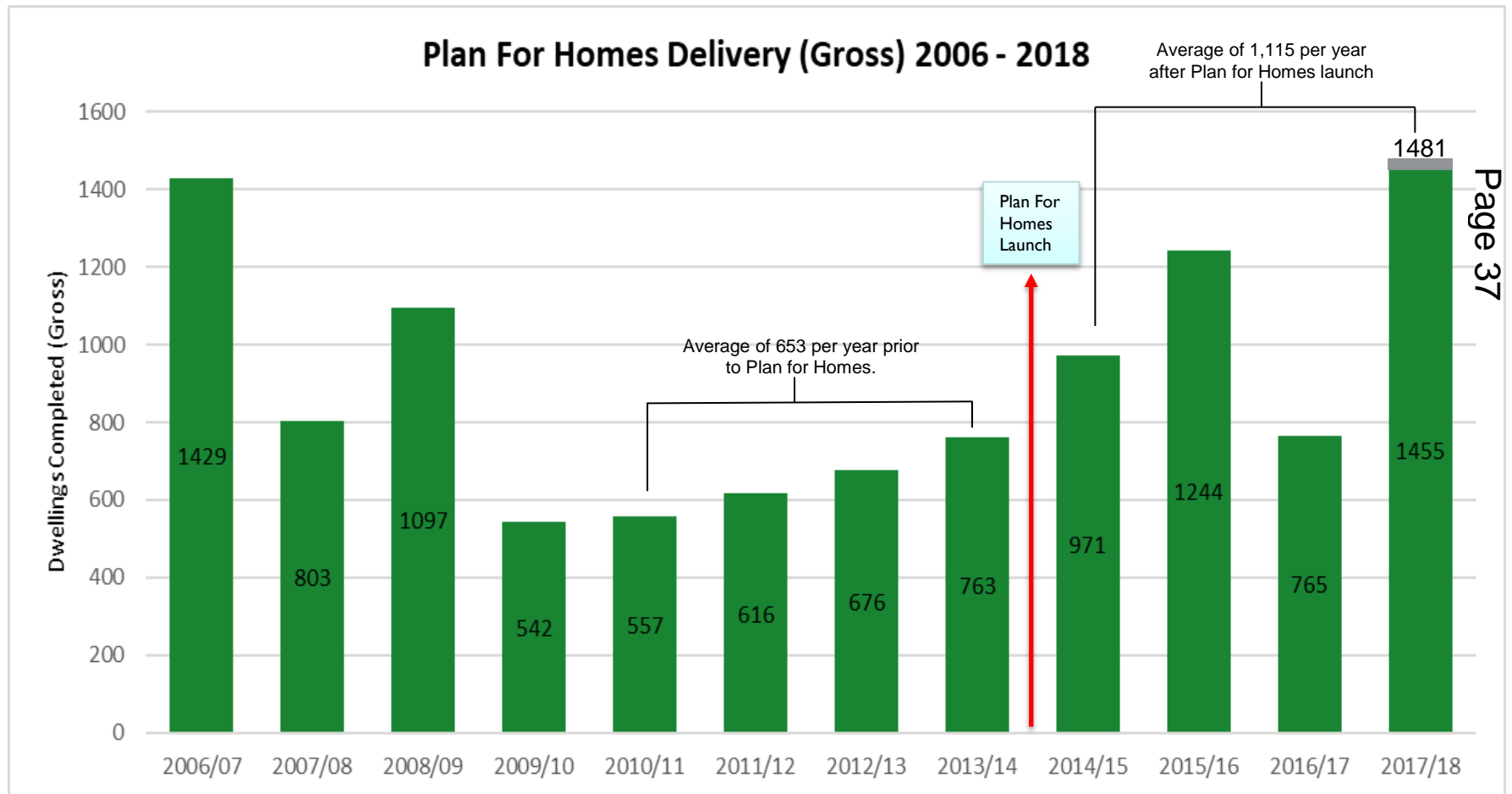


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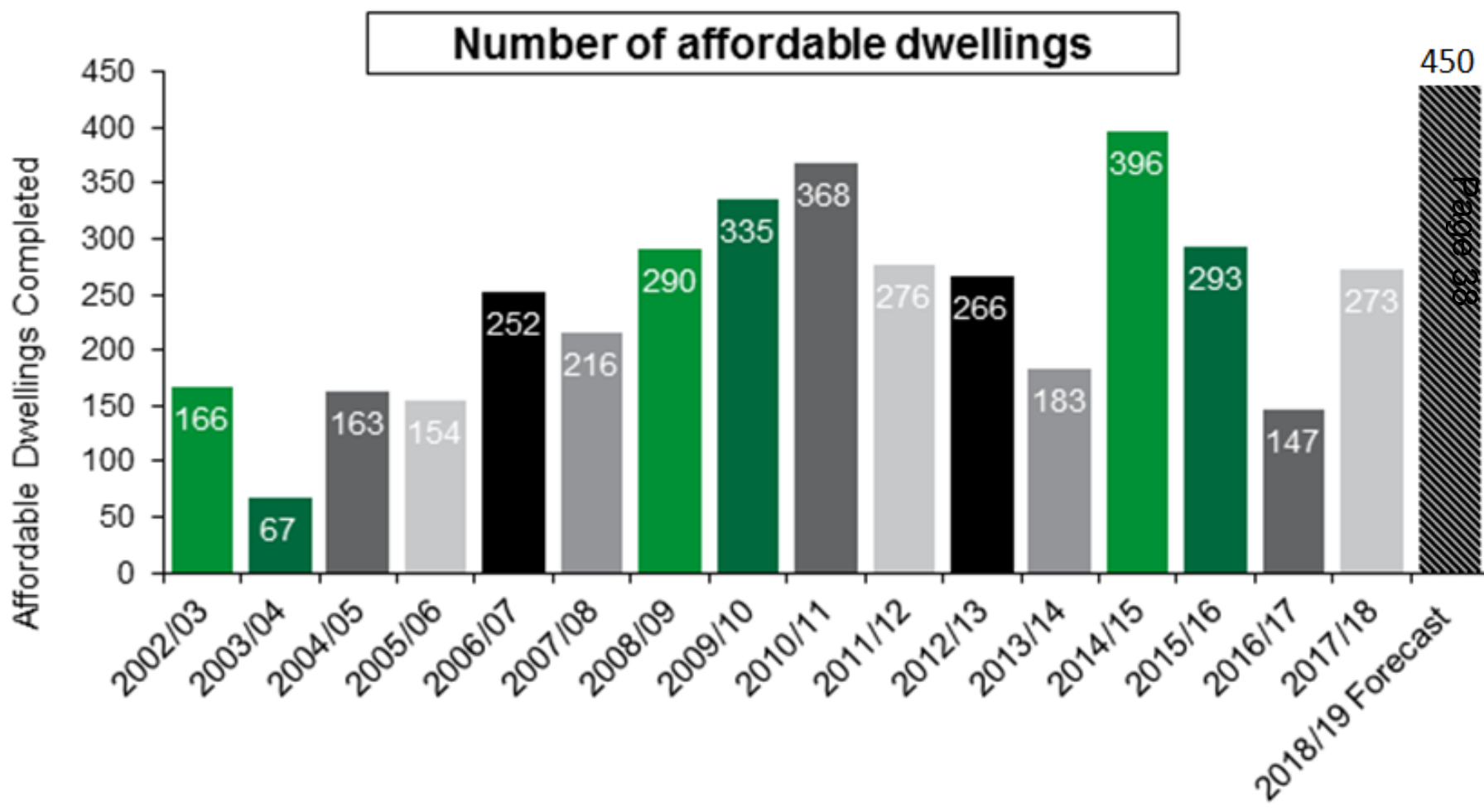


# PLAN FOR HOMES DELIVERY (Gross) 2006-2018

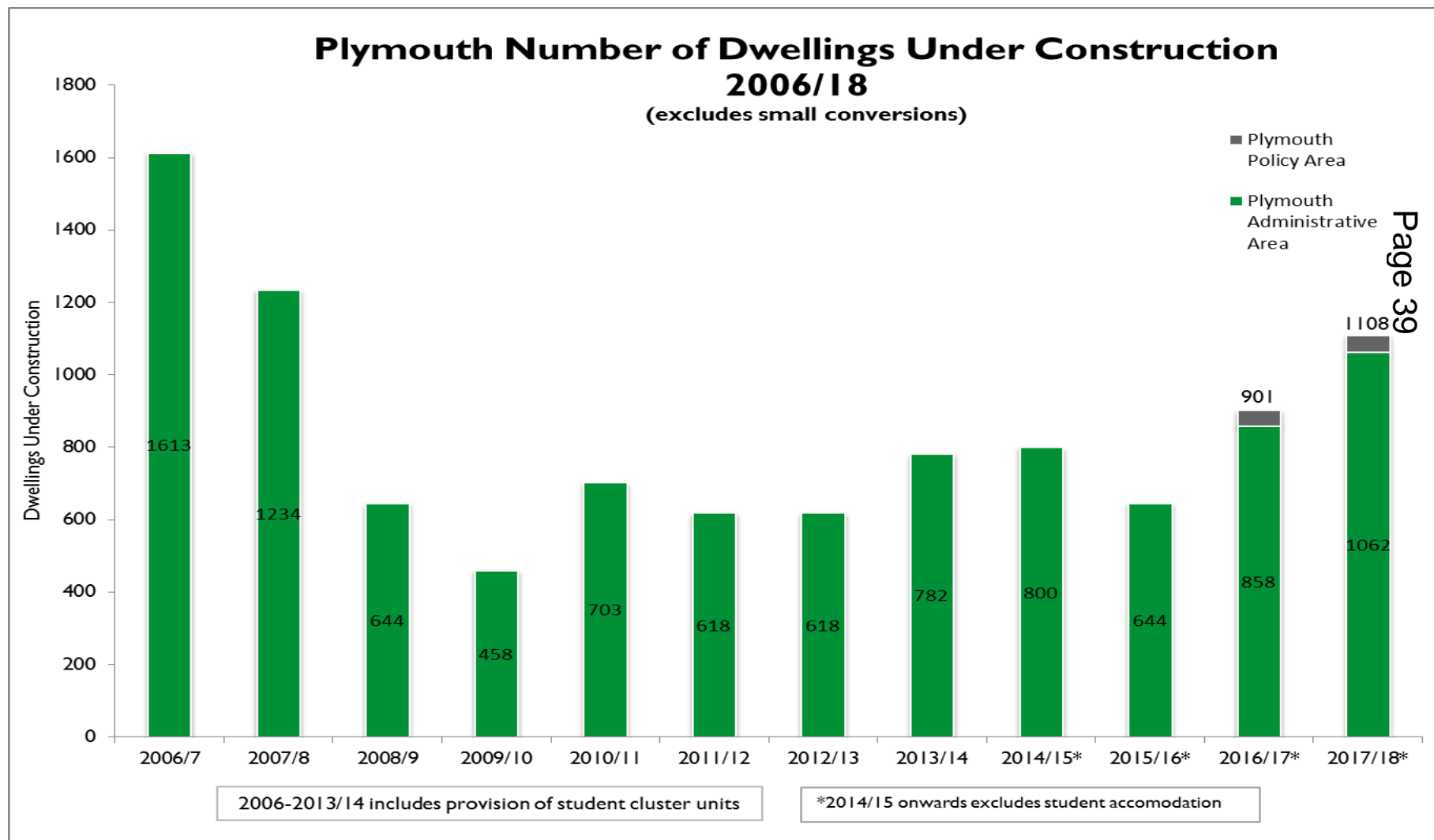


# AFFORDABLE HOUSING DELIVERY 2002 – 2019

## Affordable Home Completions 2002 - 2019

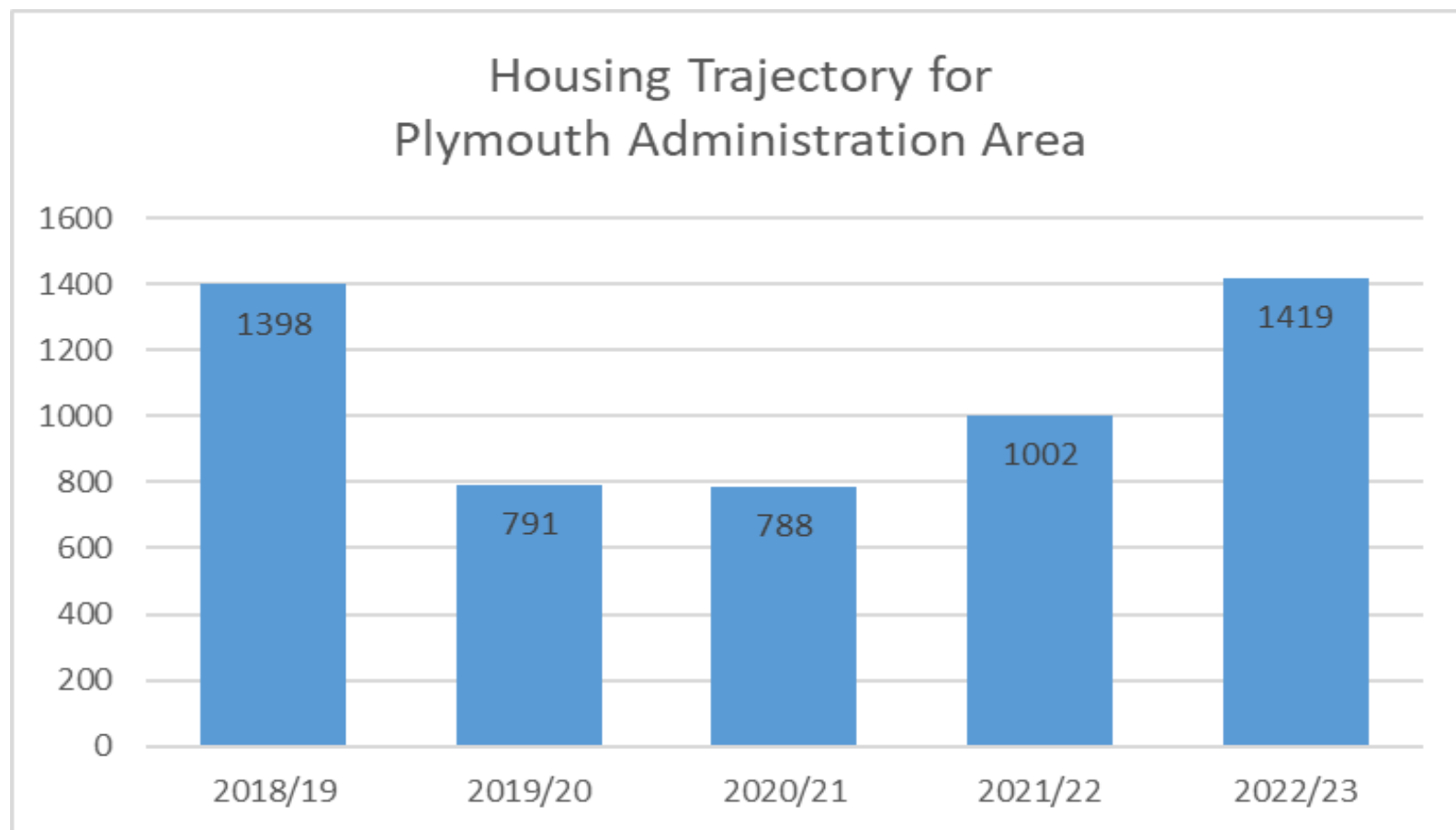


# NUMBER OF DWELLINGS UNDER CONSTRUCTION 2006-2018





# PLYMOUTH NET ADDITIONS 2018/19 – 2021/22



Identified net supply over next 5 years = 5,398\*

\*Figure takes demolitions in to account and does not account for empty homes returned to use.



Homes  
England



TAMAR  
HOUSING



sovereign



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Plymouth  
Community Homes



LiveWest  
A home for everyone

bcha  
find a way forward [bcha.org.uk](http://bcha.org.uk)

Rentplus



CLARION  
HOUSING GROUP

the  
guinness  
partnership



westward



Sanctuary  
Housing



Plymouth  
Housing  
Development  
Partnership

ASTER  
GROUP

# ENHANCED HOUSING OUTCOMES



- Achieving **best value in terms of housing outcomes** and meeting a wide range of housing needs;
- **Extra Care housing** for older people and people with learning disability,
- Flagship **service veterans** self build project at Nelson Project
- **Wheelchair and accessible** homes
- Overall **above policy levels of affordable housing (50%)**
- **Larger family homes, rent to buy** models,
- High proportion of **rented** homes
- Largest affordable **Passivhaus** scheme in the country



# EXCELLENCE IN HOUSING DELIVERY – NELSON PROJECT



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# STIRLING PROJECT DESIGN STAGE



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# ENHANCED SUSTAINABILITY STANDARDS - PRIMROSE PARK



# WORKING WITH HOMES ENGLAND



- To bring forward third party sites for new homes and regeneration – acquisition of **Coypool** Site PLY53 (master planning to accelerate delivery of over 400 new homes)
- **PCC acquisition of three sites** to deliver over 500 new homes under the Starter Homes Land Fund
- **Joining all the funding queues;** Starter Homes Programme, Accelerated Construction Funding, Housing Infrastructure Funding, Land Release Funding, Affordable Housing Programmes, Community Housing Fund.
- **Securing £50m** HE funding to support delivery of over **3,000 new homes**



# UNLOCKING STALLED SITES



# ESTATE REGENERATION NORTH PROSPECT



- 12 year programme rebalancing local housing market
- 798 demolitions / 1150 new homes & 300 refurb / 600 completions to date
- Phase 3 – nearing completion 159 homes
- Phase 5 – on site demo completed on 98 and start on site to build 146
- Phase 4 – planning submitted for 195 homes. Funding package being agreed.





# ESTATE REGENERATION BARNE BARTON



- 226 flats Clarion identified for redevelopment - planning permission due for 205 new homes (mix of family houses & flats)
- 120 flats Sanctuary Housing - community consultation developing plans





# ESTATE REGENERATION DEVONPORT



- 15 year programme rebalancing local housing market
- 600 demolitions / 1500 new homes when complete
- Now in final delivery stages at Mount Wise. Vision completed.



# TACKLING EMPTY HOMES & BUILDINGS



- Good track record of activity.
- £1m budget for 18/19 will deliver;
- 26 units brought back into use (in 14 buildings)
- Estimated £16k pa council tax liability
- Highlights include converting a derelict former church hall into 6 HMOs, converting vacant space above shops in the city centre and Stoke into 7 new flats, and converting a former post office that had been empty for >20 years into 2 flats



# CUSTOM & SELF BUILD PLOTS WOODWAY PLYMSTOCK



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# PLAN FOR HOMES 3




## PLYMOUTH'S PLAN FOR HOMES 3



### PLAN FOR HOMES 3

**OUR VISION** to deliver quality homes in sustainable neighbourhoods for everyone. Plan for Homes 3 sets out our priority objectives across three themes that will directly support the delivery of 1,000 new homes per year over the next five years, supporting a range of housing delivery and service initiatives, tackle housing needs, homelessness and poor housing conditions.

### STRATEGIC HOUSING THEMES

		
<b>1</b> Improving housing conditions and broadening choice	<b>2</b> Supporting the delivery of the Joint Local Plan housing numbers	<b>3</b> Housing Investment Fund
<p>Tackle and prevent homelessness by focusing on prevention and early intervention</p> <p>Improving housing conditions within the private rented sector</p> <p>Deliver an increased range of accommodation solutions including specialist housing</p> <p>Reusing empty homes</p> <p>Neighbourhood regeneration</p> <p>A range of social rent homes</p>	<p>Housing site infrastructure and viability interventions</p> <p>Building up the housing delivery pipeline</p> <p>Supporting the private sector and housing associations to deliver</p>	<p>Funding to support the overall activities of Plan for Homes 3</p> <p>Intervening in the market to ensure homes meet identified needs</p> <p>Short term land acquisitions</p> <p>Long term land acquisitions</p> <p>Generate future capital receipts and revenue streams</p> <p>Maximise external funding</p>
City Centre Housing Programme		

### OUR PRIORITY OBJECTIVES

1. Deliver the right homes in the right places
2. Deliver more truly affordable housing
3. Tackle and prevent homelessness by focusing on prevention and early intervention
4. Improve housing conditions for those in private rented housing
5. Deliver an increased range of housing solutions including specialist homes to those in greatest need
6. Improve communities through regeneration
7. Encourage the development of more homes for everyone in the city centre
8. Explore and promote innovation in housing delivery
9. VWork in partnership to deliver this Plan

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