

**Oversight and Governance**

Chief Executive's Department
Plymouth City Council
Ballard House
Plymouth PL1 3BJ

Please ask for Jamie Sheldon
T 01752 668000
E jamie.sheldon@plymouth.gov.uk
www.plymouth.gov.uk
Published 07 March 2022

CABINET – SUPPLEMENT PACK

Tuesday 8 March 2022
4.00 pm
Council House, Plymouth

Members:

Councillor Kelly, Chair
Councillor Nicholson, Vice Chair
Councillors Mrs Bridgeman, Deacon, Downie, Drear, Mrs Pengelly and Riley.

Members are invited to attend the above meeting to consider the items of business overleaf.

This meeting will be webcast and available on-line after the meeting. By entering the Warspite room councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

The Council is a data controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with authority's published policy.

For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee

Chief Executive

Cabinet

- | | |
|----------------------------------------------------------------------------------------------|--------------------------|
| 3. Minutes | (Pages 1 - 16) |
| To sign and confirm as a correct record the minutes of the meeting held on 08 February 2022. | |
| 9. Commitments | (Pages 17 - 50) |
| 10. Corporate Plan Performance Report, Quarter Three 2021/22 | (Pages 51 - 88) |
| 11. Finance Monitoring Report January 2022 | (Pages 89 - 98) |
| 12. Commissioned Placement Sufficiency Plan 2022/23 | (Pages 99 - 122) |
| 13. Our Commitment to Equality and Diversity | (Pages 123 - 160) |
| 14. City Centre Conservation Area Appraisal and Management Plan | (Pages 161 - 286) |

Cabinet**Tuesday 8 February 2022****PRESENT:**

Councillor Kelly, in the Chair.

Councillor Mrs Pengelly Vice Chair.

Councillors Mrs Bridgeman, Deacon, Downie, Drean and Riley.

Apologies for absence: Councillors Nicholson

The meeting started at 4.00 pm and finished at 5.35 pm.

Note: The full discussion can be viewed on the webcast of the City Council meeting at www.plymouth.gov.uk. At a future meeting, the Council will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

229. Declarations of Interest

There were no declarations of interest raised.

230. Minutes

The minutes from 11 January 2022 were signed as a true and accurate record.

231. Questions from the Public

There were no public questions received.

232. Chair's Urgent Business

There had been one item of chairs urgent business in relation to the devolution deal for Plymouth Devon and Torbay.

- (a) As part of the levelling up white paper it had been announced that the government had been backing a devolution deal for Plymouth, Devon and Torbay. Discussions were at an early stage and nothing had been agreed, but work would continue with the Government over the following months on the detail of the deal.
- (b) A devolution deal would see Plymouth given new powers and influence to improve the economic and social conditions for its communities. The Devolution deal would be an opportunity to gain more control on a local level over things that had impacted Plymouth daily.
- (c) It was seen to be an exciting step forward in ensuring a better deal for Plymouth on investment and development whilst obtaining more power and influence for funding and decision making. Locally the administration saw it as a journey that would help drive the local economy, create more jobs with skills and build more homes.

- (d) It would see better transport and infrastructure for Plymouth and unlock and accelerate ambitions around the city centre and could increase Plymouth's potential in leading the way with marine autonomy and emerging sectors. Plymouth would be working with neighbouring councils to set up a combined authority.

Members discussed:

- (e) If Plymouth would opt to have a combined authority mayor, more money and powers would be made available. It was recognised that across Devon people had not been in favour of this, work would continue to understand governance arrangements with Plymouth's neighbours.

Cabinet agreed to:

1. Endorse the current approach to working with Devon and Torbay to negotiate a Devolution Deal with Government
2. An internal cross-party working group to be established to provide political leadership
3. Reports to be brought back to Cabinet and Full Council at key points for information and decision making

233. **COVID 19 Update**

Dr Ruth Harrell, Director of Public Health presented this item to members and highlighted the following key points:

- (a) Rates had continued to be high within the city with 1,243 cases per 100,000 in a seven day period, there were signs that this had begun to reduce. The previous peak had been driven by children returning to school, but this appeared to be dropping;
- (b) Plymouth rates had been higher than the South West average, with the South West region being higher than the England average which was 939 cases per 100,000;
- (c) There had been over 100 hospitalisations due to COVID although there had been signs that this was also dropping;
- (d) Vaccination rates had been good, but this had reduced due to much of the population already having both vaccinations and thus Plymouth had seen reduced demand;
- (e) Outreach clinics and Home Park Vaccination sites had still been running and there continued to be plenty of opportunities for people to be vaccinated;
- (f) Although the Omicron variant had been less severe and vaccination offered good protection, Plymouth needed to continue to take COVID seriously. Plymouth had still been under Plan a of the government COVID plan, so sensible measures were still required.

234. Leader's Announcements

Councillor Nick Kelly, Leader of Plymouth City Council made the following announcements:

- (a) There had been 7,418 signatures of the Tamar Bridge Petition with the next milestone at 7,500 signatures;
- (b) Plymouth had not received any funding to maintain Tamar Bridge which provided a vital link in the South West, without the bridge many people would be cut off, unable to get to work, school or hospital. The administration did not think it was fair that local people had to fund the bridge, but Plymouth did not have a choice. The Government had not helped Plymouth and it was the ask of the administration to support Tamar Bridge just like many other major strategic links in the UK. The Leader continued to urge people to sign the petition to stand with the administration to publicly ask the government for help;
- (c) Plymouth City Council would be opening the next round of additional restrictions grant of £1,500 of support. Applications would open on 14 February at 9am and would be dealt with on a first come first served basis. Grants would be available for Plymouth businesses that had been affected by the Omicron variant and eligible businesses would include leisure, hospitality and accommodation businesses, personal care services, travel and tourism, wedding and event businesses, English language schools, breweries and gyms. Plymouth City Council had limited funding to distribute and it would aim to make it as fair as possible for eligible businesses. The Leader had written to Government to highlight the need for additional funding to support local businesses.

235. Cabinet Member Updates

Councillor Mrs Pengelly (Cabinet Member for Homes and Communities) made the following announcements:

- Plymouth City Council has been awarded just under £1 million from the British Energy Industrial Strategy from their social housing decarbonisation fund competition following the submission of a bid by the strategic Planning and Infrastructure Department last year;
- the funding would be spent on projects to reduce fuel bills for social housing tenants as well as helping to warm homes and reducing carbon emissions to 83 vulnerable Plymouth households. This funding would also support local jobs in the green energy sector and deliver carbon emissions savings towards our climate emergency plan.

Councillor Drean (Cabinet Member for Transport) made the following announcements:

- with regards to the Green Travel Grants, businesses were being offered the opportunity to bid for match funded grants of up to £25,000 each, to pay for

measures that would help staff travel more sustainably to and from work;

- the workplace travel grants help businesses regardless of size, develop practical solutions to make essential business journeys more sustainable. They also kept companies moving as everyone continued to grapple with the ongoing challenges of the COVID-19 pandemic;
- these grants were a fantastic opportunity for businesses across Plymouth and the wider city region to provide the kind of workplace facilities that could help employees switch to the sustainable mode of transport. We are all more aware of the impact of the climate change and workplace travel grants are one way the Council could help with more sustainable low carbon transport as a practical option for people commuting every day;
- the workplace Travel Grants Scheme was part of the Council's Proactive Plymouth Programme, funded by the Department of Transport, Transforming Cities Future Fund, which aimed to boost productivity through investing in sustainable travel infrastructure, improving air quality and supporting healthier lifestyles. Applications for the 2022-2023 grants would be accepted until the 30th of September - all the schemes would need to be delivered by March 2023;
- the development of the CCTV centre was ongoing and we have engaged with EUROVIA to help develop the effective and future proof replacement of our aged video management system which would drive and manage our cities CCTV surveillance system in the future - this was funded by transforming cities future.

Councillor Deacon (Cabinet Member for Customer Services, Culture, Leisure and Sport) made the following announcement:

- the library service was pleased to report that this year, once again the council was engaged with the Book Trust to ensure that young children across the city received a free literature pack that included books and craft items to encourage reading at home and a love for books from a very young age. Libraries would partner with children centres, health care providers and others to ensure that packs were distributed;
- libraries across the city had been used since December as locations for walk-in vaccination sites, outreach clinics and clinics to provide first second and booster jabs for anyone who qualified for vaccinations.

236. **Commitments**

Councillor Nick Kelly, The Leader of the Council, introduced the Commitments report to Cabinet, and advised that 86 commitments were identified to build back better in Plymouth, and a further 5 commitments had been completed bringing the total to 48. Cabinet would continue to work hard towards delivering the remaining 38 commitments.

- (a) An update was provided on commitment 34 “we will promote the National Marine Park which showcases our world class marine engineering and research facilities, creating more jobs in these areas”. Approximately £9.5m had been awarded to the

National Marine Park from the National Lottery Heritage Fund. 10% of this funding was made available for the next two years through the development phase of the project to test and trial initiatives and develop capital projects to the design stage, a delivery stage bid would be submitted in June 2023 to secure the remaining 90% of the funding.

- (b) A year of listening and engaging with communities would start in the spring of this year to enable residents to co-design the project and the Marine Park that they want. More details on the programme and how people could get involved would be announced in the coming weeks. Some £665,873 pounds of grant award from the Community Renewal Fund for business support activities to deliver innovative approaches to the green blue tourism decarbonisation of the waterfront and connect communities to the waterfront had been achieved. Leads and core structures for the Horizon project had been agreed and being established at the moment. This work would be delivered by June 2022.
- (c) Councillor Mrs Bridgeman provided an update on commitment 28 “we will actively promote positive lifestyle changes and improve our environment for all, including wildlife by improved soft and hard landscaping projects throughout the city”.
- (d) In terms of the preventing plastics project, within that project, there were 14 signatories for a plastic charter for local businesses, schools and communities and tenders issued for two innovative art installations using recycled plastics and waste.
- (e) Under the Mayflower improvements we've completed welcome sign, installations, hoe volunteering, a gardening group was established, general waterfront improvements had been continued. On the 2nd of November 2021, the plastic sculpture procurement was completed and as well as the waste shark procurement.
- (f) Engagement on the Green Minds Green Social prescribing project was launched at Central Park and greenspace access improvements initiated. In terms of the Urban Tree Challenge, the consultation was completed for the BLOSSOM'S together project at Devil's Point. With over 200 respondents and work should be started imminently.
- (g) Winter planting had now been completed, which was ahead of schedule.
- (h) Funding of £1.2m was secured from Defra for Plymouth National Grid Partnership Project which ran from October 21 to March 2023.
- (i) This was in line with the National Trust and real ideas to enhance 300 acres sold hectares of nature sites across the city and to run the Kickstart programme of 30 young people to build skills and employability in the green sector. Actually in place now and the 1st 11th Kickstart placements are in progress and its formal project secured.
- (j) The Abercrombie Awards were at the end of last year and Delamere Road won best community project and the best Natural Infrastructure Project was commended.
- (k) The Plymouth Tree Challenge and Best Natural Infrastructure Project were also commended, and Star Park was best community project that was commended also.

- (l) Councillor Mrs Bridgeman provided an update on commitment 29 “climate emergency action plan and the corporate Carbon Reduction plan”. This was a massive piece of work and it was submitted to Full council on the 24th of January and it had 100% unanimous approval.
- (m) Councillor Riley provided an update on Commitment 69 “we will build closer links with the taxi trade to ensure the current fee regime remains fair and taxis are readily available 24/7 for passengers. We will accelerate the installation of electric vehicle charging points to encourage operators to switch from petrol or diesel vehicles to electric”.
- (n) We continue to work with the taxi trade to ensure the way in which the fees are set. It's communicated fully to provide assurances that open, fair and transport at a transparent process. Fees were reviewed by the Taxi Licensing Committee members every year and they were last reviewed last month on 13th of January and for the second year were not increased. We continue to operate with the private hire operators and this is with the application process to encourage new drivers to join a trade, and we're looking in various initiatives that we can to encourage that. The taxi fare tariff has been recently reviewed and following consultation with the new, the new fares came into effect on the 18th of January 2022. It has been agreed that the fare tariff will be reviewed by the committee again in the autumn, so that any proposed changes will come into effect by the end of the year.
- (o) We have worked closely also with the transport team and the low carbon city officers to consider the transition to Ultra Dual Commission vehicles and the need for decarbonisation the city. We will explore any grants that may be available to encourage proprietors to upgrade their vehicles to those with low or no emissions.
- (p) The electric vehicle charging points program has continued, and by the end of March there would be over 200 and electric vehicle charging points across the city. This was ahead of the anticipation of take up of electric vehicles within the taxi trade, so hopefully we're going to get the infrastructure in place before they get the vehicles on the road.

Cabinet agreed and endorsed the completion of five commitments in January and noted the progress made on the remaining 38 commitments.

237. **Finance Monitoring Report December 2021**

Councillor Nick Kelly (Leader) and Brendan Arnold (Service Director for Finance) presented the Finance Monitoring Report December 2021 –

- (a) This was the 3rd quarter reporting for the financial year 2021/22. As this was a quarterly report, it covered both the revenue forecast and capital position, now as at the end of December 2021
- (b) We continued to see a fluctuation and report a further improvement from last month, and from the last quarter's report at September.

- (c) The forecast revenue outturn after the application of Covid grants and council mitigating actions was currently estimated at £526,000 over budget. Last month it reported £744,000, an improvement of £218,000 in the month.

The movement this month was mainly within two Directorates:

- (d) Customer & Corporate Services Directorate had further improved from last month's £618,000 over to a minimal £24,000 over. A favourable movement of £594,000. I was assured this would achieve a balanced position by the year end and we are already very close. This movement was attributed to further vacancy management and treasury savings plus training underspends and some Covid grant offsets.
- (e) Last month It was reported an adverse movement on Children's to an over spend of £414,000. This month we are reporting an over spend of £1.091m an adverse movement of £677,000.
- (f) Of this, £362,000 related to a shortfall against savings within Education, Participation and Skills; a £201,000 pressure within Children's Social Work relating to increased assessment costs; and a further £114,000 due to increased interagency fees with the Regional Adoption Agency.
- (g) The Directorate were doing everything they could to mitigate as much as possible of this over spend, but time was running out in the current year.
- (h) This adverse movement was offset by the improving position within the Customer & Corporate Services Directorate and also by a £284,000 improvement from corporate items. Please be assured, officers and Members would work closely to manage the overall finances towards a balanced position by the end of the year.
- (i) We would continue to show the position of the additional costs and income lost due to Covid, which was currently showing a drawdown against grants of £18.284m. The details are set out by directorate in Section B.
- (j) Full disclosure of our revenue savings targets and latest forecast of delivery was included in in Appendix A
- (k) It was worth noting that we were now reporting £8.016m of savings delivered with a further £3.416m nearing delivery – a total of £11.432m or 83% of the target.
- (l) At the quarterly position in the year, the Capital Programme haD been updated to reflect newly-approved schemes.
- (m) The five-year capital budget 2021-2026 was currently forecasted at £688.366m as at 31 December. The capital budget had been adjusted to take into account the addition of newly-approved schemes and to adjust the future funding assumptions shown in table I in the report
- (n) During the last quarter, we had added 2 major schemes. Derriford Business Park at £17.9m and the equally important Woolwell to the George scheme at £33.5m.

- (o) This report will proceed to Full Council to note the revenue position and approve the revised capital position.

Cabinet agreed to –

1. Note the current revenue monitoring position;
2. Approve the virements as shown in Section C to Full Council and
3. Approve the revision of the Capital Budget 2021-2026 to £688.366 (as shown in Section D Table I) to Full Council 28 February 2022

238. **Budget Scrutiny Recommendations**

Councillor Chris Penberthy (Chair of the Budget Scrutiny Select Committee) presented the report to Cabinet –

Councillor Penberthy made the following key points:

- a) Thanked each of the scrutiny panels, members of the Select Committee, officers who supported the budget scrutiny process and members of the executive who had met with both the scrutiny panels and the Select Committee.
- b) The budget report that had been scrutinised identified that after £6.751m of identified savings, the Council would continue to have a budget shortfall of £13.533m in the proposed budget for 2022/23. The Select Committee sought to understand how the gap would be met;
- c) 17 recommendations had been made to the executive which had been detailed in the agenda packs;
- d) The Select Committee identified the need for transparency in reporting cross cutting areas where there would be high public interest such as the spend on the climate emergency, tackling violence against women and girls or the on-going financial costs of the Council tackling the impact of COVID;
- e) The Select Committee advised that a requirement for financial assumptions to reflect the rapidly changing external environment would be needed and for the continued lobbying of government to ensure that revenue funding streams in the future would be long term and not on an annual basis;
- f) The Select Committee had been very concerned about the crisis in health and social care and it had been recommended that action needed to be taken locally to lobby government;
- g) Select Committee members did not agree to the Governments application of a national insurance levy to address issues of social care and have recommended that the revenue collected over the year would be used for national health issues rather than addressing the local social care crisis;

Councillor Chris Penberthy (Chair of the Budget Scrutiny Select Committee) presented the Budget Scrutiny Recommendations to Cabinet -

1. That Cabinet Members and Officers should review the budget development process to ensure that options for closing expected budget gaps are identified during Cabinet's review of the draft budget ahead of its submission to the scrutiny function.
2. That the ongoing costs and impact of Covid-19 continue to be reviewed through the finance monitoring process at Cabinet and regular reporting to the scrutiny function, to enable the development of an evidence base to support any requests to government for additional funding and / or flexibilities to enable us "to live with the virus".
3. That cabinet should clarify, before council consideration of the budget
The status of the Disabled Facilities Grant
Contingency and mitigation measures in place to address external factors such as inflation, supply chain and workforce issues both on the Capital Programme and Revenue Budget.
4. Approach to cyber security and how this is / will be reflecting in the Strategic Risk Register.
5. That climate outcomes are clearly identified within the capital programme.
6. To note the progress which has been made against the delivery of "Fair Shares" health funding and recommend that Cabinet continue to lobby for further acceleration of the redistribution
7. That Cabinet recommend to council to apply the Adult Social Care 1% precept, but that the council should lobby for funding in future years delivered through central government grants.
8. That Cabinet make provision in the budget for the recommendations arising from the Violence Against Women and Girls Commission.
9. That Cabinet consider within its invest to save programme, the development of further resources / facilities specifically within Children's Social Care to manage local demand locally.
- 10 That through the Local Care Partnership, a Plymouth Workforce Plan for Children and Adults Health and Care Services is developed for review by the Health and Wellbeing Board.
- 11 The council, through its HR teams identify Mental Health First Aiders within the work force and champion the approach with public and private sector partners

To Government

- 12 To lobby for multiyear settlements in respect of the Public Health Grant and for earlier announcements of grant allocations which meets local government budget timelines.
- 13 Recognise the investment and work which has been carried out locally in respect of homelessness but lobby government for multiyear funding for homelessness, extending beyond rough sleepers.
- 14 To lobby for earlier, equitable distribution of the National Insurance Health and Social Care Levy to Social Care.
- 15 To lobby government for a national health and social care workforce strategy.

To scrutiny

- 16 Further review of the Corporate and Commercial Estate and Accommodation Strategy.
- 17 Further consideration of digital exclusions and the councils measures to address it.

Councillor Nick Kelly (Leader) responded to the Recommendations from the Budget Scrutiny Select Committee.

Cabinet agreed to all of the recommendations from the select committee and thanked the Chair (Councillor Chris Penberthy) and the committee for all of their hard work.

239. Proposed Budget 2022 - 2023

Councillor Nick Kelly (Leader) and Brendan Arnold (Service Director for Finance) introduced the Proposed Budget 2022 – 2023 –

- (a) Summarised the impact of the provisional Local Government Finance Settlement on the 2022/23 budget;
- (b) Sets out revenue budget planning assumptions in respect of funding, approved savings plans and resource requirements for 2022/23 (see Section 1);
- (c) Sets out capital budget planning assumptions for 2022/23 (see Section 2)
- (d) Summarised cost pressures;
- (e) Highlighted the delivery of the Corporate Plan priorities (see Section 3)
- (f) set out the Capital Financing Strategy and the Treasury Management Strategy for 2022/23 (see Section 4)

(g) Cabinet considered the Draft Budget for 2022/23 at its meeting on 21 December 2021 and the Budget Scrutiny Select Committee considered the budget proposals on 20 January 2022.

(h) Under the Council's Constitution, Cabinet is required to recommend the Budget to City Council, which would meet on 28 February 2022.

(i) As is usual in local government there were constraints within which the City needs to plan, but this was an aspirational budget where:

- There was a clear commitment to make the City Carbon Zero by 2030 and to continue this journey by establishing a £2m Climate Emergency Investment Fund where savings from investment in climate friendly projects and initiatives will be recycled to provide additional projects of this kind.
- We had been able to invest in services to protect Children and £7.6m had been invested in Children's social care.
- Additional resources were also provided to care for the elderly and vulnerable in our society including investment of £7.6m in the services people need in Adult Social Care.
- There was an extra £500,000 for Homelessness.
- Importantly we had provided funding (£0.050m) for the work of the VAWG Commission as it works to bring forward its recommendations and look forward to working closely with partners on that agenda when that Commission had concluded its work
- We continued to invest in Street Services and in preserving service standards with an additional £0.8m for services that are very important to all of our residents.
- There was investment in an ambitious and innovative Capital Programme to bring new investment to the City and to improve the maintenance of buildings the Council uses for service delivery.
- In addition, we had further ambitious plans that we were developing which include the creation of a Freeport with Devon County Council and South Hams which will generate jobs for the City and we would come forward with plans for the Fish Quay and the Airport.
- We commit to a suite of efficiency savings worth £6.2m to ensure that every £1 spent in Plymouth is spent well.

(j) We have had a detailed examination of the Council's budget by the Budget Scrutiny Select Committee on 20 January. I am grateful for all the hard work Members undertook in

that meeting and for the range of questions raised and issues discussed which have helped us formulate the final budget proposals. I also hope that we can be able to accept all of the Scrutiny recommendations that appear on our agenda today.

(k) Of course, looking forward we should be unable to do everything we would like but I'm clear that we should support the vulnerable in our communities as well as investing in infrastructure and drawing investment into our City. In summary, the things that people in our City value, including refuse collection and improving our public facilities and environmental services will be key priorities.

(l) During the Pandemic, our City had been supported from Government by well over £100m of Business Grants, including the 2 new schemes launched in December, which to date has supported almost 6,000 local businesses. In addition, we had received £38m of direct support received by the Council. Council Tax and Business Rates funding – partly because of this support – has held up well, which was a positive foundation for the future. Our Public health team had worked tirelessly to distribute support monies to the most vulnerable and adult social care has provided financial support to care providers. In total, this Council has received over £175m of additional grants to support the City.

(m) Cabinet were determined that moving forward Plymouth would continue to develop as the premier regional centre in the SW and to insist that our voice is heard on the national stage.

- We had been at the forefront of responding to the pandemic which – working with partners - has entailed seeking to ensure the safety of our residents and visitors.
- The pandemic had also placed pressure on our social care market and we are determined to work with Government reforms to assure services for vulnerable adults moving forward.
- We had seen rises in the number of people approaching the Local Authority who were homeless or threatened with homelessness. I had already referred the additional resources we were making available the budget proposals.
- Our Children's Services work with partners to ensure that children and young people were safe and protected from the risk of harm at home and in their communities. Our budget proposed additional investment to ensure that we had

the right number of colleagues in the children's social work team to deal with the additional care costs that have arisen during from pandemic.

- Business change would be important moving forward and all services have undertaken work to review their operations. For 2022/23 the Corporate Services Review would be launched to deliver a package of operating improvements and efficiencies to deliver savings of £0.8m in 2022/23 and a further £1.6m in 2023/24. Related initiatives in other services will be helping the Council make better use of the available resources for 2022/23.

(n) I would like to thank all of our staff for the many challenges they have surmounted throughout the last 12 months. The communities in our City had shown enormous compassion, determination and resilience in facing some of the most difficult times any of us will remember. Our people have been sorely tested and as a City and a Council we had not been found wanting; accordingly we can step forward with confidence.

Cabinet agreed to recommend the following to City Council, subject to amendments by the Section 151 Officer in consultation with the Leader:

1. The Revenue Budget 2022/23;
2. The Capital Budget 2022/23;
3. The Capital Financing Strategy 2022/23;
4. The Treasury Management Strategy 2022/23.

240. **Award of Contracts for Plymouth Adult Education 2022-2027**

Councillor David Downie (Cabinet Member for Education, Skills, Children and Young People) presented the Award of Contracts for Plymouth Adult Education 2022-2027 report

-

- (a) PCC receives an annual allocation circa £1,700,000 from Education and Skills Funding Agency (ESFA). This delivers a contract for a range of adult education courses and supports learning programmes for 16-19 aged students predominantly at risk of dis-engagement.
- (b) The adult education courses are currently delivered through internal provision via On Course South West (OCSW) and through external training providers, currently ODILS, Shekinah Mission, Trevi House, Mount Batten Centre, LiveWest and Greenlight Training.
- (c) The current contract period ends on 31st July 2022. The external provision will be re-tendered for delivery starting from 1st August 2022.

- (d) The contracted period covers a five year period, with contracts awarded for the first three years and options to extend year on year up to the 5 year period.
- (e) The wider impact and added value of this approach are:
- (f) Strategic alignment of services across PCC and wider stakeholders, to enable a skills journey for the city's most disadvantaged and vulnerable residents to upskill, re-engage with the labour market, enter into and progress in work (so that they can become financially independent).
- (g) Reducing the claimant count 7,351 (those unemployed as of November 2021) and reducing an additional 19,000+ UC Claimants (individuals who were also claiming Universal Credit benefits due to a variety of other reasons and require financial support from government).
- (h) Maintain community learning for older citizens and those at most need of help, which in turn strengthens communities.
- (i) Adult and community learning was aligned to city priorities, meets local needs and the needs of vulnerable groups
- (j) Drives a stronger post 16 place shaping strategy
- (k) Directly influence the quantity and quality of the local offer
- (l) Better prepared to respond to the on-going changes to post 16 education, employment and training
- (m) Able to deliver a quality provision in response to local and national priorities post-COVID-19 and post-Brexit toward economic recovery and improved productivity
- (n) Provides the ability to provide support for NEETs to help them re-engage in education and training that will lead to realistic employment opportunities and/or further learning, particularly those with disadvantaged backgrounds.
- (o) Provides the opportunity to directly enhance employability skills of young people through targeted support

Cabinet agreed to -

1. Approve the procurement process for the provision of services for the Plymouth Adult Education service as set out in the business case;
2. Delegate the contract award to the Service Director for Education, Participation and Skills.

241. **Procurement of the Contract for the Provision of Agency Workers**

Councillor John Riley (Cabinet Member for Governance, HR, IT and Community Safety), Andy Ralphs (Strategic Director for Customer and Corporate Services) and Polly Colville (Agency Project Manager) introduced the Procurement of the Contract for the Provision of Agency Workers report –

- (a) The report sought agreement of Cabinet to the recommendations in the Business Case for the Procurement of the Agency Worker Contract.
- (b) The Business Case sought approval to operate a mini-competition against the Yorkshire Purchasing Organisation's (YPO) framework for Temporary Agency Resourcing for Local Authorities, for a Vendor Neutral contract.

Cabinet agreed to –

- 1. Approve the Business Case and in particular the procurement exercise being a mini-competition against the YPO framework for Temporary Agency Resources for Local Authorities to the value of £30 million over 4 years (3 + 1).
- 2. Approve the change in model from the incumbent Master Vendor contract to a Vendor Neutral contract
- 3. Approve the additions to the scope of the contract.
- 4. Delegate the award of the contract to the Strategic Director of Customer and Corporate Services.

242. **Compulsory Purchase Order Resolution at Bath Street West** (To Follow)

Councillor Nick Kelly (The Leader) and Matt Ward (Head of Strategic Development Projects) introduced the Compulsory Purchase Order Resolution at Bath Street West report –

The report sought approval to make a Compulsory Purchase Order (CPO) to complete the land assembly at Bath Street which would enable the development of the site to progress.

Cabinet agreed to:

- 1. implement a Compulsory Purchase Order, if required, pursuant to Section 226(1)(a) of the Town and Country Planning Act 1990 in respect of the Land to the West of Bath Street identified as PL30 in the Joint Local Plan (JLP) and shaded on Figure 1 below ("the Order Land");
- 2. delegate to the Service Director for Economic Development and Head of Legal Services the power to effect the making, confirmation and implementation of such a CPO and to take all necessary steps to give effect to the CPO in respect of the Order Land including, but not limited to, the following:
 - a) finalise a Statement of Reasons to properly reflect the Council's position regarding the proposed CPO so as to properly present the Council's case;

- b) In making the CPO, the publication and service of any press, site and individual notices and other correspondence for such making;
 - c) acquire for planning purposes all interests in land and new rights within the Order Land as may be necessary to facilitate the Scheme, either by agreement or compulsorily, including entering into negotiations with any third parties for the acquisition of their land interests and/or for new rights over their land (as appropriate), the payment of compensation and dealing with any blight notices served in connection with the CPO;
 - d) approve agreements with land owners or statutory undertakers as applicable
 - e) make any additions, deletions or amendments to the plan at Appendix I and to seek any requisite modifications to the CPO and maps;
 - f) seek confirmation of the CPO by the Secretary of State (or, if permitted, by the Council pursuant to Section 14A of the Acquisition of Land Act 1981) (the 1981 Act), including the preparation and presentation of the Council's case at any public inquiry which may be necessary;
 - g) publication and service of notices of confirmation of the CPO and thereafter to execute and serve any general vesting declarations and/or notices to treat and notices of entry, and any other notices or correspondence to acquire those interests within the area;
 - h) referral and conduct of disputes, relating to compulsory purchase compensation, at the Upper Tribunal (Lands Chamber).
3. Delegates authority to the Service Director for Economic Development and the Service Director for Finance to approve the financial terms of the compensation arising;
4. Authorises in accordance with section 122 of the Local Government Act 1972, the appropriation of land owned by the Council within the Order Land, to planning purposes pursuant to section 203 of the Housing and Planning Act 2016, so development may proceed without obstruction in respect of any claimed third-party rights.

243. **Exempt Business**

244. **Compulsory Purchase Order Resolution at Bath Street West**

The item was considered in the Part I (Public) meeting.

Cabinet



Date of meeting: 08 March 2022
Title of Report: **Cabinet commitments**
Lead Member: Councillor Nick Kelly (Leader)
Lead Strategic Director: Giles Perritt (Assistant Chief Executive)
Author: Andrew Loton (Senior Performance Advisor)
Contact Email: Andrew.loton@plymouth.gov.uk
Your Reference: CC080322
Key Decision: No
Confidentiality: Part I - Official

Purpose of Report

The Cabinet, at their meeting in June 2021, identified 86 commitments to build back better in Plymouth. 22 of the 86 commitments were delivered within the first 100 days and to date 60 have been delivered. This report provides an overview of the commitments delivered and the progress made on the remaining 26 commitments.

Recommendations and Reasons.

That Cabinet:

1. Agrees and endorses the completion of twelve commitments in February; 36, 38, 55, 66, 67, 32, 20, 65, 58, 43, 73, and 71.
2. Notes the progress made on the remaining 26 commitments.

Alternative options considered and rejected

Not to produce an update. Without publication of progress, there is a risk of slippage against commitments and a lack of transparency.

Relevance to the Corporate Plan and/or the Plymouth Plan

The commitments set out at Appendix A relate to the revised priorities set out in the Corporate Plan which was adopted by the Council on 14 June 2021

Implications for the Medium Term Financial Plan and Resource Implications:

Most commitments will be delivered from within existing revenue and capital resources. Where there are new resource implications, decisions will be made about allocation of resources in line with the Council's decision making procedures. Where delegated decisions are required in order to implement specific commitments, financial implications will be set out as part of the decision making process in accordance with the Council's constitution.

Carbon Footprint (Environmental) Implications:

Environmental sustainability is a key priority of the new administration, and the waste management, recycling and traffic management commitments are specifically aimed at reducing the city's carbon footprint.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The commitments make specific contributions to community safety, inclusion, community engagement, increased support for the vulnerable and improved educational standards for children and young people.

We have given due regard to our statutory duties under the Equality Act 2010 and the Public Sector Equality Duty.

The commitment to fast track applications to the blue badge scheme, disabled facility grants and parking spaces for those with terminal illness will have a positive impact on people with disabilities. Securing a sustainable funding settlement for Adult Social Care will contribute to better outcomes for people with disabilities and the agenda to empower local people has the potential to contribute to better outcomes for communities sharing protected characteristics.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Cabinet Commitments.							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.29 3	Leg	LS/38 207/A C/4/3 /22.	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 04/03/2022											
Cabinet Member approval: Councillor Nick Kelly (Leader) Date approved 03/03/2022											

This page is intentionally left blank

CABINET COMMITMENTS

Chief Executive's Department



1. INTRODUCTION

The Cabinet, at their meeting in June 2021, identified 86 commitments to build back better in Plymouth which would be delivered over 4 years. **22 of the 86 commitments were delivered within 100 days and to date 60 have been delivered.**

The commitments support a range of activities that benefit the City of Plymouth and its residents across a spectrum of themes which are listed below:

- Health, wellbeing and safety.
- Education and skills
- The environment
- Job creation
- City centre and waterfront rejuvenation
- Infrastructure
- Finance
- Housing

Work has been undertaken by the Cabinet and officers to deliver the commitments and this report provides a summary of progress along with details of the ongoing work to deliver the remaining commitments

2. COMMITMENTS OVERVIEW

The Cabinet have now completed **60 (70%)** of the original 86 commitments and have a further 26 on which progress has been made. The table (table 1) below shows commitments currently in progress and those completed.

There have been twelve commitments that have been completed in February 2022.

Table 1: Commitments Completed in February 2022.

Commitment	Cabinet Member	Delivery date	Progress Update
36. We will promote Plymouth as an historic port with a large fishing fleet, a major hub for marine leisure industries and activities. It is also a major tourist attraction.(Job Creation)	Nick Kelly	Feb-22	<p>SailGP has been secured for the city for the second year in a row and will place Plymouth on a global stage once again. Is it expected to outperform the event in 2021 at which estimated 27,500 spectators brought £6.9 million into the local economy.</p> <p>Plymouth Sound, the home of UK's first National Marine Park has been awarded £9.5 million from The National Lottery Heritage Fund to make its vision of a park in the sea a reality.</p>

Commitment	Cabinet Member	Delivery date	Progress Update
			<p>A two year development period now takes place before implementation of the five year delivery plan.</p> <p>Completed</p>
<p>38. We will work with partners such as Sutton Harbour Holdings to improve our fish landing facilities as well as local fishers to grow and modernise the fleet to maintain Plymouth's standing as a top fishing port.(Job Creation)</p>	<p>Nick Kelly</p>	<p>Feb-22</p>	<p>A feasibility study for improving the facilities at Sutton Harbour has been completed.</p> <p>Extensive consultation has happened and is continuing with the industry. For the first time the owners of the SHH have meet with the fishers to understand future needs</p> <p>We will continue to work with SHH and industry to create designs which will be used to bid for funding. A number of potential bidding opportunities have been identified.</p> <p>Completed</p>
<p>55. Consult YOU about the possibility of reducing or abolishing the tolls on the Tamar Bridge and Torpoint Ferry Crossings by lobbying the Government to secure similar status to the Severn Bridge Crossing (Infrastructure).</p>	<p>Jonathan Drean</p>	<p>Feb-22</p>	<p>It remains our aspiration to reduce tolls and seek further support from Government, but this must now be seen as a longer-term commitment in light of an anticipated reduction of income. A consultation is under way to consider current tolls and will report to the Tamar Bridge and Torpoint Ferry Joint Committee in March.</p> <p>Plymouth City Council is calling on the Government to provide a financial contribution to the running of the bridge, a similar approach to other major strategic links across the UK.</p> <p>The Leader has launched a petition and is asking people from across the region to sign it, showing their support for fairer and proper funding for the South West.</p> <p>The petition will then be presented to the Government, to show that the request as the backing of local people.</p> <p>Complete</p>

Commitment	Cabinet Member	Delivery date	Progress Update
66. We will increase the speed limit from 30mph to 40mph on the new and improved Tavistock Road section to improve journey times(Infrastructure)	Jonathan Drean	Feb-22	<p>Statutory consultation on changes to the speed on Tavistock Road has been undertaken.</p> <p>The Cabinet Member has taken the decision to proceed with the advertised changes to speed, in line with the commitment.</p> <p>Complete</p>
67. We will commission new technology using satellite imagery to inspect the condition of our local road network. This will allow potholes to be identified, and repaired quicker and more cost effectively(Infrastructure)	Jonathan Drean	Feb-22	<p>Vaisala selected as supplier, Order processed and received with training arranged end January 2022.</p> <p>Hardware being set up by Delt with trial period to commence Feb 2022</p> <p>Completed</p>
32. We shall prioritise the further improvements required to our largest green area, CENTRAL PARK. Following a thorough consultation with YOU we shall invest millions to make this park a must visit place for sport, recreation, socialising and wildlife that appeals to all ages(The Environment)	Patrick Nicholson	Mar-22	<p>A delegated decision has been taken in relation to Central Park Phase 3 improvements £2.4m.</p> <p>£3million has been allocated for Phase 3 of the works. The breakdown of the spend for this phase of works is as follows:</p> <ul style="list-style-type: none"> • Access improvements: £300k • Drainage improvements: £1.43m • Sports Improvements: £503k • Natural Environment Improvements: £250k • Project Management: £77k • Contingency: £512k <p>Completed</p>
20. We recognise the real issue of Child Poverty within our city. We will raise awareness of this issue and provide additional funds to work with partners to eradicate Child Poverty and give every child the best possible start in life to boost their life opportunities(Health, Wellbeing & Safety)	Vivien Pengelly	Mar-22	<p>In late December 2021, the Child Poverty Working Group reviewed the progress towards the current 2022 targets in the plan (of the data available). Of the 9 targets, all but one were on their way to achieving their goals in one way or other. 4 targets have been achieved (with caveats). 4 targets are achieving success in part with more work to</p>

Commitment	Cabinet Member	Delivery date	Progress Update
			do in 2022 and I target is not currently progressing. Complete
65. To encourage greater use of our Continental Ferry service we will offer bespoke parking for motorhomes as a stopover for those embarking or disembarking the ferry.(Infrastructure)	Jonathan Drean	Mar-22	A review has been undertaken on the opportunities to increase the provision of parking locations for campervan and overnight stays to support this commitment. Complete
58. We feel that Plymouth City Council car parking charges are punitive and we will review city centre parking charges. We will introduce periods of FREE parking in council owned car parks to save you money and support local businesses (Infrastructure)	Jonathan Drean	Apr-22	Building upon the concessions implemented at Christmas, we will be implementing a concession the first week of April, this will be periods of free parking over the weekend of 2nd and 3rd April as a drive to encourage people into town. Complete
43. KICK START – We will support and encourage all local Small & Medium sized businesses to get access to this innovative scheme that provides funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long-term unemployment (Job Creation).	Nick Kelly	Mar-22	The Kickstart programme concludes Mar 2022. In April 2022 we will produce an impact summary report and we will work closely with local gateways to support young people ending their placement into work (where they will not be employed by the host employer) through Skills Launchpad Plymouth Complete
73. Local governments across the UK are owed millions of pounds in uncollected Parking Tickets, due to a number of reasons, often involving criminal activity. The Traffic Management Act allows local authorities to undertake removal of persistent evaders (those with more than 3 PCNs outstanding) from the road and store until and outstanding debt cleared and updated info provided to the DVLA. If after the removal the car is not claimed this can then be sold or scrapped and the income used to cover any outstanding debt. We will step up enforcement in this area(Infrastructure)	Jonathan Drean	Mar-22	An Executive Decision is being prepared for Cabinet Member approval to adopt these powers. Procurement supply chains have been established and policies for this activity drafted, for approval as part of the Executive Decision. There is a statutory process to follow when implementing such powers, whilst the Council will be able to announce the intention to adopt these powers sooner, the Council is expected to be able to utilise these new powers from April 22.

Commitment	Cabinet Member	Delivery date	Progress Update
			Complete
71. We recognise that residential parking is an issue so we will provide funds and work with local communities to create additional neighbourhood car parking spaces by reconfiguring areas to allow Diagonal / Perpendicular parking (Infrastructure)	Jonathan Drea	Mar-22	<p>Some initial proposed locations did not proceed due to high cost and little return in parking created, therefore review commenced of alternative locations, more economically viable, around the city, that could benefit from this approach. A number of sites have been identified and the Portfolio Holder is to receive a briefing (January 22) to review the additional locations. Subject to approval we then expect to be able to deliver the first sites by March 22.</p> <p>Complete</p>

3. COMMITMENTS IN PROGRESS

The Cabinet and officers are working hard towards delivery of the remaining 26 commitments. The delivery date for commitments ranges from March 2022 to December 2025. Identified delivery dates can be subject to change dependant on external factors.

Table 2: Commitments in progress

Commitment	Cabinet Member	Delivery date	Progress Update
46. We will prioritise the development of the Quality Inn site on the Hoe with a suitable and sympathetic plan for this stunning location (City Centre and Waterfront Rejuvenation)	Nick Kelly	Mar-22	We have agreed terms with a preferred developer. A formal decision about this was published on 23 February 2022 and we expect to make a formal announcement regarding the developer and proposed hotel brand during March 2022.
2. We want older people to keep their independence for longer by supporting them in their own homes. We will offer greater access to digital services including robopets and devices such as Amazon Echo and Alexa which can act as a helpful friend to those living with dementia(Health, Wellbeing & Safety)	Patrick Nicholson/ John Riley	Mar-22	We are looking into previous trials of technology to support dementia patients in the city. Amazon Echo's (Alexa) have been sourced and a meeting held with Ermington based Robopets to understand the work they have done recently with Essex NHS. Now working with adult social care team to understand how they will trial them.
10. We will explore introducing a "Plymouth App" to make accessing information about local services much easier and in one place. (Health, Wellbeing & Safety)	John Riley	Mar-22	Business case developed for the website replacement which will provide a mobile friendly content refresh. The first phase of implementation will take Council Tax content into a trial to be launched this Spring allowing customers to bookmark the site on their smartphones so that it behaves like an app, without the cost of maintaining the content in multiple technologies.
23. Look to investigate the replacement of old primary school buildings(Education & Skills)	Dave Downie	Mar-22	<p>After exploring all the funding opportunities, we are in the process of developing a short, medium and long term School Conditions Improvement Plan based on completed School Conditions Surveys.</p> <p>This plan will utilise the School Condition Grant that the LA receives to improve our maintained school estate. All surveys have been 'RAG' rated and the plan will prioritise any elements that have been identified as 'red' ratings before going on to address amber elements.</p>

48. To celebrate our rich history and culture we will invest in our Guildhall to improve the facilities and make it a real asset to the city by allowing a far wider use of the building and its facilities(City Centre and Waterfront Rejuvenation)	Nick Kelly	Mar-22	<p>Future High Streets Fund grant secured to enable this project to progress.</p> <p>Further stakeholder consultation has been completed to identify key project requirements. External project managers and design team (architect, engineer and mechanical / electrical consultant) have all been appointed.</p> <p>Formal pre-application enquiry to be submitted in April 2022, planning application August 2022, start on site May 2023, completion by June 2024.</p>
61. We will consult with neighbouring Councils to provide further conveniently sited "Park & Ride" sites with the delivery of such a facility at Deep Lane, Plympton.(Infrastructure)	Jonathan Drear	Mar-22	<p>Plymouth City Council have secured funding for the expansion of the George Junction Park and Ride through the Governments Levelling Up fund. This will support the abstraction of trips from settlements within the Plymouth Travel to Work Area such as Tavistock.</p> <p>Discussions with Devon County Council regarding the Deep Lane Junction P&R site, as part of Devon's longer term submission to the Levelling Up Fund and supporting the development of the Plymouth and South west Devon Freezone, are ongoing.</p>
68. We will prioritise the need to offer a modern and suitable Cruise Terminal in Plymouth by working with partners such as Associated British Ports and Brittany Ferries(Infrastructure)	Jonathan Drear	Mar-22	<p>The Leader met with the CEO of both Brittany Ferries and ABP in the new year. The City has achieved a three way working group to develop the port and its connections to the continent.</p> <p>Working groups have been established which are looking at marketing and</p>

			<p>promotion of the ferry routes and maximising the visitor impact. This will specifically look at key events the City has to offer. A second work stream has been established around physical infrastructure improvements.</p> <p>The Leader has undertaken a walk around with ABP ports to address the approach and welcome to the city from the ferry port.</p> <p>As part of the Freeport bid we intend to invest in the port infrastructure to enhancing the freight capability. Brittany Ferries have confirmed their commitment to the city and have confirmed the twice weekly sailings to Spain.</p>
42. We welcome the Government's decision to make Plymouth a Free Port. This status will allow us to attract new manufacturing and assembly businesses creating specialist jobs for local people(Job Creation)	Nick Kelly	Apr-22	<p>Detailed Plan Phase: Outline Business Case submitted on the 26th November 2021. This includes review Offers and Asks to include additional asks that may maximise the benefits of Freeport status - complementary initiatives relating to skills, innovation, net zero, regeneration, housing, transportation, land remediation, and mitigating displacement. Full Business case to be submitted by 15th April 2022 will see the commitment completed.</p>
78. We will support our local veterans to get the care and support they need by developing a 'veterans village' to provide the homes they need. The completed Nelson project in Stonehouse and the commenced Stirling House project in Honicknowle have won national awards and made a significant contribution to meeting the housing needs of veterans, as well as providing the required wrap-around support and advice services to address mental health and well-being issues often faced by ex-servicemen(Housing).	Vivien Pengelly	Apr-22	<p>There have been a series of discussions with housing and support providers for service veterans and officers will continue to engage through the appropriate channels to establish the need for and type of future veterans housing and support.</p> <p>The Stirling House veterans self build project commenced construction earlier in the year with up to 12 veterans engaged on this self build initiative. The new homes are due for completion by around Spring 23.</p>

<p>80. We will make home ownership more readily available by delivering the right homes, in the right place, for local people. We support the schemes with affordable homes at Woolwell, Coypool, North Prospect and Barne Barton(Housing)</p>	<p>Vivien Pengelly</p>	<p>Apr-22</p>	<p>Officers continue to promote a wide range of affordable homes for ownership in the city through the Plan for Homes initiative and on sites that have previously been stalled. For example 126 homes for open market sale and affordable home ownership have started on two sites that have been stalled for many years. We also are working to unlock a further 400+ affordable units including homes for affordable ownership in the city that are currently stalled. Officers also continue to bring long term empty homes back into use using a range of legal powers and financial incentives. This action helps provide new private homes for sale and rent, helping regenerate those neighbourhoods impacted by the blight that long term empty properties often create. South Hams District Council are continuing to have planning discussions with the applicants on the development of the Woolwell site. The Coypool development proposal for 550 homes was given planning consent on 23/6/21 delivering at least 110 affordable homes. The North Prospect regeneration project continues to progress and the final phase of construction is now fully funded and will complete over the next 2-3 years. Finally Housing Delivery Officers are working closely with Housing Association partners Clarion Housing and Sanctuary Housing to help achieve the earliest possible start on site for two developments in Barne Barton, providing more than 300 new high quality homes on these exemplar regeneration projects.</p>
<p>12. We will seek to strengthen our military covenant with the Armed Forces by looking at our Veterans ongoing needs especially around medical support and mental health provision. We want to create a hub where Plymouth is recognised as a centre of excellence for Veteran support(Health, Wellbeing & Safety)</p>	<p>Vivien Pengelly</p>	<p>Delivery after May 2022</p>	<p>We have met with providers Improving Lives and Livewell southwest to identify any gaps in mental health provision. Meeting to be held with Portfolio Holder to agree end state and review commitment ownership.</p>

18. We will increase the funding for Access Plymouth to allow greater mobility around our city.(Health, Wellbeing & Safety)	Jonathan Drean	Delivery after May 2022	The Plymouth Bus Service Improvement Plan (BSIP) was submitted to the DfT in October. It includes the aspiration to deliver five electric mini-buses and associated infrastructure, to support the city's aspirations for expanded Demand Responsive services. Such services are currently provided by Access Plymouth's Dial A Ride service. Access Plymouth submitted a letter of support for the BSIP which is available online at www.plymouth.gov.uk/bsip . The outcome of the Council's BSIP submission is currently unknown.
39. We are extremely proud of our military heritage and will look to keep our service personnel and facilities in Plymouth whilst continuing to offer support to all of our Veterans.(Job Creation)	Vivien Pengelly	Delivery after May 2022	We will support Babcock in the physical redevelopment of the naval base, and will support veterans through the Armed forces day which will celebrate key events and achievements, including the commemoration of the Falkland conflict, the creation of the Veteran's Village as well as dedicated and continued support to our military and their families. We will continue to support the Armed Forces Covenant initiatives which includes securing the gold award for the Defence Employers Recognition Scheme (DERS). Discussion with PFH is planned to discuss the submission for the gold award.
41. Covid 19 has reinforced the benefits of shopping locally. We will therefore invest and improve the local shopping centres to keep them as the heart of local communities. By working with landlords and traders we will secure the future of all our District and Local Shopping Centres for our residents including Southway, Whitleigh, St.Budeaux, Plymstock, Estover, West Park, Plympton, Stoke, Devonport, Crownhill and Mutley Plain (Job Creation)	Nick Kelly	Delivery after May 2022	We have identified 100K to support the district shopping centres. We have commissioned Geddon Plymouth to help promote and raise awareness of all local shopping. We are looking to undertake local surveys to listen to traders and hear what they want.

<p>45. We will upgrade and modernise the Tinside Lido to increase the usage throughout the year to create a 'must visit' venue.(City Centre and Waterfront Rejuvenation)</p>	<p>Maddi Bridgeman</p>	<p>Delivery after May 2022</p>	<p>£9.5m has been awarded to the National Marine Park from the National Lottery Heritage Fund (Heritage Horizons Award). 10% made available for the 2 year development phase of the project to test and trial initiatives and develop capital projects to RIBA design stage 3.</p> <p>Project fully mobilised and a year of listening and engaging to start in the spring to enable residents to co-design the project and the marine park. Throughout 2022 with the new LATC to run the pool, we will be promoting this asset and running events to encourage more use of this fantastic asset.</p> <p>Tinside pool and adjacent Tinside cove is one of 4 capital projects that will be developed to enhance this asset. A stage two bid will be submitted in June 2023 and then we should be in a position to start delivery and release the remaining 90% of funding to the project in late 2023.</p>
<p>62. We will assist residents living near the Dockyard to park near their homes by encouraging Babcock and the Royal Navy to provide more on-site parking(Infrastructure)</p>	<p>Jonathan Drean</p>	<p>Delivery after May 2022</p>	<p>Discussions are currently underway with Babcock, involving members and senior officers, in relation to challenges around Dockyard parking. Babcock will be presenting a range of proposals, from additional on-site parking through to permit parking options to protect resident's streets. The next meeting is scheduled for February, where these options are to be reviewed. The Cabinet Member will receive a briefing on these.</p>
<p>26. We believe that the mental health of our young people is paramount, and that school pupils should be taught to think, to question and to understand, not just to cram for exams. We will actively investigate the setting up of new schools which do not rely on the outdated, industrial-scale exam system, but which highlight things such as creativity, entrepreneurship, social and community skills and teamwork. Academic skills will be given parity with life skills to benefit our young people.(Education & Skills)</p>	<p>Dave Downie</p>	<p>Aug-22</p>	<p>Every school has a link PCC Educational Psychologist working with staff, children/young people and their families. The EP Service provides an immediate response to critical incidents, and initiatives are underway to support wellbeing for education recovery. These include whole school strategies to develop positive mental health and promote children's self-confidence and prosocial behaviour, such as emotional literacy training for support assistants, training for mental health leads, and guidance to manage emotionally based school avoidance. Joint work with CAMHS and external partners to support planning for mental health in schools is co-ordinated by PCC via an Emotional</p>

			<p>Health and Well-being Steering Group.</p> <p>Devon Mind have been commissioned to coordinate Plymouth Wellbeing for Education Recovery Project including the evaluation of the emotional based literacy training and the mental health leads training delivered by PCC Educational Psychologists. Devon Mind will further develop the Local Offer on the Plymouth Online Directory ensuring that schools and the wider system are aware of the emotional health and wellbeing offer available to children, young people and their families.</p>
49. Prioritise the city's offering around live music/concerts by working with partners to develop and deliver live music venues(City Centre and Waterfront Rejuvenation)	Mark Deacon	Dec-24	We have appointed an external project manager and are in the process of appointing the wider professional team to help progress our plans to modernise and refurbish the Guildhall, with a planning application due to be submitted in August 2022 with works due to start by May 2023. This will provide an improved venue for live music.
44. Plymouth Hoe & the Barbican, our waterfront, is the "jewel in the crown" for this city. We promise a major upgrade to the waterfront area by creating a futuristic park that will offer far greater and better facilities for residents and visitors(City Centre and Waterfront Rejuvenation)	Nick Kelly	Dec-25	Following the Council's successful bid for Heritage Lottery Funding towards the development of the National Marine Park (NMP) we will be exploring how facilities in the waterfront area can be improved as part of the wider programme of enhancements proposed through the NMP.
47. In our city centre we will encourage and facilitate more residential living, introducing more green and recreational facilities including an events space for local entertainers to entertain the public and become a focal point.(City Centre and Waterfront Rejuvenation)	Nick Kelly	Dec-25	Review of residential masterplan for Colin Campbell Court is ongoing and will be progressed following planning application for the health hub. Work is being carried out to consider whether Colin Campbell House upper floors would be suitable for conversion to apartments. City centre housing demand study has been commissioned jointly by PCC and Homes England and the final report is expected in October 2021. Future High Streets Fund has awarded £12m for Plymouth, part of which will allow Urban Splash to progress the delivery of the Civic Centre, including 144 apartments and a conference and events space. The Guildhall will also be refurbished and modernised.

50. We will look to introduce a covered walkway to allow shoppers to have easy access to both ends of the city centre during inclement weather.(City Centre and Waterfront Rejuvenation)	Nick Kelly	Dec-25	To be discussed further with British Land and City Centre Company.
54. A Conservative Council will use its influence and powers to acquire the leasehold interests of Plymouth Airport from Sutton Harbour Holdings with the objective of making the airport operational again(Infrastructure)	Nick Kelly/ Patrick Nicholson	Dec-25	The Council is in active discussions with Sutton Harbour about this.
75. We will work with local housing associations to create a wider range of homes for local people. Registered providers in the Plymouth Housing Development Partnership are key to accelerating housing delivery in Plymouth but could do more to deliver a wider range of housing, for example housing for older people including extra care, housing for people with learning difficulties, self-build housing, and housing for veterans. However not all registered providers are active in creating new housing and so could be incentivised through prioritised access to corporate borrowing the City Council could access through the public works loan board.(Housing)	Vivien Pengelly	Date for delivery being discussed with Portfolio Holder	Housing Delivery Officers continue to progress 20+ development sites with Plymouth Housing Development Partnership (PHDP) members on land owned by the Council as part of the Plan for Homes programme. This year the team have also secured £600k of Brownfield Land Release Funds to deliver an additional 70 homes and a further funding bid to Government has recently been made for £220k to deliver 12 community led homes. In October 2021 5 bungalows for older people at Ham Green Lane were completed by Westward Housing Group on a Council owned site that used Government Land Release funding to demolish the vacant building on the site.
76. We will create a dedicated Housing Investment Fund to get unsightly stalled housing sites across the city started. By providing grants and loans to housing providers to provide infrastructure and help unblock sites to deliver policy compliant housing schemes and/or by purchasing market units from developers, either directly by the City Council or through registered providers, to provide increased levels of affordable rented homes to meet identified needs, will help address meet identified needs, will help address stalled sites and increase rented and for sale homes. This could include acquiring stalled sites(Housing)	Vivien Pengelly	Date for delivery being discussed with Portfolio Holder	Our Plan for Homes Programme has an existing Housing Investment Fund. All monies are committed with the agreement of the Cabinet Member for Home and Communities to support a range of interventions to unlock and accelerate delivery, including on sites we have previously acquired, JLP sites and PCC sites brought forward for development. We have entered into two Housing Partnership Agreements with key Housing Association partners Plymouth Community Homes and Livewest to further maximise their investment into new and improved homes.
77. We will once again as a City Council build local homes for local people. The purpose would be to further increase and accelerate the delivery of a wide choice of quality new market and affordable homes	Vivien Pengelly	Date for delivery being discussed with	Recent activity includes preparing and bringing forward council owned land as 'site ready' for development; providing grant to support the provision of infrastructure to unlock stalled sites; supporting estate regeneration

<p>through a number of direct interventions in the housing market. This could include the provision of grant and loan funding to provide the infrastructure to help de-risk existing sites; help lever in funds from Homes England; improve the affordability of new homes; increase housing choices for different groups in the community; and accelerate construction on new parcels of land in the Joint Local Plan Plymouth Policy Area. The City Council has a significant role to play in the delivery of new homes in the city. Clearly the City Council would not actually build the homes and nor would it re-open the Housing Revenue Account but effectively it would be proactively intervening to deliver local homes for local people, the range and mix of course open to further discussion(Housing)</p>		Portfolio Holder	<p>programmes to replace obsolete homes with new energy efficient homes; and work to bring empty homes back into occupation. We are working with Homes England to increase partnership working and funding to support our growth ambitions, with a focus on unlocking stalled JLP sites and supporting city centre renaissance. We have also started the direct development of new homes in the city. Our pilot scheme at Broadland Green has secured planning consent we plan to develop a pipeline of future sites.</p>
<p>79. We will stop the further intensification of houses in multiple occupation in the streets around Plymouth University and go further by buying up properties and converting these back to single family homes. The overall objective of housing policies in the Joint Local Plan is to create balanced sustainable communities but in some streets around the university there are very high percentages of student houses and other houses in multiple occupation which not only mean that the overall population in the area is not balanced but has other environmental impacts due to the intensification of the housing usage such as anti- social behaviour, the proliferation of bins etc. A targeted approach to identify homes currently used for student housing which are no longer in demand and which are potentially at risk of disposal to rogue landlords will, if left unchecked, result in poor quality housing and a further reduction in the quality of life in local neighbourhoods. If these properties are bought up by the City Council they could be 'de-converted' into larger single family homes to meet that need(Housing)</p>	Vivien Pengelly	Date for delivery being discussed with Portfolio Holder	<p>A scheme is being developed and discussions with the main landlord association in Plymouth are underway.</p> <p>UPDATE - The housing market has changed dramatically in the last year, whilst we have worked up a loan scheme for both MEES and the de-conversion of HMO's back to family houses, we are unsure whether it is still a viable option. Lots of landlords are leaving the market through selling their properties. We now need to work with the PFH to finance some pump prime funding to create a pot of funding to finance the loans to landlords. We are hopeful to have a full update of whether this is still viable by March/April 2022.</p>

Appendix A – Completed Commitments.

Commitment	Cabinet Member	Month Completed	Delivery Overview
<p>28. We will actively promote positive lifestyle changes and improve our environment for all, including our wildlife by improved soft and hard landscaping projects throughout the city. (The Environment)</p>	<p>Maddi Bridgeman</p>	<p>Jan-22</p>	<p>Preventing Plastics Project</p> <ul style="list-style-type: none"> • 14 signatories for Plastic Charter for local businesses /schools/communities; • Tenders issued for 2 x innovative art installations using recycled plastic waste; • Proposal finalised for the testing and evaluation study of the addition of AI(artificial intelligence) and Autonomy to 2 x 'Wastesharks' to collect plastic litter in the Cattewater. 'Plymouth's Action on Plastic' brochure produced; • Engaged with 300 people (Sail GP and other community events.) <p>Mayflower Improvements:</p> <ul style="list-style-type: none"> • Completed Welcome sign installation; • Hoe Volunteering Gardening group established; • General Waterfront improvements continued. • 2/11/21: Plastic sculpture procurement complete; Waste Shark procurement complete <p>Green Minds:</p> <ul style="list-style-type: none"> • Summer Engagement Programme in green spaces and at the Pannier Market - 77 events, 2051 participants (1038 new to the project). • Green Social prescribing project launched at Central Park. • Greenspace access improvements initiated at Duncombe Avenue (link to Kings Tamerton Wood), <p>Urban Tree Challenge:</p> <ul style="list-style-type: none"> • Consultation completed for Blossom Together project at Devil's Point (over 200 respondents). Works started January 2022. • Tree procurement for citywide winter planting completed. • Funding (£1.2m) secured from DEFRA for Plymouth Natural Grid partnership project Oct 21 - Mar 23) with National Trust and Real Ideas to enhance 300 hectares of nature sites across the city and run Kickstart programme of 30 young people to build skills and employability in green sector. • Project underway and project team in place. First 11 Kickstart placements in progress. 4 projects secured <p>Abercrombie Awards:</p> <ul style="list-style-type: none"> • Delamere Road – Best Community Project - Winner;

			<ul style="list-style-type: none"> • Teats Hill – Best Natural Infrastructure Project - Commended; • Plymouth Tree Challenge - Best Natural Infrastructure Project - Commended; • Star Park - Best Community Project - Commended
29. We commit to improve the environment by supporting and creating innovative plans to make Plymouth carbon neutral by 2030 (The Environment)	Maddi Bridgeman	Jan-22	On Monday the 24th January 2022 the Corporate Carbon Reduction Plan 2022 and Climate Emergency Action plan 2022 were debated and endorsed. The plans contain a range of actions to be taken in 2022 to support the Council to meet its net zero target by 2030 and were developed with full engagement of the Council's Scrutiny System.
34. We will promote The National Marine Park which showcases our world class marine, engineering and research facilities creating more jobs in these areas. (Job Creation)	Nick Kelly	Jan-22	<ul style="list-style-type: none"> • £9.5m has been awarded to the National Marine Park from the National Lottery Heritage Fund (Heritage Horizons Award). 10% made available for the 2 year development phase of the project to test and trial initiatives and develop capital projects to RIBA design stage 3. • Project fully mobilised and a year of listening and engaging to start in the spring to enable residents to co-design the project and the marine park. • £665,873 grant award from Community Renewal Fund for business support activities to deliver innovative approaches to green/blue tourism, decarbonisation of the waterfront and connection communities to the waterfront. Leads and core structures for HF Horizon project have been agreed and being established. This work must be delivered and complete by June 22. • Announcement of new appointment to the new role of Interim Chief Executive for National Marine Park (NMP) on 7th January. They will lead the wider development of the NMP as well as support the HF Horizons project.
40. We shall lobby the Government to review and complete an overhaul of the Business Rates system to make it fairer for businesses and benefit the local community. (Job Creation)	Nick Kelly	Jan-22	<p>The Plymouth Ask document has been updated and a letter sent to the Chancellor of the Exchequer from the Leader on the 6th July regarding the Business Rates system and a fundamental review.</p> <p>We are aware that the Government are not intending to conduct any review of Business Rates via the proposed Fair Funding Review however this will be an area that we will continue to lobby on and any change in government support will be provided via the Levelling Up Agenda.</p>
69. We will build closer links with the Taxi Trade to ensure the current fee regime remains fair and taxis are readily available 24/7 for passengers. We will accelerate the	John Riley	Jan-22	We continue to work with the taxi trade to ensure that the way in which the fees are set is communicated fully, to provide assurances that it is open fair and transparent.

installation of Electric Vehicle charging points to encourage operators to switch from petrol or diesel vehicles to electric powered Taxis (Infrastructure)			<p>Fees are reviewed by the Taxi Licensing Committee Members every year and were last reviewed on 13 January 2022 and for the second year were not increased. We always engage with the trade prior to and during this process.</p> <p>We will continue to work with the Private Hire Operators and assist with the application process to encourage new drivers to join the trade.</p> <p>The Taxi Fare Tariff has been recently reviewed and following consultation the new fares came into effect on 18 January 2022. It has been agreed that the fare tariff will be reviewed by the committee in the autumn so that any proposed changes will come into effect by the end of the year.</p> <p>We have worked closed with the Transport team and the Low Carbon City Officers to consider the transition to Ultra low emission vehicles and the need for decarbonisation in the city. We will explore any grants that may be available to encourage proprietors to upgrade their vehicles to those with low or no emissions. The EV charging point programme has continued and by the end of March there will be over 200 EV charging points across the city.</p>
57. We will NOT introduce a congestion charge in Plymouth. This would be detrimental to residents and local businesses.(Infrastructure)	Jonathan Drean	Jun-21	Completed: Announcement by the Cabinet Member for Transport at the 8th June 2021 Cabinet confirming there are no plans to introduce a congestion charge in Plymouth and issue communications.
82. We will reduce the cost of Plymouth City Councillors by removing the new additional Councillor allowances Labour introduced immediately they took control in 2018.(Finance)	John Riley	Jun-21	At the Annual General Meeting in June 2021 the Administration confirmed a reduction in Cabinet members from 10 to 8. The Administration has also not appointed to Assistant Cabinet member positions for which an allowance was previously given.

<p>5. We will increase our consultation with local communities and look to devolve more power to local people so they feel empowered and have a greater input in determining their priorities. Conservatives recognise that family values and personal responsibility strengthen local communities so we will listen more and act accordingly(Health, Wellbeing & Safety)</p>	<p>Vivien Pengelly/ Nick Kelly</p>	<p>Jul-21</p>	<p>Using our Engagement Framework plan and launch a "Summer of Community Conversations" Conversation topics included:</p> <ul style="list-style-type: none"> • Homelessness-(In partnership with the VCS) • Violence against Women and Girls • Healthy Communities Together (Social Isolation and Social Connections) • City Centre Health and Wellbeing Hub • Leader's Listening Residents' Survey • Leader's Listening Business Sector Round Table <p>The Homelessness Prevention Partnership first met in June on Engagement. They have continued throughout the summer and went onto an Event on World Homelessness Day.</p> <p>Health and wellbeing hub -The community engagement report was finalised. The engagement with GP patients started on the 29th July and the next phase of community engagement workshops to inform the design of the building were held in September.</p> <p>Healthy Communities Together - community researchers have listened to the experiences of people in terms of loneliness and social isolation and this will be collated together and fed into a bid for stage 2 funding to the Lottery and the Kings Fund.</p>
<p>14. We will introduce more CCTV cameras to deter crime but also identify offenders and prosecute to create safer communities for our residents.(Health, Wellbeing & Safety)</p>	<p>John Riley</p>	<p>Jul-21</p>	<p>We have taken delivery of 10 x rapidly deployable CCTV cameras and have received requests from the Police to position a unit where social disturbance is being experienced - there is a formalised process to follow, with a privacy impact assessment being carried out to ensure we are deploying in compliance with section 30 of the Protection of Freedom Act 2012. A further 3 units are ordered and await delivery. We are working with Police, Safer Plymouth and Community to re-inforce CCTV cover in the central area of the city and have entered into round 2 of the Safer Street Fund for additional CCTV cover and Emergency Help Points. Fibre interconnections in the North Stonehouse area have replaced aged copper interconnections with additional CCTV cover in Victoria Park and the surrounding residential streets. 94% of the HMPE CCTV cover (x60 units) have now been converted to high resolution PTZ Digital Cameras.</p>
<p>21. We believe education is key to life opportunities. Sadly under Labour standards at Plymouth's schools have declined. This is unacceptable. Plymouth continues to be below the national average for all stages, Early years, Primary and Secondary educational attainment. To reverse this decline we will focus on supporting the Plymouth Education Board to drive up</p>	<p>Dave Downie</p>	<p>Jul-21</p>	<p>The Place-based Trailblazer Programme has progressed with five priorities being identified. The strong MATs and PCC Education Service have been identified to lead these areas of improvement. Cabinet member announced Placed-based Trailblazer Funding and plan of action and associated PR at Cabinet on 13 July 2021. Discussion also took place at the Education and Children's Social Care Scrutiny Committee on 07</p>

educational attainment because our children deserve to attend a Good or Outstanding schools.(Education & Skills)			<p>July 2021. Further discussion and communication happened through the Plymouth Education Board on 09 July 2021. A Bright Future – Plymouth Children's Services Plan has been developed which will provide strategic framework for supporting the Plymouth Education Board (PEB) to drive up education improvement. PEB is being aligned with the Plan to have clear governance structure of phase focus strategy boards and inclusion strategy board. The governance of the Place-based Trailblazer programme is fully developed in partnership between PCC, MATs and the Regional School Commissioner (RSC). The School Causing Concern Process has been reviewed and renamed as Every Child Attends a Good School Review Process in order to have a more robust system to monitor schools' performance and to intervene timely where necessary.</p>
<p>22. We will support the policy of not fining parents for unauthorised absence of up to 11 sessions allowing families to take a one-week holiday during term time without penalty. Family time is important(Education & Skills)</p>	Dave Downie	Jul-21	<p>A new attendance related Penalty Notice Code of Conduct has been developed, consulted and agreed to by the schools and the stakeholders, committing to not fining parents for an unauthorised absence of up to 10 sessions.</p> <p>The Code of Conduct for Penalty Notices has been reviewed to reflect the position in Plymouth and all schools supported to enforce regular school attendance. At present penalty notices can be issued for all types of unauthorised school absence, but not unauthorised holiday absence.</p> <p>Plymouth City Council held a statutory consultation in relation to changes to the Code of Conduct. It has been presented to Head teachers and MAT CEOs' meetings. As a result of the Consultation a new Code of Conduct will be launched on 1 September 2021.</p> <p>The new Code of Conduct will change the threshold for unauthorised holiday absence within the Code of Conduct from 8 sessions to 11 sessions for unauthorised holiday absence only and keep the threshold at 8 sessions for all other types of unauthorised absence. This will provide an opportunity for families to take a week of unauthorised holiday during term time every 12 months, whilst enabling schools to continue to tackle other types of unauthorised absence at an early stage.</p>

<p>24. We welcome the Government's increase in the Dedicated Schools Grant of £8.16m which increases school funding to £178m in 2021/22. This will see a significant increase of resources per pupil in the city's schools(Education & Skills)</p>	<p>Dave Downie</p>	<p>Jul-21</p>	<p>Cabinet member announced at Cabinet on 13 July 2021 that City Council welcome the Government's increased in school funding, setting out the city's effort to use this opportunity to enhance school improvement collaboration. While the City Council recognise that the funding is dedicated to schools, PCC's Education Service have taken into account this new funding landscape in developing school improvement partnership and Every Child Attends a Good School Process in order to empower schools to improve through a school-led self-improving system.</p> <p>The Council's Finance Service have analysed the funding increase and provided an accurate calculation of what Plymouth schools will receive. It will be an average per pupil increase of £225 (4.6%) compared against the 2020/21 baseline. The national average per pupil increase is £196 (3.9%). Plymouth's average funding increase per school is £0.066m for primaries and £0.173m for secondaries. This additional funding will help to raise standards and promote inclusion across the city, with a significantly increased potential to sustain the school improvement collaboration in Plymouth. This additional funding will go some way to helping us achieve our commitment and to ensure no child is left behind - it will help to raise standards and promote inclusion across the city, and will significantly increase the potential to sustain the collaboration that has been happening between us and schools to deliver the improvement that is needed. This work will also be supported by the recent funding announcement where Plymouth has been selected as one of only 4 areas nationally to benefit from a share of £10m to pilot new place-based school improvement approaches to improving educational attainment.</p>
<p>25. Plymouth Conservatives will continue to campaign for fairer funding where Plymouth schools see equal funding to London schools(Education & Skills)</p>	<p>Dave Downie</p>	<p>Jul-21</p>	<p>The Code of Conduct for Penalty Notices has been reviewed to reflect the position in Plymouth and all schools supported to enforce regular school attendance. At present penalty notices can be issued for all types of unauthorised school absence, but not unauthorised holiday absence. Plymouth City Council held a statutory consultation in relation to changes to the Code of Conduct. It has been presented to Head teachers and MAT CEOs' meetings. As a result of the Consultation a new Code of Conduct will be launched on 1 September 2021. The new Code of Conduct will change the threshold for unauthorised holiday absence within the Code of Conduct from 8 sessions to 11 sessions for unauthorised holiday absence only and keep the threshold at 8 sessions for all other types of unauthorised absence. This will provide an opportunity for families to take a week of unauthorised holiday during term time every 12 months, whilst enabling schools to continue to tackle other types of unauthorised absence at an early stage.</p>

27. As Conservatives, we are truly committed to improving the environment for future generations. We will put this at the heart of what we do. We will therefore work more closely with our local communities and businesses to create innovative ways to reduce waste, avoid single use plastic and increase re-cycling rates(The Environment)	Maddi Bridgeman	Jul-21	<p>We continue to champion adherence to the waste hierarchy, empowered by the government's Environment Bill, which is currently under consultation. We continue to explore ways to make it easier for businesses and communities to reduce the waste they produce and to favour reuse and recycle over recovery and disposal.</p> <p>Within the 'Preventing Plastic Pollution' (PPP) project we are seeking to work with '50 local businesses and 50 local communities' to help them reduce their plastic waste and explore new ways to evidence change and illustrate modifications in their supply chains. They will have the opportunity to sign up to a Plastic Charter. As part of this work, we have developed a 2 year contract with 'The Ocean Conservation Trust' and Environment Plymouth to act as external experts. Work will build on those pledges and networks already identified when Plymouth became a Plastic Free City. To date, we have seven new businesses, three new schools and four new tourism and leisure groups signed up to the revised Charter. Moreover, the Plastics Task Force and PPP project have worked with the following local communities in the last 12 months: Odyssey Innovations, National Marine Aquarium, Surfers Against Sewage, Marine Conservation Society, Food Plymouth, Source to Sea, Clean Our Patch, 1000 Tyres Project, KFC, Plastiki, Precious Plastic Plymouth, FabLab Plymouth, Smart Citizens Programme</p>
83. We will scrap the £15 bin delivery charge(The Environment)	Maddi Bridgeman	Jul-21	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.
3. We will fast track applications for Blue Badges, disabled facilities grants and disabled parking spaces for those with terminal illness.(Health, Wellbeing & Safety)	Patrick Nicholson/Jonathan Drea	Aug-21	<p>1) Blue Badges- Rapid Review and refresh of existing policy and process- June 2021 - Update public information and promote scheme (July) COMPLETED</p> <p>2) DFGs-Review and Refresh Existing Independent Living Policy. Update information and communicate widely-July COMPLETED</p> <p>3) Parking Spaces-Review existing policy and amend to specifically cover terminal illness-July. COMPLETED</p>
4. We will continue to lobby the Government to put in place a sustainable funding settlement for Adult Social Care, to include increased funding to support carers and those living independently with disabilities. We will also seek a fair distribution of national Public Health resources for Plymouth.(Health, Wellbeing & Safety)	Patrick Nicholson	Aug-21	<p>We have ensured that our local MPs are aware of the issues facing the population of Plymouth with the current funding situation for both adult social care and public health.</p> <p>We have produced an up to date summary of the key issues facing Plymouth regarding the funding of adult social care and public health. We have also reviewed the ambition for health and wellbeing hubs across the city. Meetings with Members of Parliament have been used to discuss health and adult social care, health and wellbeing hubs and concerns around lack of GP accessibility and dental health care provision.</p>

7. Plymouth is Britain's Ocean City so we will invest in maritime facilities allowing more people to benefit from our coastal waters and making accessing the sea easier.(Health, Wellbeing & Safety)	Jonathan Drean/ Maddi Bridgeman	Aug-21	<p>We installed 5 new semi-automatic defibrillators and 14 sea swimming safety signs across Waterfront; plus arranged defibs and CPR training courses for 48 business staff and wild swimmers.</p> <p>Improve visual appearance of Mount Batten Water sports Centre ahead of SailGP.</p> <p>Install fibre connectivity required to host SailGP event to Hoe and Millbay.</p> <p>The (trial) NMP swimming platform was installed just off Tinside East Beach on 2nd August.</p>
13. We will increase enforcement against anti- social behaviour. This will include fly tipping, dog fouling, littering and graffiti.(Health, Wellbeing & Safety)	John Riley	Aug-21	<p>1. Fly Tipping - new CCTV equipment is now deployed and being used in hotspot areas by PPS. Immediate searching of waste has recommenced from 19th July 2021 to increase evidence collection. Prosecutions and issuing of FPN's is continuing.</p> <p>2. Dog Fouling and Littering - uniformed and non-uniformed patrols to be increased when additional staff available. Fixed Penalty Notices [FPN] are issued for these offences. Numbers available on line.https://www.plymouth.gov.uk/environmentandpollution/environmentalcrime</p> <p>3. Graffiti – It is recognised that this has been increasing across the city, on public and private land. This is a multi-pronged approach, with enforcement being one part. Community Connections are leading on improved reporting through the council website with the police to identify perpetrators and enable a crime to be logged where appropriate. This action should permit persistent tags to be identified easier and means that if an offender is arrested it will give a good base of crimes to put against them. A 'Paint Jam' was organised in June, allowing graffiti artists to showcase work in a specific location, and there was a large appetite for an area to be legally made available for artists to work, similarly to other local authority areas. To facilitate this approach, meetings are planned with the Leader and Portfolio Holder, and if agreed, further meetings will be planned to identify sites. Both BIDS have been approached and are happy to explore this further. Further having just completed the Safer Streets 3 funding application, monies (£28,000) have been requested to assist with reclaiming public spaces and graffiti.</p>
30. We will lobby the Government to provide funding to allow a major network of electric charging points throughout the city to make electric vehicle ownership easier. We will use the planning system to ensure new build properties have electric charging facilities to support Plymouth motorists changing to electric vehicles(The Environment)	Jonathan Drean	Aug-21	<p>The Actions below demonstrate how we have delivered the commitment</p> <ul style="list-style-type: none"> • Reviewed and updated Asks Document and engaging MPs. • Lobbying letter from Cabinet Member sent to Secretary of State. • Cabinet Member for Transport has reviewed the planning policies in relation to EV charging. • Continued to promote existing charging points around the city.

59. We will commit to FREE parking at our district shopping centres to support our local communities in Whitlegh, St.Budeaux, Plymstock, Plympton, Estover, West Park, Stoke, Devonport, Leigham, Mountbatten Crownhill and Mutley Plain(Infrastructure)	Jonathan Drean	Aug-21	We have publicised and will continue to do so, free shopper car parks as part of promotion of local shopping centres. A Cabinet member decision was taken in early August will mark the completion of the commitment
70. We will invest in Mutley Plain to improve the trading conditions for local businesses by extending the FREE car parking at the Barracks and Napier Street car parks to THREE hours. We will install new CCTV cameras to expose and help prosecute anti-social behaviour such as street drinking, fly tipping, vandalism, dog fouling and drug use(Infrastructure)	Jonathan Drean/ John Riley	Aug-21	The Council advertised proposals to increase from 2 to 3 hours free parking on 24th June as part of the statutory process. Subject to any representations received, following the statutory consultation, Cabinet Member authority will be sought, via Exec Decision, to implement the change. It is proposed to modernise CCTV within the car park with new digital CCTV systems.
72. To help improve road safety and traffic flow we will encourage greater use of private garages and driveways for the parking of vehicles so leaving the roads clearer(Infrastructure)	Jonathan Drean	Aug-21	<p>1. Operational – A target campaign in areas know to suffer from challenges of On Street parking through raising awareness of the issues and encouraging people to use off street parking through leaflets/material/information Letters sent out on the 26th August 2021 to specific businesses/companies in areas we are aware of challenges with the parking of business vehicles on the street. The letters are to raise awareness of the challenges and associated safety concerns creates around On Street parking, especially larger vehicles, and asks if companies can work with us to consider this going forward, review vehicle use – links to our sustainable travel options and, that Off Street parking is used over parking in On Street where available. The sending out of the letters is phase one of an ongoing work stream. This approach allows us to have delivered against this commitment.</p> <p>2. Strategically – To engage SP&I to ensure this is a consideration and factored into new housing developments</p>
74. To improve traffic flow and make it easier to get around Plymouth we will undertake a review of the traffic light sequencing across the city. This will also help to reduce emissions and be better for the environment(Infrastructure)	Jonathan Drean	Aug-21	We are expanding the city's traffic management capabilities whilst increasing Road Capacity by 13% (DfT prediction) by investing in 'Microprocessor Optimised Vehicle Actuation (MOVA)' technology which makes more effective use of the Highway network at all times of the day and night by increasing the virtual intelligence of signalised junctions, allowing the controllers to 'learn' traffic movements, maximise control efficiency and communicate with up/down stream junctions. They are also equipped with Vehicle technology - in readiness for semi-automated vehicle movement.

84. We will extend the green garden waste collection period including bags and go back to fortnightly collections(The Environment)	Maddi Bridgeman	Aug-21	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.
51. We will prioritise the delivery of the proposed dual carriageway road improvement works from Woolwell to The George pub(Infrastructure)	Jonathan Drean	Sep-21	Completed: With support from the Cabinet Member for Transport, SP&I has submitted a bid for £19.9m to DfT to its Levelling up Fund on 18th June. The full award of £19.9m from LuF for the Woolwell to the George scheme was announced by Government on 27th October and Cabinet on the 9th November allocated £33.5m to the Capital Programme to enable delivery of the Woolwell transport scheme This includes the requirement for £7.3m of Local Authority Corporate Borrowing. Delivery will be between Summer 2022 and Autumn 2024.
52. Continue to raise the city's profile with Government to level up the investment within the city to provide a resilient and reliable road and rail network to serve Plymouth.(Infrastructure)	Nick Kelly/ Jonathan Drean	Sep-21	Completed: Councillor Jonathan Drean, Cabinet Member for Transport made an announcement at the Cabinet meeting on the 12th October of the work that continues to raise the city's profile with Government to level up investment within the city to provide a resilient and reliable road and rail network to serve Plymouth.
53. Lobby for the M5 motorway to be extended past Exeter to Plymouth(Infrastructure)	Nick Kelly/ Jonathan Drean	Sep-21	Completed: Councillor Jonathan Drean, Cabinet Member for Transport made an announcement at the Cabinet meeting on the 12th October to say he had written to Plymouth's local MP's to seek their continued support for the A38 between Bodmin and Exeter to be included as a priority for investment in the Government's forthcoming third Road Investment Strategy (RIS3).
85. We will scrap the need to register EVERY year for the green garden waste collection service(The Environment)	Maddi Bridgeman	Sep-21	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.
8. We will appoint a "City Tree Champion" to promote the planting of numerous new trees throughout the city and maintain our existing specimen trees. We will plant 2021 trees in our first year to improve air quality, increase biodiversity and improve our health and wellbeing.(Health, Wellbeing & Safety)	Maddi Bridgeman/ Patrick Nicholson	Oct-21	Tree Champion appointed - Cllr Bridgeman Our tree planting programme is well underway and we are due to complete planting of 2021 trees by end December.
86. We will scrap the charges to dispose of soil and rubble for local residents at Chelson Meadow(The Environment)	Maddi Bridgeman	Oct-21	Completed: Delegated decision taken by the Leader on the 9th June. Implemented on the 17th June.

15. We will introduce a designated phone line for those without internet access to contact the Council.(Health, Wellbeing & Safety)	Mark Deacon	Nov-21	Contact centre menus and options revised so that it is now very clear that customers have the choice in all cases of talking to an advisor. The options presented to customers and been simplified and language used to describe our services in ways that customers will understand. Where a customer joins a queue they are advised where they are in the queue so that they can exercise their choice to go online if they don't want to wait. Press release published and request for customer feedback on the changes issued.
1. Working with key partners we will complete the provision of Health & Well-Being Hubs in Plymouth in order to reduce inequalities in our local communities.(Health, Wellbeing & Safety)	Patrick Nicholson	Dec-21	A plan for the roll-out of the second phase of Health and Wellbeing Hubs is going to Cabinet for approval on 21st December 2021. This will see a further 5 hubs being rolled out over the next 2 -3 years, as well as the City Centre Health and Wellbeing Centre, subject to government approval of the Business Case. This builds on the success of the first 6 hubs that have seen a collaborative effort between PCC, the CCG, Livewell Southwest and the Voluntary, Community and Social Enterprise sectors to deliver health and wellbeing initiatives in communities.
6. We will encourage more community lunch clubs and activities for lonely people by working in conjunction with voluntary and community groups to establish a wider network of community activities. We aim to reduce social isolation and social exclusion, whilst improving the physical, mental and emotional health and well-being of participants.(Health, Wellbeing & Safety)	Patrick Nicholson	Dec-21	<p>As part of the lottery funded 'Healthy Communities Together' programme, we have been working in partnership with POP to train local people as 'community researchers'. These researchers have been having conversations with people in communities to understand their experience of loneliness and social isolation; this will lead to a stage 2 bid to the lottery to enable us to put more activity in place to address social isolation.</p> <p>We have funded Age UK (from COVID money) to provide a telephone befriending service targeted at those people who have been shielding or self-isolating; they will be bringing people using the service together into local community groups in order to become more socially included</p> <p>We are also planning a small grant fund to increase wellbeing activity in communities in order to address social isolation and mental, emotional and physical health. We would like groups specifically to promote sharing of food which is a great way to bring people together</p> <p>The CCG have put additional money into Time Banking to specifically support people over 65 to get involved in their local community, sharing skills and supporting each other . Announcement of the second stage of the Healthy Communities Together programme on 2nd December 2021 has enabled us to work strategically across the city on tackling loneliness and social isolation.</p>
9. We will prioritise the work required to eliminate homelessness in our city and the Government's policy to eradicate rough sleeping by 2024 and support the "no second night" initiative(Health, Wellbeing & Safety)	Vivien Pengelly	Dec-21	Portfolio Holder has attended the Homelessness Prevention Partnership and set out the vision of the administration for the partnership. The executive has worked up a clear project mandate, priority action plans, and a performance framework. This is now underway to help meet the demands around homelessness including the opening of a night shelter.

11. We will continue to provide funding to create and enhance our play areas. We aim to provide more inclusive and family-friendly parks which include sensory areas.(Health, Wellbeing & Safety)	Patrick Nicholson	Dec-21	Play Phase 3 Business Case approved at £380,000. A press release was issued in November highlighting improvements to 10 sites by end of March 2021.
16. We will continue to work with Devon & Cornwall Police to prevent, detect and reduce crime on our streets making Plymouth a safer and more welcoming city.(Health, Wellbeing & Safety)	John Riley	Dec-21	Safer Plymouth continues to keep people in Plymouth Safe. We agreed a new set of priorities formed from MORILE (Management of Risk in Law Enforcement) workshops and a strategic assessment. Strategic Assessment has been signed off at the Safer Executive in October.
19. We will accelerate the plans to redevelop Colin Campbell Court and offer NHS, health and dental services within the city centre.(Health, Wellbeing & Safety)	Patrick Nicholson	Dec-21	NHSE have reviewed and approved local proposals and multi-agency programme team are now working to develop detailed designs. Engagement continues with resident population and potential tenants for the building. Planning proposals will be submitted in December 2021.
31. We will support community volunteers to keep our streets, greenspaces and beaches clean.(The Environment)	Vivien Pengelly/ Maddi Bridgeman	Dec-21	The first Plastics volunteer event working with Plymouth Gin Distillery took place on Tuesday 13th April 2021 on the Barbican. 9kg of plastic waste was collected. 13 people involved. The second event working with Plymouth City Council staff took place on Wednesday 28th April 2021 on the Hoe. 5.3kg of plastic waste was collected. 12 people involved. The third event took place on Wednesday 12th May 2021 at Teat's Hill. 10.9kg of plastic waste was collected. 5 people involved working with NMA and Gin Distillery staff. All Mayflower Maker and the Plymouth Good Neighbour Scheme volunteers have been actively encouraged to sign up to the: Clean Our Patch, Keep Britain Tidy and Plymouth Beach Clean volunteer activities. All these projects and additional opportunities for volunteers to keep our streets, greenspaces and beaches clean are advertised on the Our Plymouth website. Work to support volunteering will be ongoing post the sign off of this commitment.
33. We will establish an investment fund, via the Council's capital spending programme, to promote the creation of a vibrant small business start-up sector in Plymouth.(Job Creation)	Nick Kelly	Dec-21	Four brand-new projects will offer businesses a lifeline and support Plymouth's economic recovery following the coronavirus pandemic. The aim is to create 50 new jobs, 27 new social enterprises and support more than 140 individual businesses. This will involve helping individuals into self-employment or guiding them as they set up new businesses, as well as supporting existing businesses looking to 'relaunch' after the interruption caused by coronavirus.

35. We will lobby the Government and protect our Dockyard. It is home to the Royal Navy and is the largest dockyard in Western Europe.(Job Creation)	Nick Kelly	Dec-21	We have continued to lobby and protect and support partners to protect the naval base. This has included, including South Yard in the Freezone bid, inviting Secretary of State for Defence to Plymouth, writing to the Secretary of State for Defence, Ben Wallace MP in the summer seeking government's continued commitment to HMNB Devonport and specifically the base porting and maintenance of the Type 26 and through life support for the Type 31 Frigates. We have provided cross party MP briefings on future deep maintenance of the Type 26 Frigates.
37. We will build on our enviable reputation for hosting major nautical events such as the Americas Cup, the Fastnet, Sail GP(Job Creation)	Mark Deacon	Dec-21	Against fierce global competition we have secured Sail GP for 2022. This global sailing event shines a spotlight on City positioning Plymouth as Britain Ocean City
56. We will make sure utility companies minimise the impact of their works on the highway network and repair the carriageway to the same standard.(Infrastructure)	Jonathan Dreaan	Dec-21	Highways will enforce the permitting requirements for the undertaking of works on the Highway to effectively manage works on the Highway and minimise disruptions. Highways will robustly apply the requirements of NRSWA to ensure statutory undertakers and private contractors reinstate the highway to the same condition as previous, with inspections undertaken by dedicated Highways inspectors. Sept 2020 saw the introduction of NRSWA DfT revision and the team are robustly applying legislation, Cllr Dreaan being regularly update in PH meetings.
60. We will encourage and help facilitate the greater use of public transport, walking and cycling as a more sustainable way of getting around the city. We will work with bus operators to provide the services and routes you want(Infrastructure)	Jonathan Dreaan	Dec-21	Plymouth City Council have worked in partnership with Plymouth's bus operators on the development of a Bus Service Improvement Plan for Plymouth. The Plan has been informed by stakeholder consultation to ensure it provides the services and routes Plymouth residents want and need. The vision is for Plymouth's buses to be more frequent, more reliable, easier to understand and use, better co-ordinated and cheaper. Submission of the Bus Service Improvement Plan to DfT in October, alongside the publication of Plymouth's 2021 Local Cycling and Walking Infrastructure Plan, achieves the Council's commitment to encourage and help facilitate the greater use of public transport, walking and cycling as a more sustainable way of getting around the city.
63. We will exempt all motorcycles (2 wheels) from having to have a residential parking permit, currently £30 pa(Infrastructure)	Jonathan Dreaan	Dec-21	This commitment has been delivered. Charges for residents' permits stopped from 1st December 2021.
64. We will review the provision of disabled parking spaces to ensure there is sufficient parking for blue badge holders(Infrastructure)	Jonathan Dreaan	Dec-21	We have undertaken a review of all disabled parking provision within our car parks and On Street locations to ensure adequate provision of parking to support persons with impairments. Our consideration to blue badge holder parking was recently underpinned from an independent review identifying Plymouth as the 2nd most accessible areas for disabled parking,

81. We believe tenants who live in Houses of Multiple Occupancy (HMOs) have the right to live in affordable, good quality and safe accommodation. To ensure these standards are met we will scrutinise HMOs across the city so that such accommodation makes a valued contribution to Plymouth's housing stock(Housing)	Vivien Pengelly	Dec-21	Officers reported on the current success of improving HMO conditions in the City which was shared with the Cabinet Member and action agreed.
17. We will work with our Police & Crime Commissioner to provide additional Police Officers on the beat in Plymouth.(Health, Wellbeing & Safety)	John Riley	Jan-22	Conversation with the Police, OPCC and Cabinet Member have been held and an approach to ensuring more officers are deployed at key times as part of the policing strategy.

This page is intentionally left blank

Cabinet



Date of meeting:	08 March 2022
Title of Report:	Corporate Plan Performance Report, Q3 2021-22
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Giles Perritt (Assistant Chief Executive)
Author:	Rob Sowden (Performance Advisor)
Contact Email:	Robert.sowden@Plymouth.gov.uk
Your Reference:	RSCPQ3
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This is the Corporate Plan Performance report that details how the Council is performing against its priority performance indicators that were agreed at the inception of the Corporate Plan. It provides an analysis of performance as at the end of December 2021 against the Council's key performance indicators (KPIs), providing a detailed performance update against the Corporate Plan priorities.

This report forms part of the Council's Delivery and Performance Framework and is a key part of our aim to achieve a 'golden thread' from the Corporate Plan and its KPIs and delivery plans, through to service and team level business plans, and ultimately to individual objectives.

Areas of good performance in this report include:

- Streets graded as at an acceptable standard has improved and is achieving target
- Net additional homes, which is a cumulative measure is achieving target
- Repeat referrals into Children's Social Care is reducing and achieving target
- More than 98% of people subject to an adult safeguarding enquiry had their agreed outcomes fully or partially achieved
- Business rates collection is high and achieving target and we are on trajectory to achieve the target in relation to council tax collections

Performance Challenges are:

- A decrease in the percentage of household waste sent for recycling, reuse or composting. However, this is expected and is part of a seasonal trend
- Though improving, the rate of children on multiple child protection plans is continuing to miss its target
- Sickness rates have crept up in quarter three, and is another indicator where the target is not being achieved.

There are a small number of indicators that are presented as narrative, this is due to indicators still being subject to due diligence prior to reporting, or it is not possible to report data due to COVID-19.

Recommendations and Reasons

That Cabinet:

- I. Notes the Corporate Plan Quarter Three Performance Report

Reason: To update Cabinet on the performance of the Council in terms of progress in delivering against the Corporate Plan and to inform future items of scrutiny.

Alternative options considered and rejected

The Corporate Plan performance report is a key reporting document that provides transparency on the Council's performance and as such reporting this performance is considered best practice.

Relevance to the Corporate Plan and/or the Plymouth Plan

This report is fundamentally linked to delivering the priorities within the Council's Corporate Plan.

Implications for the Medium Term Financial Plan and Resource Implications:

The Medium Term Financial Strategy is a core component of the Council's strategic framework and has a vital role to play in translating the Council's ambition and priorities set out in the Corporate Plan 2021-25.

Financial Risks

Associated risk regarding performance are managed within the strategic and operational risk registers.

Carbon Footprint (Environmental) Implications:

Environmental sustainability is a key priority of the administration, and the waste management, recycling and traffic management commitments are specifically aimed at reducing the city's carbon footprint.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Corporate Plan Performance Report, Quarter Three 2021/22							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.27 I	Leg	LS/38 165/A C/24/ 2/22	Mon Off	.	HR	.	Assets	.	Strat Proc	.
Originating Senior Leadership Team member: Giles Perritt (Assistant Chief Executive)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 22/02/2022											
Cabinet Member approval: Councillor Nick Kelly (Leader)											
Date approved: 23/02/2022											

This page is intentionally left blank

CORPORATE PLAN PERFORMANCE REPORT

Quarter three 2021/22



PLYMOUTH CITY COUNCIL CORPORATE PLAN 2021-2025

The Plymouth City Council Corporate Plan 2021-2025 sets out our mission of Plymouth being *one of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone*. It was approved by Full Council in June 2021.

The Corporate Plan priorities are delivered through specific programmes and projects, which are coordinated and resourced through cross-cutting strategic delivery plans, capital investment and departmental business plans.

The key performance indicators (KPIs) and their associated targets detailed in this report for the third quarter of 2021/22 (October to December 2021) tell us how we are doing in delivering what we have set out to achieve in the Corporate Plan.

OUR PLAN YOUR CITY, YOUR COUNCIL



CITY VISION Britain's Ocean City

One of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

OUR MISSION To build back better and make Plymouth a great place to live, work and visit.

OUR VALUES we are:

DEMOCRATIC

Plymouth is a place where people can have their say about what is important to them and where they are empowered to make change happen.

RESPONSIBLE

We take responsibility for our actions, we are accountable for their impact on others and the environment and expect others to do the same.

FAIR

We will be honest and open in how we act. We will treat everyone with respect, champion fairness and create opportunities.

COLLABORATIVE

We will provide strong community leadership, working with residents, communities and businesses to deliver our common ambition.

OUR PRIORITIES

UNLOCKING THE CITY'S POTENTIAL

- A clean and tidy city
- A green, sustainable city that cares about the environment
- Offer a wide range of homes
- A vibrant economy, developing quality jobs and skills
- An exciting, cultural and creative place
- Create a varied, efficient, sustainable transport network

CARING FOR PEOPLE AND COMMUNITIES

- A friendly welcoming city
- Reduced health inequalities
- People feel safe in Plymouth
- Focus on prevention and early intervention
- Keep children, young people and adults protected
- Improved schools where pupils achieve better outcomes

DELIVERING ON OUR COMMITMENTS BY:

Empowering our people to deliver

Providing a quality service to get the basics right first time

Engaging with and listening to our residents, businesses and communities

Providing value for money

Championing Plymouth regionally and nationally

The purpose of this report is to provide a risk-informed analysis of performance against the priorities of the Corporate Plan 2021-2025. The priorities are grouped under 'unlocking the city's potential' and 'caring for people and communities', and the outcomes for 'delivering on our commitments' – the enablers of the Corporate Plan – are also reported on.

Direction of travel (RAG) colour scheme

A red-amber-green (RAG) direction of travel rating is provided to give an indication of whether performance is improving or declining based on the two latest comparable periods for which information is available. For example, repeat referrals to Children's Social Care is compared to the previous quarter; household waste sent for reuse, recycling or composting is compared to the same period in the previous year (due to seasonality); and annual measures, such as public satisfaction with traffic flow, are compared to the previous year.

- Indicators with arrows highlighted **green**: improved on the previous value or on an expected trend
- Indicators with arrows highlighted **amber**: within 15% of the previous value (slight decline)
- Indicators with arrows highlighted **red**: declined by more than 15% on the previous value
- Indicators with arrows that are not highlighted have no direction of travel or the most recent value is not comparable with previous values.

Target (RAG) colour scheme

A RAG target rating is applied for indicators that have a target. For these indicators, the bar for the latest reporting period is coloured either red, amber or green in the chart and in the table to visually display how we are performing compared with the target.

- Indicators highlighted **green** show where Plymouth is better than target
- Indicators highlighted **amber** show where Plymouth is within 15% of target
- Indicators highlighted **red** show where Plymouth is more than 15% worse than target
- Indicators not highlighted or 'N/A' show where no in year data is available to compare against target, or no target has been set.

Summary page

A performance summary section is presented at the start of this report to visually display how we have performed against our Corporate Plan priorities. Our RAG rating on these pages is used to show whether we have done better, worse or had a slight decline from the previous quarter or year (coloured arrows), and whether we have done better, worse or got close to the target (coloured boxes). Some indicators do not have a target (for example, due to being a new indicator) and will therefore have no target RAG rating. Similarly, some of our indicators are new and we do not have any previous data to compare our performance to or it is not appropriate to compare to previous data; these will have no direction of travel RAG rating in the summary pages.

Description of key performance indicators

Tables containing the names and descriptions of all of the key performance indicators featured within this report are presented at the end of the document.

Impact of COVID-19 on performance

The COVID-19 pandemic has had far reaching impacts across all services. Impacts that the COVID-19 pandemic has had on performance is referenced throughout the report. The pandemic has also impacted upon the ability to report on performance against some indicators as we would have done so previously. Where performance against an indicator has not been able to be quantified, a narrative update has been provided in its place. The narrative outlines activity that has been undertaken or the challenges faced.

UNLOCKING THE CITY'S POTENTIAL					
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance	Page
A clean and tidy city	1. Streets graded at an acceptable standard for overall street cleanliness and grounds maintenance	82.4%	86.8% ^Q	88.7%	▲ 6
A green sustainable city that cares about the environment	2. Household waste sent for recycling, reuse or composting	31.1%	28.8% ^C	32.3%	▲ 6
	3. Average number of cycle trips taken on DfT count day	183	134 ^A	183	▲ 6
	4. Carbon emissions emitted by the council		Narrative update		7
Offer a wide range of homes	5. Net additional homes delivered in the city (cumulative from 2014/15)	5,836	5,301 ^A	5,836	▲ 8
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	22.3%	22.8% ^Q	23.4%	▲ 8
	7. Spend within the PL postcode	56.8%	55.4% ^Q	55.5%	▲ 8
	8. 16-18 year olds in education, employment or training	90.0%	89.7% ^C	90.7%	▲ 8
	9. Employment rate	76.7%	75.2% ^Q	77.2%	▲ 8
	10. Number of businesses supported through COVID-19 business grants	7,494	82 ^Q	17	▼ 8
	11. Inward investment	£194.339m	£334.408m ^A	£194.339m	▼ 8
	12. Inclusive growth (earnings gap)	£338.20	£364.70 ^A	£338.20	▼ 8
An exciting, cultural and creative place	13. Number of visitors to Plymouth	2,436,000	5,279,000 ^A	2,436,000	▼ 11
Create a varied, efficient, sustainable transport network	14. Principal roads (A) in good or acceptable condition	97.8%	97.5% ^A	97.8%	▲ 11
	15. Public satisfaction with traffic flow	44%	39% ^A	44%	▲ 11
	16. Carriageway defects completed on time	96.8%	98.8% ^Q	98.2%	▼ 11

CARING FOR PEOPLE AND COMMUNITIES					
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance	Page
A friendly welcoming city	1. Residents who think people from different backgrounds get on well together	39%	39% ^A	55%	▲ 14
	2. Residents who regularly do voluntary work	42%	43% ^A	42%	▼ 14
Reduced health inequalities	3. Stop smoking service successful quit attempts	46.7%	40.0% ^Q	39.0%	▼ 15
	4. Excess weight in 10-11 year olds	Not yet available	31.9% ^A	33.5%	▲ 15
	5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	18.6%	14.8%	18.6%	▲ 15
	6. School readiness		Narrative update		16
People feel safe in Plymouth	7. Number of anti-social behaviour incidents reported to the council	738	216 ^Q	101	▼ 17
	8. Number of early interventions to anti-social behaviour	-	64	10	▼ 17
	9. Residents who feel safe (during the day)	90%	91% ^A	90%	▼ 17

Focus on prevention and early intervention	10. Repeat referrals to Children's Social Care	24.1%	23.6% ^Q	22.9%	▼	18
	11. Households prevented from becoming homeless or relieved of homelessness	988	184 ^Q	207	▲	18
	12. Number of people rough sleeping	6	12 ^Q	8	▼	18
	13. Long-term support needs met by admission to residential and nursing care homes (65+)	239	51 ^Q	65	▲	18
Keep children, young people and adults protected	14. Children in care (rate per 10,000)	92.6	93.8 ^Q	93.8	-	20
	15. Children with multiple child protection plans	27.4%	27.2% ^Q	27.0%	▼	20
	16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	95.6%	94.4% ^Q	98.6%	▲	20
	17. Adult social care service users who feel safe and secure	No survey	89.8% ^A	90.0%	▲	20
Improved schools where pupils achieve better outcomes	18. Percentage of early years settings judged by Ofsted as good or outstanding	-	-	97.0%	-	21
	19. Percentage of pupils attending schools judged by Ofsted as good or outstanding	-	-	71.1%	-	21
	20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	51.9%	47.1% ^A	51.9%	▲	21

DELIVERING ON OUR COMMITMENTS						
Priority	Key performance indicators	2020/21 outturn	Previous performance*	Latest performance		Page
Empowering our people to deliver	1. FTE days lost due to staff sickness	6.83	7.48 ^Q	8.50	▲	24
	2. Staff engagement		Narrative update			24
Providing a quality service to get the basics right first time	3. Customer experience score	77.1%	75.0% ^Q	66.7%	▼	25
Engaging with and listening to our residents, businesses and communities	4. Residents who know how to get involved in local decisions	33.7%	30.8% ^A	33.7%	▲	26
Providing value for money	5. Spend against budget (£million)	£0.000m	£0.729m ^Q	£0.526m	▼	26
	6. Council tax collected	96.4%	81.3% ^C	81.8%	▲	26
	7. Business rates collected	98.5%	78.6% ^C	77.2%	▼	26
Championing Plymouth regionally and nationally	8. Offers and Asks		Narrative update			28
	9. Regional influence		Narrative update			28

*The previous performance reported in the tables presents the latest *comparable* performance:

A: Annual or bi-annual measures – performance from the latest reported year is compared to the previously reported year, for example 2020/21 compared with 2019/20.

Q: Quarterly measures – performance from the latest reported quarter is compared to the previously reported quarter, for example quarter three 2021/22 compared with quarter two 2021/22.

C: Comparable period – performance from the latest reported period is compared to the same period in the previous year, either due to seasonality (recycling rate and young people in education, employment or training) or because they are cumulative measures (council tax and business rates).



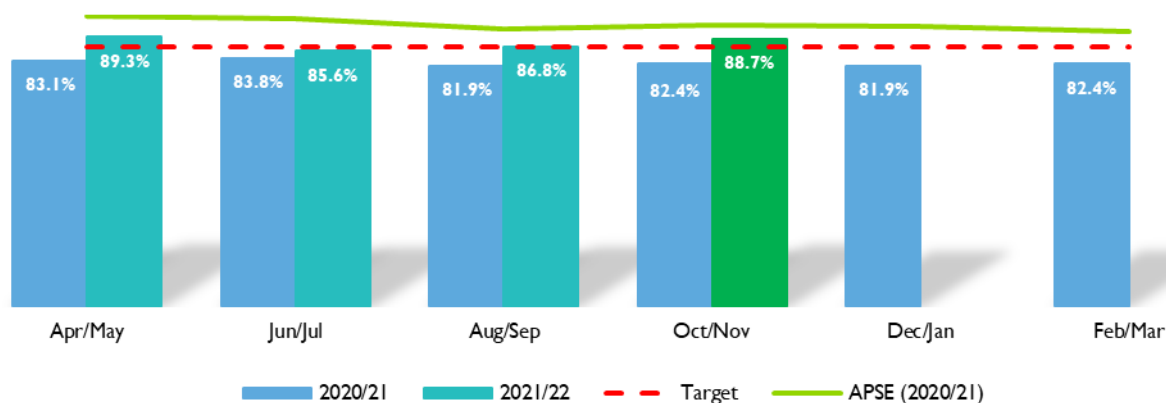
Unlocking the city's potential

- ***A clean and tidy city***
- ***A green, sustainable city that cares about the environment***
- ***Offer a wide range of homes***
- ***A vibrant economy, developing quality jobs and skills***
- ***An exciting, cultural and creative place***
- ***Create a varied, efficient, sustainable transport network***

1. Streets graded at an acceptable standard for overall street cleanliness and grounds maintenance

Financial year	Apr/May	Jun/Jul	Aug/Sep	Oct/Nov	Dec/Jan	Feb/Mar	Direction of travel	Target
2020/21	83.1%	83.8%	81.9%	82.4%	81.9%	82.4%		
2021/22	89.3%	85.6%	86.8%	88.7%			▲	86.7%

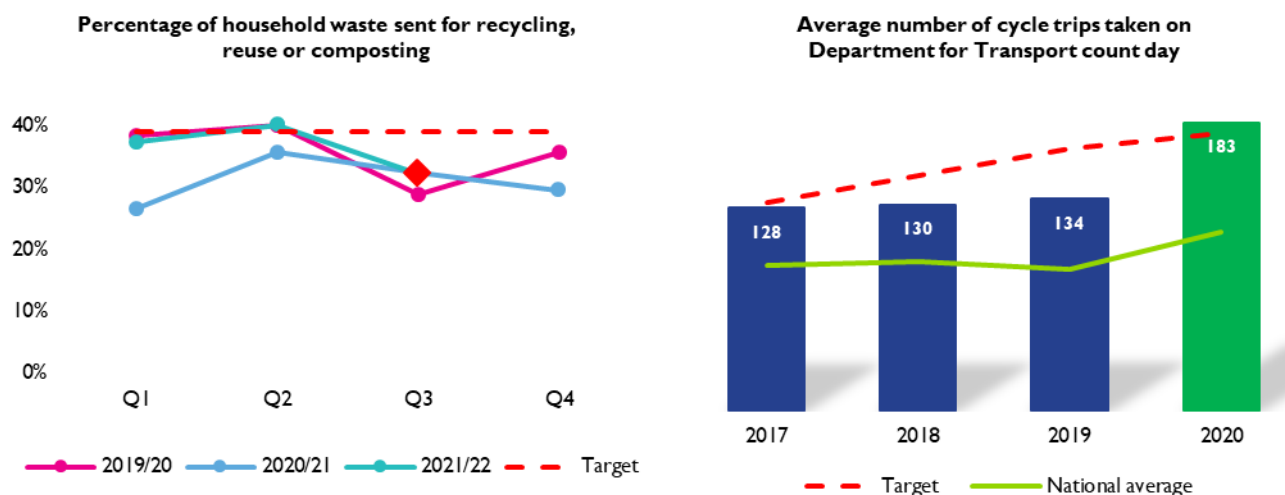
Street cleanliness, grounds maintenance and hard surface weeds acceptable standard score



The overall acceptable standard score for combined street cleanliness and grounds maintenance increased following the addition of October and November's audits to 88.7%. This is above our target but remains below the APSE (92.4%) and family group (91.6%) averages, with the gaps standing at 3.7 and 2.9 percentage points, respectively. The high score in April/May was influenced by an improvement in the score for hard surface weeds (86.7% acceptable in Apr/May; previous high was 76.9% in Feb/Mar 2018/19). While performance has since declined, with 82.4% of the total inspected streets so far this year being acceptable for hard surface weeds, this remains high in comparison to previous years.

A green sustainable city that cares about the environment

Quarterly KPI	Q4	Q1	Q2	Q3	Direction of travel	Target
2. Household waste sent for recycling, reuse or composting	29.6%	37.3%	40.1%	32.3%	▲	39%
Annual KPI	2017	2018	2019	2020	Direction of travel	Target
3. Average number of cycle trips taken on DfT count day	128	130	134	183	▲	176



The overall recycling rate for 2020/21 was 31.1%, which is below the comparable rate in previous years (35.8% in 2019/20), partly as a result of the COVID-19 lockdown, including the closure of our household waste recycling centres at the end of March 2020 and the suspension of garden waste collections until late August. Following the increase in quarter two to 40.1%, the recycling rate for quarter three dropped to 32.3% and is below the target of 39%. However, quarter two tends to see higher recycling rates than other quarters due to garden waste collections and so a decrease in quarter three is a trend that we see year on year. Due to the impacts of the pandemic, 2020/21 does not provide a like for like comparison with this year. When comparing to quarter three in 2019/20 (28.8%), there has been an increase of 3.5 percentage points.

The Department for Transport (DfT) undertakes one day cycle counts on approximately 40 roads across the city, once a year, every year. This dataset provides a reasonably consistent annual snapshot of levels of on road cycling in the city that can be used as an indicator of the extent of growth in the use of sustainable transport. The government's 2017 Cycling and Walking Strategy target is to double cycling by 2025. To support reaching the 2025 target of 256 cyclist counts in Plymouth, the 2020 target was 176. In 2020, Plymouth exceeded its target and the levels of cycling across the country is following similar trends. There has been increased investment through the Transforming Cities Fund and Active Travel Fund and we are hopeful that significant additional funding will be forthcoming in the years ahead to support the government's 2017 Cycling and Walking Strategy. The substantial increase from 2019 to 2020 can be attributed to travel choice changes brought about by COVID-19, but also partially attributed to cycling infrastructure and the complimentary Plymotion programme delivered by the council. Data for 2021 will be available later in 2022.

4. Carbon emissions emitted by the council

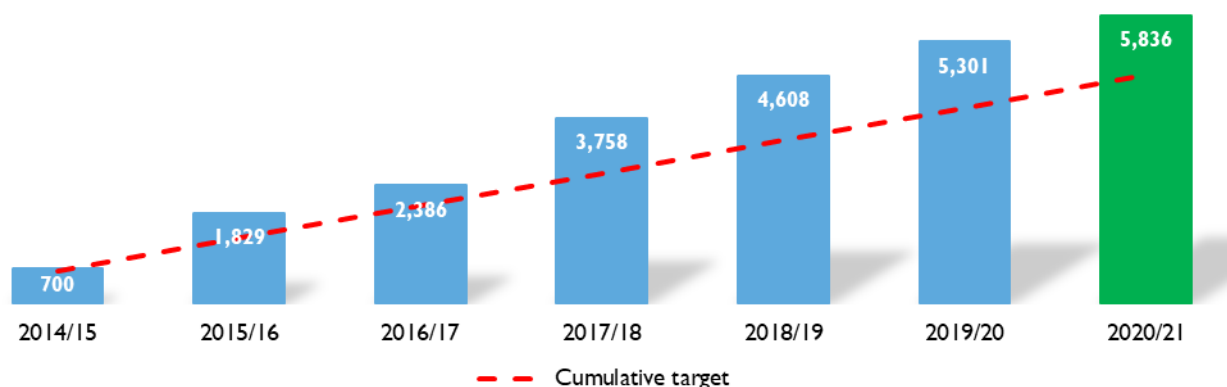
At the end of quarter three, 64% of all actions in the Corporate Carbon Reduction Plan (CCRP2) have been achieved and 36% have been achieved in part. The actions reported as achieved in part do so because the majority of their activities were realised but, because of COVID-19 and its knock on effects, some slippages were experienced. All of these actions have an 'achieve by' date, which all are anticipated to meet. There are no actions that have not been achieved.

Some highlights from the CCRP2 actions achieved include:

- The district heating project successfully secured £5 million of funding from two applications to the Public Sector Decarbonisation Fund, and a further £36,500 was secured from Heat Networks Delivery Unit (HNDU) Round 10 towards district energy.
- Every new commercial tenant was provided with a Sustainable Occupancy Pack to encourage them to take action on carbon reduction initiatives.
- Seven electric bin lifts were purchased, installed and are now operating in the Fleet.
- A new approach was introduced to managing the city's green infrastructure, reducing the need for machinery and increasing carbon capture.
- A new tracker system that captures and reports the carbon dioxide emissions from all fleet vehicles has been implemented.
- A pedestrian electric sweeper was purchased for the city centre and waterfront environment.
- More than 50% of road junctions have had LED traffic light replacement units fitted.

Annual KPI	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
5. Net additional homes delivered in the city (cumulative from 2014/15)	3,758	4,608	5,301	5,836	▲	4,620

Net additional homes delivered in the city (cumulative)

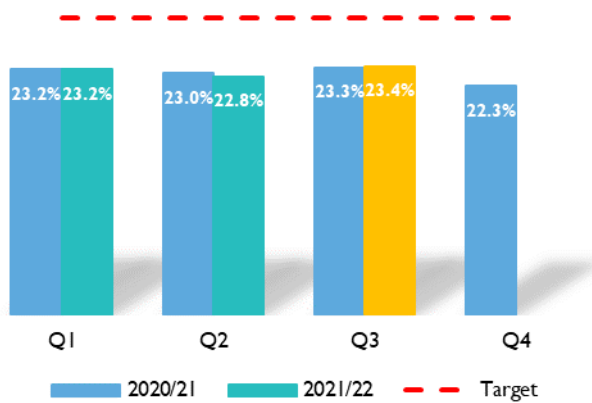


Delivery is on track to meet the Plymouth Local Planning Authority (LPA) area target set out in the Joint Local Plan of 13,200 net additional dwellings to be delivered over the period 2014 to 2034 (annualised to 660 dwellings per annum). We have delivered 5,836 net additional dwellings over the period 2014 to 2021 and are currently significantly ahead (by 1,216 dwellings) of the Plymouth LPA cumulative target (4,620 net additional dwellings over the period 2014 to 2021). Of the 5,836 homes, 984 were affordable homes, which is an annualised average of 141 (17% of net housing delivery). However, this hides the significant amount of new affordable housing that has been delivered over the period (1,674 dwellings), accounting for 25% of gross housing delivery (6,682 dwellings). The major regeneration areas of Devonport, North Prospect and Barne Barton have seen the demolition of 690 poor quality affordable homes being replaced by the provision of new high quality affordable homes. The next update will be in summer 2022.

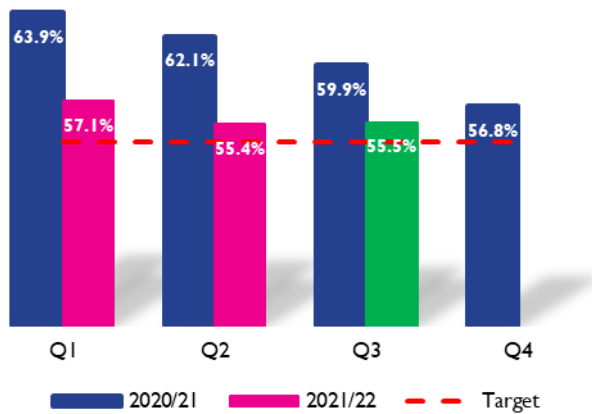
A vibrant economy, developing quality jobs and skills

Quarterly KPIs	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
6. Spend on small and medium enterprises (SME)	22.3%	23.2%	22.8%	23.4%	▲	26%
7. Spend within the PL postcode	56.8%	57.1%	55.4%	55.5%	▲	54%
8. 16-18 year olds in education, employment or training	90.3%	90.5%	Not reported	90.7%	▲	92%
9. Employment rate (16-64 population, rolling 12 months)	76.7%	75.2%	77.2%	Not yet available	▲	Trend increase
10. Number of businesses supported through COVID-19 business grants	3,839	1,776	82	17	▼	Monitor
Annual KPIs	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
11. Inward investment	£162.952m	£265.807m	£334.408m	£194.339m	▼	Monitor
12. Inclusive growth (earnings gap)	£355.10	£350.30	£364.70	£338.20	▼	Trend decrease

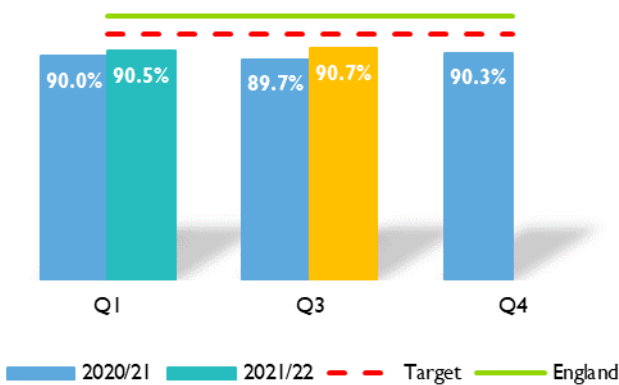
Percentage of spend on small and medium enterprises (YTD)



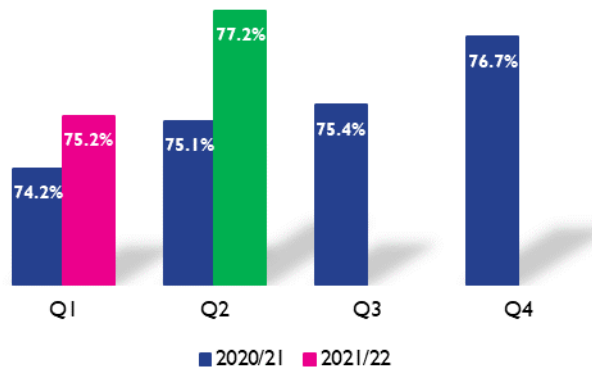
Percentage of spend in the PL postcode (YTD)



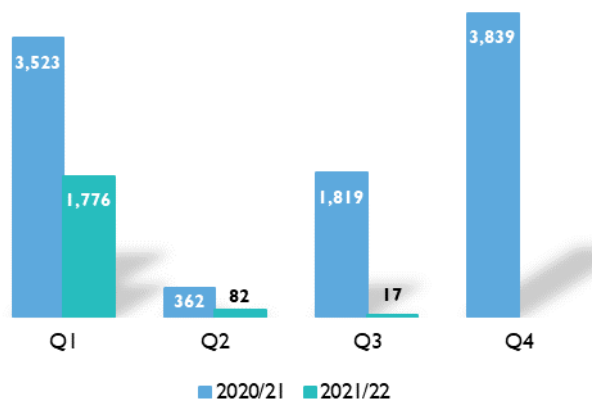
Percentage of young people in education, employment or training



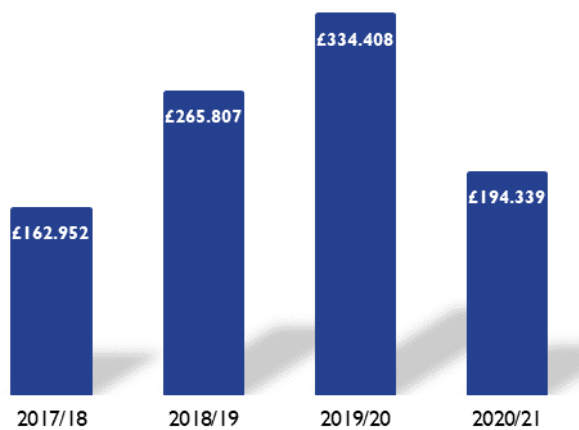
Percentage of 16-64 year olds in employment (rolling 12 months)



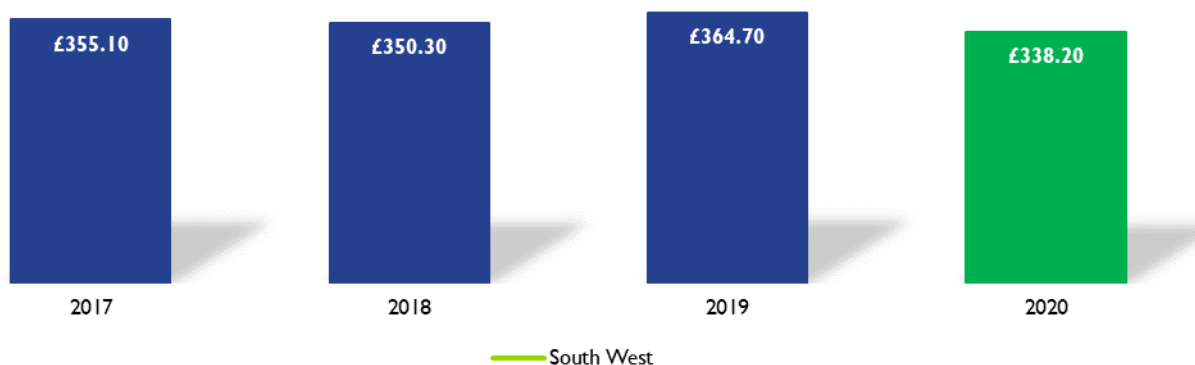
Number of businesses supported through COVID-19 business grants



Value of inward investment (£million)



Gap in wages between the 20th and 80th percentile



In 2021/22 to date, 23.4% of our total procurement spend has been spent on small and medium sized enterprise (SME) suppliers, which is an increase of 0.6 of a percentage point from the end of quarter two. This equates to approximately £53.259 million out of a total spend of £227.375 million. Our current performance is marginally above the position at the end of quarter three 2020/21 (23.3%) but remains below our target of 26%. The actual SME spend for 2021/22 is approximately £9 million more than the same period in 2020/21. In quarter three, we did business with 416 SME suppliers. So far this year we have used 1,055 different SME suppliers, which translates to 37.9% of all of the suppliers that we have used being a SME (up on 36.9% at the end of quarter two).

Approximately £126.156 million has been spent on PL postcode suppliers in 2021/22 to date out of a total spend of £227.375 million, equating to 55.5%. This is slightly above the position at the end of quarter two (55.4%) and remains above our 54% target. The actual spend with PL postcode suppliers has increased by around £12 million when compared with the same period in 2020/21. During the first three quarters of 2021/22 we have procured goods and services through 1,555 suppliers based within the PL postcode, which is 55.9% of the total number of suppliers used.

At the end of quarter three, the proportion of 16 and 17 year olds in education, employment, and/or training (EET) is 90.7%; this is better than the EET figures at the same time last year (89.7%). At the end of quarter three, 83.7% of young people with Special Educational Needs and/or Disabilities (SEND) are in education, training and/or employment, which is slightly below EET figures at the end of quarter three 2020/21 (84.5%). Careers South West (CSW) advisers are focused on supporting those young people who still have not specified their intended destination or who have confirmed that they are not in education, employment or training (NEET). The local authority and CSW are developing a data sharing protocol to support young people who are electively home educated. This group of young people is identified as at risk of not engaging in post-16 provision as they may not receive high quality advice and guidance on career options or skills before the end of their statutory education.

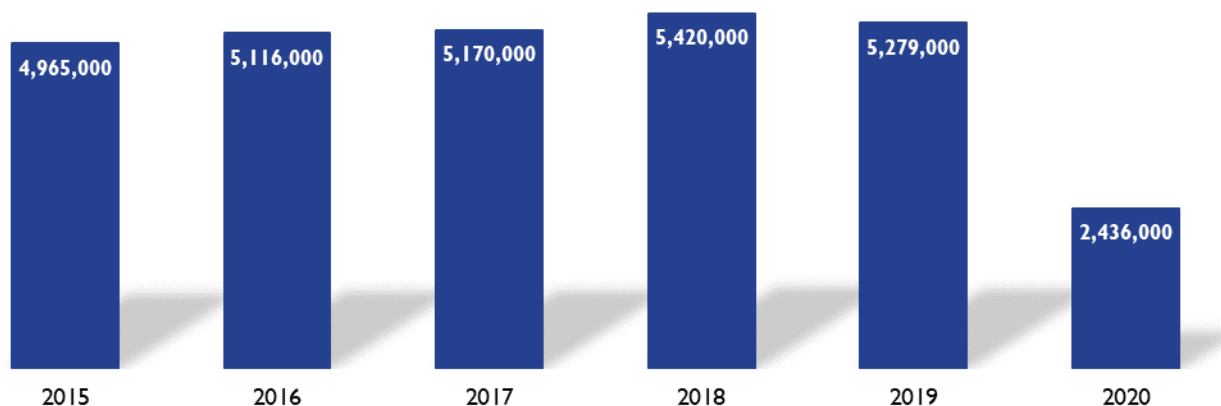
The employment rate of the working age population of Plymouth saw a steady increase from quarter one 2020/21 through to quarter four 2020/21. The first quarter of 2021/22 dipped from the end of the previous year but has seen a strong recovery in quarter two to 77.2%. Comparing this to the data for England, we see that for both quarters one and two of 2021/22, Plymouth had a higher employment rate than nationally.

The COVID-19 pandemic has fundamentally altered the way in which Economic Development is currently supporting businesses. The latest estimate of the total number of unique businesses supported by the COVID-19 grants in Plymouth is 6,005. There was a significant reduction in businesses supported in quarter three compared to quarter two. However, the first month of quarter four is showing a significant rise in the number of businesses supported. The department continues to collaborate and work with businesses to understand their pressures and offer as much support as possible.

Despite the considerable negative impact of the COVID-19 pandemic and the level of Foreign Direct Investment (FDI) flows falling globally, seven FDI projects successfully landed in Plymouth in the 2020/21 financial year, with a total value of £133,342,000 (this does not include the value of two of the project landings, which relate to the acquisition of two Plymouth companies). This accounts for the large majority of the total £194.339 million of inward investment in 2020/21. The ongoing pandemic has stifled investment projects locally and the number of landings is projected to drop again for the 2021/22 financial year. That being said, the pipeline for 2022/23 is strong with at least three projects in train, which are expected to complete within that financial year. We see this drop as a short term blip caused by uncertainty within the economy on the back of the pandemic. Our view is that growing consumer confidence will drive a growth in investments.

Annual KPI	2017	2018	2019	2020	Direction of travel	Target
13. Number of visitors to Plymouth	5,170,000	5,420,000	5,279,000	2,436,000	▼	Monitor

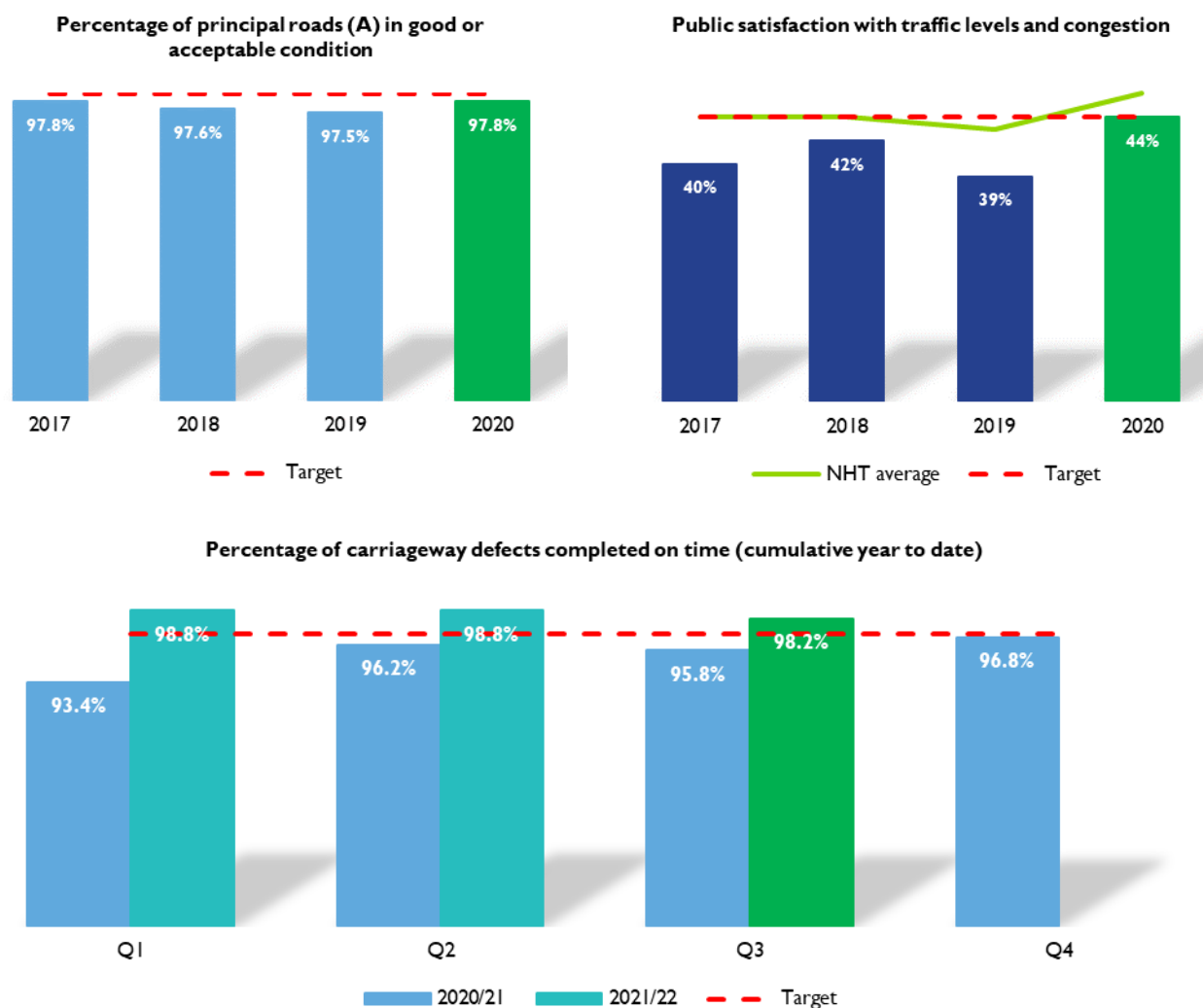
Number of visitors to Plymouth



COVID-19 hit the tourism, hospitality, leisure and retail sectors very hard during 2020; overall there was a 54% loss of visitors from 2019 and a 56% loss of spend - from £334 million down to £148.4 million. This was due to lockdowns from March to July and then again in the back end of the year. International travel was hit particularly hard, losing 74% of visitors. The COVID-19 impacts continue to be felt by the visitor sector in the city and nationally. Our modelling shows that although there was an average uplift of 10% visitor spend over June to August due to 'staycations' in the region, it was not significant enough to offset the losses in the early part of the year. Currently we are forecasting a loss of over £270 million in spend for 2021 but we do not yet have December's data; this will be reported in quarter four. Targets for 2021 onwards are being revised as we now have a new long term target forecast of 6.2 million visitors by 2030.

Create a varied, efficient, sustainable transport network

Annual KPIs	2017	2018	2019	2020	Direction of travel	Target
14. Principal roads (A) in good or acceptable condition	97.8%	97.6%	97.5%	97.8%	▲	97%
15. Public satisfaction with traffic flow	40%	42%	39%	44%	▲	44%
Quarterly KPI	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
16. Carriageway defects completed on time (cumulative)	96.8%	98.8%	98.8%	98.2%	▼	97%



2020 saw an improvement to 97.8% in the proportion of principal (A) roads that were in a good or acceptable condition. By continuing our regime of monitoring, we have managed to make informed and targeted decisions about where we need to invest in our resilient highway network to ensure that optimal condition is maintained.

The 2020 National Highways and Transport (NHT) survey showed that public satisfaction with traffic levels and congestion improved significantly, with 44% of respondents being satisfied, closing the gap with the NHT average (46%) to two percentage points. We have seen the continuation of several network improvement programmes and remain focused on maintaining the quality and functionality of the resilient network in line with our Asset Management Framework.

By the end of quarter three 2021/22, 1,602 of the total 1,631 carriageway defects were completed within the required timescales, equating to 98.2% and exceeding the target of 97% and the 96.8% achieved in 2020/21. This measure includes carriageway defects carried out over three differing priorities with different timescales for completion.

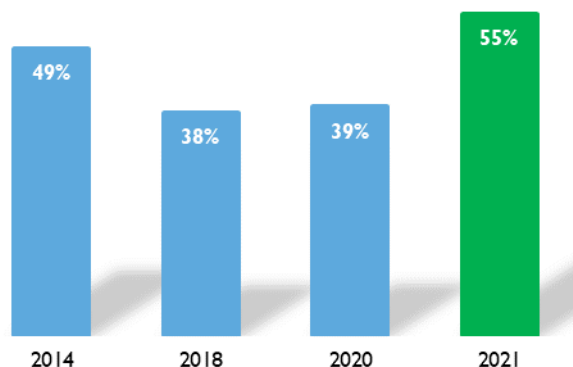


Caring for people and communities

- ***A friendly welcoming city***
 - ***Reduced health inequalities***
 - ***People feel safe in Plymouth***
- ***Focus on prevention and early intervention***
- ***Keep children, young people and adults protected***
- ***Improved schools where pupils achieve better outcomes***

Plymouth City Survey (2020 collected pre-pandemic)	2014	2018	2020	2021	Direction of travel	Target
1. Residents who think their local area is a place where people from different backgrounds get on well together	49%	38%	39%	55%	▲	Trend increase
2. Residents who regularly do voluntary work	-	43%	42%	-	▼	Trend increase

Percentage of Plymouth City Survey respondents who think their local area is a place where people from different backgrounds get on well together



Percentage of Plymouth City Survey respondents who volunteer or help out

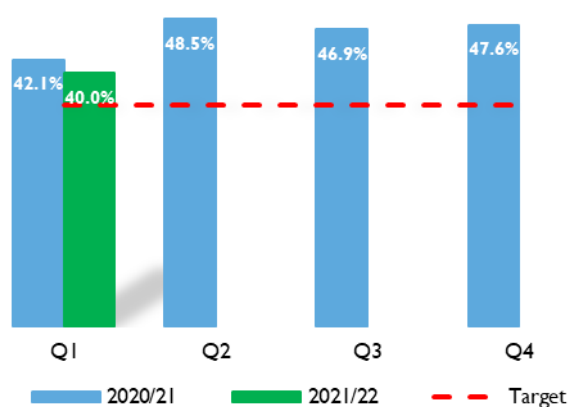


The question about community cohesion was asked in the 2021 Resident Survey (same methodology as the Plymouth City Survey). Results show that 55% of respondents agreed that Plymouth is a place where people from different backgrounds get on well together, while 35% answered 'neither agree nor disagree' or 'don't know'. Plymouth's cohesion score is currently 86%; this excludes the neutral options and is a significant increase from 74% in 2020. We have used the £506,000 awarded by the Controlling Migration Fund to establish the Unify Plymouth Partnership, which aims to improve community cohesion in the four wards with the lowest cohesion scores. We have established a Community Cohesion Partnership in the four wards with the most challenging cohesion rates to develop an inclusive local vision statement. Four new Community Connectors have been appointed in the wards of Devonport, Efford and St Budeaux. As social distancing restrictions relax, the project now incorporates a mix of digital and face-to-face engagement activities, which have included small community gatherings; a programme of events to mark Black History Month; and delivery of the 'It started with Jack' programme. Further engagement through Appreciative Enquiry is due to take place alongside the start of the evaluation process (via trained Community Researchers), and the launch of the Our Plymouth digital platform, which will assist in online engagement and making connections between communities in the targeted wards.

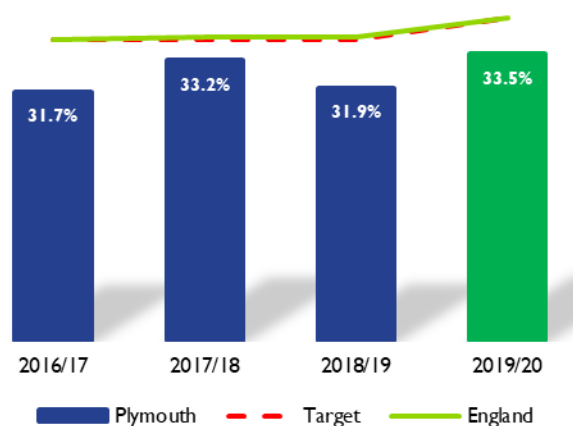
This month sees the anniversary of opening the mass vaccination centre at Home Park; the first vaccine was given on the 25 January 2021. Home Park currently has 1,176 active volunteers to cover both the Steward and Shift Leader volunteer roles on site. With the exception of match days, the site is open 12 hours a day, seven days a week. A number of extra shifts have been tried, in particular a late night shift to give hospitality staff the opportunity to get a job after work. Volunteers have now contributed over 84,000 hours, allowing the site to deliver just under 425,000 jabs so far. The South West as a whole delivered the most jabs anywhere in the country during December; a massive 76,500 vaccines, with Home Park seeing the highest daily number of 6,253 jabs, in ONE day. We are currently seeing record numbers of volunteers coming forward to book a shift. By mid-December there were no available volunteer shifts until January 5 and we are still seeing fill rates at 99% for the next couple of weeks. We also saw the conclusion of the Mayflower 400 programme - 400 Mayflower Makers dedicated 7,000 hours, worth over £100,000 to supporting events and activities. A need for a more coordinated approach to volunteering across Plymouth had already been identified prior to the COVID-19 pandemic. This was reinforced in the Mayflower 400 programme evaluation that identified the shifting of certain perceptions of volunteering as "cheap labour" to something that needs upfront investment and dedicated management to fully realise the potential of such a resource. Twenty Plymouth Good Neighbours Support Volunteers have been recruited, trained and matched with vulnerable residents of Plymouth. Support Volunteers provide practical help on a weekly basis, collecting shopping and prescriptions for a vulnerable Plymouth resident and making time for a friendly chat with them. Plymouth City Council volunteers have supported the Plymouth Together Fund, helping to raise a total of £518.97 at the bonfire and Christmas light switch on events for the families and local communities impacted by the Keyham tragedy.

Quarterly KPI	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Direction of travel	Target
3. Stop smoking service successful quit attempts	46.9%	47.6%	40.0%	39.0%	▼	35.0%
Annual KPIs (academic year)	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
4. Excess weight in 10-11 year olds	33.2%	31.9%	33.5%	Not available	▲	35.2%
5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole pupil population	11.2%	13.4%	14.8%	18.6%	▲	Monitor

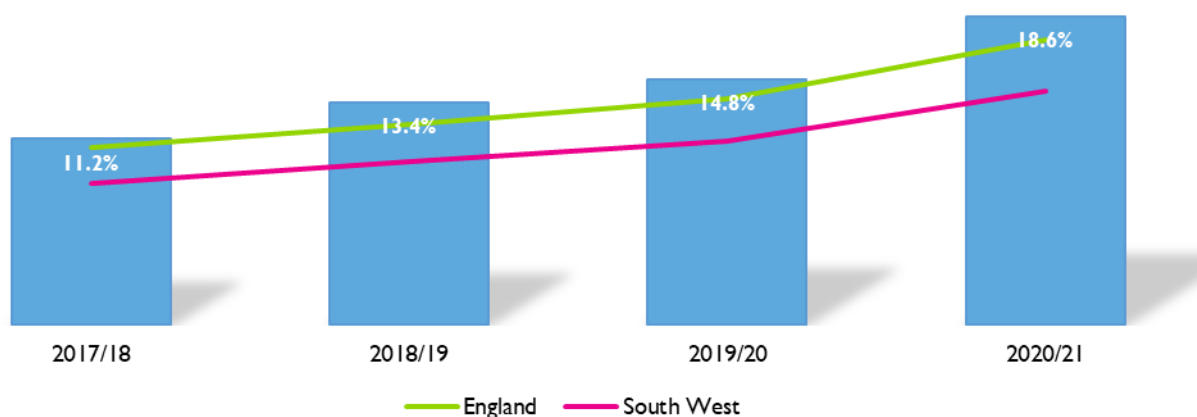
Percentage of people accessing the Stop Smoking Service who have quit



Excess weight in 10-11 year olds



Eligible pupils taking benefit based FSM as a percentage of the whole pupil population



A drop in successful outcomes can be linked to a drop in the ability to hold face-to-face engagement during the pandemic and re-prioritisation of follow up calls following provision of support due to COVID-19 related demands on the service. Smoking cessation remains a priority through delivery of our specialist services due to the importance of respiratory health. We are continuing our strategy of focusing the range of resources towards those with the greatest and most complex needs by targeting a range of support options for vulnerable groups. These groups including people in Plymouth who smoke and have severe and enduring mental ill-health, substance misuse needs and who are experiencing homelessness. The Swap to Stop offer of electronic cigarettes and behavioural support continues to improve the offer available and is expanding engagement. The Integrated Treating Tobacco Dependency Service with University Hospitals Plymouth continues to progress and embeds tobacco treatment in all of their pathways and 'making every contact count' (MECC) training within their organisation. Initially, the focus is with maternity services, then rolling out to key wards and the mental health acute unit and recovery. We also continue to take a system-wide approach to tobacco control through action that controls key supply side factors related to tobacco. Our Trading Standards colleagues in the newly commissioned Heart of the South West Trading Standards Service continue their vital work to disrupt and minimise the supply of illegal tobacco in the city and ensure that tobacco sales are appropriately restricted by age and point of sale restrictions are adhered to.

There was no National Child Measurement Programme (NCMP) undertaken across all primary schools nationally in the academic year 2020/2021 due to COVID-19. However, eight Plymouth schools contributed to a national representative sample of schools and statistical weighting was applied to the data to produce an estimate of obesity prevalence and key findings at a national level. In Year Reception, obesity prevalence has increased from 9.9% in 2019/20 to 14.4% in 2020/21. In Year 6, obesity prevalence has increased from 21.0% in 2019/20 to 25.5% in 2020/21. The data also illustrates that clear health inequalities exist. With regards to gender, boys have a higher obesity prevalence than girls at both Year Reception and Year 6. Additionally, 20.3% of Year Reception children living in the most deprived areas were obese compared to 7.8% of those living in the least deprived areas, while 33.8% of Year 6 children living in the most deprived areas were obese compared to 14.3% of those living in the least deprived areas. The aim is for the NCMP to be fully delivered this year subject to any further challenges with COVID-19. Planning continues for the new NHS England Tier 3 service across the whole south west, with a hub serving the Peninsula based at University Hospitals Plymouth. The pilot service is due to commence before June 2022. Progress to develop a new community offer in Plymouth continues, with the aim to have this fully available for 1 April 2023. Work also continues via children's centres, education settings, health professionals and the voluntary and community sector to support healthy weight through information, advice and support.

18.6% of Plymouth's total pupil population is registered as eligible for benefit based Free School Meals (FSM). This is a 3.8 percentage point increase on the previous year and continues to sit above the national and regional averages. There has been a 17.9% increase in the number of pupils known to be eligible for benefit based FSM between the 2019/20 and 2020/21 academic years; this can largely be attributed to the impacts of COVID-19 on working families who previously paid for school meals or accessed Universal Infant FSMs now becoming eligible. Of those pupils who are eligible for benefit based FSMs, CATERed is supplying meals to just over 80%, meaning that almost 20% of pupils in any period are not taking up their full entitlement. Throughout quarter three, pupil mobility continued to fluctuate and some schools have decided to continue to manage the delivery of lunch times outside of traditional dining spaces post COVID-19 isolation measures. Together, this has made service delivery inconsistent across the city and we are therefore unable to provide local data. CATERed, other providers and schools continue to support all eligible pupils with access to a full range of menu choices across all schools.

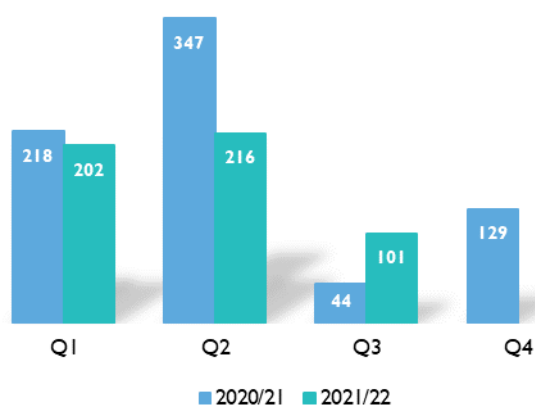
6. School readiness

There remains no requirement for schools and settings to submit data to the local authority or to confirm completion to the Department for Education. The decision has, therefore, been made to cancel the data collection and its subsequent statistical releases in autumn 2020 and 2021. The revised Early Years Foundation Stage became statutory in September 2021. 2021/22 will be a year of transition for the sector and schools and settings will also need to adjust to changes in the Early Years Foundation Stage Profile assessment. There is evidence that the pandemic has had a significant impact on the communication and language development of children birth to five, which may affect long term learning and development. In recognition of this, additional funding has been made available from the COVID-19 Outbreak Management Fund to increase speech and language support. Plymouth City Council, Livewell and children's centres are working together to roll out the new early language identification measure (ELIM) to all two year old children. This assessment tool identifies difficulties early and enables early years staff to work with parents to implement strategies that improve speech and language development. This compliments the Professional Development Project, which trains early years practitioners to improve speech and language for the children in their care.

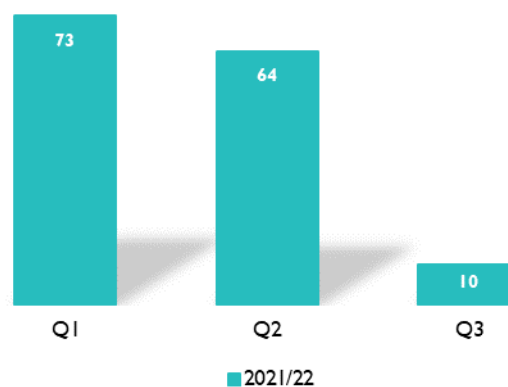
People feel safe in Plymouth

Quarterly KPI	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
7. Anti-social behaviour incidents reported to the council	129	202	216	101	▼	Monitor
8. Number of early interventions to anti-social behaviour	New	73	64	10	▼	Monitor
Plymouth City Survey (2020 collected pre-pandemic)	2012	2014	2018	2020	Direction of travel	Target
9. Residents who feel safe (during the day)	89%	88%	91%	90%	▼	Trend increase

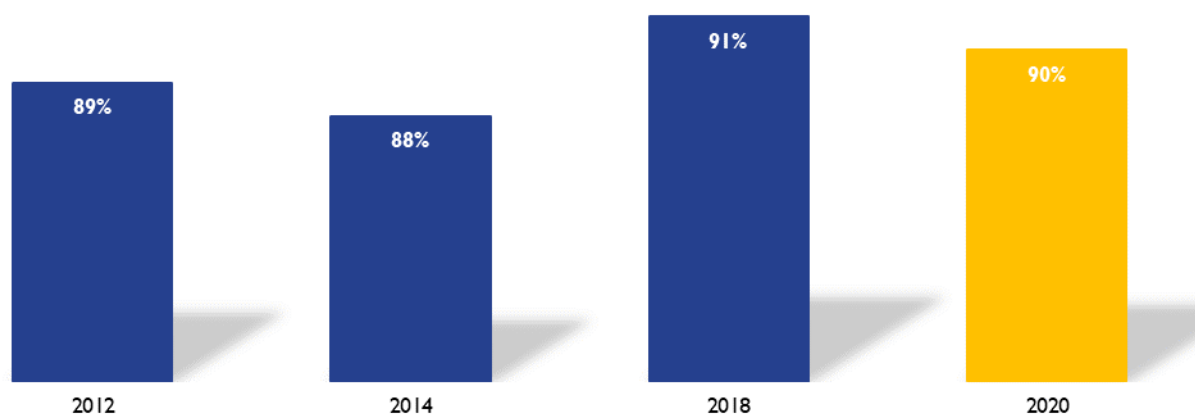
Number of anti-social behaviour incidents reported to the council



Number of early interventions to anti-social behaviour



Percentage of Plymouth City Survey respondents who feel safe outside in their local area



In quarter three, we received 101 anti-social behaviour (ASB) reports directly via our online reporting form. In addition to this, we received a number of reports and requests for service from our Police and Housing partners. The number of anti-social behaviour reports received by Community Connections in quarter three was significantly lower than in quarter two, with a 53% decrease on reports received in the previous quarter. However, this is to be expected with the end of the summer period, cooler weather and darker evenings. Furthermore, COVID-19 restrictions in relation to some larger Night Time Economy venues were reintroduced. There was a spike in youth 'gang' violence and ASB during this period. A partnership approach was undertaken through 'Op Hypural' to successfully resolve this issue, diverting the majority of young people away from the groups and from causing further ASB. Where prevention, early intervention and support was not effective, other enforcement powers were used, including the issuing of ASB1/ASB2 warnings and Civil Injunctions. The Community Safety Team is working closely with the Community Youth Team to provide diversionary activity, support and guidance at an early stage.

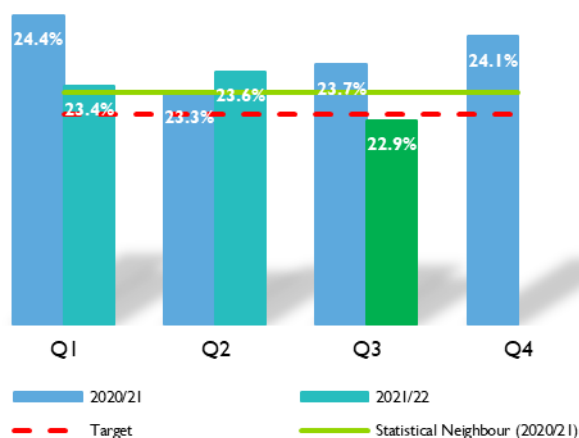
In quarter three, five ASB1 warnings were issued to young people under the age of 18 who were involved in group related ASB. These early interventions have all been effective (to date) as they resulted in no further need for enforcement action. Two ASB1 warnings were issued to adults over the age of 18 years - one in relation to begging and the other for neighbour-related harassment. Three Community Protection Notice warnings were issued for neighbour-related ASB where earlier attempts at intervention had not been successful. None of these interventions escalated to the requirement for further enforcement action, such as Community Protection Notices, within this quarter. We continue to work with the Police surrounding the ASB1 and ASB2 tools to ensure their use and encourage early intervention and prevention.

In 2020, 90% of residents who completed the Plymouth City Survey felt safe outside in their local area during the day, with only 3% feeling either fairly or very unsafe. Safer Plymouth has developed to become a trauma informed community safety partnership. A proposal was developed in conjunction with the Trauma Informed Plymouth Network to refresh the identity of the partnership and to improve efficiency and flexibility in how we operate through new governance arrangements. This has proved to be effective, in particular in the readiness to deliver against the new duties on the local authority brought about by the new Domestic Abuse Act and in readiness for the future delivery of the Serious Violence Bill.

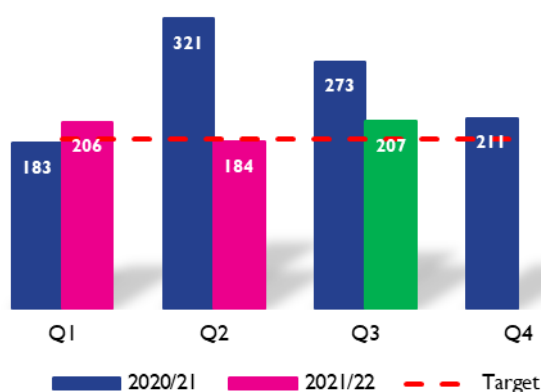
Focus on prevention and early intervention

Quarterly KPIs	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
10. Repeat referrals to Children's Social Care	24.1%	23.4%	23.6%	22.9%	▼	23.0%
11. Households prevented from becoming homeless or relieved of homelessness	211	206	184	207	▲	188
12. Number of people rough sleeping	5	8	12	8	▼	Monitor
13. Long-term support needs met by admission to residential and nursing care homes (65+)	58	62	51	65	▲	Monitor

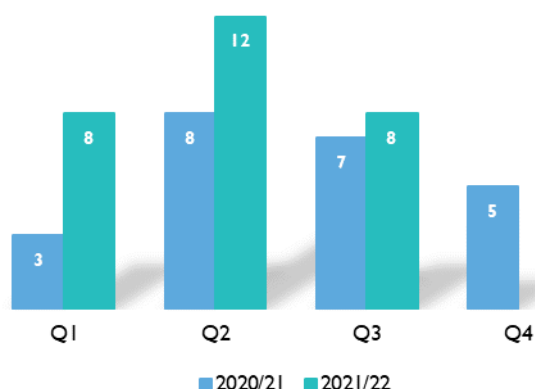
Repeat referrals to Children's Social Care



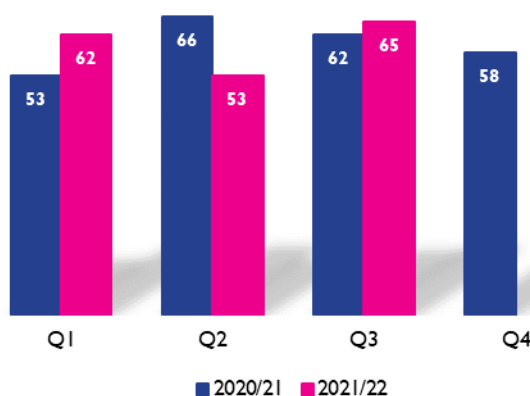
Number of households prevented from becoming homeless or relieved of homelessness



Number of people rough sleeping



Long-term support needs met by admission to residential and nursing care homes (65+)



At the end of quarter three, the percentage of re-referrals over a rolling 12 month period was 22.9%, equating to 817 of the 3,565 referrals received in the last 12 months being for children and young people who we had already received a referral for during the 12 months prior. Within quarter three, 194 (21.7%) of the 896 referrals received were repeat referrals. We are currently at a better level than our statistical neighbours (23.3% for 2020/21) and comparable with the England average (22.7%).

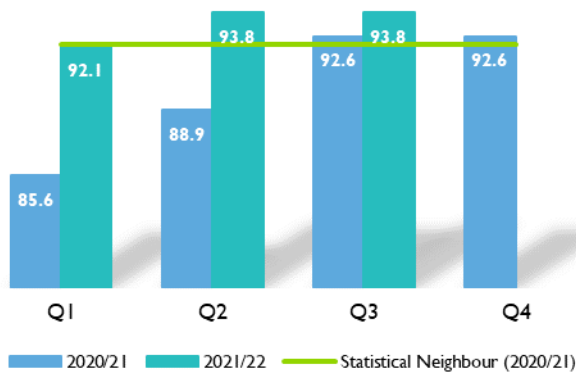
During quarter three, 207 households were prevented from becoming homeless or relieved of their homelessness, which is an increase of 23 on the previous quarter. However, there were some applications received late in the quarter that might progress to a prevention. The service met the target of 500 households supported last year, and has achieved the target of 654 in the first nine months of 2021/22. The ongoing impact of COVID-19 on homelessness is influencing the ability to prevent/relieve homelessness in the same approach and timescales as pre-pandemic.

The value for rough sleeping is based on the average of a one day snapshot reported each week during the period. On average during quarter three, eight people were seen rough sleeping each week. Numbers of rough sleepers were consistently a little higher during the majority of quarter two but have been managed down in quarter three. Early indications in quarter four are that numbers are remaining steady and are consistently in single figures.

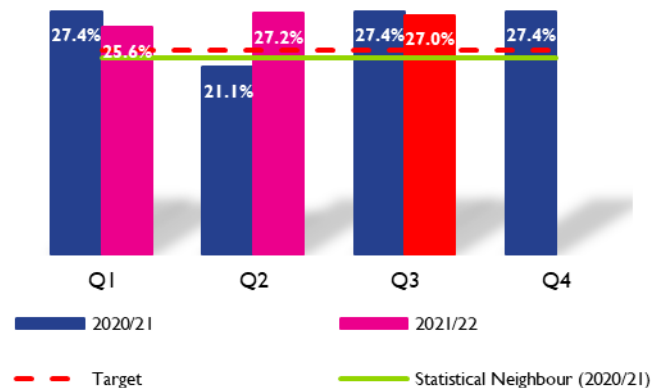
In 2020/21, the number of admissions to residential/nursing care of people aged 65 and over remained relatively static when compared to 2019/20. Last year there were 242 long term admissions, compared to 253 the previous year. Between 1 April and 31 December 2021 there have been 180 admissions; lower numbers in September mean that we are on a trajectory to see slightly lower numbers than 2020/21.

Quarterly KPIs	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
14. Children in care (rate per 10,000)	92.6	92.1	93.8	93.8	▲ ▼	Monitor
15. Children with multiple child protection plans (rolling 12 months)	27.4%	25.6%	27.2%	27.0%	▼	23.0%
16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	94.6%	95.3%	94.4%	98.6%	▲	94.5%
Annual KPI	2016/17	2017/18	2018/19	2019/20	Direction of travel	Target
17. Adult social care service users who feel safe and secure	92.8%	90.1%	89.8%	90.0%	▲	89.8%

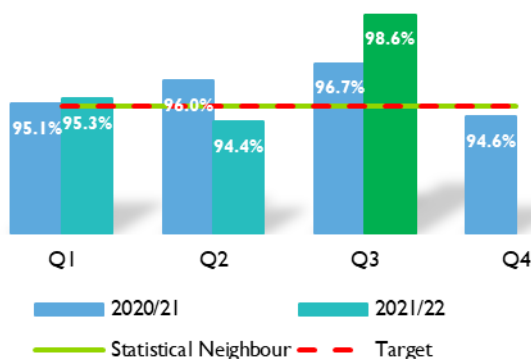
Number of children in care (rate per 10,000 children)



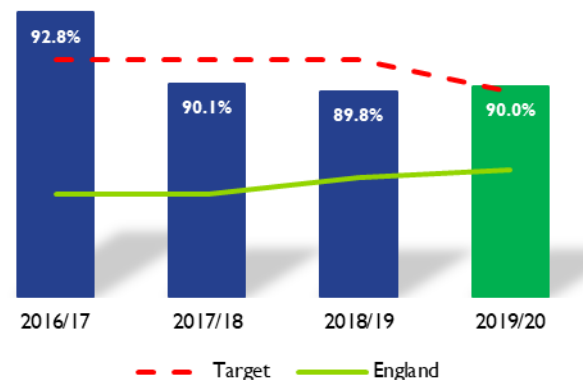
Percentage of children subject to multiple child protection plans (rolling 12 months)



Percentage of closed adult safeguarding enquiries where the desired outcomes have been fully or partially achieved



Percentage of ASC service users who say that those services make them feel safe and secure



The number of looked after children remained at 500, seeing no change on quarter two 2021/22. This is a net increase of 68 children since the first national lockdown started. Our rate per 10,000 children is currently 93.8, which is slightly above our statistical neighbour average (published at 92.2r for 2020/21), and 26.8 children per 10,000 more than the England average.

In the 12 months up to the end of quarter three 2021/22, 107 (27.0%) of 397 new Child Protection Plans were for children who had already been on a Child Protection Plan at some point in their lifetime (down 0.2 of a percentage point on quarter two). Within the quarter, 46 (34.6%) of the 133 new Child Protection Plans were repeat Plans.

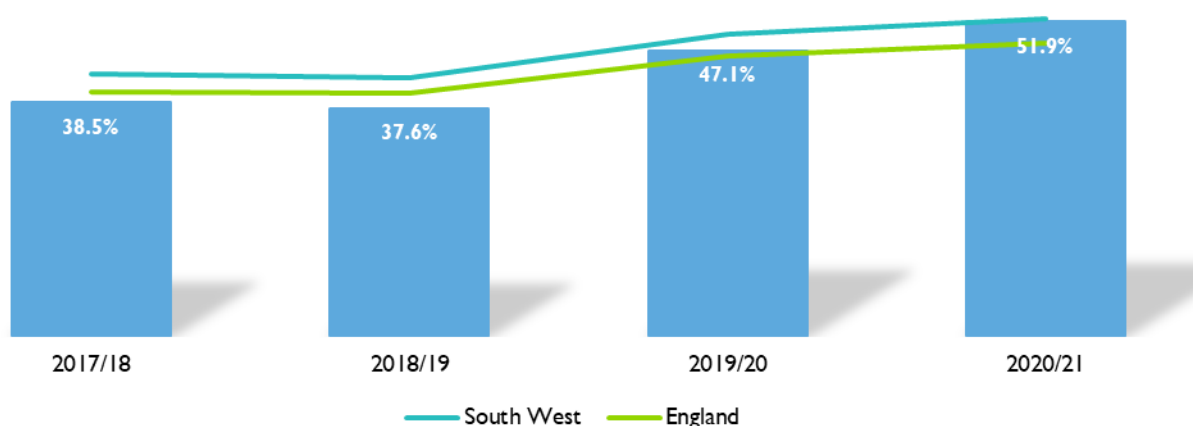
Between 1 October 2021 and 31 December 2021, 211 individuals were the subject of a completed safeguarding enquiry, 139 of which expressed a desired outcome at the start of the enquiry (65.9% compared to 71.7% in quarter two). The percentage of people not asked about their preferred outcome increased for the second consecutive quarter to 26.5% (18.6% in quarter two). The percentage of outcomes that have been either fully or partially achieved increased in quarter three to 98.6% (137), from 94.4% in quarter two. The percentage fully achieved decreased to 66.2% (92) (69.8% in quarter two).

No annual Statutory Adult Social Care Survey was carried out in 2020/21 due to COVID-19. Performance had declined in the past two years before improving slightly in 2019/20, with 90% of respondents agreeing that the adult social care (ASC) services that they receive make them feel safe. In response to the 2018/19 survey results, an ASC performance action plan aimed at improving outcomes was put in place and there have been small increases in performance against both this indicator and the ASCOF 4A, which measures how safe people feel in general.

Improved schools where pupils achieve better outcomes

Quarterly KPIs	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
18. Percentage of early years settings judged by Ofsted as good or outstanding	No data	No data	No data	97.0%	-	Monitor
19. Percentage of pupils attending schools judged by Ofsted as good or outstanding	No data	No data	No data	71.1%	-	Monitor
Annual KPI	2017/18	2018/19	2019/20	2020/21	Direction of travel	Target
20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)	38.5%	37.6%	47.1%	51.9%	▲	Monitor

Percentage of Key Stage 4 pupils achieving the Basics



Since September, Ofsted have resumed their pre-pandemic inspection regime and this data reflects the return to a normal status quo. Since the introduction of the revised Early Years Foundation Stage in September 2021, two of Plymouth's settings have received an outstanding judgement from Ofsted, two have received a good judgement and two settings that were judged inadequate are now judged as good. On 1 January 2021 there were 85 Private, Voluntary and Independent (PVI) settings and 109 childminders on the Early Years register, while on 2 February 2022 there were 79 PVI settings and 93 childminders on the register. This decline is attributed to the impacts of COVID-19, staff recruitment and retention, finances, and a falling birth rate; work is in place to help the sector with these issues and there is sufficient childcare. Currently, 95.6% of nurseries and pre-schools and 97.6% of childminders are rated good or better, compared to 98% and 96% nationally, respectively. Overall, 97% of Plymouth's Early Years settings are judged good or better, which is on par with the national average.

Graded inspections resumed at the start of the 2021/22 academic year. There are 98 state-funded schools in the city and, at the end of quarter three, 71.1% of pupils are attending a school judged as good or outstanding. 76% of our schools have an overall judgement of good or outstanding (78% of primary schools, 50% of secondary schools and 100% of special schools). This is an improvement on the last available report for the 2018/19 academic year when 72% of our schools were judged as good or outstanding. Nationally, 86% were judged good or outstanding in 2018/19. The Plymouth Strategic (Secondary) Education Group continues to provide momentum for the place based approach for secondary school improvements, reporting directly to the Plymouth Education Board and the Regional Schools Commissioner.

Due to the COVID-19 pandemic, all summer 2021 exams were cancelled. This attainment data reflects the GCSE grades awarded to pupils in August 2021 through centre (school based) assessed grades. As a result, the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. The percentage of pupils achieving the 'basics' (5+ in English and Maths) is 51.9% and now sits above the recently validated and published national and statistical neighbour averages, although slightly below the regional average. The city's education improvement partnerships and the Plymouth Strategic (Secondary) Education Group continues to provide momentum for the place based approach for secondary school improvements, reporting directly to the Plymouth Education Board and the Regional Schools Commissioner.



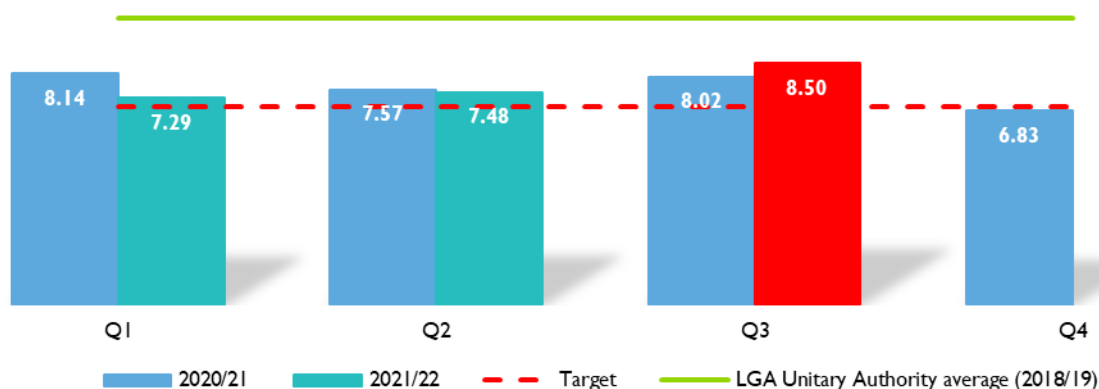
Delivering on our commitments

- ***Empowering our people to deliver***
- ***Providing a quality service to get the basics right first time***
- ***Engaging with and listening to our residents, businesses and communities***
- ***Providing value for money***
- ***Championing Plymouth regionally and nationally***

1. FTE days lost due to staff sickness (rolling 12 months)

Financial year	Q1	Q2	Q3	Q4	Direction of travel	Target
2020/21	8.14	7.57	8.02	6.83		
2021/22	7.29	7.48	8.50		▲	7.00

Number of FTE working days lost due to staff sickness (rolling 12 months)



The number of days lost per full time equivalent (FTE) for the council as a whole increased to 8.50 days at the end of quarter three (up 1.02 days on quarter two), and is currently a day and a half above the target of 7.0 days or less. When compared against the same quarter of 2020/21, the number of days lost is currently 0.48 of a day higher. These figures are inclusive of COVID-19 sickness; this has not been significant, with a total of 152 employees recorded as having COVID-19 since the beginning of the pandemic in March 2020. Musculoskeletal (excluding back/neck) is the top reason for long term sickness, whilst cold/flu is the top reason for short term sickness.

During quarter three, managers have been reminded that all Display Screen Equipment (DSE) assessments and homeworker checklists must be up to date and this is constantly being reviewed. There will be further requirements for these assurances during the transition to New Ways of Working. We will be issuing communication to the workforce of the need to take regular breaks from their workstation and create times between meetings. Approaches have been made to working in partnership with local training organisations for proactive treatment for employees who are experiencing early musculoskeletal symptoms. Flu clinics took place on various workplace locations during this quarter to maximise protection of our front line workers. Our wellbeing offering is broad and varied and we are working towards the gold standard for Wellbeing at Work.

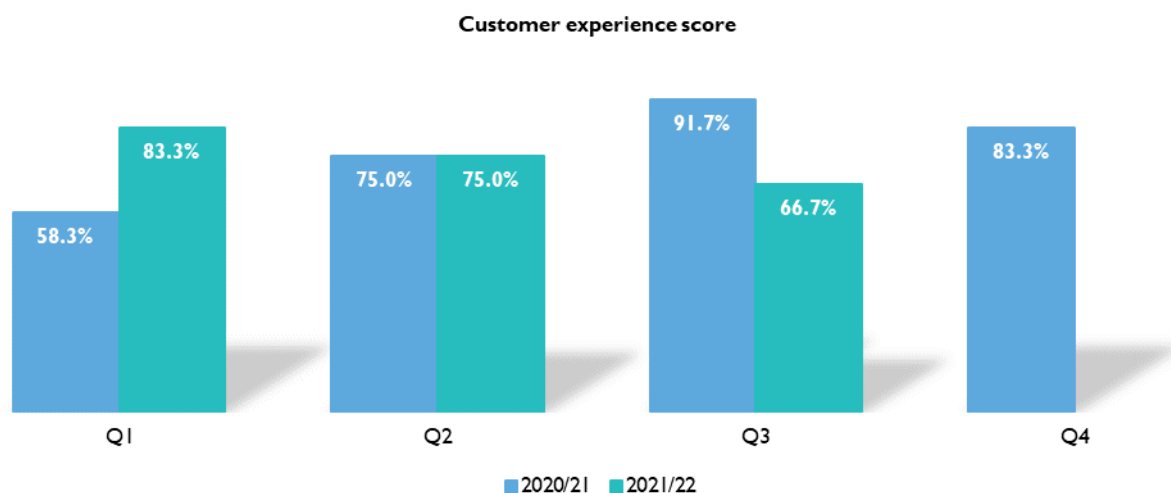
2. Staff engagement

Employee engagement occurs daily on both a formal and informal basis across the council. It encompasses the employee life cycle, starting with onboarding (introduction to the organisation and role) and induction and concluding with exit interviews.

Views from employees are gathered from employee surveys. The most recent 'Wellbeing Survey' was carried out in August and saw a varied response, with 17.2% of our 500 frontline employees responding and 54.0% of the remaining employees (approximately 2,000) responding. This gave an overall response rate of 46.6%. All comments from the survey were themed and have been shared with the Corporate Management Team to give them a full understanding. The results were published on Staff Room (staff intranet) in early January. Planning is now underway for the 'Big Listen', which is the full employee engagement survey and will launch in June 2022.

Another channel for listening to employees' thoughts is through 'Tea with Tracey' – these sessions have focused on the protected characteristics and given the Chief Executive the opportunity to listen to employees in these groups. Additionally, online 'Q&A' engagement sessions chaired by our Chief Executive Officer (CEO) and senior managers have taken place on 'Demystifying the Council budget', 'Equalities and Diversity' and 'New Ways of Working'.

3. Customer experience score						
Financial year	Q1	Q2	Q3	Q4	Direction of travel	Target
2020/21	58.3%	75.0%	91.7%	83.3%		
2021/22	83.3%	75.0%	66.7%		▼	Monitor



The customer experience score is an index KPI that takes into account performance against a number of indicators that are focused on the customer. Currently, this indicator considers customer complaints resolved in expected timescales; Freedom of Information (FOI) requests completed within 20 working days; the time taken to process new claims for Housing Benefit and Council Tax Support; percentage of bins reported as missed by customers; and the number of households prevented from or relieved of homelessness. Two points are allocated when an indicator is achieving target, one for a KPI that is amber against target (within 15%) and none for a KPI that is red against target (more than 15% away). The score is then represented as a percentage of the maximum score possible.

78.3% of stage one complaints resolved in quarter three were resolved within the timeframe of 10 working days. This is a reduction on quarter two, in which we achieved 86.3%, due to a focus on resolving older out of time complaints within the quarter. We will continue to work on improving our response time to customer feedback. Of the complaints resolved within the month, 24.3% were upheld, which is an improvement on quarter two's upheld rate (26.3%). The number of complaints received in quarter three 2021/22 also increased (1,853) when compared with quarter two (1,777), while we received fewer compliments in quarter three (112) than in quarter two (137).

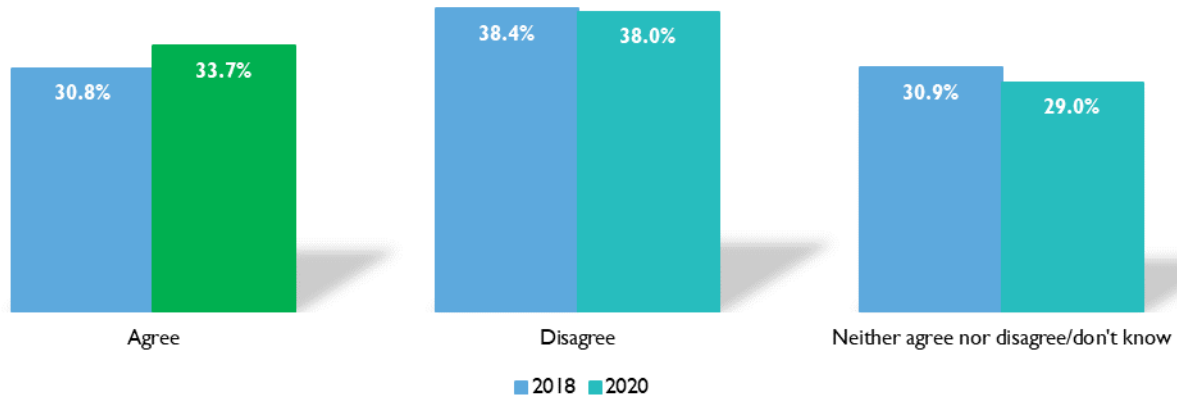
We were due to close 250 Freedom of Information (FOI) requests in quarter three 2021/22, 225 of which were closed within the timeframe of 20 working days, equating to 90.0% and equalling the target (also 90%). This is an increase in the number of requests due from quarter two but a small reduction in timeliness (232 FOIs due in quarter two; 93.1% completed on time).

The average time taken to process new Housing Benefit claims increased in quarter three 2021/22 to 19.7 days, against a target of 18 days. However, monthly performance shows this to have been affected by higher processing times in October due to the increase in the number of new claims received as the furlough scheme ended; the average number of claims received each week in the period 20/09/21 to 11/10/21 was 158 compared to 98 in the preceding four week period. Processing times did improve in November and December and were at or below target.

Quarter one of 2020/21 saw the beginning of national COVID-19 restrictions, leading to an increase in the volume of Council Tax Support (CTS) claims that we received. The CTS caseload for working age customers at the end of 2020/21 had increased by 28.7% from the previous year, from 12,089 to 15,555. The CTS caseload has continued to increase this year, reaching a peak of 15,772 working age customers at the end of July 2021 before falling back slightly to 15,671 at the end of January. The processing time for CTS new claims averaged 24.2 days in quarter three against a target of 18 days, with resource continuing to be allocated to administer the Test and Trace Support Payment scheme.

Plymouth City Survey	2018	2020	Direction of travel	Target
4. Residents who know how to get involved in local decisions	30.8%	33.7%	▲	Trend increase

Percentage of Plymouth City Survey respondents who know how to get involved in decisions affecting their local area

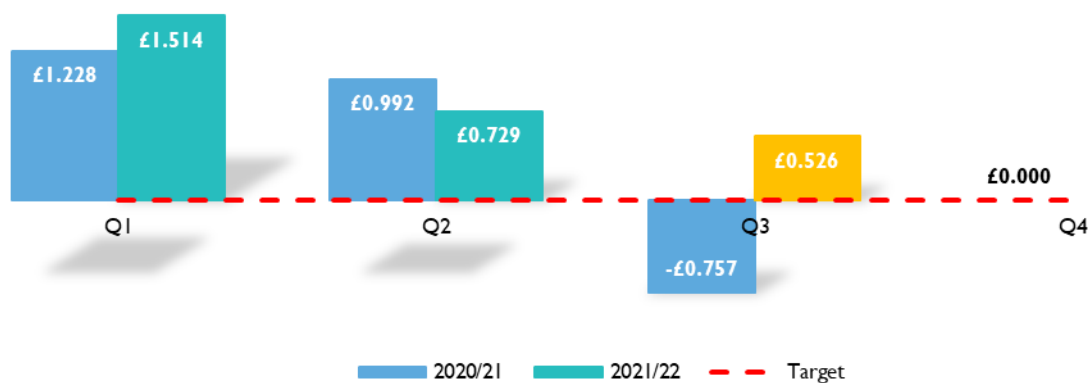


These results tell us that a third (33.7%) of respondents are aware of how they can get involved in decisions in their local area. Councillors have different ways of engaging with residents in their wards, meaning that residents have direct access to their elected representative and the council has an established mechanism for consulting on proposals, such as planning applications. For the second successive survey, the youngest age group was significantly less likely to agree that they know how to get involved, with 7.5% of respondents aged 16 to 24 years agreeing compared with 34.9% of those aged 25 years and older.

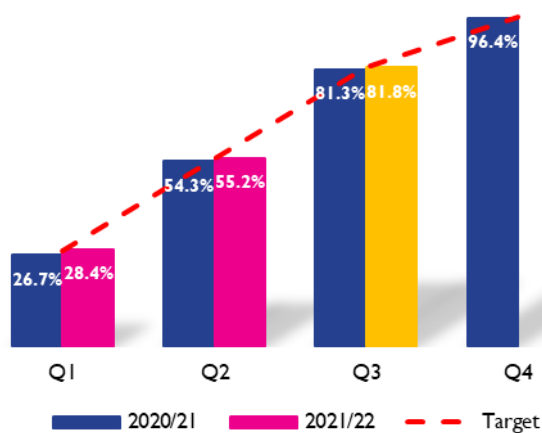
Providing value for money

Quarterly KPIs	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Direction of travel	Target
5. Spend against budget	£0.000m	£1.514m	£0.729m	£0.526m	▼	£0.000m
6. Council tax collected (YTD)	96.4%	28.4%	55.2%	81.8%	▲	81.86%
7. Business rates collected (YTD)	98.5%	37.5%	51.6%	77.2%	▼	75.98%

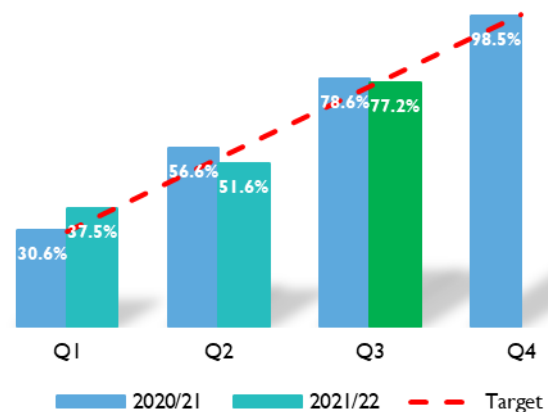
Forecast year end variation spend against budget (£million)



Percentage of council tax collected (YTD)



Percentage of National Non-Domestic Rates (NNDR) collected (YTD)



The forecast revenue outturn after the application of COVID-19 grants and council mitigating actions is currently estimated at £0.526 million over budget, which is a variance of +0.10% against the council's overall budget forecast (£514 million) and a reduction of £0.203 million from quarter two. This is the quarter three position for 2021/22 and it should be noted that the financial position will fluctuate as we move through the year. Officers and Members will work closely to manage the finances towards a balanced position by the end of the year.

81.84% of council tax had been collected by the end of quarter three 2021/22, which is an improvement on both 2020/21 (81.30%) and 2019/20 (81.81%) and only marginally below the target (81.86%), indicating a continued return to more normal levels of council tax collection following the impacts of the COVID-19 pandemic. This equates to £119.446 million that has been collected in 2021/22 to date, which again is more than the amount collected by the same point in both 2020/21 and 2019/20.

77.2% of business rates had been collected by the end of quarter three 2021/22, equating to £60.730 million. This is now above the year to date target of 76.0%. The figure reflects the fact that all retail and leisure properties were required to start paying 34% rates from 1 July 2021. We have reviewed around 100 accounts and removed relief where the businesses have not confirmed that they are entitled. Any further relief that is removed will also affect the collection rate in the short term.

8. Offers and Asks

Our public affairs activity remains focused on the priority areas for the council and city and we continue to engage with ministers and senior civil servants on a range of issues that are important to Plymouth.

We are continuing to make our voice heard through hosting ministers and civil servants and responding to government consultations. Notable visits to the city include civil servants from the Levelling Up Unit and HM Treasury in September who came to hear from a range of partners and businesses about what additional government support is needed to address Plymouth's challenges and help the city to grow. This was followed by a visit from Jeremy Pocklington - the Permanent Secretary at the Department for Levelling Up, Housing and Communities - in October, who visited a number of key development sites across the city and heard about our high potential economic opportunities, as well as the work being undertaken by our Supporting Families Team. Dame Rachel De Souza, the Children's Commissioner, also visited Plymouth in October to learn about the wide range of preventative work being carried out in the city to improve the lives of children and young people, as well as some of the key priorities and challenges.

We also provided a submission to HM Treasury's Spending Review 2021, setting out what we see as the key national policy changes required to unlock the future potential of the city. Announced as part of the Spending Review was £19.9 million from the Government's Levelling Up Fund for the Woolwell to the George transport scheme and up to £50,000 to develop early-stage proposals to reinstate passenger rail links between Tavistock and Plymouth through the Restoring Your Railway 'Ideas Fund'. The Government also announced up to £90 million of funding for new Community Forests across the country, including in Plymouth and South Devon, helping to meet commitments to plant at least 7,500 hectares of trees every year in England by 2025. In addition, the National Marine Park and Stonehouse Union were awarded over £1 million between them from the Government's new Community Renewal Fund, announced in November. The Box was also successful in receiving £146,500 of government support through the Culture Recovery Fund as it continues its recovery from the challenges of the COVID-19 pandemic.

9. Regional influence

Plymouth City Council is continuing to work with Devon County Council and Torbay Council to develop a Devolution Deal with government. The Deal would seek to draw down powers and funding that currently sit with central government departments. The Deal will enable partners to have greater influence and flexibility in supporting areas such as education, skills and employment, transport, housing delivery and social inclusion, and to support action to tackle climate change. It may also be possible to achieve greater local flexibility over health and social care.

The Council is also continuing to provide leadership and support for the Heart of the South West Joint Committee, and working in partnership with the Local Enterprise Partnership (LEP), whilst still awaiting the publication of the Government's Levelling Up White Paper. The White Paper is expected to provide greater clarity on new UK funding streams, devolution deals, and regional working structures, and potentially on the future role of LEPs. The nature of the Joint Committee is likely to alter within the coming months to reflect anticipated changes to the role of the LEP, and the formation of a new council for the whole of Somerset.

Description of key performance indicators

UNLOCKING THE CITY'S POTENTIAL		
Priority	Key performance indicators	Description
A clean and tidy city	1. Streets graded at an acceptable level for overall street cleanliness and grounds maintenance	The cleanliness and condition of streets is measured using the Land Audit Management System (LAMS), so that we can compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network. It comprises three main elements: street cleanliness, grounds maintenance, and the presence of hard surface weeds. Results are cumulative and include all audits that have been completed in the financial year to date.
	2. Household waste sent for recycling, reuse or composting	The amount of household waste that is recycled, reused or composted, including IBA metals.
A green, sustainable city that cares about the environment	3. Average cycle trips taken on DfT count day	The Department for Transport (DfT) undertakes one day cycle counts on approximately 40 roads across the city, once a year, every year. The data is collected and published annually. This dataset provides a reasonably consistent annual snap shot of levels of on road cycling in the city that can be used as an indicator of the extent of growth in the use of sustainable transport. The government's 2017 Cycling and Walking Strategy target is to double cycling by 2025.
	4. Carbon emissions emitted by the council	The amount of carbon dioxide (CO2) emissions emitted by the council (narrative update on the Corporate Carbon Reduction Plan).
Offer a wide range of homes	5. Net additional homes delivered in the city (cumulative from 2014/15)	The annual net additional homes in the Plymouth Local Planning Authority Area, for example through new house building completions and conversions (e.g. of a house into flats), but after the removal of dwellings lost by change of use or demolition.
A vibrant economy, developing quality jobs and skills	6. Spend on small and medium enterprises	The council's spend on supplies, services and works from small and medium-size enterprises/businesses (SMEs) as a percentage of the total amount spent. This is the council's spend through the Procurement Service including spend for other commissioned providers, such as care services. This indicator shows the year to date position at the end of each quarter, aligning with the annual target.
	7. Spend within the PL postcode	The council's spend on supplies, services and works from businesses with a PL postcode as a percentage of the total amount spent. This is the council's spend through the Procurement Service including spend for other commissioned providers, such as care services. This indicator shows the year to date position at the end of each quarter, aligning with the annual target.
	8. 16-18 year olds in education, employment or training	The percentage of young people aged 16 to 18 in academic years 12 to 14 who are going to, or remaining in, education, employment or training (EET).
	9. Employment rate (16-64 population, rolling 12 months)	This includes anyone aged 16 to 64 years who did some paid work in the reference period, whether as an employee or self-employed; had a job that they were temporarily away from; on government-supported training and employment programmes; or were doing some unpaid family work.
	10. Number of businesses supported through COVID-19 business grants	The way that businesses have been supported has been directly impacted by COVID-19. This indicator will now focus on the businesses supported through the COVID-19 business grants and will likely be reviewed each year.

	11. Inward investment	The total value of strategic projects, third party investments and notable Foreign Direct Investments (FDIs) brought into the city or facilitated by the council.
	12. Inclusive growth (earnings gap)	The gap in gross weekly pay between the top 20% and the bottom 20% of earners within Plymouth.
An exciting, cultural and creative place	13. Number of visitors to Plymouth	A visitor is defined as someone who lives more than an hour from a destination or who stays overnight. Data is supplied by the South West Tourism Research Company and is based on the Cambridge Economic Impact Model, which is an industry respected tool for measuring the economic impact of tourism in a given area.
Create a varied, efficient, sustainable transport network	14. Principal roads (A) in good or acceptable condition	The condition of principal roads (A roads) in the city, collected via a mechanical condition survey.
	15. Public satisfaction with traffic flow	Public satisfaction with traffic levels and congestion on Plymouth's roads, collected via the National Highways and Transport (NHT) Network annual survey.
	16. Carriageway defects completed on time	A combined score for the timeliness of completing priority one (24 hours), priority two (seven days) and priority three (21 days) carriageway defects. This includes works related to the surface of the carriageway (i.e. not footpaths, gullies, etc.) and excludes any defects that have had an issue on site or have a valid reason for missing the deadline.

UNLOCKING THE CITY'S POTENTIAL

Priority	Key performance indicators	Description
A friendly, welcoming city	1. Residents who think people from different backgrounds get on well together	The percentage of Plymouth City Survey respondents who agreed with the statement 'my local area is a place where people from different backgrounds get on well together'. This is a measure of community cohesion.
	2. Residents who regularly do voluntary work	The percentage of Plymouth City Survey respondents who volunteer or help out in the city, which includes formal volunteering (e.g. for a charity or community group) or informal helping out (e.g. a neighbour).
Reduced health inequalities	3. Stop smoking service successful quit attempts	The number of people who engage with the Stop Smoking Service and set a quit date, with successful quit attempts measured at four weeks.
	4. Excess weight in 10-11 year olds	The prevalence of excess weight (including obesity) among children in Year 6 (aged 10 to 11 years old).
	5. Eligible pupils taking benefit based Free School Meals (FSM) as a percentage of whole population	Families who are entitled to one of the following benefits are eligible to access Free School Meals: Income Support; income-based Jobseeker's Allowance; income-related Employment and Support Allowance; support under Part VI of the Immigration and Asylum Act 1999; guaranteed element of Pension Credit; Working Tax Credit; or Universal Credit. This indicator measures the number of pupils who are taking up their eligibility.
	6. School readiness	The percentage of Early Years Foundation Stage Profile (EYFSP) pupils in the city who achieve a Good Level of Development (GLD) at the end of each academic year. Due to the suspension of the publication of attainment data as a result of COVID-19, this is a narrative update on progress.
People feel safe in Plymouth	7. Number of anti-social behaviour incidents reported to the council	A demand measure that reports on the number of anti-social behaviour reports to the council via our online reporting form, which is used by the public and our Community Connections advisors who take telephone queries.

	8. Number of anti-social behaviour interventions	The number of early interventions issued by the Anti-Social Behaviour Team to help prevent an escalation in offending. Early interventions include ASBI letters; ASB2 letters; Acceptable Behaviour Contracts; referrals to IMPACT (youth diversionary programme); and Community Protection Notice Warnings.
	9. Residents who feel safe (during the day)	The percentage of Plymouth City Survey respondents who feel fairly safe or very safe when outside in their local area during the day.
Focus on prevention and early intervention	10. Repeat referrals to Children's Social Care	The percentage of referrals to Children's Social Care within the financial year where there has been a referral within the previous 12 months for the same child.
	11. Households prevented from becoming homeless or relieved of homelessness	The number of households that the council has either helped to stay in their current accommodation or has supported to relocate, preventing them from becoming homeless.
	12. Number of people rough sleeping	The number of rough sleepers are identified via weekly estimates provided by PATH (Plymouth Access to Housing), who undertake regular tours of the city.
	13. Long-term support needs met by admission to residential and nursing care homes (65+)	The number of people aged 65 years and over whose long-term social care needs following an assessment are met by admission to a residential or nursing care home.
Keep children, young people and adults protected	14. Children in care (rate per 10,000)	If a child/young person is made the subject of a care order, we have legal responsibility for them. We count a child as a 'child in care' if they get accommodation for a period of more than 24 hours, are subject to a care order, are accommodated under section 20 of the 1989 Children's Act or are subject to a placement order (adoption). To enable comparison against other authorities, we report the number as a rate per 10,000 children within our authority's population.
	15. Children with multiple child protection plans	The percentage of children starting a Child Protection Plan who have previously been on a Child Protection Plan. The current Plan may be for the same or different reasons and there might be a significant time lapse between Child Protection Plans.
	16. Closed adult safeguarding enquiries with desired outcomes fully/partially achieved	The percentage of safeguarding enquiries in which, at the point of completion, the individual affected or individual's representative's desired outcomes have been fully or partially achieved.
	17. Adult Social Care users who feel safe and secure	The proportion of people who use Adult Social Care (ASC) services who say that those services make them feel safe and secure, as measured using the annual Statutory ASC Survey.
Improved schools where pupils achieve better outcomes	18. Percentage of early years settings judged by Ofsted as good or outstanding	The Office for Standards in Education, Children's Services and Skills (Ofsted) inspect services providing education and skills for learners of all ages. Ofsted's role is to make sure that organisations providing education, training and care services in England do so to a high standard for children and students. There are four overall judgements: 'outstanding', 'good', 'requires improvement' and 'inadequate'. The aspiration in Plymouth is that all Early Years settings are judged as at least 'good' in their overall effectiveness. Please note that due to the COVID-19 outbreak, Ofsted inspections from March 2020 were suspended. Graded inspections resumed at the start of the 2021/22 academic year.
	19. Percentage of pupils attending a school judged by Ofsted as good or outstanding	The Office for Standards in Education, Children's Services and Skills (Ofsted) inspect services providing education and skills for learners of all ages. Ofsted's role is to make sure that organisations providing education, training and care services

20. Percentage of Key Stage 4 pupils achieving the Basics (5+ in English and Maths)

in England do so to a high standard for children and students. There are four overall judgements: 'outstanding', 'good', 'requires improvement' and 'inadequate'. The aspiration in Plymouth is that all pupils attend a school that receives a minimum judgement of 'good' in their overall effectiveness. Please note that due to the COVID-19 outbreak, Ofsted inspections from March 2020 were suspended. Graded inspections resumed at the start of the 2021/22 academic year.

Key Stage 4 is the phase of education attended by 14 to 16 year olds and leads to GCSE examinations. GCSEs are awarded a grade level between 1 and 9, with a strong pass (C+) being graded at a 5+ and the previous 'A' grade being graded at a level 7. Obtaining a 5+ in English and Maths is considered 'achieving the Basics'.

DELIVERING ON OUR COMMITMENTS

Priority	Key performance indicators	Description
Empowering our people to deliver	1. FTE days lost due to staff sickness	The average number of working days lost due to sickness per full-time equivalent (FTE) employee, calculated as a rolling 12 month average, excluding schools. Sickness data includes days lost due to physical and mental ill health, as well as injuries.
	2. Staff engagement	A narrative overview of what we are doing to improve staff engagement.
Providing a quality service to get the basics right	3. Customer experience score	The customer experience score is an index KPI that takes into account performance against a number of indicators focused on the customer. Currently, this indicator considers customer complaints resolved in expected timescales; Freedom of Information (FOI) requests completed within 20 working days; the time taken to process new claims for Housing Benefit and Council Tax Support; percentage of bins reported as missed by customers; and the number of households prevented from or relieved of homelessness. Two points are allocated when an indicator is achieving target, one for a KPI that is amber against target (within 15%) and none for a KPI that is red against target (more than 15% away). The score is then represented as a percentage of the maximum score possible.
Engaging with and listening to our residents, businesses and communities	4. Residents who know how to get involved in local decisions	The percentage of Plymouth City Survey respondents who agreed with the statement 'I know how to get involved in decisions that affect my local area'.
Providing value for money	5. Spend against budget (£million)	The projected balance remaining against the council's overall budget at the end of the financial year, updated monthly.
	6. Council tax collected	The percentage of council tax collected – this is a cumulative measure and shows whether or not the council is on track to collect all council tax by the end of the financial year, which contributes to the amount of money available to spend on services.
	7. Business rates collected	The percentage of National Non-Domestic Rates (NNDR) collected against the amount due to be collected. NNDR is more commonly known as 'business rates' and charged on most properties that are used for non-domestic purposes, for example shops and offices. The collection of business rates represents approximately 61% of the council's overall income so it is important that the collection of NNDR is monitored.

Championing Plymouth regionally and nationally	8. Offers and Asks	The Offers and Asks is our way of influencing the government on what we need for the city. The 'Asks' are updated regularly and are used to advise and inform Plymouth's three Members of Parliament (MPs). A narrative update on progress is reported.
	9. Regional influence	A narrative update on progress made regarding our work with partners and neighbouring councils, as well as how we promote our regional leadership role.

This report was produced by the Plymouth City Council Performance and Risk Team. For further information, please contact:

Ross Jago
Head of Governance, Performance and Risk
Chief Executive Office
Plymouth City Council
Ballard House
West Hoe Road
Plymouth
PL1 3BJ

Ross.Jago@plymouth.gov.uk

This page is intentionally left blank

Cabinet



Date of meeting:	08 March 2022
Title of Report:	Finance Monitoring Report January 2022
Lead Member:	Councillor Nick Kelly (Leader)
Lead Strategic Director:	Brendan Arnold (Service Director for Finance)
Author:	David Northey - Head of Integrated Finance Hannah West – Finance Business Partner
Contact Email:	David.northey@plymouth.gov.uk
Your Reference:	Fin/djn/2021(10)
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report sets out the forecast revenue finance monitoring position of the Council to the end of the financial year 2021/22, as at the end of January 2022.

The overall savings plans for the year continue to be set out in detail in Appendix A. Of the total target savings of £13.845m, Directorates are reporting that £8.581m (over 61%) are already achieved, with a further £3.081m (over 22%) on track for delivery.

Recommendations and Reasons

That Cabinet:

1. Notes the current revenue monitoring position;

This is part of the monthly monitoring cycle to ensure good financial reporting in line with best accounting practices

2. Notes the setting aside of resources to the value of £2.845m.

This sum has been committed to balance the 2022/23 Budget as described in the Council Budget report, received by Full Council on the 28 February 2022.

Alternative options considered and rejected

None – our Financial Regulations require us to produce regular monitoring of our finance resources.

Relevance to the Corporate Plan and/or the Plymouth Plan

The financial outturn report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

Implications for the Medium Term Financial Plan and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's MTFP is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFP going forward and require additional savings to be generated in future years.

Financial Risks

This is the monitoring position as at the end of January 2022. As with all financial information there are associated risks as we move through the year. These are set out in the report, and in particular within the savings tables. All efforts are being made to hold the financial position as forecast level at the year end. The £1.907m of "red" savings which are at risk of not being delivered, have been covered within the monitoring forecast.

Carbon Footprint (Environmental) Implications:

No impacts directly arising from this report.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives.

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	2021/22 Savings status							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	pl.21. 22.29 0	Leg	LS/38 202/A C/7/3 /22	Mon Off		HR		Assets		Strat Proc	
Originating Senior Leadership Team member: Brendan Arnold (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 18/02/2022											
Cabinet Member approval: Councillor Nick Kelly (Leader)											
Date approved: 07/03/2022											

SECTION A: EXECUTIVE SUMMARY

Table 1: End of year revenue forecast

	Budget £m	Net Forecast Outturn £m	Variance £m
Total General Fund Budget	195.568	195.565	(0.003)

The forecast revenue outturn after the application of Covid grants and council mitigating actions is currently estimated to be balanced. This is an improved position of £0.529m from the last report (period 9). It should be noted that the financial position will fluctuate as we move through the year. Officers and Members will continue to work closely to hold a balanced position at the end of the year.

The pandemic continues to have a major impact on our financial resources, with a potential drawdown of £17.824m against the currently available grants. Accordingly there is a nil impact on the forecast variance.

SECTION B: Directorate Review

Table 2: End of year revenue forecast by Directorate

Directorate	Budget £m	Forecast £m	COVID offset £m	Forecast Net Variance £m	Status
Executive Office	5.429	5.655	(0.226)	0.000	on budget
Customer and Corporate Services	44.031	45.243	(1.212)	0.000	On budget
Children's Directorate	53.074	63.575	(9.378)	1.123	over
People Directorate	89.441	92.734	(3.293)	0.000	on budget
ODPH	(0.537)	(0.715)	(0.127)	(0.305)	under
Place Directorate	24.976	28.441	(3.588)	(0.123)	under
Corporate Items	(20.846)	(39.368)	17.824	(0.698)	under
Total	195.568	195.565	0.000	(0.003)	under

1. Executive Office

- 1.1 The Executive Office is continuing to report a balanced position. COVID-19 related pressures reflect additional costs associated with court activity and resourcing.

2. Customer and Corporate Services Directorate

- 2.1 The Directorate is forecasting a breakeven position. COVID-19 costs have remained unchanged.

3. Children's Directorate

- 3.1 The Directorate is forecasting an over spend of £1.123m. This is a further net pressure of £0.032m from the December forecast.

4. People Directorate

- 4.1 The People Directorate is continuing to forecast a breakeven position for the year.

5. Office of the Director of Public Health (ODPH)

- 5.1 Public Protection Service, within Public Health, is reporting an under spend of £0.305m due to staffing costs being offset to Covid grant and additional funding.

6. Place Directorate

- 6.1 The Directorate is reporting an under spend following receipt of insurance money covering the fire at Chelson Meadow RTS. COVID-19 related additional spend and income foregone totals £3.588m. The majority of this continues to relate to loss of car parking income.

7. Corporate Items

- 7.1 Corporate Items is reporting an under spend of £0.698m, this is a further improvement of £0.414m from month 9. This includes the transfer of uncommitted resources of £2.845m identified in the Budget report to Council (28 February 2022) in order to balance the 2022/23 Budget. In addition, COVID-19 financial support continues to be held here.

Appendix A 2021/22 Savings status (I) Summary

	Total	Achieved savings	on track for delivery	Working on for delivery	Planned, internal/external actions required to deliver
	£m	£m	£m	£m	£m
Children's	4.001	3.127	0.066	0.000	0.808
People	3.160	3.160	0.000	0.000	0.000
ODPH	0.028	0.028	0.000	0.000	0.000
Customer & Corporate	4.571	1.136	2.845	0.019	0.571
Place	1.035	0.080	0.170	0.257	0.528
Corporate Items	1.050	1.050	0.000	0.000	0.000
2021/22 Savings	13.845	8.581	3.081	0.276	1.907

Appendix A 2021/22 Savings status (2) Detail

Directorate / Plans	Target Savings	Achieved savings	Plans on track for delivery	Plans worked on for delivery	Planned, internal/external actions required to deliver
	£m	£m	£m	£m	£m
Children					
EPS step up	0.152	0.152			
Home to School Transport	0.179	0.179			
AST	0.500	0.293			0.207
Fostering	0.670	0.189			0.481
Troubled Families	0.650	0.650			
Placement Review	1.400	1.214	0.066		0.120
Management Actions	0.450	0.450			
Children - Savings	4.001	3.127	0.066	0.00	0.808
People					
Care Package Reviews (SC)	0.775	0.775			
Direct Payment Reviews (SC)	0.250	0.250			
Increased FCP Income (SC)	0.100	0.100			
Commissioned Contracts (SC)	0.250	0.250			
Grant Maximisation (CC)	0.200	0.200			
Management Actions (CC)	0.050	0.050			
Income Targets (CC)	0.050	0.050			
One Off Savings 2020/21 (SC)	1.485	1.485			
People - savings	3.160	3.160	0.000	0.000	0.000
ODPH					

Additional Income	0.008	0.008			
Additional Income #2	0.020	0.020			
ODPH - savings	0.028	0.028	0.000	0.000	0.000
Customer, Corporate Services and Executive Office					
Efficiency	0.949		0.949		
FM review	0.550				0.550
Business support	1.200	0.917	0.283		
ICT	1.000		1.000		
CEX; Legal services	0.100		0.100		
Coroner	0.040			0.019	0.021
Training	0.153	0.153			
Capitalise Capital Team	0.050	0.050			
Internal Audit	0.016	0.016			
Departmental	0.513		0.513		
Customer & Corporate Services and Executive Office savings	4.571	1.136	2.845	0.019	0.571
Place					
Regeneration Property Fund	0.500				0.500
Concessionary Fares	0.080	0.080			
Weston Mill, bulky & trade waste income	0.208			0.180	0.028
Resident Parking	0.060		0.060		
On/Off parking	0.065		0.065		
Fees and charges including Mt. Edgcumbe	0.122		0.045	0.077	
Place savings	1.035	0.080	0.170	0.257	0.528
Corporate					
Schools PFI - adjustments	1.015	1.015			
Income target not allocated	0.035	0.035			
Corporate savings	1.050	1.050	0.000	0.000	0.00
Overall Total savings	13.845	8.581	3.081	0.276	1.907

This page is intentionally left blank

Cabinet



Date of meeting:	08 March 2022
Title of Report:	Commissioned Placement Sufficiency Plan 2022/23
Lead Member:	Councillor David Downie (Cabinet Member for Education, Skills, Children and Young People)
Lead Strategic Director:	Alison Botham (Director for Children's Services)
Author:	Emma Crowther, Strategic Commissioning Manager
Contact Email:	Emma.crowther@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

Plymouth City Council has a legal duty under section 22G of the Children Act 1989 to secure, so far as is reasonably practicable, sufficient local accommodation which meets the needs of children in the care of the Council. The Council commissions and provides a range of different types of placements in order to meet the sufficiency duty, and this paper describes the proposed activity for 2022/23 to continue to increase the quantity and quality of local placements which are commissioned.

This is in the context of significant local, regional and national challenges with the number of available placements for children in care, and the need to have a clear local plan for tackling these challenges in order to be able to support vulnerable children and young people.

Recommendations and Reasons

This paper describes the actions being taken in relation to placement sufficiency and specifically covers proposals for three areas of placement activity. For all three areas it is recommended to approve the business case containing the proposals to carry out procurement activity, with contract award decisions for each project delegated to the Director of Children's Services. Updates on key milestones will be provided to CMT during each project to ensure that there continues to be senior corporate oversight and challenge on the risks, benefits and opportunities of each approach. The Director of Children's Services will provide an update to Cabinet at a future date on progress and the approaches taken to the provider market.

I: Foster placements commissioned from independent fostering agencies (IFA's)

Recommendations:

- Proceed with a tender in partnership with Devon County Council, Torbay Council and Somerset County Council, to replace the current Peninsula Fostering Framework Contract. This will include fostering, parent and child and staying put placements.

- Proceed with a tender either in partnership with the local authorities listed above or as a standalone project for Plymouth, to develop a closer partnership with one or more IFA's to deliver local foster placements for adolescents and/or children with more complex needs

2: Residential children's homes

Recommendations:

- Proceed with a standalone tender for Plymouth to replace the current Caring in Partnership residential block contract
- Proceed with a tender in partnership with Devon County Council, Torbay Council and Somerset County Council, to replace the current Peninsula residential Framework Contract.

3: Supplementary health and care agency support for children and young people

Recommendation:

Proceed with a tender, either in partnership with Devon County Council, Torbay Council and Somerset County Council, or as a standalone project for Plymouth, to develop a new Framework contract.

Alternative options considered and rejected

Not having contracts in place for commissioned placements:

- If suitable contractual arrangements are not in place for these three areas there is a risk that placement and agency staff providers will not be clear on what is expected of them in delivering care and support to vulnerable children. This would be a failure of the Council's duty as a corporate parent and is likely to impact on the quality of the provision.
- Not having contracts in place also fails to provide placement providers with a clear picture of our strategic and operational needs, to enable them to develop their own business plans, including for recruitment and retention of staff and investment in new homes. It also enables the development of more sophisticated ways of working together which move beyond transactional to relational, with the needs of children and young people at the centre.
- Without suitable contracts placements would need to be spot purchased, with the risk of the Council needing to pay higher weekly fees. This would also require more Brokerage capacity to negotiate each placement on an individual basis.

Relevance to the Corporate Plan and/or the Plymouth Plan

This proposal is relevant to the Corporate Plan - Caring for People and their Communities:

- People feel safe in Plymouth - the provision of suitable local placements and support for children and young people in care will help us to keep children safe, with suitable people to support and care for them in the city.
- Keep children, young people and adults protected – the provision of suitable local placements enables our children and young people to remain living in the city, and able to maintain links with their education, health support and friends and family where appropriate, as part of a wider response to ensuring that children are protected from harm and able to thrive.

The proposal also links to A Bright Future 2021-2026, the children and young people's partnership plan for Plymouth. A Bright Future seeks to make sure that all of the city's children and young people have the best possible start to life. The plan makes specific reference to placement sufficiency as a priority action.

Implications for the Medium Term Financial Plan and Resource Implications:

Although this report relates to commissioning activity, led by Strategic Commissioning, the budget for the service is within Children's Services (Children, Young People and Families), and decisions about placements for individual children are made in this service area. The budget for placements represents a significant proportion (68%) of the spend for Children, Young People and Families.

This is an area of high spend for the Council, with increases in the number of residential, fostering and provision where additional staffing has been required over recent years. The procurements will achieve transparency of pricing through the breakdown of weekly placement fees, clarity of costs for future contract years and enable a comparison across providers and agencies to support future Value for Money judgements. A focus on achieving a higher number of placements based in or near to Plymouth will also reduce the costs associated with out of area placements, including travel for professionals and for the child in returning to the city for family time or key appointments and meetings.

The following figures show the forecasted spend for 2021/22 for the areas covered by this paper:

- Foster placements commissioned from independent fostering agencies (IFA's): £8,037,149
- Residential children's homes in Plymouth – block contract spend: £3,749,853
- Residential children's homes – framework and spot purchase: £12,518,019
- Supplementary health and care agency support for children and young people: £2,200,000

Financial Risks

Spend on commissioned placements has continued to rise year on year, driven partly by an increase in the number of children requiring a placement, and for some their individual complexity requiring higher levels of staffing. Providers have also seen their costs rise, including those related to the cost of living but also those associated with recruitment and retention of staff. Children's Social Care, like Adult Social Care and Health, are seeing significant challenges in being able to pay salaries which encourage staff to remain working in care.

There is a risk that the cost of provision will continue to rise, particularly in order to be competitive in retaining and supporting staff able to care for vulnerable children. Robust contract arrangements which support collaborative and well planned placements for children and young people will help to mitigate this risk.

Carbon Footprint (Environmental) Implications:

The sufficiency duty requires local authorities to ensure that as far as possible there are local placements available for their children in care. The more successful this is, the less likely it is that children and young people will need to be placed out of area, requiring less travel for contact with family members and social workers and visits from other professionals.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

All commissioned placements should be of a good quality, offering children and young people the chance to thrive in all areas of their lives. This should help to mitigate the impact of child poverty which they may (but not necessarily the case) have experienced prior to coming into care.

Appendices

**Add rows as required to box below*

Fin	djn.21 .22.29 I	Leg	MS/3 8198	Mon Off		HR	N/A	Asset s	N/A	Strat Proc	PB/SC/011 /CAB/BC/ 0222
<p>Originating Senior Leadership Team member: Anna Coles (Service Director of Integrated Commissioning)</p> <p>Please confirm the Strategic Director(s) has agreed the report? Yes</p> <p>Date agreed: 16/02/2022</p>											
<p>Cabinet Member approval: Councillor David Downie (Cabinet Member for Education, Skills, Children and Young People)</p> <p>Date approved: 23/02/2022</p>											

BUSINESS CASE: COMMISSIONED PLACEMENT SUFFICIENCY PLAN 2022/2023

I. EXECUTIVE SUMMARY

Plymouth City Council is highly ambitious for all children and young people in the city, as set out in A Bright Future 2021-2026, seeking to make sure our children have the best possible start to life. This includes children and young people in the care of the local authority and care leavers, who are likely to have experienced significant challenges and trauma. A key part of this is making sure they have safe, warm and caring places to live, with caregivers who are skilled and able to fully meet their needs through childhood and into their adult lives. The Council wants to work with placement providers in a way that is innovative and imaginative, that flexes to meet the needs of children and young people and manages risks together using true partnership. Many placement providers are motivated by doing the right thing for children and young people, and the Council seeks closer working relationships with providers who are keen to work in this way to develop new ways of providing care.

Currently, the demand for suitable placements for children in care outstrips supply, with increasing difficulty in sourcing the right placement the first time a child or young person needs it. The cost of providing good quality care is rising, although there are some providers who would seek to exploit the current lack of supply by raising fees beyond what is reasonable.

This business case sets out a series of proposals for 2022/23, designed to:

- Increase the supply of available local placements for Plymouth children and young people through formalising closer working relationships and partnerships with placement providers;
- Ensure that placements are of good quality to be able to support positive outcomes for children;
- Support Value for Money decisions through transparency of weekly fees and collaborative and innovative working with suitable providers of care;
- Move further and faster in engaging with providers to find local solutions for sufficiency challenges and supporting relational approaches and innovation;

This paper proposes considering options where working with neighbouring local authorities would bring benefits, but progressing on a Plymouth-only basis where the pace of sub regional work is not fast enough to support rapid transformation or where there are more benefits from Plymouth taking action on a local footprint. All options will take into account the views of children and young people in care and also consultation with placement providers.

All local authorities have a statutory duty to provide suitable local placements for children and young people in their care. This is done through a range of provision, including:

- Foster placements
- Residential children's homes

- Supported lodgings or supported accommodation (for young people over the age of 16 with support rather than care needs)

Children are also placed with:

- Connected carers – placement with family members or others with a connection to the child
- Adoptive parents
- Residential special schools

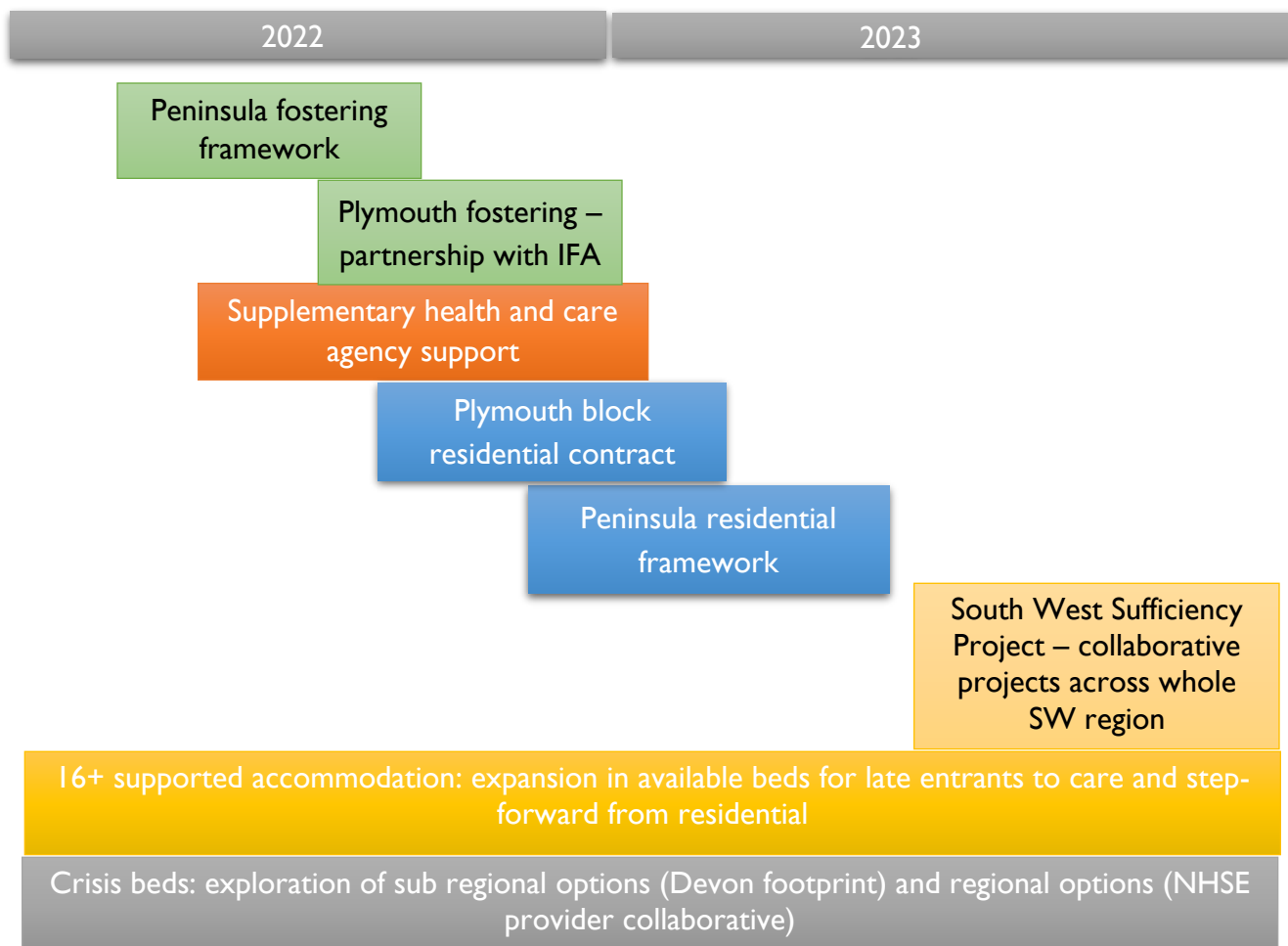
Placements can either be provided by local authorities themselves or commissioned from external providers. The scope for this business case is all placement provision, but with specific proposals for the provision of commissioned fostering and residential placements. It also includes the provision of supplementary health and care agency support for children and young people.

Alongside this paper, work is ongoing to continue to develop the 16+ provider market. A new contract for this service was put in place in spring 2021 which is a combination of a block and framework contract. In the last year this has generated 12 additional beds in Plymouth and negotiations are continuing to further expand this offer for young people either entering care once they are 16 or those able to step-forward from residential care into more independent living.

Other work taking place includes regional and sub-regional consideration of options for the care of very complex children, where more traditional placement options are not available. This is being considered as part of a Regional Sufficiency Project, across the 14 south west local authorities. A regional Market Position Statement is in draft form and will lead over the next 18 months to recommendations for commissioning some services on a regional footprint. In addition, work is ongoing across the NHS Devon CCG footprint (Plymouth, Devon and Torbay) to consider more local options for children with very complex needs, including a bed based option and wrap-around support teams.

Any learning from the Independent Review of Children's Social Care (due to be published in the spring) and the associated Competition and Markets Authority review of the cost of care, including fostering and residential placements, will be taken into account as part of the design of any approaches to procurement. Any possible approaches to improving placement sufficiency and managing local demand will also consider the option of invest to save programmes, to "build or make our own".

The proposed work is set out below in terms of the order in which the projects will take place over the 12 to 18 months; the bulk of the activity will take place in 2022, with the benefits beginning to be realised from 2023. Work on further increasing 16+ placements and considering options for crisis provision will be ongoing throughout this period.

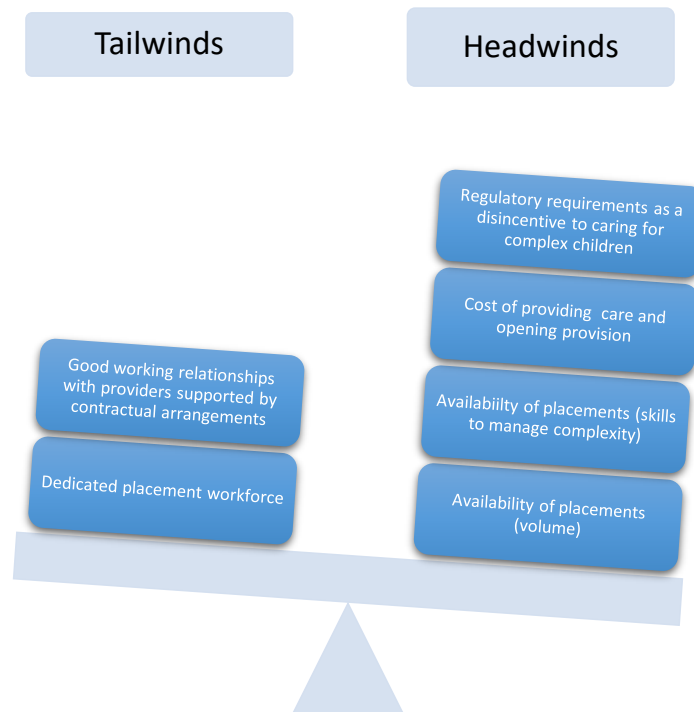


Challenges

Placement sufficiency is significantly challenged, across all types of provision. This has been exacerbated by rising demand and complexity, the Covid-19 pandemic, workforce resilience and the cost of providing good quality care. It is often quoted that residential children's home staff can earn more by working in a supermarket than caring for children; this presents difficulties when attracting new workers into the sector.

Changes to regulations have also impacted on the availability of placements, locally and nationally. The use of unregulated placements (those not regulated by Ofsted) has been banned for children under the age of 16 since September 2021. Additional requirements will begin from April 2023 for providers of independent and semi-independent placements for 16 and 17 year olds in care and care leavers to be registered with Ofsted under a new regulatory framework. While welcomed in terms of driving up the quality of provision, this is likely to further increase costs and also lead to some providers exiting the market, without a clear plan for remaining providers to be able to fill the gap.

However, the appetite exists for change; providers in closer working relationships with Plymouth such as the residential and 16+ block contracts have been able to offer good quality local placements at reasonable prices which support the stability of the provision. **There is a need to go further and faster in progressing these type of partnership arrangements**, to be able to address some of the “headwinds” shown in the diagram below. This will have the benefits of increasing the number of available placements for Plymouth children, ensure that providers fully understand the range of needs to be supported, and that providers feel part of a “team around the child” approach to care.



2. DEMAND FOR SERVICES

The demand for placements is driven by two factors:

- the rate of children entering the care system;
- the rate of placement breakdown once children are in care and need a change of placement (often leading each time to a higher cost, more intensive placement);

For Plymouth, both of these factors should improve over the next 12 months; additional investment in social work staff will lead to reduced caseloads. This should have benefits in terms of case management, both in supporting children to remain at home with their families where appropriate, but also in being able to respond more rapidly to early signs of placement instability and in preventing placement breakdown.

The newly formed Early Help Partnership which will drive forward a programme of 0-19 Family Hubs for the city, and the further exploration of the scope of the Adolescent Support Team offer will also

support the ability to be able to respond earlier to emerging need and reduce escalation. The visibility and reliability of the Early Help offer is critical to supporting families to be able to manage difficulties.

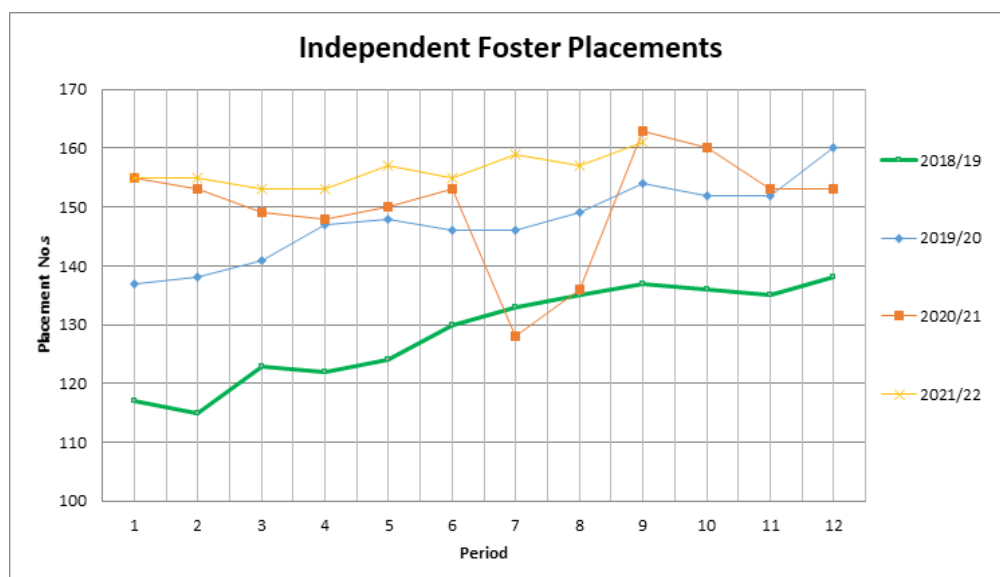
However, as at the 31st December 2021 500 young people were in the care of Plymouth City Council. The trend over the last 5 years shows an upward trend of approximately 5% per year. This would indicate the 500 number would rise to 525 over the next 12 months if the trend continued.

Of the current cohort of 500 children in care, 155 (31%) came into care after the age of 11, indicating that at least a third of children entering care are over 11. 12.6% of the cohort in care are placed in residential children's homes, with the majority of children aged over 11.

In 2021 Plymouth had a higher percentage of children in care with a percentage of three or more placements when compared with the England, regional and statistical neighbour average. The 2021 LAIT data (31/03/2021) shows that 12% of Plymouth children in care had had three or more placements, up from 10% in 2019. In the same period the statistical neighbour average reduced to 9.5%. Children experiencing multiple placement breakdowns are likely to be placed in higher cost provision and are more likely to be placed out of area, as well as experiencing the trauma of rejection from the place they consider to be home.

3. THE SERVICES - FOSTERING

The majority of children and young people in Plymouth's care are placed in a foster placement. These placements are provided by the in-house Plymouth City Council fostering service and also via a range of independent fostering agencies (IFA's). The independent agencies historically focus on providing placements for children with more complex needs, although over more recent years have placed a broader range of children. The use of commissioned foster placements has been rising over the last 5 years, partly due to a rise in the number of children coming into care, challenges with recruiting in-house foster carers and the complexity of caring for some children, particularly in their teenage years. The graph below shows the trends since 2018:



Since 2006 Plymouth City Council has collaborated with Peninsula partners including Devon County Council, Torbay Council and Somerset County Council to commission over-arching contracts for foster placements. The current contract began on 1st April 2018, with Devon County Council as the lead commissioner. It is a framework contract, which doesn't commit the local authority to commissioning any placements, but ensures that there is a clear expectation of quality and price if placements are used. The contract covers:

- Fostering
- Parent and child fostering
- Staying Put (when a young person remains with their former foster carer after they are 18)

The current annual spend on the contract is £8,037,149.

The contract covers fostering agencies operating in Devon, Cornwall and Somerset, although some of the agencies offer placements nationally. All agencies are required to be registered with Ofsted.

Agencies provide a list of their weekly fees, with an additional "menu" of enhanced support, such as therapy and family support worker time. This enables transparency of the services being commissioned, and an opportunity to scale support up and down dependent on a child's individual needs.

The contract has generally performed well, with agencies continuing to recruit carers for the south west and carers providing a good quality of care. In the last year agencies have found it more difficult to recruit new carers, which has been exacerbated by the Covid-19 pandemic and more existing carers reconsidering their future options. A flaw in the current arrangement has been the providers setting their prices for future years in year one of the contract, which has not been flexible enough to take into account some of the major economic changes over recent years. There has also been a challenge in finding carers with the skills needed to care for children who no longer need a residential placement, or who are stepping out from Tier 4 mental health provision or welfare secure, particularly teenagers with complex needs. Efforts by the in-house fostering service to expand into this area have also been unsuccessful to date. This has meant that some children are being placed in residential care when their needs could be met in a foster placement. These cases are kept under regular review.

Demand for foster placements, both locally and nationally, remains high and this means that providers have less need to engage with any contractual arrangements which they consider to be too restrictive or unaffordable. A Peninsula fostering tender carried out in 2017 which included caps on weekly prices was received poorly by providers, with some large agencies choosing not to engage with the process.

The proposal:

It is proposed to commission a 5 + 1 + 1 framework contract for providers operating locally and nationally, to include the following:

- Standard fostering plus a menu of options and prices for additional support
- Agencies operating outside the south west to support increased sufficiency for when children need to be placed out of area
- Family Based Short Breaks (often used for children with disabilities)
- Emergency carers
- Parent and child fostering

- Staying Put

To encourage fostering agencies based elsewhere in the country to expand into the south west, the contract would have 'entry points' during the lifetime of the framework. It will also have a clearly defined mechanism for considering framework prices annually against the cost of living.

Devon County Council will lead the procurement process on behalf of Plymouth City Council. Using the current annual spend current forecasted spend for 2021/22 of £8,037,149, if the full 7 years of the contract are utilised this is a contract value of £56million.

Further steps:

However, while this approach would cover the majority of fostering related requirements, it will not resolve the issues with the lack of carers able to care for the smaller number of more complex children requiring a family based placement. A more integrated 'team' approach between fostering agencies and the local authority may be beneficial, linked very closely to the specific needs of Plymouth children and the services available in the city. It is therefore recommended that work commences in parallel to explore the feasibility of a partnership arrangement or contract with either one or a small number of fostering agencies to deliver foster placements for children with more complex needs. This may take the form of a block contract or other type of contractual arrangement.

The risks and benefits would be carefully considered before progressing any type of procurement, including the financial benefits. If the Council is able to support more children into a foster placement in a timely way to meet their needs this is likely to lead to improved outcomes, as well as a reduction in the use and cost of residential care.

RECOMMENDATIONS – FOSTERING

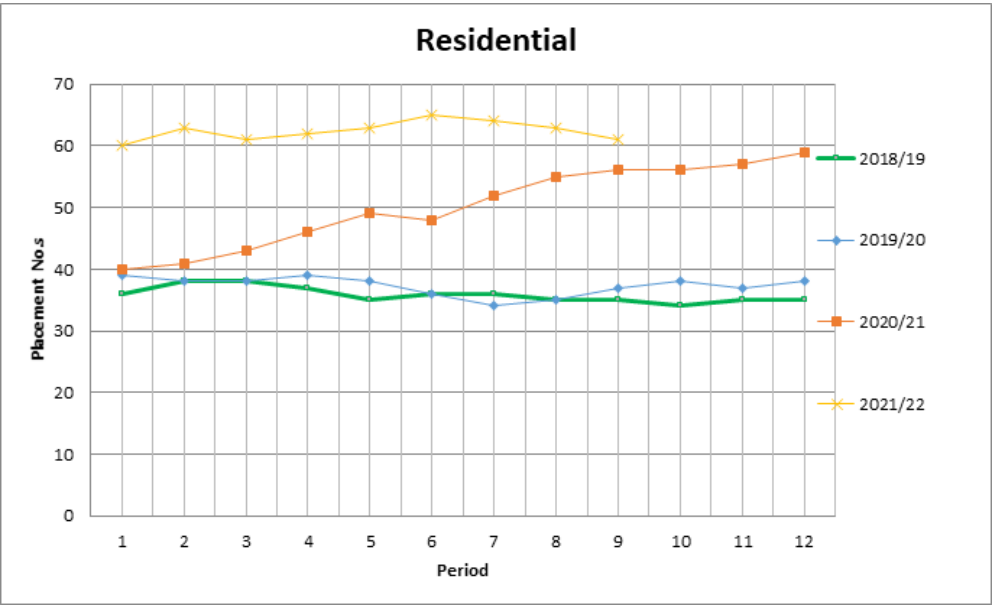
- Proceed with a tender in partnership with Devon County Council, Torbay Council and Somerset County Council, to replace the current Peninsula Fostering Framework Contract. This will include fostering, parent and child and staying put placements.
- Proceed with a tender either in partnership with the local authorities listed above or as a standalone project for Plymouth, to develop a closer partnership with one or more IFA's to deliver local foster placements for adolescents and/or children with more complex needs

4. THE SERVICES - RESIDENTIAL CHILDREN'S CARE

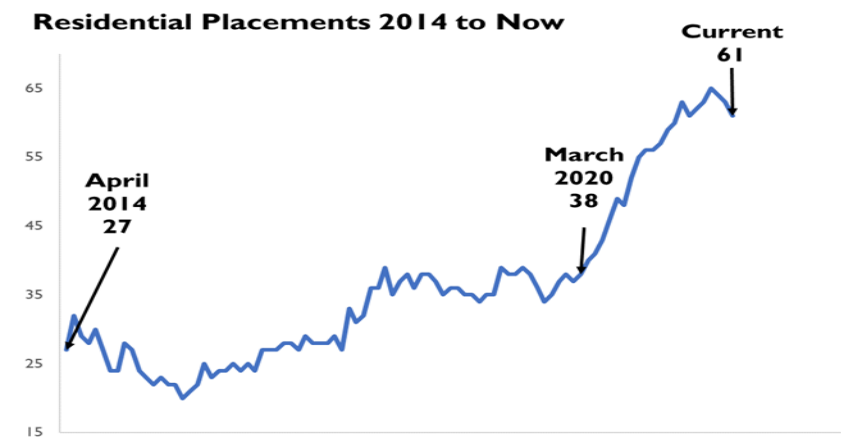
For children and young people with the most complex needs, residential children's homes may be more appropriate to meet their needs, particularly for children who struggle to form emotional attachments in a family setting, such as fostering. The modern model of children's homes is very different to the institutional models of the past – the majority of the homes in Plymouth care for one or two children, and the largest home has three beds. The homes are designed to be as close to family homes as possible, with dedicated staff teams and a focus on trauma informed practice.

Children’s homes have to be Ofsted registered and there are homes offering a high quality of care, with children able to, in time, move on to foster care, onward to independent living or transition home.

Plymouth’s use of residential care is on an upward trend, partly driven by rising demand and complexity, but also by a lack of sufficiency for foster placements for children with complex needs who could be fostered. The graph below shows the trends since 2018:



The graph below illustrates the sharp rise in the use of residential children’s home placements since the beginning of the Covid-19 pandemic.



Currently children’s homes for Plymouth children are commissioned via two routes: a Peninsula residential framework contract and a locally based block contract called “Caring in Partnership”.

Peninsula residential framework

The Peninsula residential framework contract covers residential children's home providers operating nationally, with approaches to those providers with local homes in Devon and Somerset first when searching for a placement. The contract has been in place since February 2019 and can continue until 31st January 2023. The contract does not commit the local authority to any spend, but ensures that expectations of quality are clear and that indicative weekly fees are provided. All residential children's homes are required to be registered with Ofsted and the majority of homes provide support for children with emotional and behavioural difficulties, known as EBD.

The Peninsula residential framework has generally performed well, although some homes have at times experienced quality challenges, usually linked to the skills and resilience of staff and leadership and management. The children's home providers have been extremely resilient throughout the Covid-19 pandemic, with staff moving into homes full time to care for children if they became infected. More recently, providers have begun to disengage with traditional frameworks, so this would need some thought as part of any recommissioning, to ensure that both the local authorities and providers considered there was a benefit in working in this way.

The current contract allows more providers to join the framework and also includes a mechanism for considering any changes to fees annually. This takes into account:

- Any planned increases to the National Living Wage;
- The rate of the Consumer Prices Index (CPI), as compared to the start of the contract year;
- Any unforeseen and significant cost increases, for example regulatory fees;
- Benchmarking against similar local authorities.

The Peninsula residential framework is largely used when a placement is needed for children and young people outside Plymouth. Some children's home placements are also spot purchased, either when there is a need for highly specialized provision, or when the Peninsula framework does not have capacity.

The current annual spend on the residential framework contract and spot purchased residential homes is £12,518,019 after contributions from education and health.

The proposal:

It is proposed to recommission the Peninsula residential framework in some form, in partnership with Devon County Council, Torbay Council and Somerset County Council. The procurement will include a focus on the growth of available good quality children's homes in the south west to reduce the use of spot purchased placements, transparency of weekly fees and delivery of outcomes such as step forward into fostering.

The initial design work for this procurement is yet to begin, but assuming a 5 + 1 + 1 contract based on current forecasted spend for 2021/22, if the full 7 years of a contract were utilised this would be a contract value of £87,626,133.

Caring in Partnership

Caring in Partnership is a block contract for residential children's homes within Plymouth or within a 20 mile radius. The contract which has been in place since March 2018 commits the Council to funding a number of beds, regardless of whether they are used. For Plymouth City Council this is part of the

longer term strategic development of local children's home beds over the last decade which has seen a significant growth in the number of local beds available to Plymouth children:



There is now mixed provision in Plymouth, with the majority of beds secured via the block contract, and the providers working very well with the Council to keep any empty placements to a minimum. Alongside these are a smaller number of homes which are either on the Peninsula residential framework or spot purchased, allowing for flexibility in how these are used.

The block contract allows new beds to be added during the lifetime of the contract, and enables the Council to make sure these meet the needs of Plymouth children before committing to them. In turn, this gives children's home providers the confidence they need to be able to invest in opening new homes (it is estimated that it costs between £500k and £1m to open a new children's home, with the cost of property and the need to have a staff team and manager in place prior to Ofsted registration).

As the block contracted providers have the security of knowing that beds will be paid for, they are able to offer weekly prices which are below the usual market rates. The contract includes the option to be able to offer vacant beds to neighbouring local authorities (although this has not needed to be used), and also a 10% reduction in the weekly fee if a home is graded Inadequate by Ofsted. The average fees paid for block contracted beds is £45k lower per child per year than placements which are not included in the block contract.

The quality of the homes is good, reflected in Ofsted performance: for the largest block contracted provider 64% of their homes in the south west are graded Good or above, while the Plymouth block contracted homes are 78% Good or above.

The approach to the block contract has been supported by extensive partnership working, to wrap around the homes – focused Caring in Partnership meetings include the providers, Camhs, Children's Social Care, Commissioning and the Virtual School. Outcomes for children have been positive, enabling children experiencing breakdown of foster placements to stabilise without needing to bond with a new family, and for others to return to the city, to step forward into fostering, return home and move on into independent living. The approach is relational, rather than transactional, with an emphasis on caring for "our children" together.

The proposal:

It is proposed to recommission the residential block contract, for a period of 3 + 1 + 1 years. As part of this process analysis will be carried out to determine the most appropriate number of beds to

include in the new contract, and also include the option to continue to increase the contracted beds during the lifetime of the contract. Providers will be tested on their understanding of the needs of Plymouth children, commitment to local partnership working and weekly fees.

The current annual spend, based on forecasted spend for 2021/22 on the residential block contract is £3,749,853. Estimated spend on a 5 year contract is 18,749,265.

RECOMMENDATIONS – RESIDENTIAL

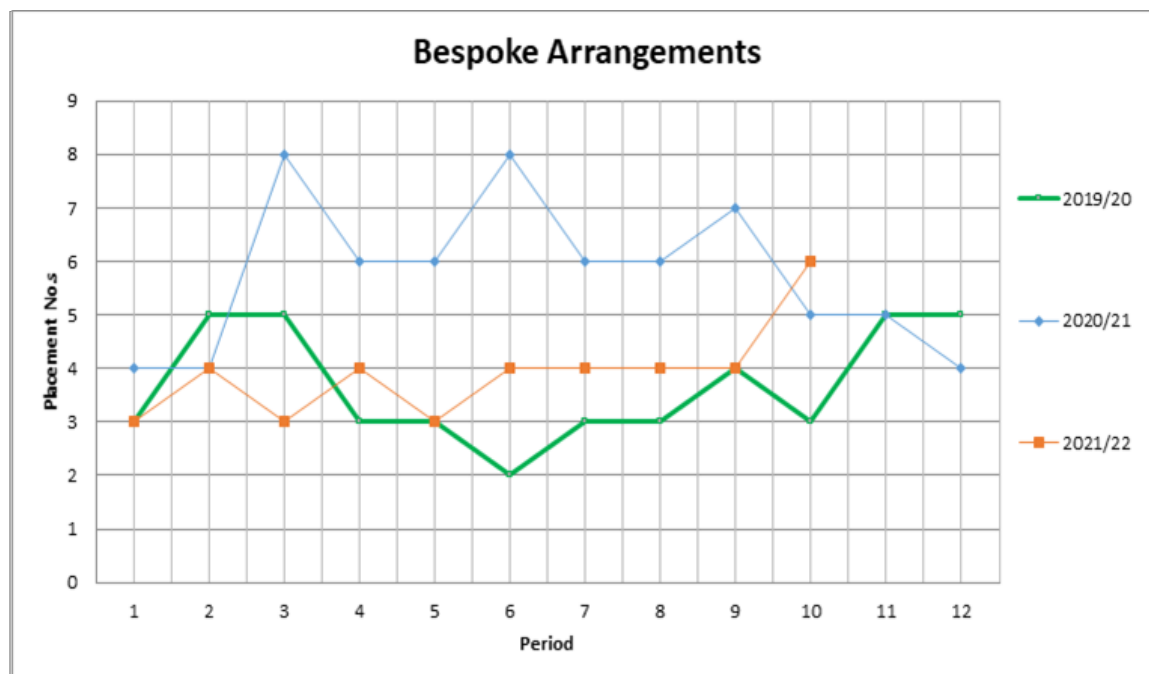
- Proceed with a standalone tender for Plymouth to replace the current Caring in Partnership residential block contract
- Proceed with a tender in partnership with Devon County Council, Torbay Council and Somerset County Council, to replace the current Peninsula residential Framework Contract.

5. THE SERVICES - PROVISION OF SUPPLEMENTARY HEALTH AND CARE AGENCY SUPPORT FOR CHILDREN AND YOUNG PEOPLE

One of the negative impacts of the challenges of placement sufficiency over recent years has been an increase in the use of and spend on agency staffing who can offer care to children on a temporary basis when an Ofsted regulated placement is not available. Supported living arrangements for young people aged 16+ are increasing in number, and residential children's home providers are increasingly considering how they can care for older children with complex needs, but there remains a gap in provision currently.

These temporary arrangements, also referred to as “bespoke arrangements”, usually involve the short term rental of a property, with an agency providing a staff team of carers to work on a rota basis to support the child. Staff are usually skilled as support workers, healthcare assistants or at times nurses, when the child has more complex mental health or medication requirements. These arrangements are only considered for the shortest possible period of time, and tend to be put in place in a crisis situation; this requires significant staff input from both CYPF and Commissioning, on a child by child basis. The quality of these arrangements can be variable and the cost is significant – in 2021/22 it is forecast that Plymouth City Council will spend £2.2m on care agency staffing for bespoke arrangements.

It is also important to note that since September 2021 these arrangements are now considered illegal for children under the age of 16, although are acceptable for young people over the age of 16 with support rather than care needs. For Plymouth these arrangements are currently spot purchased, from the agencies which have staff availability at the time it is needed; this does not lead to effective value for money judgements. The graph below shows the use of these types of arrangements; demand is inconsistent and difficult to plan for, as it is so closely linked to crisis needs.



The aim is to reduce and eventually cease the use of these arrangements, as work progresses to try and grow the number of locally available fostering, residential and I6+ placements. However, in the meantime there is a pressing need to ensure that the Council has effective arrangements in place in the event of crisis, including robust assurance of quality and transparency of costs.

There is also a need at times for similarly skilled agency care staff to support preventative work with families, for enablement or to maintain a family placement through a time of short term crisis. These can be very positive in preventing family breakdown.

The proposal:

It is proposed to develop a specification to set out clear requirements and quality expectations of these types of arrangements, and gather through procurement more detailed information on what each agency is able to offer. This will include an expectation of delivery of evidence based interventions. A procurement will also support value for money by requiring a full breakdown of each agencies costs, so that better informed decisions can be made if staffing is needed. The specification would cover the following range of circumstances:

- a child or young person with disabilities needs 'short break' care/support in the community, enabling them to take part in a wide range of activities that other children experience, thereby promoting their independent living skills, helping them reach their full potential and reducing family stress;
- a child or young person with profound and complex physical or mental disabilities needs 'short break' care/support in the family home, enabling parents/carers to continue caring for them at home;

- a child or young person's level of health and/or social care need is at 'edge of care', and further escalation of need would be likely to result in the child or young person becoming 'looked after' by the local authority;
- a child or young person enters local authority care in response to an 'emergency' or 'crisis' and whilst arrangements are made for an appropriate matched placement to meet their assessed needs;
- a child or young person is in transition between placements as a result of changing needs;
- the placement of a looked after child or young person is at risk of breaking down, to promote stability and continuity;
- a child or young person is in the process of reunification with their family following a period of being looked after by the local authority;
- Independent specialist assessments by agencies, for example independent parent and child assessment, assessment of complex child or parental needs.

A procurement would put in place a framework contract, which does not commit the Council to any spend, but would ensure that robust arrangements are in place to consider price and quality if support is needed.

Devon County Council, Torbay Council and Somerset County Council are experiencing the same quality and affordability challenges in sourcing staff for temporary arrangements and there is an option to work collaboratively to put in place a shared framework. However, this work is not currently proceeding at pace and is likely to be further delayed by the need to prioritise recommissioning the Peninsula fostering contract.

RECOMMENDATIONS – SUPPLEMENTARY HEALTH AND CARE AGENCY SUPPORT FOR CHILDREN AND YOUNG PEOPLE

- Proceed with a tender, either in partnership with Devon County Council, Torbay Council and Somerset County Council, or as a standalone project for Plymouth, to develop a new Framework contract.

6. CONTRACTUAL/LEGAL EVALUATION

For collaborative commissioning with Devon County Council, Somerset County Council and Torbay Council, Devon are the lead authority, ensuring that contract terms and conditions are approved on behalf of the Peninsula Authorities by Devon County Council's Legal team.

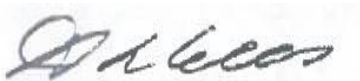
For projects which are carried out by Plymouth City Council, the Council's procurement processes and contract terms and conditions will be used.

When a child or young person is placed, an Individual Placement Agreement is put in place which states the weekly cost of the placement and any additional requirements. Spend on Individual Placement Agreements is approved by the Service Director for Children, Young People and Families and regularly reviewed through care planning and review panels.

This page is intentionally left blank

EQUALITY IMPACT ASSESSMENT TEMPLATE

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): This is the person completing the EIA template.	Emma Crowther	Department and service:	Strategic Commissioning	Date of assessment:	14 th February 2022
Lead Officer: Please note that a Head of Service, Service Director, or Strategic Director must approve the EIA.	Anna Coles	Signature:		Approval date:	21/02/2022
Overview: Please use this section to provide a concise overview of the proposal being assessed including: <ul style="list-style-type: none"> ▪ Aims and objectives (including rationale for decision) ▪ Key stakeholders ▪ Details of any engagement activities 	<p>The proposal is to carry out a range of strategic commissioning activity via procurements and engagement with the placement provider market to secure and develop good quality placements for Plymouth children and young people in care.</p> <p>Children and young people in care need to be able to access a range of placements able to meet their needs, including provision such as foster placements and children's homes. For older young people, it is important to also be able to offer placements which focus on developing independent living skills, as preparation for adulthood. The aim of the procurement is to work with the current providers who offer good quality provision, and attract others to work with us to support Plymouth young people. It is also a key aim to increase the number of locally available placements, within the Plymouth city boundary or within commutable distance.</p> <p>We will ensure that we consult with placement providers as part of the co-design of any commissioning activity and future contracts, with a focus on achieving positive outcomes for children. This will also include, where appropriate, gathering the views of children and young people in care to ensure that commissioned provision meets their needs. We will also consider as part of any service design the recommendations from the Independent Review of Children's Social Care when the report is published, as this is expected to make some recommendations about the commissioning of children's placements.</p>				
Decision required: Within this section, you must be clear on any decision being made and how/when, it will be taken.	Permission is being sought from Cabinet on the 8 th March 2022 to proceed with a range of activity to increase the availability and quality of placements for children and young people in the care of Plymouth City Council.				

SECTION TWO: EQUALITY IMPACT ASSESMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	X
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section two)	Yes		No	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	The proposal aims to ensure that the needs of the child in care population are more fully understood by placement providers, supporting them to have stability and being able to engage with education, health services and social networks. Nevertheless, I have set out some of the key data in respect of this cohort below to provide assurance.			

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
Age	There are currently 492 children and young people in care in Plymouth as at 14 February 2022. This equates to a rate of 92.3 per 10,000 compared to the England average rate of 67.0 per 10,000 (published figure for 31 March 2021).	No adverse impact	Any procurement and engagement with the provider market will aim to increase the supply of suitable placements, offering greater choice in meeting the needs of children and young people at all ages.	Strategic Commissioning – by the time of any tender launches. Social worker/Personal Adviser to monitor progress through care planning/pathway planning.

Disability	<p>A proportion of young people in care will have a diagnosed disability such as a learning disability. Some will have an undiagnosed disability. It is important that young people with a disability are not disadvantaged by using the service.</p> <p>On 14/02/2022, 22.2% of the children in care had a 'disability' according to classifications. For care leavers this figure was reported at 21.7%</p>	No adverse impact	Ensure that the specification and service delivery reflect the full range of needs of the children and young people using the service so that this is well understood.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Gender reassignment	<p>There are no official estimates for gender reassignment at either national or local level.</p> <p>However, in a study funded by the Home Office, the Gender Identity Research and Education Society (GIREs) estimate that between 300,000 and 500,000 people aged 16 or over in the UK are experiencing some degree of gender variance.</p>	No adverse impact	Providers selected by any procurements will understand the need to support children and young people into the next phase of their life. Providers will also need to understand the range of support services in the city.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Marriage and civil partnership	<p>There were 234,795 marriages in England and Wales in 2018.</p> <p>In 2020, there were 7,566 opposite-sex civil partnerships formed in England and Wales, of which 7,208 were registered in England and 358 were registered in Wales.</p> <p>There were 785 civil partnerships formed between same-sex couples in England and Wales in 2020, of which 745 were registered in England and 40 were registered in Wales.</p>	No adverse impact	Providers selected by any procurements will understand the need to support children and young people into the next phase of their life. Providers will also need to understand the range of support services in the city.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Pregnancy and maternity	Young people in care and care leavers will require support with a range of issues, including pregnancy for a small proportion prior to their 19th birthday.	No adverse impact	Providers selected by the procurements will understand the need to support young people into the next phase of their life.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress</p>

			Providers will also need to understand the range of support services in the city to facilitate effective pathway planning.	through care planning/pathway planning.
Race	<p>The SSDA903 return to DfE showed that 92.8% of the Plymouth children in care population define themselves as White (as at 31/03/2021)</p> <p>Those identifying as White British or White English equated to 88.2% of the Plymouth children in care population. This figure excludes those identifying White Irish or White Other.</p>	No adverse impact	Ensure that the specification and service delivery reflect the full range of needs of the children and young people using the service so that this is well understood	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Religion or belief	Young people in care may follow a range of religions or faiths. It is important that they are supported by placement providers to practice their beliefs and engage with religious and faith communities as they wish.	No adverse impact	Ensure that the specification and service delivery reflect the full range of needs of the children and young people using the service so that this is well understood.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Sex	50.2 per cent of our population are women and 49.8 per cent are men.	No adverse impact	Any procurement and engagement with the provider market will aim to increase the supply of suitable placements, offering greater choice in meeting the needs of all children and young people in care.	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress through care planning/pathway planning.</p>
Sexual orientation	There are no official estimates for sexual orientation at a local level. There is no precise local data on sexual orientation in Plymouth.	No adverse impact	Providers selected by any procurements will understand the need to support children and young people into the next phase of their life. Providers will	<p>Strategic Commissioning – by the time of any tender launches.</p> <p>Social worker/Personal Adviser to monitor progress</p>

	<p>Data based on the ONS Annual Population Survey 2017 estimates, approximately 1.7 per cent of the UK population is lesbian, gay or bisexual (LGB).</p> <p>Young people in care and care leavers are likely to mirror the wider population, with a range of sexual orientation.</p>		also need to understand the range of support services in the city.	through care planning/pathway planning.
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--------------------------------------------------------------------	-----------------------------------------

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
<p>If your proposal may impact on the Council's ability to ensure human rights, please specify the relevant article in the boxes below – add more rows if required. Only complete this section if it is relevant to your decision. If it is not relevant, please type 'not applicable'.</p>	Not applicable	Not applicable	Not applicable

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Celebrate diversity and ensure that Plymouth is a welcoming city.	The proposals aim to ensure that Plymouth children and young people in care are safe, supported and feel welcomed in their home city, with care providers having a full understanding of their needs	Not applicable	Not applicable
Pay equality for women, and staff with disabilities in our workforce.	Not applicable		

Supporting our workforce through the implementation of Our People Strategy 2020 – 2024	Not applicable – relates to externally commissioned services	Not applicable	Not applicable
Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.	The proposals aim to ensure that Plymouth children and young people in care are safe, and supported by carers who understand the services available in the city and would encourage them to report any hate crimes they or others experience	Not applicable	Not applicable
Plymouth is a city where people from different backgrounds get along well.	The proposals aim to ensure that Plymouth children and young people in care are safe, supported and feel welcomed in their home city, with care providers having a full understanding of their needs, but also that children and young people understand their role as they grow older in helping Plymouth to be a tolerant and caring city	Not applicable	Not applicable

Cabinet



Date of meeting: 08 March 2022

Title of Report: **Our commitment to equality and diversity**

Lead Member: Councillor Mrs Vivien Pengelly (Cabinet Member for Home & Communities)

Lead Strategic Director: Giles Perritt (Assistant Chief Executive)

Author: Laura Hill, Policy and Intelligence Advisor

Contact Email: Laura.hill@plymouth.gov.uk

Your Reference: LH080322

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

This paper sets out the progress that the Council has made towards meeting its Public Sector Equality Duty and promoting equality in 2021.

The paper acknowledges that there has been progress towards meeting the outcomes set out in the Equality and Diversity Action Plan (2020-21). It also acknowledges that further work is required for equality and diversity to be fully mainstreamed across the Council.

The paper includes an updated Equality and Diversity Action Plan for 2022/23 to enable equality and diversity to be further embedded across the Council.

Recommendations and Reasons

Cabinet is asked to:

1. Note the progress made by the Council towards mainstreaming equality and diversity within the Council.
2. Endorse the updated Equality and Diversity Action Plan for 2022/23.

The Council is subject to the Public Sector Equality Duty and the Equality and Diversity Action Plan supports the Council in meeting this duty.

Alternative options considered and rejected

Option 1 - do nothing

Under the Equality Act (2010) Plymouth City Council is subject to the Public Sector Equality Duty therefore the option to do nothing is not recommended.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Council's Corporate Plan sets out our ambition to be 'one of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone'. To achieve this ambition we need to

ensure any decision we take does not adversely impact communities sharing protected characteristics under the Equality Act (2010).

Implications for the Medium Term Financial Plan and Resource Implications:

Officer resources will be needed to carry out the actions within the Equality and Diversity Action Plan 2022/23. These resources will be met from within existing budgets.

Financial Risks

It is not anticipated that the proposed actions will cause negative financial impacts.

Carbon Footprint (Environmental) Implications:

It is not anticipated that the proposed actions will cause negative environmental impacts.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

This is not applicable because the subject of the report ensures that due regard has been given to equality, however an equality impact assessment is available with the final published paper.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Equality and Diversity Action Plan 22/23							
B	Equality Impact Assessment							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.28 0	Leg	LS/38 164/A C/23/ 2/22	Mon Off		HR	22.02. 22KA B.	Asset s		Strat Proc	HG/PS/62 I/BP/0222
Originating Senior Leadership Team member: Kim Brown (Service Director for Human Resources and Organisational Development)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 01/03/2022											
Cabinet Member approval: Councillor Mrs Vivien Pengelly (Cabinet Member for Home & Communities) Date approved: 24/02/2022											

This page is intentionally left blank

OUR COMMITMENT TO EQUALITY AND DIVERSITY

Policy and Intelligence Team – March 2022



INTRODUCTION

Context

The Public Sector Equality Duty

The Equality Act 2010 extended statutory protection across nine 'protected characteristics'. It recognised new forms of discrimination and introduced the Public Sector Equality Duty (PSED).

As an Authority listed in Schedule 19 of the Act, we are subject to the PSED. The PSED consists of a general equality duty supported by specific duties, which are imposed by secondary legislation.

Specific Equality Duties

The aims of the PSED are supported by specific duties set out in separate regulations made by the Secretary of State. They were most recently set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Listed authorities in England are required to:

1. At least annually from 30 March 2018
 - publish information about their employees and other persons affected by their policies and practices to demonstrate compliance with the general duty;
 - publish gender pay gap information relating to the employees; the form and content of this publication is set out in a schedule to the regulations.
2. At least every four years, prepare and publish one or more objectives that they think are needed to further any of the aims of the General Equality Duty.

Due regard to Equality, and Equality Impact Assessments

Those subject to the PSED must, in the exercise of their functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- promote good relations between people who share a protected characteristic and those who don't.

The Equality Act says that we must exercise due regard to equality when we make decisions, in a way that is reasonable and proportionate to the decision being taken. To discharge this duty, we remain firmly committed to conducting Equality Impact Assessments (EIAs) on all member decisions taken in the context of our Leader's scheme of delegation. We do this to ensure they do not adversely impact on our diverse community.

Our equality information

Alongside this document, we have reviewed and republished our Summary Equality Profile, which includes data and intelligence about our workforce, residents and service users, covering all the nine protected characteristics from the Equality Act 2010;

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race

- Religion or belief
- Sex
- Sexual orientation.

Information is arranged under these headings to produce:

- A pen picture explaining the main barriers to equality experienced by people sharing each protected characteristic.
- Monitoring data covering our workforce.
- Demographic and other key statistical data about our diverse communities.
- Relevant recent policy and research.

This information is updated regularly to keep it as current as possible. The [Plymouth Report](#) is a useful source of further data about our diverse communities.

Policy

The diversity of our City is one of our greatest strengths and assets. We put equality and diversity at the centre of all our work. Our approach is set out in our recently refreshed [Equality and Diversity Policy](#). This is integral to our commitment to making Plymouth 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone.

In the spirit of that commitment, we have worked to ensure we deliver services to all our diverse communities in a way that eliminates discrimination, advances equality of opportunity, and fosters good relations.

Plymouth City Council's Corporate Plan

Plymouth City Council and its partners are committed to the shared vision in the Plymouth Plan to become 'one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone'. To achieve this vision, we have adopted a set of values that underpin our commitment to equality and diversity in the Council's [Corporate Plan](#).

We aim to be:-

- Democratic
- Responsible
- Fair
- Collaborative

Our Priorities

Our priorities are centred on two key themes to ensure that Plymouth is:

- Unlocking the City's potential.
- Caring for people and communities.

The Plymouth Plan

Plymouth's award-winning and recently refreshed [Plymouth Plan](#) is a groundbreaking strategic plan, which looks ahead to 2034. It is a shared direction of travel for the long term future of the City bringing together several strategic planning processes into one place, including the [Plymouth and South West Devon Joint Local Plan](#) to ensure complete synergy between 'people' and 'place'. Each policy set out in the plan is guided by one or more complementary principles. These principles anchor the plan and put people at the heart of it.

There are five specific 'measures of success' which the Plan sets out that will help to deliver the City wide vision to all our residents:

- Plymouth has a reputation as a welcoming and multicultural City with diverse communities.
- Plymouth offers a diverse cultural experience with a major events programme.
- People get the best start to life; enjoy a better quality of life, and increased life expectancy.

- More residents are contributing to and involved in their community.
- Plymouth has good quality neighbourhoods where people feel safe and happy.

Customer feedback

Plymouth City Council is committed to the highest standards of customer service. We are committed to treating all of our customers with fairness and respect and encourage feedback about our services. Our primary mechanism for collecting customer feedback is through our online system Firmstep. Whilst we monitor customer complaints, we do not do this against the protected characteristics. However, we have recently refreshed our demographic monitoring guidance as the first step towards implementing this.

The Equality Framework for Local Government

[The Equality Framework for Local Government \(EFLG\)](#) is an equality and diversity tool for local government developed by the Local Government Association. The EFLG is also a way for organisations to deliver against the Public Sector Equality Duty (PSED). It consists of four elements assessed against three levels of achievement; 'developing'; 'achieving'; and 'excellence'.

The assessed elements are:

- Leadership and organisational commitment
- Understanding and working with communities
- Diverse and engaged workforce
- Responsive services and customer care

As a Council, we have committed to working towards the 'excellence level' of the Equality Framework for Local Government. Our Equality and Diversity Action Plan 2020-2021 sets out how we would start to do this. We will build upon this work in our 2022-2023 Equality and Diversity Action Plan (see Appendix A).

Our equality work in 2021

- The COVID-19 pandemic impacted on us all and made us change the way we live. However, we know that certain groups of people were disproportionately affected and the pandemic exacerbated some of the pre-existing inequalities in society.
- Whilst immediate response efforts continued to ensure that COVID-safe systems of work were in place and vital service delivery continued, our focus also turned to ensuring that those groups with higher levels of vaccine hesitancy felt comfortable to have their COVID-19 vaccines. We worked extensively with our health partners, and across the City to deliver bespoke engagement to encourage vaccine take-up.
- Faith leaders across the City came together for a special thanksgiving service to remember those who lost their lives due to COVID-19 and to show their commitment to working together as Plymouth emerged out of the pandemic.
- In March 2021, the death of Sarah Everard in London highlighted the concerns about safety that many women feel. It triggered protests and a renewed interest in violence against women and girls (VAWG). Locally, Plymouth experienced its own tragedies with the fatal shootings in Keyham and the tragic murder of a young woman in November 2021.
- It was against this backdrop that Plymouth City Council announced a new Commission in November 2021 to tackle VAWG, chaired by Councillor Rebecca Smith. The work commenced with a public question and answer session in December, and has been followed by a survey, an open call for evidence, and engagement with children and young people. The Commission will report on its

recommendations by the end of March 2022. We will ensure that any recommendations from the VAWG Commission which are relevant to equality and diversity are incorporated into the new Equality and Diversity Action Plan (2022-2023).

- Throughout 2021, we have worked hard to promote equality and to deliver our Equality and Diversity Action Plan (2021-2022), this next section highlights some of the work that we have been doing.

Our equality objectives

As a Council, we are committed to treating everyone with respect and dignity, and working towards creating a fairer City. Under our PSED, we must publish one or more equality objectives every four years. We last set our equality objectives in 2020.

Our equality objectives correspond to the three main strands of the general equality duty. This provides a strong link and solid evidence to demonstrate that we are discharging our duty and making progress towards the aims of the Equality Act 2010.

Furthermore, we have chosen our equality objectives to reflect the concerns of a broad spectrum of protected characteristics, to avoid establishing a hierarchy of discrimination, whilst also reflecting the particular challenges faced by our local diverse communities.

Progress against our 2020 – 2024 equality objectives

We have set one overarching objective to celebrate diversity and ensure that Plymouth is a welcoming City.

As a Council, we are committed to celebrating equality and diversity and continue to support and champion events and communications with a focus on equality and diversity. We have developed an equality and diversity calendar to help us continue our commitment to celebrating equality and diversity 'cause dates' and religious and cultural occasions. We are proud of our ongoing commitment to Holocaust Memorial Day as a civic event and our recent drive to increase the number of diversity days that we mark. Some of the dates we have marked to date include, Black History Month, Chinese New Year, Interfaith Week, International Women's Day, Diwali, Ramadan, Chanukah and Great Union Day.

Case study – Black History Month

Black History Month aims to help raise awareness of the history and the contribution of black individuals and communities in the UK. In 2021, 'Diversity Business Incubator', a Unify Plymouth partner organised a programme of events to mark Black History Month. This included food demonstrations, a virtual games night, a scavenger hunt, a virtual library, film showings and storytelling nights. The Lord Mayor of Plymouth showed her support for Black History Month when she enjoyed a cultural cooking demonstration.

We have set specific objectives, which we will work towards achieving which are:

1. Pay equality for women, and staff with disabilities in our workforce.

Plymouth City Council is committed to equal opportunities and the fair treatment of its workforce. As an employer, we have a clear policy of paying employees equally for the same or equivalent work regardless of gender or disability. The council operates a comprehensive job evaluation scheme to ensure that rates of pay are fair and are based wholly on the role being undertaken.

We want to ensure that all members of staff have the opportunity to progress and meet their potential. As an employer with significantly more than 250 employees, we have an obligation to report on our gender pay gap. We monitor pay equality across different staff groups.

Our mean gender pay gap calculation shows that women receive 0.74 per cent an hour less than men do. However, when compared to 2017 the gender pay gap pay has narrowed between men and women by 1.89 per cent down from 2.63 per cent in 2017. We view this narrowing gap as positive.

A [separate report is published](#) which sets out our gender pay gap in more detail.

We recognise that our members of staff with disabilities face additional barriers compared to those members of staff who do not have a disability, which is why we decided to set this as one of our objectives. Work has started to increase the number of employees who declare their sensitive information, including if they have a disability.

2. Supporting our workforce through the implementation of our People Strategy 2020 – 2024

[Our People Strategy](#) 2020 – 2024 is our workforce strategy to help us work successfully, both with those who currently work for us and our future colleagues and partner organisations. To make this happen the strategy has been split into four key themes:

- Everyone feels welcome - Inclusivity and diversity
- Aspire to be the best - Talent and development
- Attract and keep the right people - Employer of choice
- Be well led - Our leadership

We monitor the progress of implementing our People Strategy 2020 – 2024 to ensure we are meeting our people ambitions. Details of our progress can be found on our [People Strategy timeline](#).

As an organisation, we must ensure that all our staff feel welcomed, are treated with dignity and respect and are encouraged to meet their potential.

3. Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.

We have been working hard to ensure that victims of hate incidents/crimes receive appropriate support and that people feel confident and understand how to report incidents. To communicate the importance of reporting incidents we have undertaken a number of activities to raise awareness of the mechanisms for reporting.

This work has included;

- Marking Hate Crime Awareness Week where we attended an event in Drake Circus.
- Sharing messages about hate crime via our communication channels.
- Delivering training to enable employees to appropriately deal with a hate incident/crime. All employees within Safer Communities are aware of how to support someone who has been affected by a hate incident/crime. There is also a hate crime 'champion' who is able to provide specialised support in this area and several employees are now skilled in taking 'third party reports'.
- Engagement with community groups and organisations to encourage reporting of hate incidents/crimes.

We will continue to work with communities and partner agencies across the criminal justice system and voluntary and community colleagues to achieve a positive outcome for victims. We have incorporated hate crime within the programme for Safer Plymouth Week.

A breakdown of hate crimes/incidents within Plymouth in the past year can be found within the Pen Profiles.

There is no significant difference with regards those feeling safe in their local area during the day compared with the 2018 City Survey where 91% felt very or fairly safe.

However, the 2020 City Survey shows that there are significant differences in how safe different groups of people feel in our City.

- The proportion of respondents with no health problem/disability who felt safe during the day (94%) was significantly higher than those who are limited a lot (79%) and those limited a little (87%) by a health problem or a disability.
- The City Survey found no significant difference in respondents' perception of their safety by religion.
- The proportion of female respondents who felt safe during the day (93%) was significantly higher than males (88%). There was no significant difference found in respondents' perception of their safety after dark.
- The proportion of respondents feeling safe after dark aged 16-24 years (44%) was significantly lower than those aged 45-54 years (61%). No significant difference in daytime perceptions of safety was found.

3. Plymouth is a City where people from different backgrounds get along well.

We continue to build strong and cohesive communities to ensure that our City is welcoming for everyone. In our City Survey and Resident Survey, we include questions that ask our residents about community cohesion in their local area. To allow us to better understand the cohesion levels in Plymouth we have commissioned Plymouth Octopus Project to carry out appreciative enquiries with different communities. We also continue to work closely alongside our partner agencies and communities to understand the challenges that they face.

We have continued to coordinate a Department for Levelling Up, Housing and Communities funded project with our partners called Unify Plymouth. Through targeted activities with our partners, which include sport, cultural programmes and educational workshops, the programme aims to improve cohesion in our least cohesive wards. In 2021, delivery of this programme included the launch of our community connector programme, inclusive leadership training, and an extensive programme of events for Black History Month.

Case study – Community Connectors

As part of the Unify Plymouth project, Community Connectors has been set up which aims to improve cohesion in Devonport, St Budeaux and Efford. Working side by side with residents and groups, and supporting local events, the Community Connectors will provide a link back to the wider Unify Plymouth programme. The Community Connectors have already helped raise awareness of the Law Clinic's legal workshops, which have been designed by students and cover three key areas of law: tenancy, employment and business. The pilot workshops to community partners were a success, with the final programme now scheduled for later this year.

Within our City Survey and Resident Survey, we ask whether residents felt that their local area is a place where people from different backgrounds get on well together. This question was included in the survey as a measure of community cohesion and more specifically to measure performance against our equality objective. Results show that 55% of respondents agreed that Plymouth is a place where people from different backgrounds get on well together, while 35% answered 'neither agree nor disagree' or 'don't know'.

Plymouth's cohesion score is currently 86%; this excludes the neutral options and is a significant increase from 73.8% in 2020.

Year

2014

2018

2020

2021

% respondents who agreed that Plymouth is a place where people from different backgrounds get on well together	49%	38%	39%	55%
----------------------------------------------------------------------------------------------------------------	-----	-----	-----	-----

Our Residents Survey 2021 found the following significant demographic differences:

1. *Age – The proportion of those respondents aged 35-44yrs who agreed that their local area is a place where people from different backgrounds get on well together was significantly higher (67%) compared with those aged 18-24yrs (44%); 25-34yrs (51%); 55-64yrs (51%) and 65-74yrs (54%).*
2. *Ethnicity – The proportion of those respondents who described their ethnicity as white who agreed that their local area is a place where people from different backgrounds get on well together was significantly higher (57%) compared with those who described their ethnicity as 'Asian or Asian British' respondents (19%).*

Progress towards meeting our Equality Duty

In addition to publishing equality objectives, the Public Sector Equality Duty requires that we publish information to show that we are compliant with the Equality Act General Duty. The section that follows describes some of the work we did to promote equality, tackle discrimination and to encourage good relations between different groups last year.

Our workforce

Under our specific equality duties, we publish annual equality monitoring data which covers the demographic breakdown of our workforce, as well as our recruitment processes and staff leaving the organisation. This information is found in our [Workforce Equality profile](#).

Internally we have been making progress around equality and diversity more broadly in several areas, we have:

- Held equality and diversity lectures with managers across the Council. These lectures allow managers to understand the basics of equality and diversity in an interactive and supportive environment. 243 managers have attended to date. The lectures will be followed by smaller group sessions to allow managers to unpick some of the nuanced equality and diversity related issues they might experience in their roles.
- Created an 'equality hub' on our intranet for employees which includes a range of engaging and useful information such as our equality objectives, information about our PSED and our equality and diversity policy.
- Supported a number of 'Talk with Tracey' sessions focusing on different protected characteristics. This was an opportunity for employees to talk with the Chief Executive about the organisation, what we do well and any improvements that could be made.
- Held a Council-wide session on equality and diversity with the chief executive and senior leaders to raise awareness of the Council's approach towards equality and diversity.
- Reviewed and updated our recruitment and selection policy to ensure that our recruitment processes are fair and promote equality and encourage flexible working.

OUR COMMITMENT TO EQUALITY AND DIVERSITY

- Continued to champion mainstreaming of equality and diversity through the Corporate Equality Group, which is chaired by the Service Director for Human Resources and Organisational Development.
- Held equality and diversity sessions with a specialist employment and discrimination barrister, which provided managers with an opportunity to explore discrimination case law.
- Developed internal sessions for International Women's Day and Men's Health Week amongst others, to raise awareness of different equality and diversity dates amongst employees.
- Ran several pulse surveys across the year to further understand our employees' needs and the impact that the COVID-19 pandemic was having on employees.

Our service users

We continue to work hard to ensure that our services are accessible to our service users, residents and wider community. We are proud that over the last year we have:

- As part of last year's National Care Leavers' Week, worked in partnership with Barnardos Care Journeys to highlight the difference that community support can make to the lives of care-experienced young people.
- Refreshed our demographic monitoring form to reflect changes to the 2021 Census and help ensure that we are collecting appropriate demographic information when we engage with residents.
- Continued to prevent digital exclusion through our digital inclusion work. Colleagues from our garden waste service have been working with people who experience difficulty in accessing services, to understand their needs and support them to access digital services. We also ran a survey to get help us better understand the experiences and needs of those facing digital exclusion in Plymouth.
- Working in partnership with organisations across the City, we are developing family hubs to ensure the best outcomes for children in Plymouth.
- Continued to deliver our Wellbeing Hubs, which support a wide range of people to access social prescribing within their local communities. We opened a new St. Budueax and Barne Barton Wellbeing Hub in November 2021 and have further hubs planned.
- We have continued to engage with and encourage companies to sign the Resurgam Charter, which gives businesses the opportunity to share ideas and learning. This work has also included encouraging companies to be fair and inclusive employers and to help them consider the barriers that some people may face when accessing the labour market.
- Developed and published procurement guidance to help employees consider equality at the different stages of the procurement cycle.
- Created a booklet for foster carers to help them better understand equality and diversity.
- Installed and repaired slipways, steps and railings. We are developing a safer way into the water as part of a programme of work to create the Plymouth Sound National Marine Park. This work has included installing a new accessible toilet and changing room on Plymouth Hoe.

Our community

We continue to work hard to promote equality within communities and to ensure that our services are accessible. As a Council, we value the contribution that people and communities can make and want to harness that potential to work together for a fairer, greener and healthier City where everyone can enjoy an outstanding quality of life. Our [community engagement principles](#) set out our approach to community engagement.

We are proud that this year we have:

- Continued to develop the community champions programme and have worked with our partners to deliver bespoke engagement activities to promote vaccination amongst groups that may be less likely to get vaccinated.
- Held drop-in sessions and provided information on how to spot scams as part of National Dementia Action Week.
- Used creative approaches to engage with communities around culture at the Box, through initiatives such as Culture Club.
- Continued to work with our partners to raise awareness of the support available for young carers via the Mind the Gap project.
- Carried out [public engagement](#) to support the 2022-23 budget setting process. A questionnaire was developed which asked respondents to prioritise key public services the Council provides, which received just under 1,200 responses.
- Encouraged young people to have their say on the Climate Emergency and supported the inaugural Young People's Climate Emergency summit, organised by the Plymouth Youth Parliament.
- Delivered appreciative enquiry training to employees and partners to encourage good practice community engagement.
- Worked with young people from our Out Youth club to create a short video that explains the importance of using the correct gender pronouns.
- Developed an easy read version of our Violence Against Women and Girls Survey to enable as many people as possible to share their experiences.

Our members

Our members have an important role in ensuring that equality and diversity is at the centre of the organisation as set out in the Council Constitution, which states:

"We the people of Plymouth, through our elected representatives to Plymouth City Council, ordain and establish this Constitution today 30 January 2012 in order that it will assist in the elimination of discrimination and inequality, promote social and economic well-being, environmental sustainability and opportunity for all and establish good and open governance of our City and its inhabitants."

Members are required to consider equality and diversity when they make decisions. To support members in their role we offer equality and diversity training to all councillors as part of their induction to their role. This training helps members to understand different equality and diversity issues and ensures that they are able to deliver their duties in accordance with the Councillor Code of Conduct.

We are keen that members are involved in and lead our equality and diversity work. In November 2021 we launched a cross party Equalities Working Group. The group is supported by senior officers. It aims to champion equality and diversity across the council. The group has welcomed external speakers who have shared good practice and offered suggestions for how the Council can build upon its equality and diversity work.

Our administration's commitments

Our current administration published several commitments, which are relevant to equality. These are set out below.

- Commitment: We will fast track applications for Blue Badges, disabled facilities grants and disabled parking spaces for those with a terminal illness.

We made it quicker and easier for people diagnosed with a terminal illness to apply for disabled facilities grants, Blue Badges and disabled driver parking spaces.

- Commitment: We will review the provision of disabled parking spaces to ensure there is sufficient parking for blue badge holders.

We have undertaken a review of all disabled parking provision within our car parks and on street locations to ensure adequate provision of parking to support persons with impairments. Our commitment to blue badge holder parking was recently underpinned from an independent review identifying Plymouth as the 2nd most accessible area for disabled parking.

- Commitment: Plymouth is Britain's Ocean City so we will invest in maritime facilities allowing more people to benefit from our coastal waters and making accessing the sea easier.

We installed five new semi-automatic defibrillators and sea swimming safety signs across the Waterfront. We have also arranged for defibrillator and CPR training courses for local businesses and the community.

- Commitment: We will introduce a designated phone line for those without internet access to contact the Council.

We have revised and simplified our contact centre menus and options so that it is clear that customers have the choice in all cases of talking to an advisor. When a customer joins a call queue, they are advised where they are in the queue so that they can decide whether to go online if they do not want to wait.

Next Steps

We are pleased with our ongoing commitment to equality and diversity and the progress we make. However we recognise that further work is required. Our Equality and Diversity Action Plan sets out how we plan to continue working towards achieving our equality objectives and achieve 'excellence on the EFLG'.

In addition to delivering specific projects and interventions under the action plan, it is crucial to remember that it is incumbent on everyone in Plymouth City Council to play their part. As resources remain scarce, it is vital that equality and diversity must continue to be mainstreamed across the Council.

**Published by Plymouth City Council
March 2022**

Contact

Policy and Intelligence Team
Plymouth City Council
Ballard House
Plymouth PL1 3BJ
equalities@plymouth.gov.uk

This document is available in other languages and in accessible formats - please contact our Policy and Intelligence Team on equalities@plymouth.gov.uk or by phoning 01752 668000.

Appendix A: Equality and Diversity Action Plan 2022 – 2023

The Equality and Diversity Strategy Action Plan 2022 - 2023 supports the Council's equality and diversity ambitions. This document is a live document and will be updated periodically to reflect changing organisational priorities and community needs. The equality and diversity actions included within this action plan have been identified around the following:

- **Themes** – the objectives and milestones in this plan have been grouped under 4 thematic areas. These thematic areas are used in the Equality Framework for Local Government (EFLG) which will be used to benchmark our equality practice and progress. The four thematic areas are:
 - Leadership and organisational commitment
 - Understanding and working with our communities
 - Responsive services and customer care
 - A diverse and engaged workforce
- **Equality and Diversity Objectives** – Having equality objectives is a requirement under the Equality Act (2010). Our objectives were developed through consultation in January 2020 and set our organisational equality priorities for the next four years. Based on the feedback gathered during our consultation we made slight amendments to our equality objectives, which have been agreed upon as the following:
 - We have set one overarching objective to 'celebrate diversity and ensure that Plymouth is a welcoming City'.
 - We have also set four additional equality objectives which are:
 - Pay equality for women, and employees with disabilities in our workforce
 - Supporting our workforce through the implementation of Our People Strategy 2020 – 2024
 - Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.
 - Ensuring that Plymouth is a City where people from different backgrounds get along well.
- **Equality and Diversity Outcomes** – these are areas identified as good practice, meeting them will help us to ensure equality and diversity good practice is delivered across the organisation.

Leadership and organisational commitment				
Context	<ul style="list-style-type: none"> Effective leadership is key to realising our equality ambitions. Our Chief Executive and Portfolio Holder for equality and diversity set out their commitment to realising the organisation's equality and diversity ambitions in the annual 'Our commitment to equality and diversity' document. The document sets out how the organisation is working hard to challenge discrimination, promote equality of opportunity and understanding and foster good relations within our community. 			
Aim	Outcome	Action	Timescale	Lead
Encourage and support good employment practices across the City.	Work with our partners and large employers in the City to share inclusive employment practices.	<ul style="list-style-type: none"> A group of Human Resource managers is convened to explore the different issues facing employees with protected characteristics in the City. A business/Council co-design workshop has taken place to identify what steps are needed to better promote inclusive employment and these are being implemented 	Q4 2022/23	Economic Development and Human Resources & Organisational Development
Our City is a welcoming City for everyone.	Explore how we want to foster community cohesion to ensure that Plymouth is a welcoming City for everyone.	<ul style="list-style-type: none"> We have set out our approach to community cohesion incorporating learning from the Unify Plymouth project. We have engaged with communities and scrutiny and published our 'Welcoming City Strategy'. 	Q4 2022/23	Policy & Intelligence Team

We ensure that marginalised voices within our community are provided with an opportunity to be heard.	As an organisation, we advocate on issues that particularly impact our residents and run specific campaigns where appropriate.	<ul style="list-style-type: none"> Our public affairs activities include a mechanism to ensure equalities issues are considered. The community empowerment programme provides opportunities for engagement with diverse communities. 	Ongoing	Policy & Intelligence Team with support from Communications
Ensure that those participating in public life reflects our community.	Increase the diversity of the pool of people applying to be councillors.	<ul style="list-style-type: none"> Share communications about our 'how to be a councillor' session. 	Q1 2022/23	Electoral Services
Leaders' commitment to equalities is visible to employees.	Increase the visibility of equalities issues across the organisation.	<ul style="list-style-type: none"> Equalities issues feature prominently on Staff Room and are included within Tracey's Team Talks. We mark a range of equality and diversity-related dates each year. 	Ongoing	Communications with support from Policy Intelligence Team and Human Resources Organisational Development
Senior officers feel confident in discharging their responsibility to ensure high quality and robust equality impact assessments.	Good practice on the completion of equality impact assessments is shared within the council.	<ul style="list-style-type: none"> Review our e-learning provision to reflect our new approach to our equality impact assessment process. 	Q2 2022/23	Human Resources & Organisational Development
Senior officers can monitor the progress of their service areas around equality and diversity.	Senior officers understand how to assess their service area against our equality priorities.	<ul style="list-style-type: none"> Developed a self-assessment tool to enable senior leaders to assess where their service area sits on the EFLG. 	Q4 2022/23	Policy & Intelligence Team to lead and

		<ul style="list-style-type: none"> ▪ CMT to carry out a self-assessment on their service area. 		Human Resources & Organisational Development to support
Equality and diversity continues to be recognised as an organisational priority.	Senior officers and members meet to discuss equality and diversity related issues in their service area regularly.	<ul style="list-style-type: none"> ▪ The Corporate Equality and Diversity Group chaired by the Service Director for Human Resources and Organisational Development continues to meet. ▪ The Equalities Working Group receives frequent updates on progress on the Equality and Diversity Action Plan. 	Ongoing	Human Resources & Organisational Development lead with support from Policy & Intelligence Team
Explore how we can remove some of the barriers that people face to accessing volunteering in the City.	Share good practice with employees and our partner organisations to ensure that volunteering opportunities in the City are accessible.	<ul style="list-style-type: none"> ▪ Continue to promote volunteering publish a resource bank. ▪ Share learning from the evaluation of the initial equality diversity training, 'So, what can I say?' for volunteers. ▪ Encourage Council employees to volunteer via our volunteering policy. 	Q3 2022/23	Public Health and Human Resources & Organisational Development.
Our equality objectives are well understood across the organisation.	Integrate our equality objectives across the organisation.	<ul style="list-style-type: none"> ▪ We raise awareness of our equality objectives through internal publicity. 	Q2 2022/23	Policy & Intelligence Team with support from Community Connections,

				Human Resources & Organisational Development
--	--	--	--	----------------------------------------------

Understanding and working with our communities				
Context	<ul style="list-style-type: none"> Understanding our communities is key to ensuring that our services meet the ever-changing needs of our residents. We need to continue to work in partnership and continue to build and maintain effective and positive relationships with different organisations to encourage good practice sharing and knowledge exchange. It is also about ensuring we have different mechanisms in place to provide opportunities for as many people as possible to participate in public life. 			
Equality Outcomes	Action	Measure of success	Timescale	Lead
We understand who the different communities living in Plymouth are.	Publish information about our different communities.	<ul style="list-style-type: none"> Updated pen profiles are published. 	Q1 2022/23	Policy & Intelligence Team
We understand who is using our services.	We collect and analyse demographic information about our service users.	<ul style="list-style-type: none"> We explore how we can better understand who is using our services and what their experience is. 	Q4 2022/23	Customer and Corporate Services
We understand who the different communities living in Plymouth are.	Publish information about our different communities.	<ul style="list-style-type: none"> Updated ward profiles are published. 	Q3 2022/23	Policy & Intelligence Team
Our approach to engagement is inclusive and understood across the organisation.	Encourage inclusive engagement activity within the Council by sharing the learning from community- focused e.g natural infrastructure projects such as the	<ul style="list-style-type: none"> Delivery of a suite of community empowerment action learning e.g. case studies; best practice guidelines. 	Q4 2022/23	Natural Infrastructure Team

	BRIC project, Green Minds, National Marine Park.	<ul style="list-style-type: none"> The Council's approach to engagement is embedded within the Interreg programme and feedback is shared. 		
We have a programme of accessible events	Facilitate ongoing dialogue with stakeholders to allow for ongoing feedback of our events programme.	<ul style="list-style-type: none"> Establish a biannual events forum to provide feedback on our events programme, which includes representation from groups working with people with disabilities. 	Q1 2022/23	Events Team
We ensure that children and young people's voices within our community are provided with an opportunity to be heard.	Active Participation of children and young people and families through mechanisms facilitated by the Participation Service as well regular feedback mechanisms in our direct work with families.	<ul style="list-style-type: none"> We improve outcomes for individual children, young people and families. We receive feedback about improved services and practice. 	Ongoing	Children's Services
We support victims of hate crime.	Raise awareness of the mechanisms for victims to report hate crime.	<ul style="list-style-type: none"> We explore how to measure positive outcomes for victims of hate crime. We share communication messages to raise awareness of hate crime within the City and the mechanisms for hate crime reporting. We share internal communications on how Council employees can 	Q3 2022/23	Community Connections leads with support from the Safer Community Partnership and support from Human Resources & Organisational Development and Corporate Communications

		<p>support a victim of hate crime to report their experience.</p> <ul style="list-style-type: none"> ▪ We have explored engaging with scrutiny. 		
We understand the different challenges facing these different communities.	Carry out analysis to understand the different challenges facing our communities.	<ul style="list-style-type: none"> ▪ We have analysed the results of the Residents' Survey by demographic to identify the trends across different protected characteristics. 	Q2 2022/23	Policy & Intelligence Team
We celebrate the diversity of our City.	Celebrate and recognise the diversity of the different communities within Plymouth.	<ul style="list-style-type: none"> ▪ Communications are shared on widely recognised religious and cultural occasions and equality and diversity 'cause days'. 	Ongoing	Corporate Communications
We have relationships with a wide range of stakeholders.	Continue to develop relationships with the voluntary, community, social enterprise and wider community.	<ul style="list-style-type: none"> ▪ A group of officers are brought together to help map the Council's different stakeholders. ▪ The POP networks include diverse communities. ▪ We hold regular meetings with the VCSE to discuss challenges inclosing groups representing diverse community. 	Q4 2022/23	Economic Development and Public Health

Responsive Services and Customer Care				
Context	<ul style="list-style-type: none"> Responsive Services is key to ensuring that our services meet the ever-changing needs of our residents. It is about using data to know who does and does not use our services, identifying areas of disadvantage and under- representation and ensuring that equality is fully embedded within our procurement activities. 			
Equality Outcomes	Action	Measure of success	Timescale	Lead
We promote and facilitate digital inclusion.	Ensure that our services and business activities are accessible to those without access to the internet.	<ul style="list-style-type: none"> Draft guidance for officers to facilitate inclusive engagement for those who do not have access to the internet. Share learning from the Digital Inclusion Survey to better understand the extent of digital Inclusion in Plymouth. 	Q3 2022/23	Customer and Corporate Services
The education inclusion agenda effectively supports all children to achieve and aspire.	The Inclusion Board and Strategy are well understood and embedded in day-to-day practice in education.	<ul style="list-style-type: none"> We reduce the number of children excluded. 	Ongoing	Children's Services
Our employees feel confident to identify good equality practice during the procurement process.	Ensure that equality and diversity is embedded within our procurement processes.	<ul style="list-style-type: none"> Promote inclusion of equality and diversity- related Social Value measures in the award of contracts where relevant and proportional. 	Q1 2022/23	Procurement Service and Policy and Intelligence Team

We have a programme of accessible events.	Ensure that internal and external event organisers are provided with information to enable them to consider accessibility requirements when organising an event.	<ul style="list-style-type: none"> ▪ Publication of events accessibility guidance. ▪ Accessibility statements are included on the Council website for all Council run events. ▪ Update the Visit Plymouth website to include accessibility information for Council run events. 	Q3 2022/23	Events Team
We will review new policies to monitor any equality impacts.	Ensure that our ASB Case Review Policy is promoting equality.	<ul style="list-style-type: none"> ▪ Review our ASB new Case Review Policy and provide effective solutions if the ASB Case Review Policy is not promoting equality. 	Q3 2022/23	Community Connections
We continue to build meaningful relationships with communities.	Continue to develop community wellbeing hubs.	<ul style="list-style-type: none"> ▪ Develop two more community wellbeing hubs. ▪ Explore how we can collect demographic data to understand who is using the wellbeing hubs and share learning within the organisation. 	Q4 2022/23	Public Health
Our suppliers value equality and diversity.	We are clear of our expectations around equality and diversity with potential suppliers.	<ul style="list-style-type: none"> ▪ Publish guidance to enable suppliers to better understand the expectations that the Council has of them around equality and diversity. 	Q4 2022/23	Procurement Service and Policy and Intelligence Team

We understand the engagement needs of different communities.	We use data to drive conversations with different communities.	<ul style="list-style-type: none"> Work with communities to better understand the trends identified within the City Survey and Residents Survey. 	Q3 2022/23	Public Health and Policy and Intelligence Team
We communicate effectively around our green spaces.	Provide clear information about inclusive equipment and facilities, and our approach to inclusivity within the Council's playgrounds.	<ul style="list-style-type: none"> Update website and share communication materials. 	Q1 2022/23	Natural Infrastructure Team
We use best practice to shape our approach to equality and diversity.	Embed recommendations from the VAWG Commission for Plymouth into our equality and diversity work.	<ul style="list-style-type: none"> Identify appropriate VAWG Commission for Plymouth actions for inclusion in the equality and diversity action plan. 	Q2 2022/23	Policy and Intelligence Team
We continue to support and protect the most vulnerable people.	We consider the cumulative impacts of Council budget decision on people with protected characteristics when setting a balanced budget.	<ul style="list-style-type: none"> Review our process for developing our budget EIA. 	Q4 2022/23	Finance with Policy and Intelligence Team
Equality and diversity are embedded into our procurement activity.	We have a consistent approach towards equality across our procurement activity.	<ul style="list-style-type: none"> Explore if, and how far mandatory equality and diversity requirements can be built into procurement activity. 	Q4 2022/23	Procurement Service and Policy and Intelligence Team
We successfully integrate the 'Bright Future' Strategy across the partnership of agencies working to safeguard children in the City.	All partnership governance groups to report on the key priorities to ensure all children: <ul style="list-style-type: none"> Achieve and aspire. 	<ul style="list-style-type: none"> Incremental evidence of increased educational and employment outcomes for young people. 	March 2024	Plymouth Safeguarding Children's Partnership

	<ul style="list-style-type: none"> • Are safe • Are healthy and happy 	<ul style="list-style-type: none"> ▪ Improved health and safety outcomes. 		
--	-----------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------	--	--

Diverse and Engaged Workforce

Context	<ul style="list-style-type: none"> ▪ Understanding our workforce is key to ensuring that our employment practices meet the needs of our employees and service users. We need to understand who does and does not work for us, who applies for jobs with us and who progresses within the organisation. ▪ Our <u>People Strategy</u> will help us become a workforce that is adaptable to the changes we will face over the next few years. It is a blueprint for the organisation and has strong equality, diversity and inclusion themes running through out. The actions below sit alongside and complement our existing People Strategy. 			
Equality Outcomes	Action	Measure of success	Timescale	Lead
We understand the demographics of our workforce.	Encourage employees to record their sensitive information on Core HR.	<ul style="list-style-type: none"> ▪ Increase the percentage of employees who have recorded their sensitive information on Core HR. ▪ Carry out data analysis to fully understand workforce demographics, identify workforce trends and present this information in a monthly workforce dashboard. 	Q2 2022/23	Human Resources Organisational Development to lead.
There is a good understanding amongst employees of different cultures.	Provide engaging information for employees to develop cultural awareness and competency.	<ul style="list-style-type: none"> ▪ We have run internal briefings/ toolbox talks to foster an understanding of different cultures and 	Q4 2022/23	Human Resources & Organisational

		traditions to promote 'cultural awareness'.		Development with support from Communications
We understand the different experiences of employees within the Council.	We analyse our employee engagement survey 'The Big Listen' by protected characteristics to better understand staff satisfaction levels across the organisation.	<ul style="list-style-type: none"> We use the responses from our 'The Big Listen' employee survey to inform our workforce development planning and strategy development. 	Q4 2022/23	Human Resources & Organisational Development
We are working towards reducing our gender pay gap and our disability pay gap.	We understand what factors are contributing to our gender pay gap and have identified the steps that we will take to reduce this.	<ul style="list-style-type: none"> We have published our gender pay gap report. We have explored the factors contributing to our gender and disability pay gap. We continue to progress our Gender Pay Gap action plan to address our gender and disability pay gap. 	Q1 2022/23	Human Resources & Organisational Development
The Council promotes employee wellbeing.	Managers understand the importance of mental wellbeing within their teams.	<ul style="list-style-type: none"> Managers have received training on mental health awareness. 	Q4 2022/23	Human Resources & Organisational Development
We will develop avenues for employees to come together to discuss equality and diversity.	We will launch our staff networks.	<ul style="list-style-type: none"> We have a range of employee groups in place to support discussion about equality and diversity within the Council. 	Q3 2022/23	Human Resources & Organisational Development

Our employees are supported to feel confident around equalities issues.	We provide a varied equality and diversity training offer.	<ul style="list-style-type: none"> Continue to roll out 'face-to-face' equality and diversity training. 	Ongoing	Human Resources & Organisational Development
We provide high quality employment opportunities.	Continue to deliver the Plymouth Natural Grid project supporting young people on universal credit and at risk of long-term employment into jobs in the Green Sector and share good practice across the organisation.	<ul style="list-style-type: none"> Successful recruitment and support of six month 'Kickstart' placements. 	Q4 2022/23	Natural Infrastructure Team
We provide a wide range of equality and diversity learning and development opportunities for members.	Provide a varied equality and diversity training offer.	<ul style="list-style-type: none"> Review member training offer and create a bespoke equality and diversity training offer for members that includes an equality and diversity learning offer as part of the member development offer. 	Q3 2022/23	Oversight and Governance and Human Resources & Organisational Development
Our organisation ensures the workforce reflects the local labour market.	Encouraging job sharing and encourage departments to advertise jobs as 'suitable for job share'.	<ul style="list-style-type: none"> Communications are shared with recruiting managers to promote flexible working. 	Ongoing	Human Resources & Organisational Development
Our organisation is inclusive and our organisation reflects the community we serve.	Employees understand the importance of using the personal correct pronouns.	<ul style="list-style-type: none"> We provide employees with the option to add their personal pronouns to their email signature and employee ID card. 	Q2 2022/23	Human Resources & Organisational Development

		<ul style="list-style-type: none"> ▪ We publish guidance that explains the importance of personal pronouns. 		
We ensure employees have an opportunity to provide feedback on their experience of the Council.	We develop a process for capturing feedback gathered through exit interviews to allow us to identify any trends where managers are clear what their responsibilities are.	<ul style="list-style-type: none"> ▪ Exit interviews are monitored and analysed centrally with appropriate action taken to address any issues identified at a local and corporate level. 	Q4 2022/23	Human Resources & Organisational Development
We understand the impact that domestic abuse can have on our employees.	We have set out our organisation approach to supporting employees who have experienced domestic abuse.	<ul style="list-style-type: none"> ▪ We have developed and published an employee domestic abuse policy. 	Q4 2022/23	Community Connections and Human Resources Organisational Development
Our organisation attracts a wide range of talent.	Recruitment panels are trained in good selection practices including how to avoid bias.	<ul style="list-style-type: none"> ▪ We deliver training to recruitment managers on inclusive recruitment practices. 	Q4 2022/23	Human Resources Organisational Development

IMPLEMENTATION OF THIS PLAN

To enable the organisation to realise its equality and diversity ambitions, it is important that we ensure that activities in this plan are completed. To do this, it is important that all employees clearly understand the role that they play in relation to this action plan and the wider aim to embed equalities within the organisation.

- The Portfolio Holder who has equalities within their portfolio is responsible for championing equalities and holding departments to account.
- The Corporate Management Team are responsible for overseeing the implementation of this plan, championing equalities across the organisation and providing challenge where actions are not being completed.
- The Senior Leadership Team are responsible for leading on the actions identified for their respective departments as well as ensuring that they take into account equality and diversity in the way they deliver their services.
- Human Resources & Organisational Development are responsible for ensuring good practice employment practice within the organisation and provision of learning and development opportunities.
- The Corporate Equality Group and the Equalities Working Group will champion equality and diversity within the Council and oversee the delivery of the action plan.

Policy & Intelligence Team are responsible for ensuring that the organisation is meeting its statutory duty and will coordinate activities in liaison with Human Resources & Organisational Development.

This page is intentionally left blank

APPENDIX B: EQUALITY IMPACT ASSESMENT

OUR COMMITMENT TO EQUALITY AND DIVERSITY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s):	Laura Hill	Department and service:	Policy and Intelligence Team	Date of assessment:	21/02/22
Lead Officer:	Service Director for Human Resources and Organisational Development	Signature:	Giles Perritt, Assistant Chief Executive (Approved via email)	Approval date:	01/03/22
Overview:	This paper sets out the progress that the Council has made towards meeting its Public Sector Equality Duty and promoting equality in 2021. The paper acknowledges that there has been progress towards meeting the outcomes set out in the Equality and Diversity Action Plan (2020-21). It also acknowledges that further work is required for equality and diversity to be fully mainstreamed across the Council. The paper includes an updated Equality and Diversity Action Plan for 2022/23 to enable equality and diversity to be further embedded across the Council				
Decision required:	The paper is going to Cabinet on 8 March 2022. Cabinet is asked to: <ul style="list-style-type: none"> ▪ Note the progress made by the Council towards mainstreaming equality and diversity within the Council. ▪ Endorse the updated Equality and Diversity Action Plan for 2022/23. 				

SECTION TWO: EQUALITY IMPACT ASSESMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	Yes		No	✓
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	✓

Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes		No	✓
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	The Equality and Diversity Action Plan 22/23 sets out a number of actions that the Council will take to further mainstream equality and diversity across the Council and continue to deliver its Public Sector Equality Duty. No adverse impacts from the delivery of the action plan are anticipated.			

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
Age	The average age in Plymouth (39 years) is about the same as the rest of England (40 years) but less than the South West (44 years).	No adverse impact is anticipated.	Not applicable.	Not applicable.
Disability	10 per cent of our population have their day-to-day activities limited a lot by a long-term health problem or disability (2011 Census).	No adverse impact is anticipated.	Not applicable.	Not applicable.
Gender reassignment	There are no official estimates for gender reassignment at either national or local level. However, in a study funded by the Home Office, the Gender Identity Research and Education Society (GIREs) estimate that between 300,000 and 500,000 people aged 16 or over in the UK are experiencing some degree of gender variance.	No adverse impact is anticipated.	Not applicable.	Not applicable.

Marriage and civil partnership	<p>There were 234,795 marriages in England and Wales in 2018.</p> <p>In 2020, there were 7,566 opposite-sex civil partnerships formed in England and Wales, of which 7,208 were registered in England and 358 were registered in Wales.</p> <p>There were 785 civil partnerships formed between same-sex couples in England and Wales in 2020, of which 745 were registered in England and 40 were registered in Wales.</p>	No adverse impact is anticipated.	Not applicable.	Not applicable.
Pregnancy and maternity	<p>There were 640,370 live births in England and Wales in 2019, a decrease of 2.5 per cent since 2018. The mid-year 2019 population estimates show that there were 2,590 births in Plymouth.</p> <p>The total fertility rate (TFR) for England and Wales decreased from 1.70 children per woman in 2018 to 1.65 children per woman in 2019.</p>	No adverse impact is anticipated.	Not applicable.	Not applicable.
Race	<p>92.9 per cent of Plymouth's population identify themselves as White British. 7.1 per cent identify themselves as Black, Asian or Minority Ethnic. Census data suggests at least 43 main languages are spoken in the city, showing Polish, Chinese and Kurdish as the top three.</p>	No adverse impact is anticipated.	Not applicable.	Not applicable.
Religion or belief	<p>Christianity is the biggest faith in the city with more than 58 per cent of the population (148,917). 32.9 per cent (84,326) of the Plymouth population stated they had no religion (2011 Census).</p>	No adverse impact is anticipated.	Not applicable.	Not applicable.

	Those who identified as Muslim were just under 1 per cent while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2011 Census).			
Sex	50.2 per cent of our population are women and 49.8 per cent are men.	No adverse impact is anticipated.	Not applicable.	Not applicable.
Sexual orientation	Data based on the ONS Annual Population Survey 2017 estimates, approximately 1.7 per cent of the UK population is lesbian, gay or bisexual (LGB). There is no precise local data on sexual orientation in Plymouth.	No adverse impact is anticipated.	Not applicable.	Not applicable.

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
If your proposal may impact on the Council's ability to ensure human rights, please specify the relevant article in the boxes below – add more rows if required. Only complete this section if it is relevant to your decision. If it is not relevant, please type 'not applicable'.	No adverse impact on human rights is anticipated.	Not applicable	Not applicable

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Celebrate diversity and ensure that Plymouth is a welcoming city.	The delivery of the Equality and Diversity Action Plan 22/23 will celebrate diversity	Not applicable	Not applicable

	and will help to ensure that Plymouth is a welcoming city.		
Pay equality for women, and staff with disabilities in our workforce.	The delivery of the Equality and Diversity Action Plan 22/23 will allow us to continue to promote pay equality for women and employees with disabilities within our workforce.	Not applicable	Not applicable
Supporting our workforce through the implementation of our People Strategy 2020 – 2024	The delivery of the Equality and Diversity Action Plan 22/23 will support the implementation of the People Strategy.	Not applicable	Not applicable
Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.	The delivery of the Equality and Diversity Action Plan 22/23 will raise awareness of the importance of hate crime reporting.	Not applicable	Not applicable
Plymouth is a city where people from different backgrounds get along well.	The delivery of the Equality and Diversity Action Plan 22/23 will help to promote cohesion within the city.	Not applicable	Not applicable

This page is intentionally left blank

Cabinet



Date of meeting:	08 March 2022
Title of Report:	City Centre Conservation Area Appraisal and Management Plan
Lead Member:	Councillor Patrick Nicholson (Deputy Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Martin Ivatt
Contact Email:	Martin.Ivatt@plymouth.gov.uk
Your Reference:	TBC
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

To seek a decision on the adoption of the City Centre Conservation Area Appraisal and Management Plan (CAAMP) which has been prepared by Purcell Heritage Consultants.

Extensive consultation has taken place with the public on this document, the consultation was widely publicised on the council's social media platforms and leaflets were distributed in the area. The council received 36 formal comments via the Plymouth City Council website and a further ten emails directly from consultees and responders. A focus group was held at the Council House on Armada Way with stakeholders invited to look at the document in more depth with a facilitator. A lunch time session was held online which was presented by the 20th Century Society with over 40 people in virtual attendance. Once the consultation had ended the comments were collated and analysed in detail with amendments of document agreed with Purcell and Plymouth City Council. The details of the comments put forward by members of the public and consultees can be found in the Statement of Community Involvement.

Recommendations and Reasons

That Cabinet:

Approve the adoption of the City Centre Conservation Area Appraisal and Management Plan.

Reason: To ensure the City Centre Conservation Area Appraisal and Management Plan is a material consideration of planning applications and to provide evidence for the future development of planning policy relating to the city centre.

Alternative options considered and rejected

Alternative option is for the CAAMP not to become a formal adopted material planning consideration.

Relevance to the Corporate Plan and/or the Plymouth Plan

The following policies from the Joint Local Plan have relevance to the CAAMP:

- SO3: Delivering growth in Plymouth's city centre and waterfront growth area.

Establishing and reinforcing the city centre's role as a regional centre for shopping, employment, leisure, a university centre, a strategic transport hub and a sustainable community in its own right.

- **PLY1: Enhancing Plymouth's strategic role.**
Plymouth city centre will be seen as the primary location for major comparison goods shopping development, commercial leisure and office development within the city, in order to maintain and strengthen its status as a regional centre, as well as a strategic location for higher / further education services.
- **PLY6: Improving Plymouth's city centre**
Plymouth city centre will be renewed and enhanced through a combination of major new developments, proactive management of change and support for community and trader led initiatives. The CAAMP respects and celebrates the centre's mid-twentieth century built heritage, including the Beaux Arts grid of the 1943 Abercrombie Plan and the highest and good quality non-designated assets identified in the City Centre Masterplan. It will support the delivery of a coordinated programme of investment in the public realm, and delivers structured environmental improvements, creating a safe accessible and attractive environment for the community and visitors alike, and exploring opportunities for weather protected spaces.
- **DEV20: Place shaping and the quality of the built environment**
Development proposals will be required to meet good standards of design, contributing positively to both townscape and landscape, and protect and improve the quality of the built environment
- **SPT11: Conserving the historic environment.**
The LPAs will pursue a proactive and solution-orientated approach for the conservation of the historic environment, ensuring that it is promoted as a key element of local character and distinctiveness, forms a strategic context for regeneration and development, and is conserved as part of the area's cultural offer
- **DEV21: Development affecting the historic environment**
Development proposals will need to sustain the local character and distinctiveness of the area and conserve or enhance its historic environment, heritage assets and their settings according to their national and local significance. There are also site specific allocation policies, those within the Conservation Area and its close setting are covered by policies PL7 to PL15 and include the Civic Centre, the west end of New George Street and Pearl Assurance House.

Policies contained in the JLP that relate to the historic environment are amplified in the Plymouth & SW Devon Supplementary Planning Document – paras 6.43-6.86.

Implications for the Medium Term Financial Plan and Resource Implications:

The report does not necessitate any implications for financial planning or resources.

Financial Risks

There are no financial risks identified.

Carbon Footprint (Environmental) Implications:

In line with The Plymouth Plan 2014-2034 and Plymouth Climate Emergency Action Plan 2019 objectives, active travel within the city centre will be encouraged and the CAAMP forms an overall policy to encourage lower carbon output. This includes cycling and walking with changes to the public realm to ensure these options are safe and easy.

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

None.

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	City Centre Conservation Area Appraisal and							
B	Statement of Community Involvement / Engagement Summary							

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	<i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.21 .22.22 6	Leg	3808 6/ag/1 1.2.22	Mon Off	N/A	HR	N/A	Assets	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Anthony Payne (Strategic Director for Place)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 01/03/2022											
Cabinet Member approval: Councillor Patrick Nicholson, Deputy Leader of the Council											
Date approved: 01/03/2022											

This page is intentionally left blank

PLYMOUTH CITY CENTRE CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN FEBRUARY 2022





INTRODUCTION

PAGE 04

PART A: WHAT MAKES PLYMOUTH CITY CENTRE SPECIAL

PAGE 07

PART B: THE CHARACTER OF PLYMOUTH CITY CENTRE

PAGE 22

PART C: MANAGING CHANGE IN PLYMOUTH CITY CENTRE

PAGE 64

PART D: FURTHER INFORMATION AND APPENDICES

PAGE 89

For ease of use this document has been produced to be read on-screen. It contains a series of features that make it easier to use and navigate between the sections.

CONTENTS

The contents page allows users to navigate directly to the required section by clicking on the section heading. The first page of each section also has an individual contents page for navigation within that section.



1.1 INTRODUCTION

This section traces the development of Plymouth's city centre – its origins in the 19th century expansion of the old town to meet its neighbours – and its reconstruction following the devastation of the Blitz. The ad-hoc positioning of the old town's markets and commercial activity at its western peripheries became the cradle for one of the largest experiments in 20th century planning in

NAVIGATION

The buttons along the bottom of each page allow you to jump to a specific section. Once you've clicked on a section, it will turn bold so you know which section you are in.



You can also use the buttons in the top right hand corner to jump to the contents, appendices, further information, or back to the page you were previously on.



Within the the document you will see a 'Quick Facts' box, these are all the key point to each section. Click on the Icon to go to the next section



Plans

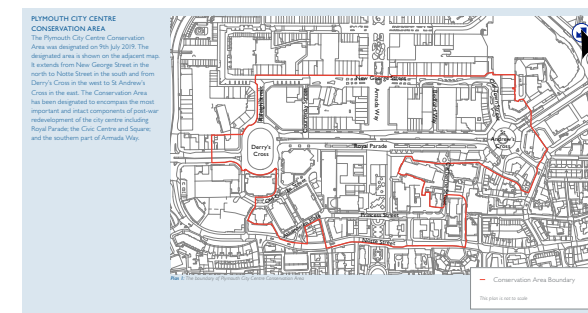


When you see this icon, click to see a larger version of the plan.



Click on this icon and it will take you back to the original plan.

INTRODUCTION





INTRODUCTION

WHAT IS A CONSERVATION AREA?

A conservation area is an “area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance”.⁰¹ It is a statutory designation and must be considered when seeking change or new development. Designation recognises the unique quality of the heritage of that area as a whole. This quality comes not only from individual buildings but also other features, including (but not limited to) topography, materials, thoroughfares, street furniture, open spaces and landscaping. These all contribute to the character and appearance of an area, resulting in a distinctive local identity and sense of place.

WHAT DOES DESIGNATION MEAN?

Conservation area designation aims to preserve or enhance the character and appearance of an area which is of special architectural or historic interest. Therefore, in a Conservation Area, changes to the external appearance of buildings may require planning permission from the Council which would not otherwise be needed. For example, changes to external cladding and installing commercial signage will require planning permission. Under the *National Planning Policy Framework* (NPPF) Conservation Areas are designated heritage assets and their conservation is to be given great weight in planning permission decisions.

WHAT IS A CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN?

Understanding the character and significance of conservation areas is essential for managing change within them. Councils are therefore required to “formulate and publish proposals for the preservation and enhancement”⁰² of conservation areas within their jurisdiction. These proposals are normally presented in the form of a Conservation Area Appraisal and Management Plan (CAAMP), which defines and records the special interest of a conservation area, (see [Part A](#)), analyses the characteristics that make it special (see [Part B](#)), as well as setting out a plan for managing change to ensure its on-going protection and enhancement (see [Part C](#)).

This CAAMP has been prepared in line with current best practice guidance published by Historic England, the public body who manage the care and protection of the historic environment. Specifically Historic England Advice Note 1 Conservation Area Appraisal, Designation and Management has been utilised. It has also been produced in alignment with local planning policy namely the *Plymouth and South West Devon Joint Local Plan 2014-2034* and its accompanying Supplementary Planning Document (SPD).

QUICK FACTS

- Plymouth City Centre Conservation Area was designated in 2019 and is the country's first to designate Post-War heritage.
- A conservation area is an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance.
- There are additional planning controls in conservation areas to manage change to the heritage.
- Designation means that the Council must make plans to look after the heritage of the area.
- The CAAMP provides specific evidence base and management proposals in relation to the Conservation Area, supporting the *Plymouth and South West Devon Joint Local Plan 2014-2034* and its accompanying Supplementary Planning Document (SPD).
- The community were involved in the development of these plans through the consultation process. for more details see page 05



01 Section 69 (1), *Planning (Listed Buildings and Conservation Areas) Act 1990*

02 Section 71 (2), *Planning (Listed Buildings and Conservation Areas) Act 1990*

WHAT IS THE STATUS OF THIS DOCUMENT?

This CAAMP is a vehicle for understanding the significance of an area and managing change within it and its setting. It provides guidance on reinforcing the positive character of the historic area as well as for avoiding, minimising and mitigating negative impacts identified as affecting the area. In this respect, it is both an evidence base and the Council's management tool for the preservation and enhancement of the conservation area. As such, the CAAMP will be a material consideration in the process of determining planning applications as well as providing important evidence for the future development of planning policy relating to the city centre.

The CAAMP is one of the ways that the Council is implementing Policy SPT11 of the *Plymouth and South West Devon Joint Local Plan 2014-2034* in respect of the City Centre Conservation Area. This policy states that the local planning authorities of Plymouth, South Hams and West Devon will pursue a proactive and solution-orientated approach for the conservation and, where appropriate, enhancement of the historic environment. However, the CAAMP is not itself a planning policy document, nor does it replace the JLP's Supplementary Planning Document (SPD), which amplifies how the policies of the JLP will be implemented. What it is able to do is to provide further specific amplification of how the JLP and the SPD will be implemented in respect of the City Centre Conservation Area.

The CAAMP also provides valuable historic environment context and management proposals that the Council, and others, will need to consider in the undertaking of activities such as public realm design, highways management and transport projects. It does not in itself commit the Council or others to any particular level of investment, or usurp other policies and key drivers (for example, the climate emergency), but it does ensure that the historic environment has proper recognition as a factor of substantial weight in decisions regarding management and change in the city centre.

CONSULTATION PROCESS

The council consulted on this document under the requirements of part II of the *Planning (Listed Buildings and Conservation Areas) Act 1990*. The consultation ran for six weeks during September, October and November 2021. It was widely publicised on the council's social media platforms and leaflets and posters were distributed in the area. The council received 36 formal comments via the Plymouth City Council website and a further ten emails directly from consultees and responders. A focus group was held at the Council House on Armada Way with stakeholders invited to look at the document more in-depth with a facilitator. A lunch time session was held online presented by the 20th Century Society with over 40 people in virtual attendance. Once the consultation had ended the comments were collated and analysed in detail with amendments of document agreed with Purcell and Plymouth City Council. This final version of the document was put forward for adoption by full cabinet in spring 2022. Thank you to everyone who took the time to respond during the consultation



WE WOULD LOVE YOUR VIEWS ON PLYMOUTH'S NEWEST CONSERVATION AREA

Visit our website to see the new management plan for the city centre and let us know your thoughts from 30 September to 11 November 2021 at: www.plymouth.gov.uk/caamp



HM Government

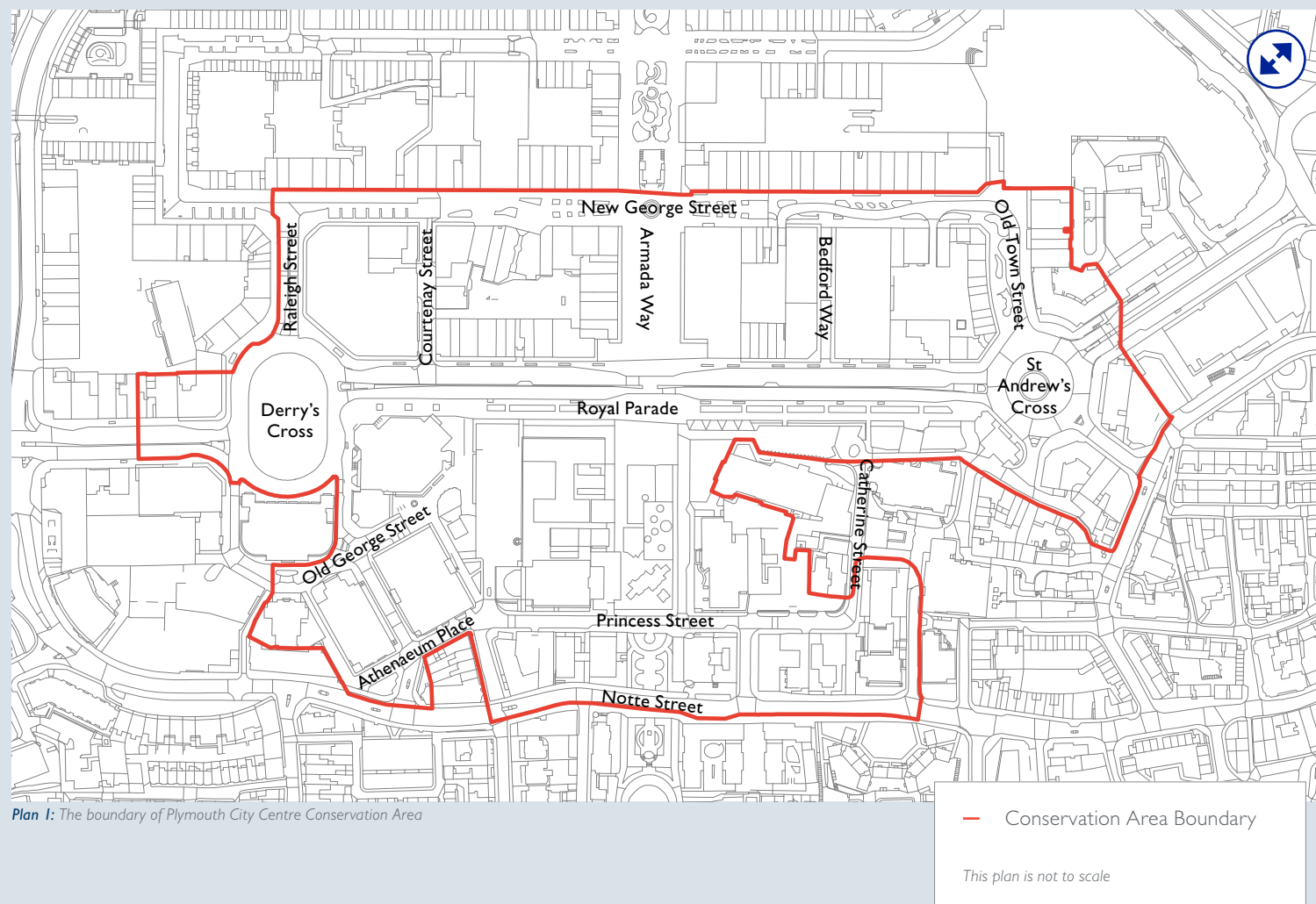


Historic England



PLYMOUTH CITY CENTRE CONSERVATION AREA

The Plymouth City Centre Conservation Area was designated on 9 July 2019. The designated area is shown on the adjacent map. It extends from New George Street in the north to Notte Street in the south and from Derry's Cross in the west to St Andrew's Cross in the east. The Conservation Area has been designated to encompass the most important and intact components of Post-War redevelopment of the city centre including Royal Parade; the Civic Centre and Square; and the southern part of Armada Way.



Plan 1: The boundary of Plymouth City Centre Conservation Area



PART A: WHAT MAKES PLYMOUTH CITY CENTRE SPECIAL?

This part of the CAAMP provides a summary of the post-war redevelopment of Plymouth City Centre and places this within the national and international context of the reconstruction of other towns in this period. It concludes with a description of what is special about the Conservation Area in terms of its development, appearance, character and setting.

1.0 Development of Plymouth City Centre	08
2.0 Plymouth in Context	18
3.0 Summary of Special Interest	20





I.0: DEVELOPMENT OF PLYMOUTH CITY CENTRE

I.1 INTRODUCTION

This section traces the development of Plymouth's city centre from its origins in the 19th century expansion of the old town to meet its neighbours, to its reconstruction following the devastation of the Blitz. The ad-hoc positioning of the old town's markets and commercial activity at its western peripheries became the cradle for one of the largest experiments in 20th century planning in Britain and is today perhaps the most comprehensive survival of what the architectural historian Jeremy Gould has called the last stage *"in a long tradition of humanistic city planning"*.⁰¹

I.2 PRE-WAR DEVELOPMENT OF THE CITY

Plymouth's growth outwards from the harbour at Sutton Pool, up to and including its incorporation as the City of Plymouth in 1914 from the 'three towns' of Plymouth (formally known as Sutton), Stonehouse and Devonport, resulted in the gradual but comprehensive claiming of the land in between. Sutton, on the east of the city is best known now as the historic Barbican area, while Stonehouse to the west is characterised by its historic naval and military housing and installations. Devonport to the north-west also remains an important naval site. The three 'old towns' once separated by water, tidal incursions, marsh and ditches, are now undivided as the city's growth has filled the spaces between.

The area to the north and west of St Andrew's, the historic church at the western edge of Sutton, increasingly became the focus of the town's commercial and civic activity as it grew beyond the old town wall and gates, away from the waterfront. Service industries made use of the space available close to the main roads to Tavistock, Devonport and Saltash, and planned development schemes followed. From the 17th to the 19th century, the area was a focus for Plymouth's markets around both the church and Guildhall.

Ambitious development during the 18th century gave Plymouth a touch of the Regency grandeur that had remodelled so many city centres. John Foulston's east-west Union Street brought the three towns together and at its west end Foulston's designs for the newly laid out George Street (now Old George Street) gave the city a neo-Grecian civic centre for the times: the original Athenaeum and Theatre Royal and St Catherine's Church, and Princess Square and the Crescent added urban gentile formality. The new commercial thoroughfare of Bedford Street stretching from St Andrew's Cross to Frankfort Gate replaced the Pigmarket and was the backdrop for the later civic and commercial neo-Gothic developments that modernised and formalised the city centre between St Andrew's Cross and Union Street. A new Guildhall was built in 1874, standing to the south of a rectangular square, St Andrew's Church to the east and new civic buildings to the north.

Many of the developments of the 19th century endured for the first half of the 20th century, although new format of cinema made its mark: not least the Royal Cinema (today the Reel Cinema) which replaced Foulston's Theatre Royal in 1937, and Princess Square which became a car park, responding to a need in the city which was fast becoming one of the most congested in south-west England.



Bedford Street, between the wars: the busy street replaced the old pigmarket and was the centre of commercial activity in Plymouth. (Ref: 616/108 The Box, Plymouth)

QUICK FACTS

- Plymouth's growth outwards from the harbour at Sutton Pool with the area around St Andrew's Church becoming the focus of commercial and civic activity.
- As a naval city, Plymouth was a significant target of bombing raids during World War II which saw much of the city centre destroyed in 1941.
- Prominent town planner, Patrick Abercrombie and city engineer James Paton Watson published their redevelopment plan, A Plan for Plymouth, in 1943.
- The original plan, published in 1943, was larger and more comprehensive than the plan as it was built. It included public baths at North Cross, a stadium, and a brand new Guildhall, replacing the bombed shell that survived the war.
- The backbone of the new city centre was formed by Armada Way, a grand boulevard stretching from the station to the war memorial on the Hoe. Royal Parade formed the other axis.
- Realisation of the Plan began in 1947 with the first buildings completed along Royal Parade in 1949 to 1950 and culminating with the opening of the Civic Centre in 1962.
- Individual architects had freedom in their designs, but stuck to a palette of Portland stone, bronze shop fronts, and canopies. This was relaxed during the later stages of the plan leading to a wider palette of materials.
- Although there has been change to buildings and some loss, the plan is still clearly evident and still represents the best of the humanistic planning of the Post-War reconstruction.
- Evolution of the city centre continues with strategies to revitalise the city centre integral to the JLP.

01 | Jeremy Gould. 2010. *Plymouth: Vision of a modern city*. English Heritage. P63





I.3 FROM BLITZ TO 'RESURGAM'

As a naval city, Plymouth was a significant target for Luftwaffe raids during World War II. The fires caused by incendiary attacks devastated the city centre. In the sustained attacks of March and April 1941 200,000 incendiary bombs fell on Plymouth, along with 6,600 high explosive bombs. On the night of 21 March 1941 alone, the bombs killed 293 people and destroyed 750 dwellings. An incendiary bomb on the Bedford Street draper's store, John Yeo, spread to the Dingles department store and despite the sustained efforts of firefighters from across the south-west, the end of the attack signalled the end of much of the city centre. The market survived, along with other pre-war buildings including Alfred Waterhouse's terracotta Prudential building, but acres of the city centre had been destroyed or damaged beyond repair. Commercial activity was squashed into Nissen huts and the existing market.



Bombs that fell on Plymouth during the Blitz were recorded in the 'Bomb Book'. This image shows where bombs fell over the night of the 21 to 22 March 1941. (Ref: 1555/33 21-22 Mar 1941 The Box, Plymouth)



Both St Andrew's Church and Charles Church stood roofless and gutted though the stone walls of both survived, alongside the Plymouth limestone walls of the Guildhall. As soon as the fires were put out at St Andrew's, a local headmistress fixed a wooden sign to the church's porch. On it, she had written 'Resurgam' (I shall rise again). The motto was taken up across Europe and stood for the future reconstruction that was being talked of even before the bombing had stopped. Lord Reith, Minister for Works and Building, had, in February 1941, secured the Government's commitment to a national planning policy, one that would overcome the obstacles of land ownership and values, municipal boundaries, and local financial shortfalls. The reconstruction would be a national affair, and Reith exhorted councils to "plan boldly"⁰² for the peace.



The temporary Nissen hut shops are demolished as Royal Parade takes shape. (Ref: 1418/14094 © Mirrorpix, The Box, Plymouth)



Abercrombie and Paton Watson's Plan for Plymouth, 1943 (Ref: The Box, Plymouth)

Plymouth's wartime mayor, and former MP (for Sutton), Waldorf Astor and his wife Nancy, who had held the same Sutton seat since Waldorf resigned it in 1919, were active in promoting a radical approach to rebuilding the city. Lord Astor had been acquainted with Patrick Abercrombie, Britain's foremost planning expert, for many years, so that when Plymouth's emergency planning committee issued its invitation to secure Abercrombie as a consultant in September 1941, his acceptance had already been assured.

Abercrombie arrived for a weekend visit in October 1941. Lord Astor later recalled that: "I well recollect how my wife took him [Abercrombie] for a walk ... They had the vision of a view ... which for generations had been blotted out by promiscuous buildings. That is how we got the conception of a broad open way from the high ground at North Road station down through the heart of Plymouth and up to the old Eddystone Lighthouse, which has been re-erected as a monument on the Hoe".⁰³ The 'vision' would become the north-south axial boulevard, Armada Way, around which the whole plan would evolve.

Abercrombie and city engineer James Paton Watson produced a number of different plans before the publication in 1943 of A Plan for Plymouth. In that volume, beautifully produced, although limited in print run due to a paper shortage, the principles and preliminary design for the new city were set out. New suburbs, neighbourhood units, orbited around the city centre, linking through wide highways to the A38 parkway. This ethos of town-planning zoned the different uses and needs of the city: there would be commercial zones; municipal zones; and leisure zones, but housing would be moved away from the city centre to the new suburbs. It was formally adopted by the Council in 1944 and a Reconstruction Committee appointed to enact it.

⁰² Stephen Essex and Mark Brayshay. 2008. *Boldness diminished? The Post-War battle to replan a bomb-damaged provincial city.* *Urban History*, Vol. 35, No.3.

⁰³ Peter Hall. 2014. *Cities of Tomorrow: An intellectual history of urban planning and design since 1880.* John Wiley and Sons. P257



1.4 CONSTRUCTION BEGINS: 1947 TO 1951

When the plans for reconstruction came to be realised, the Plan was not quite as bold as Abercrombie and Paton Watson had initially envisioned. Support for the Plan had not been universal and financial and ownership constraints remained. However, Abercrombie returned in 1947 as a consultant on the development of the Plan and George VI opened the first section of Royal Parade that year. At the same time, compulsory purchases cleared the way for construction to begin in earnest on nearly 175 acres of the city centre: the Beaux Art city with its wide boulevards that emerged from the rubble would still be bold.

The visionary Armada Way (formerly called Phoenix Way) formed the backbone of the Plan: a wide boulevard that stretched from the station in the north (though the grand station terminus was never fully realised), to the Hoe Park. The new thoroughfare of Royal Parade took the place of Bedford Street, stretching from St Andrew's Cross in the east to Derry's Cross to the west. New dual carriageways flanked the development, giving access to the new grand roundabouts.

Larger commercial enterprises successfully lobbied for the prime positions, perhaps best exemplified by the first building to take root: the department store, Dingles (1949 to 1952), on the north side of the Royal Parade and Armada Way junction, and the Pearl Assurance building opposite (1950 to 1952). Dingles was designed by the veteran modernist architect Thomas Tait, who was also a consultant on the wider Plan. Although the symmetry of the 1943 Plan was dispensed with, the two buildings set the tone for the style and size of the flagship Royal Parade buildings. Monumental, steel-framed, classically-styled and faced in Portland Stone, each

had finely proportioned metal upper windows with opulent bronze framed windows below. Canopies perforated by circular glass lights and extendable canvas blinds protected those beneath from the elements. Abercrombie and Paton Watson's Plan for the monumentality of the vision, enabled by the wide roads was realised and augmented by the squat towers on each of the two buildings and repeated elsewhere, the height and scale of which were carefully controlled across the scheme.

At Derry's Cross, the Cooperative's in-house architect struck a slightly less formal tone. The building (1950 to 1952) took the whole block between: Royal Parade; Raleigh Street; Courtenay Street; and New George Street. Glass blocks around windows gave it a light feel, augmented by its balcony above, complete with bright yellow soffit.



The steel frame in place for construction of Dingles, 1950 (Ref: 1418/06138 © Mirrorpix, The Box, Plymouth)



Dingles department store under construction, 1950. Derry's clocktower and the former National and Provincial Bank (now the Bank public house). The temporary Nissen hut shop fronts can be seen in the middle ground. (Ref: 616/108 The Box, Plymouth)



Aerial shot of Royal Parade, c.1950 with New George Street under construction. The steel frame of Dingles is in place. The old market is still standing. (Ref: 3488/7065 The Box, Plymouth)



Armada Way, 1961, from the top of the Civic Centre, showing the central lawns before pedestrianisation. (Ref: 3488/19 The Box, Plymouth)



Dingles canopy over Armada Way, 1960s. (Ref: 3488/5605 The Box, Plymouth)



The film star, Richard Todd, salutes the crowd as he arrives for the opening of the Drake Cinema, Derry's Cross. The Cooperative building can be seen behind, 1958. (Ref: 1418/14915 The Box, Plymouth)

1.5 THE NEXT PHASE: 1951 TO 1961

From 1951, more diversion from the palette occurred, city architect Hector Stirling opened the way for other materials to be used. The palette had already been opened up to red brick due to the survival of the relatively new neo-Georgian Western Morning News building (1937 to 1939) on New George Street and its incorporation into the Plan. On the return to New George Street of Dingles, Dolcis shoe shop (1949 to 1951) used the same rectangular windows, framed in Portland stone, of the Tait monolith, but with a distinct red brick face.



Shoppers congregate at the junction of New George Street and Armada Way, 1957. (Ref: 3488/431 The Box, Plymouth)

At the other end of Royal Parade, the anchor sites of St Andrew's Cross roundabout met the constraints of palette and style, while maintaining striking individuality. While the stoic classicism of the Royal Building (1947 to 1953) in the south-west corner, with no ground floor shops, created a formal Portland stone gateway to the old town, the austere Devon granite of the National Provincial Bank's (1955 to 1958) treble-height portico was illuminated by the blue mosaic tiles within, with golden motifs picked out. The blue clocktower, rising above Royal Parade, exemplified its classic-to-modern aspect. The concave Post Office (1954 to 1958) building across the road from it, at the junction with Old Town Street, reflected the curve of the roundabout, and was faced in slate recessed into a Portland stone frame. At ground floor level, it was supported by black terrazzo (now brown glazed tile) pilotis.

Old Town Street diverted from the plan due to a requirement that it accommodate a pre-war telephone exchange, which survives, tucked behind the old Post Office building. The gentle rerouting affected the symmetry of the original plan, as did the decision to retain the imposing Methodist building in Cornwall Street. The buildings of Old Town Street and New George Street ranges were less imposing than the corner blocks and fronts to Royal Parade, but their well-designed façades brought only slightly less grandeur to the street scene. Most were topped by terraced attic storeys, some enclosed, others open, all speaking to the scale and vision of the Plan. To the west of New George Street, less imposing buildings allowed space for the smaller shops. It was here that the Pannier Market was rebuilt (1956 to 1959), a vast concrete hall with rhythmic canopies above, embracing the Festival of Britain style.



Exeter Viaduct and National Provincial Bank under construction. The newly completed concave Post Office building, centre left. (Ref: 3488/229 The Box, Plymouth)



The Royal Parade from the Gas Board building, 1958. (Ref: 3488/5605 The Box, Plymouth)

1.6 THE RELIGIOUS AND ENTERTAINMENT PRECINCTS

Royal Parade, always more than a simple road, offered space enough to step back and admire the monumental front row of the new commercial and retail district, shaded by lime trees along the south side. Although the central garden of Royal Parade, as detailed in the 1943 Plan, was cut for costs, early landscaping had a planted central reservation before the present railings were erected. Bus stops along the avenue brought the people in to the city from the outlying suburbs: arrival set the visitor right into the heart of the new city.

South of Royal Parade lay the historic civic areas of town, but also its main church, St Andrew's, restored in a medieval style, and its historic synagogue. Abercrombie and Paton Watson planned to retain the historic mainstays of Plymouth's faith communities and augment them. In the new religious precinct, French architect Louis de Soissons designed the Unitarian (1955 to 1958) and Baptist (1956 to 1959) churches. Referencing Plymouth's historic importance as a city that sent settlers across the Atlantic, these churches used New England motifs, shallow pitched roofs, copper spires on bright white belvederes. Their slim Gothic windows spoke to those in the older buildings close by: the synagogue; dispensary; and Prestyn house, and the relative quiet of the area centred on Catherine Street added to the contemplative atmosphere.

To the south-west of Royal Parade, an entertainment precinct reimagined Foulston's Athenaeum (1958 to 1961). An auditorium was augmented by a seating area enclosed within a steel frame, fully glazed, standing on blue mosaic tiled pilotis. Beside it, the pre-war Royal Cinema was retained, its Portland stone façade an anticipation of the strongest element of the new city's palette. The Drake Cinema on Derry's Cross projected a large model of

the Golden Hind into the streetscape. A theatre was originally intended for the entertainment precinct but did not arrive until 1982. The new Theatre Royal (1979 to 1982 by Peter Moro Partnership) finally opened on land undeveloped since the war. While it did not use the Portland stone of the older buildings, its smart glazing and bronzework spoke to the heyday of the department stores across Royal Parade.



Aerial view of Derry's Cross, 1996, before the construction of the Travelodge on the car park site in front of the Athenaeum. (Ref: 3488/166 The Box, Plymouth)



Between the religious and entertainment precincts, office buildings provided space for the work of the city to be done. Purpose-built modern blocks such as Princess Court (opened 1962), provided much needed purpose-designed light and airy office accommodation and reflected an international style. The diversion from the classical palette included cast concrete aggregate. The law courts (1960 to 1963, now Plymouth Combined Court) also used, by economic necessity, more economic materials, though decorative elements and fenestration firmly placed it within the Great Square (now the Civic Square).

1.7 THE GREAT SQUARE AND CIVIC CENTRE

It had been determined to save the Guildhall, and its interior was richly rebuilt. The Great Square, the civic space that would come to characterise the southern stretch of Armada Way, retained trees from the old gardens (and cemetery) on to which it was overlaid, giving it some immediate maturity. Paving and planting was augmented by seating, and a large reflecting pool that was almost immediately adopted by model yacht enthusiasts. The concert hall that was also to grace the space gave way to law courts, but the Civic Centre that was to define it was opened in 1962. Designed by Stirling and brought to life by Jellicoe, Ballantyne and Coleridge,

the tower block was put in conversation with the Guildhall's own tower. It was an unapologetic modernist moment in the Beaux-Arts plan, clad in glass and Devon granite aggregate panels with Delabole slate facings at the base. Red Murano glass mosaic-faced pilotis support the bridge and the Council House's Portland stone-detailed chamber. The interiors were sumptuously detailed with marble, mosaic, murals and tapestries. The Civic Centre's butterfly roof would become its defining characteristic, elevated high above the planned city. Its roof terrace and restaurant could be enjoyed by the public.



View south from the Civic Centre to the Hoe, 1970. Princess Court to the lower right; Barclays to the lower left, the NAAFI building (built 1949 to 1951; demolished 2010) opposite. (Ref: 3488/37 The Box, Plymouth)



The Civic Centre under construction, 1961. (Ref: 3488/10828 The Box, Plymouth)



The Civic Centre and Great Square, c. 1965. (Ref: 3488/69 The Box, Plymouth)

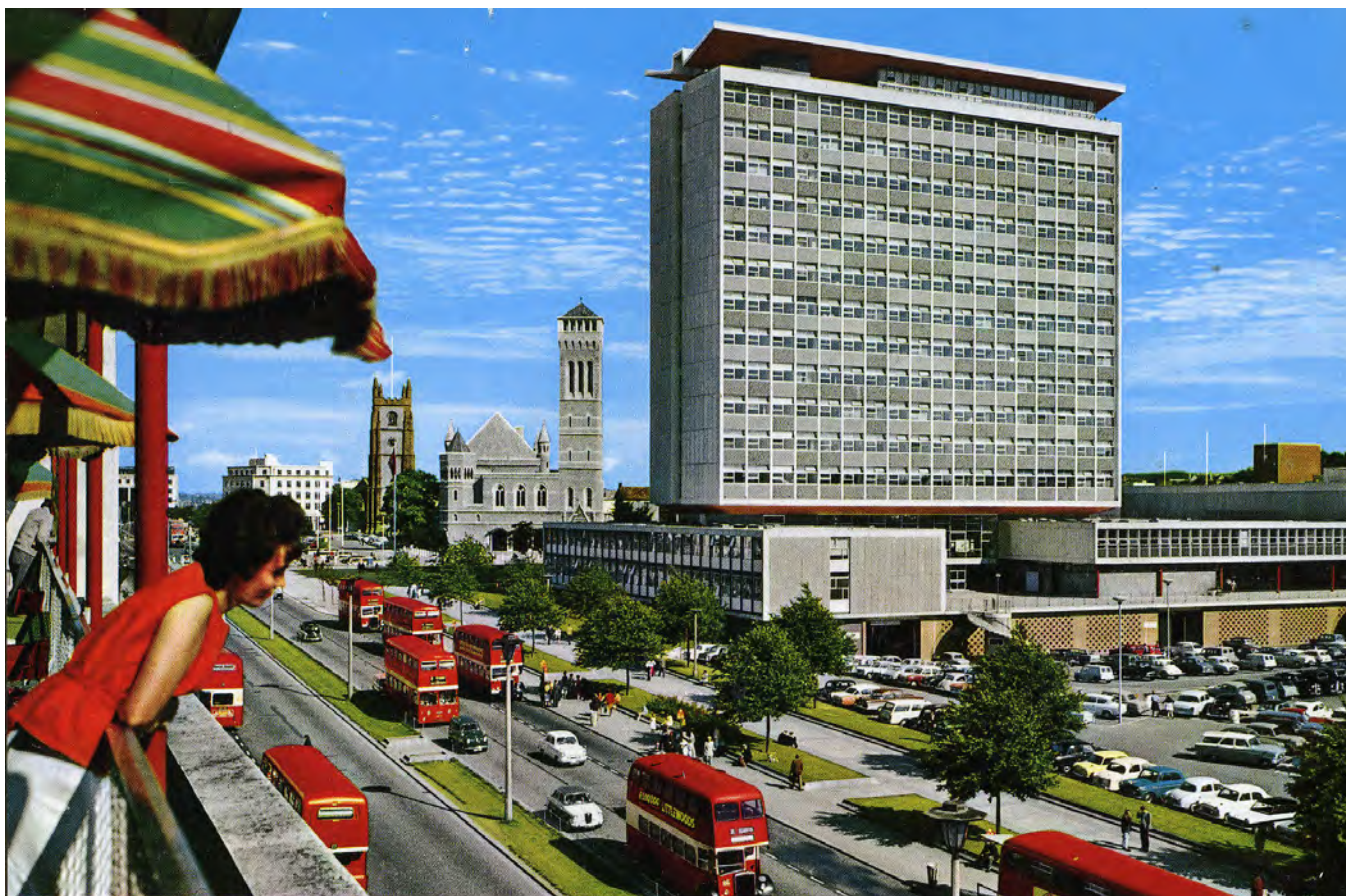
1.8 THE END OF THE PLAN

The plan was effectively complete with the opening of the Civic Centre in 1962. Fashions, and social and economic conditions move fast, however, the city centre's fate has been better than many of Britain's Post-War set pieces. Much of the city centre remains intact, and despite its relatively short heyday, the Civic Centre has weathered the calls for its demolition (aided by its listing in 2007, when it finally closed). A number of other buildings have also been recognised through listing and increasing interest and support for Post-War architecture has seen a renewed interest in Plymouth's future. Nevertheless, the later-20th and early 21st centuries have not been without loss. The Drake's Circus shopping centre, opened in 1971, was demolished to make way for the new mall (opened in 2006). With it went a corner of the Beaux-Arts plan. At Derry's Cross, construction of new development has somewhat isolated the Athenaeum and Royal Cinema. The NAAFI, at the junction of Armada Way and Notte Street, was demolished in 2010.

Phased landscaping and public realm projects undertaken across the city centre have overlain different designs and materials, many of them informal, reflecting their origin moments rather than their setting within the city and led to an overloaded streetscape which, while it can sometimes lack unity, has provided welcome seating opportunities and attractive planting schemes that are well-used and enjoyed by Plymothians and demonstrate the value of the city centre's bountiful amenity space.

Interiors have in many buildings been vastly altered, in others concealed. A plethora of shop signage and branding has limited any street level understanding of once exceptional shop frontages. Economic and social change has also led to significant vacancies, with the physicality of empty shops contributing to an unease about the city's future. However, the amenity areas throughout

the city centre remain well-used by: school-age young people; shoppers of all ages; skaters; model-yachters; walkers; and workers. The city centre still represents, and contains in its fabric, the best of the humanistic planning of the Post-War reconstruction, and Plymouth's continued flagship status as its herald and champion.



A John Hinde postcard view of the Civic Centre, from the terrace of the Cooperative building. (Ref: 3488/8058 The Box, Plymouth)



1.9 PLANNING CONTINUES...

The turn of the millennium heralded a new centrality for the city centre however, as planners looked to enhance and build on the Plan for Plymouth, incorporating it in visions for the city's future. In 2003, architecture firm MBM, perhaps best known for their work on the Barcelona Olympics, were invited to prepare a 'Vision for Plymouth' (MBM Arquitectes with AZ Urban Studio). Known as the 'Mackay Vision' after one of the firm's senior partners, and the leaser on the project, David Mackay, the document proposed to build a development strategy to promote a joined-up approach to the city's future. The Vision recognised the importance of the Plan for Plymouth and identified a lack of connectivity in the city and the too-strong a hold of traffic infrastructure. At the same time, MBM envisioned Plymouth as a mini-Manhattan: Abercrombie and Paton Watson's plan had, after all, advocated for a wider range of heights for the city centre. In addition to these problems and opportunities, the notion of 'downtown' was posited, Petula Clark's 1960s hit was referenced, as a challenge: the streets of the city centre so busy during shopping hours were silent and empty outside those times. Broadening the kinds of activity in the city could bring it to life, maximising land-use by inviting residential and more business opportunity, not only offices, but restaurants, bars and cafés.

The Vision called for:

- A released city centre: with more integrated pedestrian areas, freeing it from its 'triangular traffic collar'.
- A connected city centre: where rundown or vacant plots on the periphery of the centre were developed, opening new lines in and out. Movement across the city would be improved with shared pedestrian and vehicular access and Armada Way would be restored through a more open landscaping plan.
- A diversified city centre: taller buildings in set areas would offer new life to the streets through further commercial provision and a change to the urban grain.
- A defined city centre: a more varied architecture across the Beaux-Arts grid would open the city centre to its sea and moor and welcome visitors.

The Vision influenced a new approach to building height in the city, expressed in the Joint Local Plan among others, and detailed in the Plymouth Tall Buildings Strategy of 2005. The Strategy identified possibilities for taller developments in areas immediately around the city centre and the potential for intensification within. Again, the Strategy identified the Plan for Plymouth's original intention for higher buildings. Indeed, some of the larger city centre buildings already had roof terrace storeys, while on others the intended terraces had never materialised. This new vision offered an opportunity to expand the land use in the city centre by explicitly, by subtly, building up. Within the next few years key buildings, including the former Barclays Bank and Post Office, offered residential roof terraces, beginning to bring life to an after dark 'downtown'. The increased height potential for the city centre continues to be recognised in the current planning framework for the city.

1.10 THE PLYMOUTH CITY CENTRE MASTERPLAN

The Plymouth City Centre Strategic Master plan is a crucial document for the City Centre. It forms part of the evidence to support the Joint Local Plan. It is strategic by nature, sets a framework and directs change and investment in the City Centre for the plan period up to 2036. It considers the forces of change, and provides a vision for the City Centre with themes for change including city centre living, intensification, reconnecting with neighbours and reanimating the public realm. Its purpose is to help direct change and investment in a way that brings the greatest benefit to Plymouth and its citizens, making sure that the city's extra-ordinary built, natural and historic environment and its neighbourhoods and communities thrive and can be sustained well into the next century in line with the provisions of the NPPF. All of these elements are important both in the context of the masterplan but also the CAAMP. In fact, the City Centre CAAMP and the Strategic Masterplan are aligned in many ways and are complementary in their proposals. Each consider the need to intensify the City Centre by bringing more people into the City and keeping them there longer, reuse vacant buildings, increase residential, reconnecting the area to its neighbours, re-animating the public realm and being adaptable.



2.0: PLYMOUTH IN CONTEXT

2.1 INTRODUCTION

This section addresses the city centre in the context of Post-War reconstruction in Europe and in the UK and indicates through comparison, the value of the city centre as a Post-War planned area. A more detailed account of the comparatives is to be found in **Appendix B**.

2.2 PLYMOUTH IN EUROPEAN CONTEXT

The wholesale redevelopment of the city centre of Plymouth, sits somewhere between the complete unity of design of Le Havre and the distinctly modern projects in Rotterdam and Royan. These are examples of the variety of approaches taken for the necessity to clear away and impose a modern plan or build new over a partially kept or old city plan. In that, these cities are all different. What links them in particular is the visual language and coherence of them as unified pieces of modern design and the experimental nature of some of the architecture. In planning terms, the urban relationship Plymouth city centre was designed to have with its administrative and cultural spaces was exemplary and surpassed the efforts in Le Havre and Rotterdam. Perret's plan was hamstrung by resistance in that regard and in Rotterdam, the closed off nature of the Lijnbaan meant that vistas were not as open as they were in Plymouth. Royan, the smallest of the reconstructed cities of Europe here, relied on architectural daring of individual buildings to convey modernity and rebuilding.

Plymouth by contrast, was measured, taking its planning and zoning ideas from the foremost thinkers in the country about town planning and using Beaux-Arts sensibilities as a starting point for axes, vistas and a sense of openness. Whilst there were certainly key, innovative buildings like the Civic Centre and the Pannier Market in particular, the majority of the buildings had their roots in a classical civic style. Armada Way bears comparison to the Lijnbaan for its precinct nature and indeed, after Princesshay in nearby Exeter it was an early exponent of a modern, shopping avenue. In its unity of appearance, Plymouth bears considerable comparison to Le Havre, with Portland stone, rather than concrete being prevalent. As a mixture of the sensibilities and expression discussed through the case histories here given, Plymouth is one of the largest and most coherent pieces of Post-War cityscape in Europe and in its planning, architecture and spatial interrelationships between functional areas, remains a unique expression of Post-War design in a European context, bringing together ideas that although found elsewhere, are blended to a unique degree in the city centre.



Exeter's Princesshay in 1970

QUICK FACTS

- A great many European cities lay in ruins following wartime destruction, the number that chose a specifically modern route to reconstruction was small, these include Le Havre and Royan in France, Rotterdam in the Netherlands and Hull and Coventry in the UK.
- The wholesale redevelopment of Plymouth city centre, sits somewhere between the complete unity of design of Le Havre and the distinctly modern projects in Rotterdam and Royan.
- Armada Way bears comparison to the Lijnbaan in Rotterdam for its precinct nature and after Princesshay in nearby Exeter it was an early exponent of a modern, shopping avenue.
- In a UK context, Plymouth is the pre-eminent Post-War planned city centre due to its ambition, scope, uniformity and completion.
- Although Plymouth has suffered loss of some key buildings, it is much less impactful than in other similar cities.
- Plymouth's city centre, for its survival, the variety of its 20th century buildings and the influence it had on UK city planning and urban design, is internationally important.



2.3 UK CONTEXT

Plymouth is the pre-eminent Post-War planned city centre in the country and there are two fundamental reasons for this. Firstly, the scale of its ambition as a planned city centre, is comparable to Le Havre in its scope, uniformity and completion. Its date, also places it at the vanguard of both the reconstructions and it was therefore instrumental in the development of the UK new towns. Perhaps the closest comparator in terms of style and size, would have been Swansea, but this was never completed as planned. The unity of the buildings in Plymouth belies the variety of high-quality modernism of different types and there is not one prominent style. Plymouth is therefore rich in its 20th century heritage and includes Post-War Scandinavian civic, Festival style, Brutalism and Expressionism. Later building, like the Theatre Royal, added to that list. Survival and designation have played a part in this and in comparison to Southampton, Exeter, Hull and Bristol in particular, Plymouth has retained much of the Post-War plan and the buildings and spaces that mark it out.

2.4 CONTEXT CONCLUSIONS

Plymouth's city centre, for its survival, the variety of its 20th century buildings and the influence it had on UK city planning and urban design, is internationally important. The unity and coherence of the plan, despite some alterations over time and some major interventions like Drakes Circus and the Beckley Point development remains visually and spatially intact. Like Le Havre, the shared materiality of the buildings brings an aesthetic unity but unlike Le Havre, the buildings have a greater variety. Royan, Exeter and Hull, along with Coventry, have all been impacted by the loss of key buildings and although Plymouth has also suffered this, it is much less impactful. Exeter, Plymouth's closest neighbour as a Post-War planned centre, has seen sweeping and irreversible loss of its Post-War heritage and this again, makes Plymouth exceptional in a UK context and indeed, a south-west regional one.

Plymouth city centre then, is comparable only to Le Havre, which since 2005, has been a UNESCO World Heritage Site. This is reflected in it being the UK city (outside of London) with the highest number of 20th century listed buildings in the country. The variety of its individual elements, but the coherence of the whole, is what distinguishes it primarily and indeed, it is comparable to Le Havre, as opposed to other UK cities, by its survival as a Post-War planned city.

Supporting analysis for the above conclusions can be found in [Appendix B](#).



Church of Notre Dame, Royan in 1960



L'Avenue Foch Le Havre 1957



3.0: SUMMARY OF SPECIAL INTEREST

Plymouth city centre holds a number of important historic values that relate to its planning, the personnel involved and its architectural and design history. A Plan for Plymouth, published in March 1943 was a radical and comprehensive document that had implications for the planning of other cities in the UK throughout the Post-War period. Plymouth was the only city to retain its wartime planner and this ensured the city stayed ahead of all other UK cities in the process of peacetime reconstruction. It thus became an aspirational place for other war damaged towns and cities in the UK.

The quality and consistency of Plymouth's architecture has its roots in the nature of the plan from its earliest conception, which envisaged a city en fete, that is to say, a city in permanent celebration. This was conveyed fully in JDM Harvey's original plan drawings and these proved to be both decisive and pervasive as architects responded to the parameters of scale, massing and materiality and indeed, style, indicated by the plan.

Patrick Abercrombie was the foremost UK city planner of the Post-War period and Plymouth was his largest and most ambitious piece of urban design. An architect of international standing, Abercrombie's ideas and plan as contained in the London Plan (later the Greater London Plan) of 1944, became instrumental in the New Towns movement and his influence is still being felt in urban design today. James Paton Watson was Plymouth's City Engineer and to him and his department was left, largely, the translation of the plan into reality. His involvement as a notable designer and facilitator in his own right is often overlooked, but Paton Watson was instrumental in the success of Plymouth as a working, living city.

The list of architects who designed buildings in the city centre reads as a comprehensive run-down of the primary talents of the period. Plymouth remains, in its set piece planning and through its individual buildings, one of the most complete expressions of mid-century design and art in a UK and international context. As a result, it had considerable impact on later plans and on the New Towns that followed.

QUICK FACTS

- The largest and most complete Post-War city plan in the UK.
- Contains a high concentration of 20th century heritage assets that are internationally significant as a group.
- Is illustrative of the collective political and social will and optimism that followed the devastation of World War II.
- Was designed by the UK's pre-eminent and most influential town planner of the 20th century with local assistance and support.
- The mid-century historic character of the buildings and streetscape remains legible and intact.
- Many of the key buildings are exemplars of mid-century British architecture designed by some of the most notable figures of UK 20th century architecture and design.



The visual and spatial qualities of Plymouth rest primarily on the plan and on the original vision for a modern city centre. The degree of freedom handed to the architects whose work lined the zoned areas of the plan, was tempered by the oversight of Crabtree and Tait whose involvement ensured a unity and coherence to the architecture that could have been lacking in the final schemes.

There have been detrimental impacts: the loss of Civic Square; the loss of key sightlines through the plan; and changes to street furniture and shop fronts are amongst those things, overall the plan remains legible. Testament arguably to the robust quality of its original design. The sense of place engendered by the plan makes it uniquely special as a city centre in an international context. Like Coventry, Exeter and the other bombed cities of Europe, the rebuilding after the War imbued Plymouth with a sense of civic pride. Memories of the Blitz and the immediate aftermath are now reaching a period where they will soon fade from collective living memory, but the values expressed in the plan and in the architecture remain legible.

Plymouth city centre is a singularly unique and special place. Nowhere in the UK is there a better surviving or more visually coherent example of the architecture, design and social spirit of the Post-War period. The plan has been impacted, some key buildings have been altered or lost, but comparatively, Plymouth remains the UK's most complete vision of the planned city centre





PART B: THE CHARACTER OF PLYMOUTH CITY CENTRE

This part of the CAAMP provides analysis and assessment of the character and appearance of the Plymouth City Centre Conservation Area and the way in which this contributes to its special interest. It covers different elements of character including townscape and spatial analysis, important views and setting as well as identifying the contribution different buildings make in an audit of heritage assets.

4.0 Location and Setting	23
5.0 Townscape and Spatial Analysis	27
6.0 Important Views and Landmark Buildings	41
7.0 Audit of Heritage Assets	59





4.0: LOCATION AND SETTING

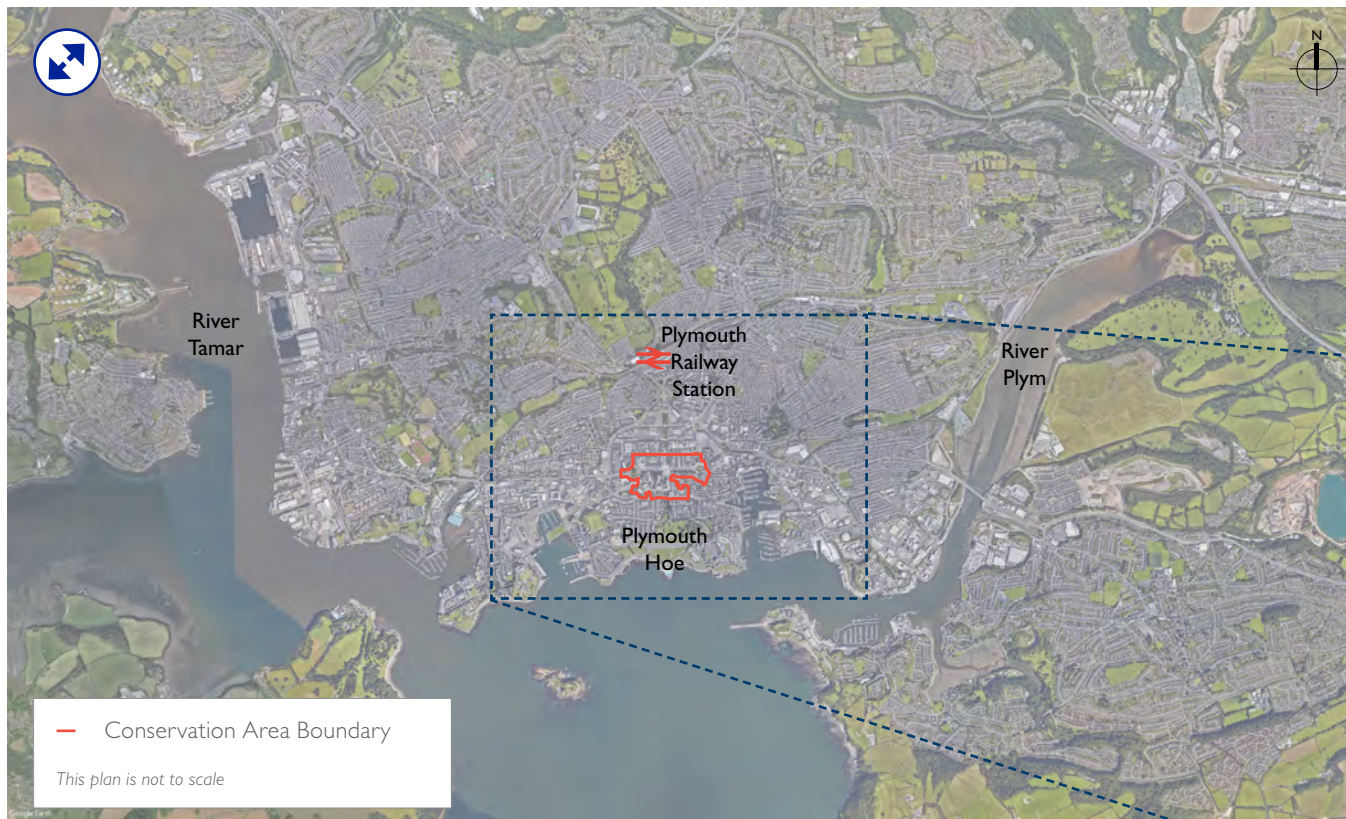
4.1 LOCATION

The Plymouth City Centre Conservation Area is located in the heart of Plymouth, north of the Hoe and south of Plymouth Railway Station. Plymouth itself is a port city enclosed by the River Plym to the east and the Tamar to the west, which forms the boundary between Devon and Cornwall. The rivers converge to form Plymouth Sound on the English Channel. **Plan 2** shows the Conservation Area within its wider context.

The coastal position of Plymouth led it to become first a trading port and subsequently an important naval dockyard. The consequence of the latter was severe bombardment of the city during World War II necessitating the centre to be rebuilt. The location of Plymouth is therefore critical to the understanding of how the Conservation Area developed.

QUICK FACTS

- The presence of the naval dockyard led to the wartime destruction of the city, prompting the need for redevelopment.
- The topography of the area, rising up to the north and south was a factor in the Post-War layout, Armada Way being aligned to make the most of long views.
- The wider Plan for Plymouth contributes to the understanding of the Conservation Area, in particular the rest of Armada Way and the Pannier Market.
- Other historic parts of the city, including the Guildhall and the Hoe, also contribute to the setting of the Conservation Area.



Plan 2: Plymouth City Centre Conservation Area within its wider context



4.2 TOPOGRAPHY

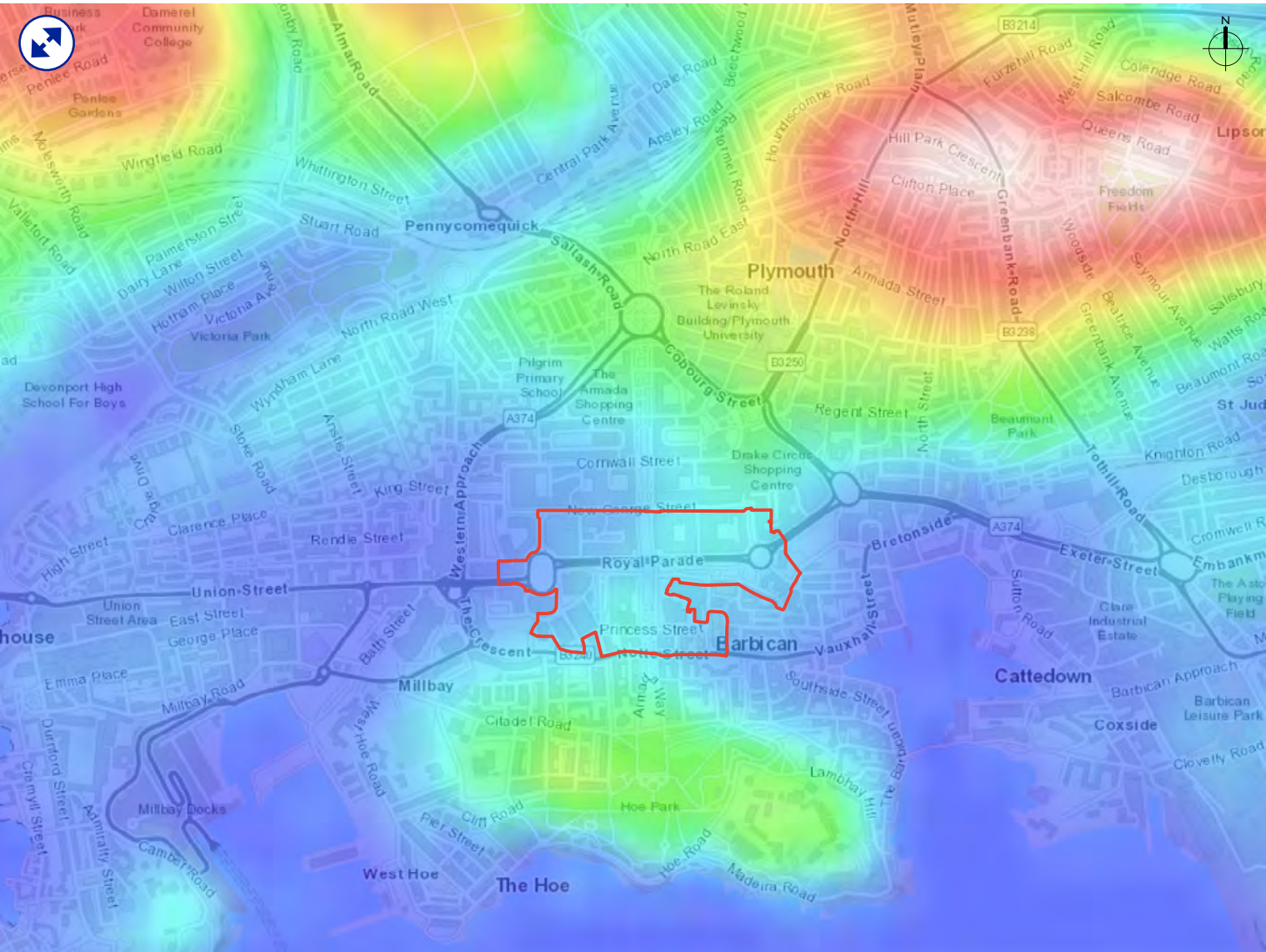
The topography of the Conservation Area and its setting is an important part of the experience of the area and was undoubtedly a factor shaping the Post-War layout. The Conservation Area lies within a band of low-lying ground that extends between the Plym

and Tamar rivers. To the south the ground rises up to the Hoe, which sits atop high limestone cliffs. The land also rises steadily to the north, peaking with North Hill to the north-east of the Conservation Area. The considerable changes in elevation allow for long views down Armada Way and from Hoe Park towards the

Civic Centre. Within the Conservation Area itself the line inclines gently from west to east which allows views along the long parallel roads of Royal Parade and New George Street. [Plan 3](#) shows the topography of the area.



This view from the top of Armada Way at North Cross clearly demonstrates the dramatic topography of the city centre. The Conservation Area is largely within a valley with just the tower of the Civic Centre seen. The land rises again to the south of the Conservation Area up to the Hoe; the top of the Naval Memorial can be seen in this image with Smeaton's Tower also visible when there is less foliage on the trees.



Plan 3: The topography of Plymouth City Centre Conservation Area and its setting

Conservation Area Boundary

This plan is not to scale

Ground Level

Lowest

Highest

4.3 SETTING

The Conservation Area encompasses the core of the area redeveloped in the Post-War period in accordance with Abercrombie and Paton Watson's 1943 Plan for Plymouth. However, the Plan, and the redeveloped area, extend beyond the Conservation Area boundaries and forms the immediate setting of much of the Conservation Area, particularly to the north. The Post-War layout and buildings of the wider Plan for Plymouth are critical to understanding and appreciating what is special about the Conservation Area. Armada Way, the Pannier Market, Frankfort Gate and Cornwall Street all make a considerable positive contribution to the setting of the Conservation Area and contributing to its special interest.

South and east of the Conservation Area the pre-war layout and buildings of the city centre survive, designated as The Hoe Conservation Area and Barbican Conservation Area respectively. The approach to Hoe Park continues the same alignment as Armada Way providing a connection physically and visually between the historic and Post-War parts of the city centre. This connection is important to the special interest of the Conservation Area. The Barbican is one of the most historic parts of Plymouth developing from the 13th century. Of particular relevance to the setting of the City Centre Conservation Area is the Guildhall, which faces the Civic Centre across the Civic Square, balancing the composition and the tower that is important in views along Armada Way and Royal Parade. Also making an important contribution to the setting of the Conservation Area is St Andrew's Church, the tower of which also features in views. This building, along with the Synagogue on Catherine Street, also contribute to the setting of the Conservation Area by reinforcing the so-called 'religious quarter' of this part of the Plan for Plymouth with the Post-War Unitarian and Baptist Churches.

The wider urban setting of the Conservation Area also contributes to its significance by ensuring it is appreciated as the centre of the city. The scale and distinctive form of the Civic Centre mean that it is visible from many places across the city, landmarking this area as its civic heart. Although not intervisible with the



The Civic Centre from the Naval Memorial, which aligns with Armada Way, in Hoe Park



Cornwall Street, part of the wider Post-War redevelopment envisaged within the 1943 Plan for Plymouth

Conservation Area, the Post-War suburbs of Plymouth, also part of Abercrombie and Paton Watson's Plan, are part of the setting of the Conservation Area and provide insight into the extent of Post-War change that took place in Plymouth.



The Pannier Market, part of the Post-War redevelopment of the city centre and listed Grade II



St Andrew's Church and the Guildhall seen in relation to the Civic Centre from Royal Parade



5.0: TOWNSCAPE AND SPATIAL ANALYSIS

5.1 STREET PATTERN

The layout of the Conservation Area is one of its most distinctive features and reasons for its special interest. The arrangement of streets and spaces is a refined version of Abercrombie and Paton Watson's 1943 Beaux-Arts Plan for Plymouth with its strong symmetry, grand axes, geometric forms and classical emphasis. This was coupled with the desire at the time to keep high-speed traffic separate from people.

The full area redeveloped is formed by an irregular pentagon edged by a ring road to the east and west, converging on new roundabouts Derry's Cross to the east, St Andrew's Cross and Charles Cross to the west and North Cross to the north. Forming a central spine is Armada Way, extending north to south from North Cross all the way to the Hoe. The route was designed to be a grand vista for public enjoyment, taking advantage of the topography to gain long views through the redeveloped city centre to the Naval Memorial and Smeaton's Tower on the Hoe.

On axis to Armada Way are numerous cross streets, the principal one being Royal Parade which is the main east to west route. Parallel to the north are: Mayflower Street; Cornwall Street; and New George Street, although only the latter is in the Conservation Area. To the south of Royal Parade are Princess Street and Notte Street, the latter one of the few streets in the Conservation Area to date from the pre-war period. There are limited north to south connections and these are generally used to create urban blocks such as Courtney Street and Bedford Way connecting New George Street and Royal Parade. Others simply lead to the car parks and service yards.

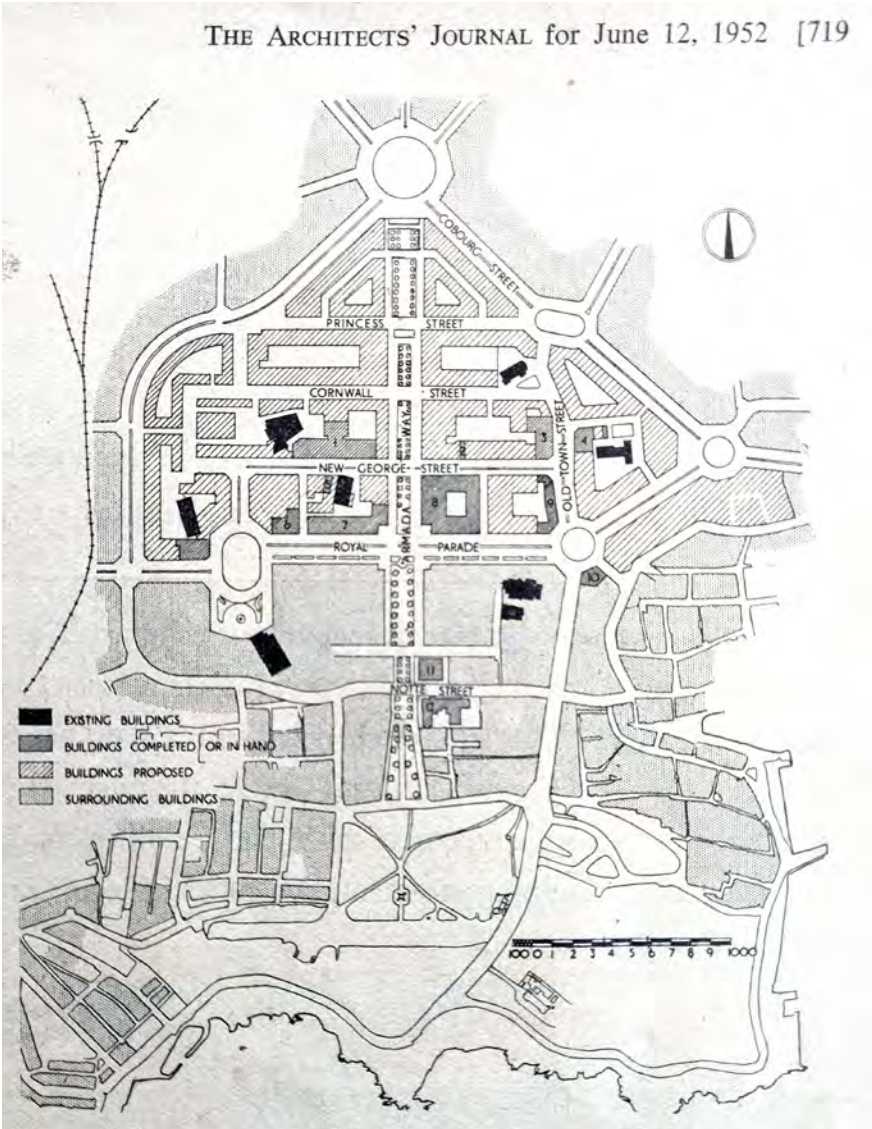
At its edges, the street layout is less rigid and integrates with the pre-war street pattern, particularly to the south-east, where Finewell Street and Princess Street retain their pre-war alignment, and the south-east which was not developed until later.

The layout envisioned by Abercrombie and enacted by Paton Watson and his team remains clearly evident and is the backbone of the buildings and public spaces it creates. The bold and confident nature of the layout sets Plymouth apart from many cities that underwent wartime destruction and rebuilding and makes an especially important contribution to the special interest of the Conservation Area. The parts of the planned layout which are not within the Conservation Area, but are within its setting, also strongly contribute.

QUICK FACTS

- The street pattern is based on Beaux-Arts principals of symmetry, geometry, grand axes and classicism.
- The central spine of Armada Way was designed as a grand vista for public enjoyment.
- Armada Way and the multiple parallel cross streets create the backbone for the buildings and public spaces.
- Building heights and plot dimensions were determined by the authorities creating a visual harmony and a hierarchy across the Conservation Area.
- Buildings are four- to five-storeys in principal streets, lowering to three-storeys in more secondary areas. One- and two-storey buildings are also present, such as the churches and the Council House.
- The Civic Centre is the tallest building at 13-storeys, designed as a landmark and symbol of the rebirth of Plymouth.
- The original Plan for Plymouth had strict zoning of different uses, although this has been diluted and will continue to be to ensure the city can meet changing circumstances.
- Open spaces were designed to be enjoyed by all Plymothians and was an integral part of the redevelopment of the city centre with streets and spaces being generous in their dimensions.
- The Civic Square is the principal public space and retains most of its original layout and fractures; its importance is demonstrated through its Grade II Registered Park designation.
- Original surface treatments and street furniture survive in places, but much has been lost and, in some instances, insensitively replaced.
- Buildings have their roots in classicism having bases defined by canopies, grandly proportioned middles and terraced, attic tops.
- Portland stone is the principal cladding material used in the Conservation Area, accompanied by granite, limestone and slate. Concrete is used but sparingly.
- Decorative ornamentation is common, particularly the use of mosaics and carved stone reliefs.





1952 plan of the layout for Plymouth city centre (revised from the 1943 Plan for Plymouth), which is very similar to what was enacted.



Aerial map of the street layout of Plymouth city centre today. Base plan © GoogleEarth 2021

5.2 SCALE AND BUILDING FORM

The planned nature and zoning of uses of the city centre resulted in a strict hierarchy of buildings across the Conservation Area. The plot dimensions, building widths and cornice lines of buildings were pre-determined by the city authorities leading to a visual harmony to the street scene whilst still allowing for creativity and individualism. Buildings are generally large in their scale and massing, but this is comfortably accommodated within the broad streets and spacious public spaces. Most buildings have a horizontal emphasis to their massing and articulation and flat roofs. This serves to emphasise the vertical elements within the Conservation Area and its setting namely the Civic Centre tower with its butterfly roof, the Guildhall tower and the church towers and spires.

Along Royal Parade, buildings are of a monumental scale, filling entire blocks, extending back to New George Street and have long frontages to Royal Parade, Armada Way and the cross streets and large yards and service areas between. Royal Parade has a building height of four- to five-storeys including top floor terraces in many cases, whereas the narrower and more domestic and subserviently-scaled New George Street is a consistent three-storeys. This change in height also deals with the gradual gradient upwards to the north. Slightly taller tower elements are present at the corner of Pearl Assurance House and Dingles (now House of Fraser) which mark the entrance to Armada Way from the Civic Square; the latter has unfortunately been visually compromised by the 1980s extensions following a fire.

The buildings around Derry's Cross and St Andrew's Cross are similarly scaled to those on Royal Parade but are generally more linear blocks following the street frontages. On the south side of Royal Parade are the Theatre Royal and the Civic Centre (the Guildhall and St Andrew's Church being within the Barbican Conservation Area). The Theatre Royal (Grade II) is a large building occupying its own island site. The stepped, geometric form of the building offsetting its scale.

The tallest and most prominent building is the Civic Centre (Grade II listed), which rises to 15-storeys and comprises a two-storey plinth and a 13-storey slab block tower with a butterfly roof. This building was deliberately the only tall structure in the redevelopment plan and is important for being the physical representation of the rebirth of Plymouth and the hope and confidence the city had following wartime devastation. The Civic Centre is a beacon, visible from across the Conservation Area and wider city. It is often seen with the Guildhall tower, collectively representing the pre- and Post-War identities of Plymouth.

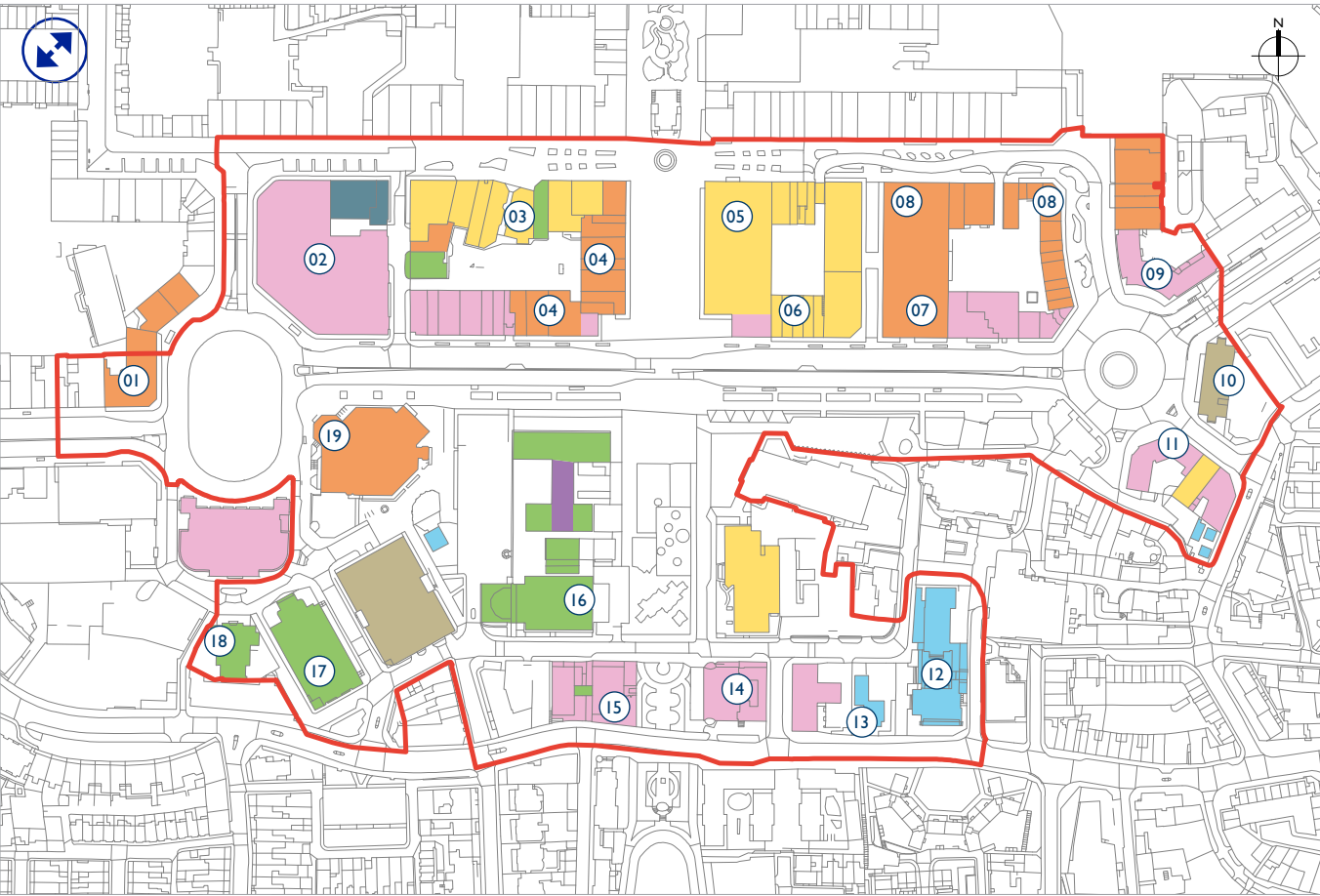
South of the Civic Square there is more variety in building form and height. Detached buildings, originally all in office use, occupy the block between Princess Street and Notte Street ranging from four- to five-storeys although the storey heights differ. There has been some roof extension, which has increased the height of some buildings leading to an overall taller character than intended by the original planning.

There are also lower buildings in the Conservation Area, of one- to two-storeys, but these are by no means less important or prominent, these include: the Baptist and Unitarian Churches of the Religious Quarter; the Council House; the Combined Court; and the Athenaeum. The churches at the south-east corner of the Conservation Area have distinctive pitched or hipped roofs and tall spires, which give them prominence in the street scene and certain views. The Athenaeum and Council House are raised on pilotis, increasing their stature and feature portal framing giving them a distinctive appearance compared to the surrounding buildings.

Plan 4 overleaf shows the number of storeys of different buildings in the Conservation Area.



The Unitarian and Baptist Churches, distinctive for their pitched roofs and spires



Plan 4: Building heights by storey within the Conservation Area



Many buildings across the city centre are of mixed heights within one building footprint. Some buildings also have tower elements or spires which extend over the main roof height.

- 01 British Gas House: four-storeys plus tower.
- 02 Cooperative Building: three main storeys plus two terrace storeys.
- 03 Western Morning News: three-storeys plus attic storey.
- 04 Pearl Assurance House: four storeys plus terrace in places and corner tower (up to seven-storeys).
- 05 Dingles/House of Fraser: three main storeys plus two (rear) or three (front) terraces. Corner tower (up to five to six storeys).
- 06 No.30-36 Royal Parade: three-storeys plus two terraces.
- 07 Debenhams: three main storeys and integral terrace storey above cornice.
- 08 South side of New George Street (east): All three-storeys plus semi-open terrace storey.
- 09 Post Office: four original storey plus recent terrace storey.
- 10 National Provincial Bank: building includes treble-height atrium to front and copper attic storey.

- 11 Royal Building: five regular storeys including attic (ground floor double-height atrium to front; basement storey behind making six-storeys to rear).
- 12 Baptist Church: double height church building plus spire; single height ancillary buildings.
- 13 Unitarian Church: double height church building plus spire; single height ancillary buildings.
- 14 Former Barclays Bank: three-storeys as originally built; double height glass terrace storeys subsequently added.
- 15 Princess Court: five-storeys to Princess Street, four to Notte Street.
- 16 Council House: Double height chamber with ground floor storey. Lower side storey and bridge block to Civic Centre.
- 17 Former Reel Cinema: entrance lobby storey; full height cinema storey.
- 18 Athenaeum: ground floor lobby; second floor projecting room; full height theatre.
- 19 Theatre Royal: incorporating double height lobby, theatre auditorium; three office storeys above large service entrance to rear in blockwork tower.

This plan is not to scale



View along Royal Parade showing the wide building frontages



The entrance to Armada Way showing the taller tower elements forming a gateway



The buildings around St Andrew's Cross are more linear in their massing but are similar height to those on Royal Parade



Civic Centre and the Council House, despite the difference in height both buildings are prominent in their own ways



New George Street has a lower scale of three-storeys as it is a more secondary street



The stepped massing of the Theatre Royal



Midland House, Berkeley Square (former Barclays Bank) and Princess Court, located between Princess Street and Notte Street



Derry's Cross with the Cooperative Building and Theatre Royal with the Civic Centre in the background



5.3 LAND USE

Plymouth city centre has a mix of uses as is characteristic of an urban centre and this contributes to the special interest of the Conservation Area. The original Plan for Plymouth segregated uses with a religious quarter in the south-east of the Conservation Area, the civic zone centred on the Civic Square, business zones south of the Civic Square and the north side of Royal Parade and on either side of Armada Way (see [Plan 5](#) overleaf). Whilst this clear delineation between different uses contributes to the significance of the area and has led to different characteristics in terms of scale, architecture and appearance in each, it has led to inflexibility and consequent lack of investment within the city centre. The strict zones have begun to be diluted and is likely to continue to do so in order to remain a viable city centre.

Civic Square remains one of the principal land uses within the Conservation Area and is perhaps the most important. It continues to make a considerable contribution to the special interest of the area. Armada Way once took traffic but is today fully pedestrianised extending the civic amenity space. The Civic Square is also well used by Plymothians. The Combined Court, Council House and the Guildhall (although outside this Conservation Area) all contribute to this use but the Civic Centre itself is to be converted to residential use, slightly reducing this strong characteristic of the Conservation Area.

Retail is the other principal land use focussed along the ground floor of the north side of Royal Parade, Armada Way and New George Street and while retail patterns are changing this use continues to be a prominent and important characteristic of the area. Cafés and restaurant uses are beginning to replace some of the pure retail, however this has no impact on the special interest of the Conservation Area. However, there is a decline in largescale retail, namely department stores, of which the Conservation Area has several. These uses contribute to the special interest of the area and their loss will dilute this; however, it is important for viable new uses to be found as the city centre evolves. The Pannier Market, although just outside the Conservation Area, is also an important contributor to retail use within the city centre.

There has also been a reduction in office use, particularly along the north side of Royal Parade, which was originally occupied by the headquarters of banks and insurance companies above ground floor retail. However, many banks and businesses remain, and this type of use continues to contribute to the Conservation Area. Former office buildings and department stores, such as the Cooperative (latterly Derry's), have been repurposed for hotel, student accommodation and restaurant use, which although not part of the original Plan for Plymouth, add to the diversity of use in the city centre. Within the large urban blocks occupied by the office and department stores are yards mainly used for car parking.

The religious quarter comprises several churches and a synagogue and extends across both the Plymouth City Centre and Barbican Conservation Areas. This demonstrates the efforts of the plan to integrate with the surrounding city at its edges. By segregating this use, this quarter is much quieter and more contemplative than the busy main thoroughfares and public spaces and is an important characteristic of this area.

Entertainment venues, the Atheneum, former Reel Cinema and the Theatre Royal are grouped at the eastern edge of the Conservation Area. This important leisure use contribute to the overall character of the areas as a city centre.

There is currently virtually no residential use within the Conservation Area and the only purpose-built housing part of the Plan for Plymouth was in Frankfort Gate. However, it is likely that residential use will increase over the coming years, beginning with the transformation of the Civic Centre into apartments.



Plan 5: The different use zones established in the Post-War Plan for Plymouth.

Conservation Area Boundary

Retail Quarter

Business and Retail Zone

Civic Quarter

Entertainment Quarter

Religious Quarter

Business Zone

This plan is not to scale



The religious quarter remains strongly defined, this image shows the Unitarian Church to the left, the spire and pastoral centre of the Baptist Church to the right and, within the Barbican Conservation Area, St Andrew's Church tower and Plymouth Synagogue along Catherine Street.



The Civic Quarter is the heart of the Conservation Area comprising the Civic Centre and Council House (left) facing the Combined Court and Guildhall across the Civic Square



Retail is one of the principal uses in the Conservation Area, this image shows New George Street, which is one of the main retail streets in the city.



Leisure and entertainment uses are focused on Derry's Cross, this image shows the Reel Cinema (currently vacant) and the Atheneum



5.4 OPEN SPACES AND PUBLIC REALM

An egalitarian approach to public realm was a key principle of the Plan for Plymouth. Streets and spaces were included in the Post-War redevelopment of the city centre that were to be used and enjoyed by all Plymothians. The benefits of access to outside space and fresh air are principles which remain important today and the Conservation Area boasts generous streets and large public spaces.

The most significant public space is the Civic Square, aligned along the key route of Armada Way and sited between the Guildhall and Civic Centre. The layout of the Square dates to the late 1950s and is a piece of Post-War landscape design of considerable importance, demonstrated by its designation as a registered park and garden (Grade II). Much of the original design remains intact, including the L-shaped pool, biomorphic raised beds and hard landscaping. Mature trees retained from a pre-war graveyard and those planted in the 1950s, soften the space, however the shrubbery in the raised beds now obscure the original views through the Square along Armada Way. The introduction of traffic and car parking to the edges of the Square in the 1970s and the introduction of unsympathetic structures and street furniture has diluted the original intent; the former particularly impacting on the pedestrian experience of the Square. The café in the Square increases and encourages activity and use of the space by the public. The Square contributes considerably to the special interest of the Conservation Area, both through its appearance and its continued public use.

Armada Way, the north to south axis through the redeveloped city centre, running all the way from the railway station to the Hoe, is perhaps the most important public street in the city centre. Although only the southern part lies within the Conservation Area boundary, its whole length is a set piece of Beaux-Arts urban design, which was the driving discipline of the Plan for Plymouth.

Although originally containing roadways either side of a central landscaped zone, this route is today fully pedestrianised which has enhanced the civic amenity provision within the city centre and aligns with the original concepts of the Post-War plan. The street is extremely broad, creating a generous boulevard for shoppers and other visitors to the city centre.

Royal Parade is the other important public street in the Conservation Area. Its southside has a European avenue quality with rows of trees, raised lawns setting the buildings back from the road front. A public garden in front of St Andrew's Church and the Guildhall Square provide further public amenity at the eastern end of the street. Both have been mainly given over to car parking in recent decades, which detracts from the contribution it makes. However the original surface of some of the bowtie paving in Civic Square and the triangular paving outside the Guildhall survives and this is a distinctive feature of the original landscaping of this area. By contrast the north side of Royal Parade has a more urban character and is bustling with shoppers and those using the multiple bus stands, which today are an unfortunate prominent feature in the street scene along with the central guard rails of the road and the insensitively designed items of street furniture such as litter bins.

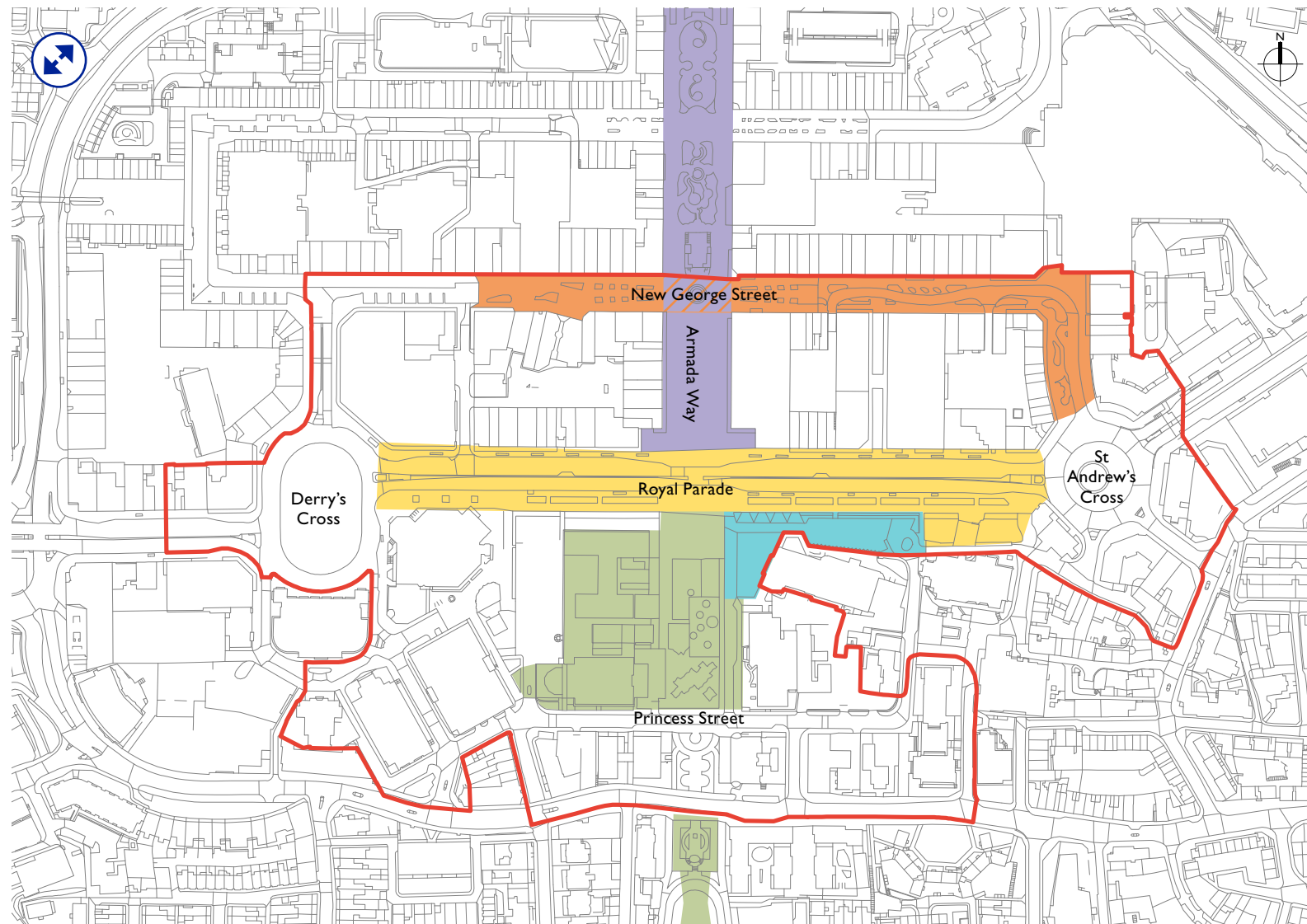
New George Street is also mostly pedestrianised, although it originally also took traffic. The landscaping dates to the 1980s with now mature shrubs and trees. It is also of a generous width and well used by the public. Other streets in the Conservation Area take both pedestrians and vehicles and contribute much less to the public amenity. The yards and alleys between Royal Parade and New George Street are in use as service yards or for surface car parking.

The different open spaces in the Conservation Area are shown on **Plan 6** overleaf.

Surface Treatments and Street Furniture

Surface treatments across the Conservation Area are of mixed material and quality. Some areas of historic finishes survive, notably the bowtie and triangular paving at the Civic Square and Guildhall respectively. Other finishes are high quality, durable and sympathetic to the Post-War character of the Conservation Area. These include the gridded paving on the north side of Royal Parade, which is similar in appearance to the original paving in the street, and linear contrasting paving patterns in Old Town Lane, Armada Way and around the Royal Theatre. These finishes, comprising Plymouth limestone, slate and granite, particularly those that are original, contribute positively to the appearance of the Conservation Area but some, such as those in Civic Square are in need of maintenance. Elsewhere, there has been replacement of surface treatments over the decades with utilitarian concrete paving or brick sets, which have often become damaged and patched. This is particularly the case along the south side of Royal Parade and the curve-patterned brick paving in New George Street. These finishes detract from the Conservation Area's special interest and represent opportunities for enhancement.

Street furniture is likewise of mixed quality. Where historic items survive, such as lamp-posts in Royal Parade and Civic Square, these make an important contribution to the appearance of the area, although most have undergone alteration since their installation. Otherwise, street furniture is mainly of modern designs, a mix of metal and timber seating, an array of different bollard designs and oversized litter bins for example. Generally, these distract from the historic character of the public spaces they are within and are detracting features. However, some items, such as the lamp-posts in the centre of Royal Parade, are of a design that is sympathetic to the Post-War character and therefore make a positive contribution.



Plan 6: Important public amenity spaces and streets within the Conservation Area

Registered Parks and Gardens

The Civic Square is designated as a Grade II registered park and garden of special historic interest. Whilst not a statutory designation, registered parks are of national significance which is given material consideration in the planning decisions.

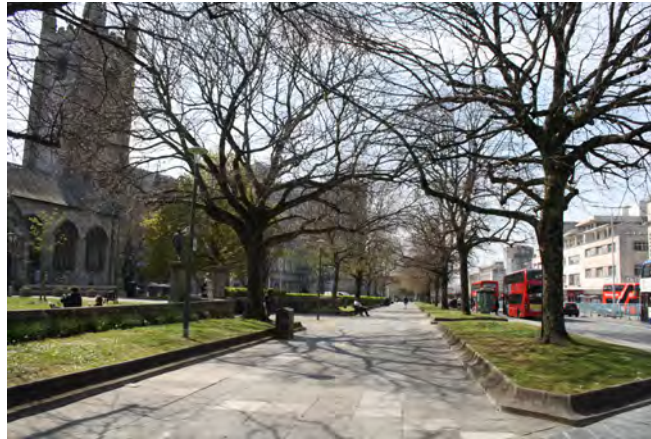
The Hoe to the south of the Conservation Area is also designated as a Grade II Registered Park.

- Conservation Area Boundary
- Civic Square Registered Park
- Armada Way
- Royal Parade
- Guildhall Square
- New George Street

This plan is not to scale



The Civic Square, the principal public space in the Conservation Area, its importance is highlighted by its status as a Grade II registered park and garden



Avenue-character of the south side of Royal Parade



Bowtie or triangular pattern surface treatment in front of the Guildhall



The broad, fully pedestrianised boulevard of Armada Way



Original Post-War lamp-post (the lanterns have been replaced)



5.5 MATERIALS AND ARCHITECTURAL FEATURES

An important part of Abercrombie's vision for the redevelopment of Plymouth was architectural consistency and harmony. This is achieved not only through controlling building heights and widths within the different use zones but through the materials used to clad and ornament. There is however pleasant variety to the architecture achieved by using different architects across the estate. The appearance of buildings in terms of their materials and architectural style contributes greatly to the character of the Conservation Area.

Portland stone is the predominant cladding material in the Conservation Area, being used for all the buildings on the north side of Royal Parade, the Civic Centre and Council House, Berkeley Square (formerly Barclays Bank) and the Royal Bank of Scotland building amongst others. Although not a local material, the use of Portland stone supports the classical emphasis taken within the Post-War redevelopment.

Other more local materials also feature including Devon granite and Plymouth limestone to the Civic Centre and Council House and slate cladding for the Combined Court. These materials also feature within other buildings, often alongside the Portland stone, and were used for the original surface treatments for example, slate and limestone banding surviving in the Civic Square.

Concrete is also used, although not widely, the Theatre Royal is perhaps the most important concrete building within the Conservation Area, clad in concrete blockwork, and the Pannier Market, just outside, is listed for its ingenious reinforced concrete shell roof. Other concrete buildings are the Theatre Royal Car Park and Midland House, which are both rough-cast and Brutalist in style. Rough-cast concrete is also used for low boundary walls and raised beds. Brick and concrete cladding are used more frequently in the later phases of development, in New George Street for example but Portland stone is still dominant.

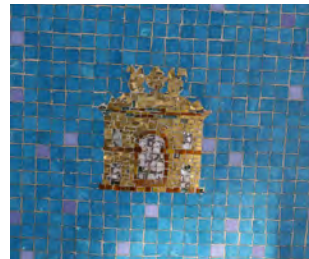
Roofs are generally flat and therefore have no material differentiation, the exceptions to this are the Unitarian and Baptist Churches which feature pitched copper roofs and spires and the attic storey of the Royal Bank of Scotland building is also copper-clad. Windows are generally slender, metal-framed casements although there is some use of timber.

Buildings have their roots in classicism, particularly those along the north side of Royal Parade, comprising clearly defined base, middle and top. Canopies are frequently used to define the base and attic storeys are often set back behind a roof terrace. The middles have grand proportions often with pilasters to bring some vertical emphasis to the otherwise generally horizontal proportions of buildings.

Most buildings include some decorative ornamentation to their elevations including carved stone reliefs and figures, lettering and mosaics. Mosaic tiles are used for the Council House columns and within the portal entrance of the Royal Bank of Scotland building; the latter featuring symbols drawn from the histories of Plymouth and the bank. Glazed bricks and dal de verre glass are also used as decoration for the Cooperative Building and Combined Court respectively. Metal railings to attic terraces are also present to some buildings, painted white or pastel shades. The copper roofs and clerestory windows of the combined courts are notable features in the areas from which these elements are visible.



Materials and Architectural Features





6.0: IMPORTANT VIEWS AND LANDMARK BUILDINGS

6.1 INTRODUCTION

The Plymouth City Centre Conservation Area represents one of the most far-reaching Post-War reconstruction plans and has been designated because of the scale of its survival and its uniqueness. Within it, this uniqueness is upheld and embodied in particular vistas, views and glimpses and by particular buildings. This section identifies the most important views and landmark buildings and highlights what makes them special and how they contribute to the Conservation Area. It should be noted that nearly all buildings in the Conservation Area and general views within the townscape also contribute to the overall character and understanding of its special interest and their omission from this section does not mean they are not of significance.

6.2 IMPORTANT VIEWS

The way in which the Conservation Area is experienced is primarily visual, that is through the experience of the appearance of the area. Views may be static or dynamic, long or short, channelled or panoramic, designed or incidental.

The grid plan of the Plan for Plymouth created a number of deliberate view axis, both from inside and outside the area. Buildings were carefully placed to be framed by streetscapes: from the strength of the initial proposal for the Armada Way boulevard, affording views towards the Hoe; to the smallest of glimpses, such as that gleaned from the Barbican down Palace Street across to Catherine Street where the spire of the Baptist Street, frequently lit by a western sunset, marries old and new.

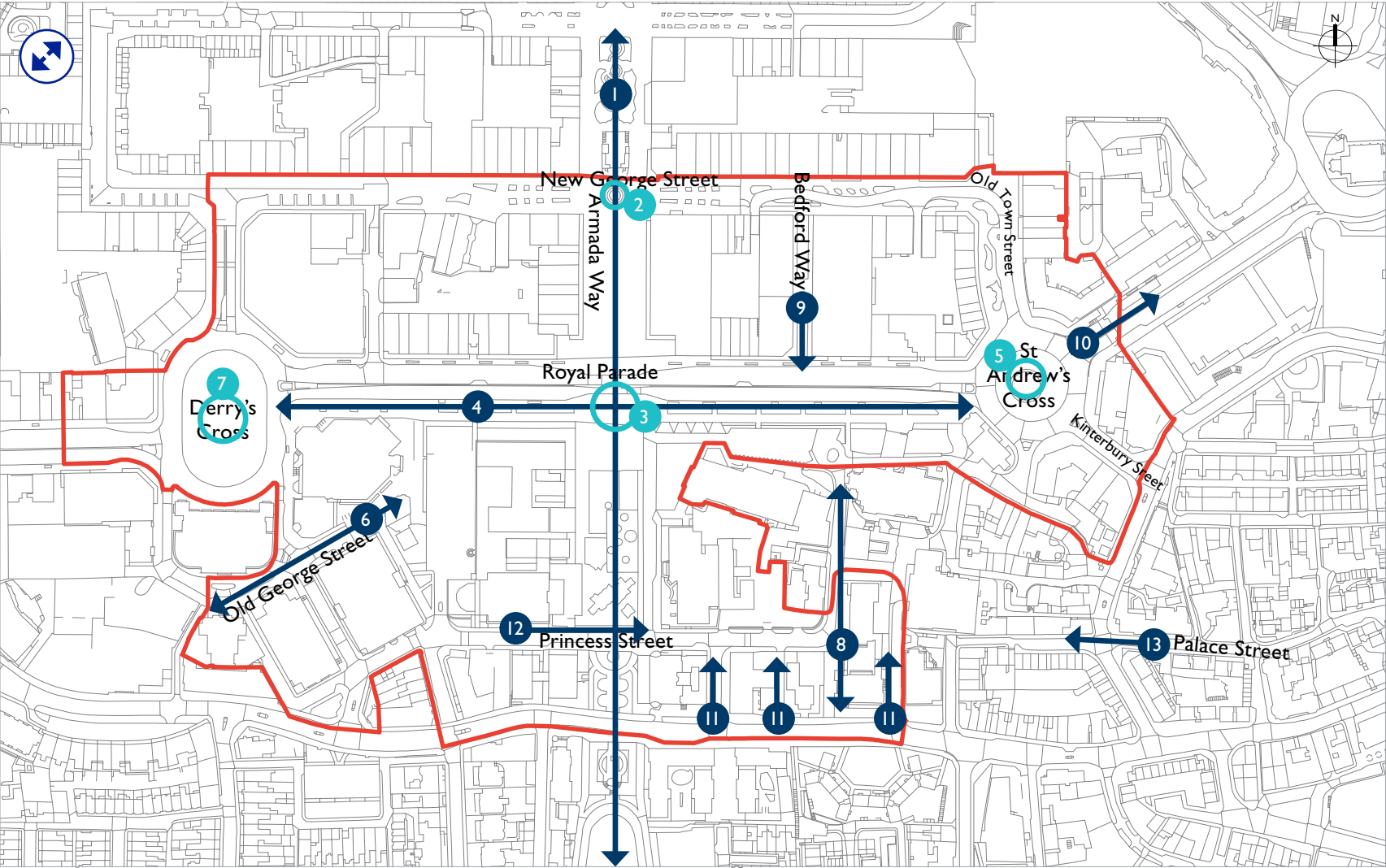
This section identifies the most important and strongest of these views and glimpses. However, it should be noted that seasonal glimpses, such as those from Hoe Park in winter, or those between any buildings on the periphery of the Conservation Area are too numerous to mention. The city centre was intended to be seen, and its buildings have been deliberately framed.

The most important views are described over the following paragraphs and shown on [Plan 7](#) overleaf.

QUICK FACTS

- Nearly all buildings in the Conservation Area and general views within the townscape contribute to the overall character and understanding of its special interest but some views, vistas and landmark buildings particularly embody and exemplify this special interest.
- Views along Armada Way and Royal Parade, the two most important streets in the Conservation Area, are of particular importance, both containing many landmark buildings including Dingles, Pearl Assurance and the Civic Centre.
- The view from the Athenaeum towards the Victorian clocktower and the Civic Centre perhaps most exemplifies the success of compromise achieved within the Plan.
- The Baptist and Unitarian Churches are important landmarks with their spires visible from the surrounding area.





- Conservation Area Boundary
- Panoramic View Points
- ↔ View Corridors
- Linear Views

This plan is not to scale

Click on the view number to be taken to the description of that view

Plan 7: Important views within, into and out of the Conservation Area



Armada Way: View Corridor (1), Sundial Panorama (2) and Twin Axes Panorama (3)

Armada Way forms the backbone of the Conservation Area and was, from its earliest conception, designed to hold the Plan for Plymouth together, providing a broad boulevard from the mainline railway station to the Hoe. Its conception therefore was as a thoroughfare that both literally and figuratively tied the city together and to the rest of the country. It was originally an open vista, sloping down from its highest point at North Cross, down to the Civic Square, where it begins to rise again up to the Hoe. Views along Armada Way both from within the Conservation Area and its setting, therefore make a significant contribution to its special interest, however these have begun to be compromised by the original planting schemes reaching maturity and subsequent additional tree planting. The view corridor (1 on Plan 7) in both directions along the full length of Armada Way, both within the Conservation Area and beyond its boundaries is therefore one of the most important to the special interest of the Conservation Area.

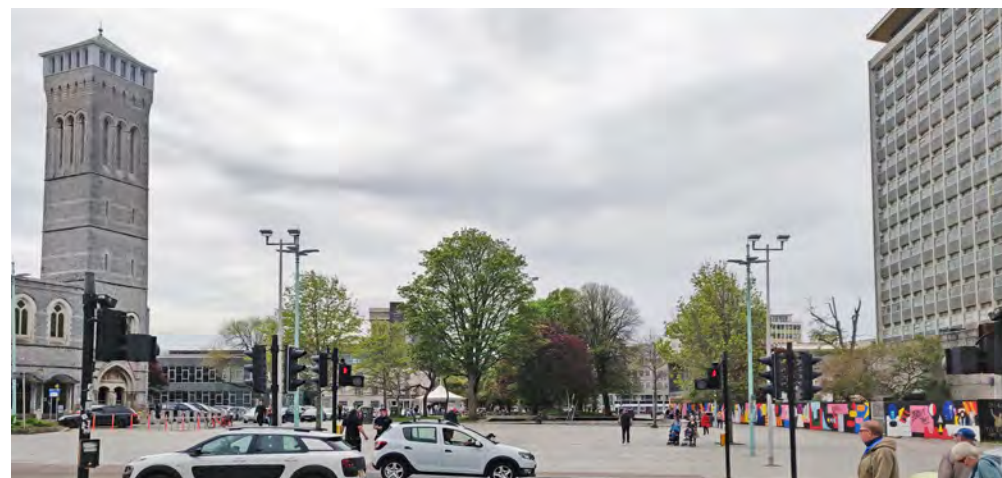
Views from the northern end of Armada Way look down to the city centre but also across to the Hoe, indicated by the sight of Smeaton's Tower and the Naval Memorial. Initially open to road traffic, the wide boulevard had carriageways down either side, with large lawns between. The Braille Garden at its northern end was the exception to this otherwise plain aspect. Following its pedestrianisation in the 1980s, curved raised beds lined in composite stone and decorative planting characterised the boulevard north of the Conservation Area. Trees both in the central planted area and the pedestrian avenues on either side have matured and now unfortunately screen the best views down to the Civic Centre, the Guildhall tower from the upper stretches of Armada Way, although there is more visibility in the winter months.

South of Royal Parade, the landscaping of the Civic Square is remarkably unchanged though again, the maturity of the trees and shrubs has diluted some of the formality of the garden, and subsequent commemorative plantings have also, in their successful establishment, begun to conceal the formal views north and south out of the Square that once existed. From the very southern part of Armada Way between Princess Street and Notte Street, the tree planting is less mature and views up to the Hoe park and Naval Memorial remain clearly visible.

Two panoramas offer full, 360-degree views (2 and 3 on Plan 7). Firstly, at the junction of Armada Way and New George Street, a sundial fountain designed by artist Carole Vincent to commemorate the 400th anniversary of the defeat of the Spanish Armada offers views down the axes of New George Street and Armada Way. Secondly, at the junction of Royal Parade, views across the city centre's two main axes take in a full panorama including many of the city's landmark buildings and views.



View north up Armada Way from Royal Parade



View south into the Civic Square and along Armada Way from Royal Parade

Royal Parade: View Corridor (4)

Royal Parade forms the east to west axis of the Plan for Plymouth, bookended by the St Andrew's Cross and Derry's Cross roundabouts at each end. It links the two new approach roads into the city, and brings the buses from the orbiting new suburban neighbourhoods that are such an important part of the Post-War reconstruction. At one end, Royal Parade links to the old town of the Barbican and the A38 towards Exeter, and at the other end, to Union Street, to the ferry ports at Millbay and Devonport. This connectivity is still the case, and although traffic congestion is a problem in the city centre, Royal Parade remains an important through route. On its north side the earliest and most elaborate of the commercial buildings front on to a wide pavement. On its south side, the tree-lined avenue that fronts the Guildhall and St Andrew's Church provides the pedestrian thoroughway.

This southern side allows for the entirety of the monumental aspect of the early commercial buildings to be fully appreciated, giving ample space to stand back and look. Views east and west, from both sides, provide the long context of the city plan; the extensive lateral layout gives contextualising views of each side's landmark buildings all the way along. There has been some alteration at each end of Armada Way through the introduction of more recent buildings, although efforts to integrate these, such as use of triangular motifs on the Barcode, and the replacement of the extruding Golden Hinde of the former Drake's Cinema by a similarly scaled version on the Grosvenor Casino, speaks to the capacity of the city centre to accommodate change.

The multitude of modern bus stands, greater in size and quantity than within the original scheme, add visual clutter to view, particularly those east and west along the street and cramping the visual understanding of the ground floor shop fronts which themselves have undergone considerable alteration. Additionally, the proliferation of street signs, perhaps inevitable considering the importance of the traffic interchanges, interrupt east to west views at each end of Royal Parade at ground level.

To the south-east of the street, the flagged pedestrianised space around the Bank pub, the clocktower, and the Theatre Royal can be glimpsed from Royal Parade, a collection of buildings that complement each other despite the gap in years.



View east along Royal Parade from Derry's Cross



View west down Royal Parade from St Andrew's Cross

St Andrew's Cross: Panorama (5)

The roundabout that forms the centre of St Andrew's Cross contains a raised circular pond with a fountain. From within the roundabout, the 360-degree view takes in the striking landmark buildings of the National Provincial Bank; the Royal building; the Post Office building; and Norwich Union House; as well as views down Royal Parade, down Exeter Street to Charles Cross, down Kinterbury Street into the old town, to St Andrew's Church, and up New George Street, absorbing the impressive gateway formed by the two corner buildings. These views exist at all pedestrian points around the roundabout, allowing the strength of the designed vistas and views to be properly seen.



View from St Andrew's Cross down Kinterbury Street framed by the National Provincial Bank, the Royal building



View south from St Andrew's Cross to the old town and to St Andrew's Church

Old George Street: View Corridor ⑥

From the Athenaeum, the view across the Reel Cinema towards the Victorian clocktower, Theatre Royal and its car park, the Bank pub, and the Civic Centre perhaps most exemplifies the success of compromise achieved within the Plan for Plymouth. The view takes in the most modernist of the plan's buildings (Athenaeum and Civic Centre), three pre-war survivals (the Bank, clocktower and Reel Cinema), and the newest of the plan's 'entertainment' buildings (the Theatre Royal), as well as a glimpse of the Dingles building. From Old George Street, by the side of the Theatre Royal, the view is reversed, with the framed glazed face of the Athenaeum at its terminus. Along this view corridor, there are side glimpses of the wider city centre, of particular interest is the view north towards the squat tower of the former Gas Board building (the western terminus of Royal Parade), the undulating roof of the Pannier Market, and the Cooperative building.



View south-east along Old George Street to the clocktower and Athenaeum



View from the Athenaeum towards the Victorian clocktower, Theatre Royal and its car park, the Bank pub and the Civic Centre

Derry's Cross: Panorama (7)

Forming the eastern end of Royal Parade, Derry's Cross is an important anchor within the Conservation Area, along with St Andrew's Cross at its western end. Around Derry's Cross roundabout several viewpoints exist in which views eastwards take in Royal Parade, as well as viewpoints where the Theatre Royal frames the Civic Centre, clocktower and Bank. Views north take in the Cooperative building, Portland stone buildings on the western side of the roundabout, with the undulating roof of the Pannier Market framed between.



View north-west across Derry's Cross to the Pannier Market

Catherine Street: View Corridor (8)

From outside St Andrew's Church, located within the Barbican Conservation Area, looking south, the religious precinct can be appreciated. Prestyn House, the synagogue, the Baptist and Unitarian churches all form part of the view. Looking north, the view takes in a glimpse of the north side of Royal Parade. As Catherine Street meets Princess Street, views extend in all directions, taking in the Combined Courts, Civic Centre, churches, Barclays building and other office buildings.



View north up Catherine Street from Notte Street taking in the Baptist and Unitarian Churches



View south along Catherine Street

Bedford Way (9)

From New George Street, the view south along Bedford Way and across Royal Parade frames the Guildhall with its surviving Victorian elevation. The zig-zag elevated bridge between the buildings either side of Bedford Way has unfortunately had its glass sides obscured.



View south along Bedford Way to the Guildhall

Charles Cross (10)

While Charles Church, at the north-east end of Exeter Street, is still not as integral to the layout of the city centre as it could be, except for traffic coming from the north and east, the view from St Andrews Cross down Exeter Street retains the striking set piece of the shell of the iconic Charles Church, burnt out in the Blitz but retained as the centrepiece of the roundabout at the bottom of Eastern Approach.



View along Exeter Street to Charles Church



Notte Street (11)

Glimpses between buildings into the Conservation Area from Notte Street frame key buildings, northwards up Princess Street Ope, Finewell Street, and between Midland House and the Unitarian Church.



View along Princess Street Ope to the Combined Courts and Guildhall Tower

Princess Street (12)

Looking east along Princess Street, the Baptist Church forms the street's terminus framed by the Combined Courts and the former Barclays Bank.



View east along Princess Street

Palace Street (13)

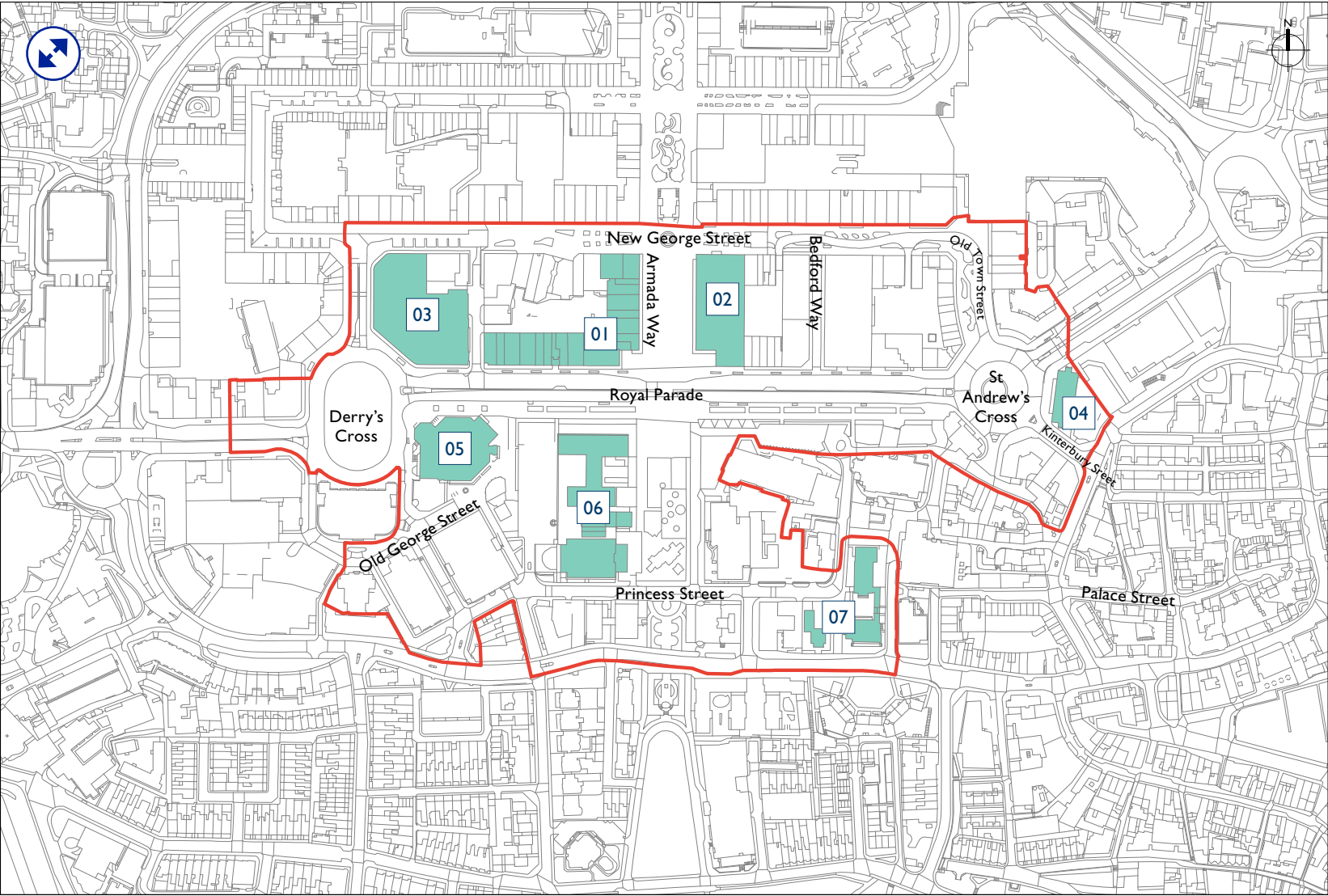
From Palace Street, within the Barbican Conservation Area, there is a striking glimpse westward of the spire of the Baptist Church.



View west along Palace Street to the Baptist Church spire

6.3 LANDMARK BUILDINGS

The monumentality of many of the buildings within the Conservation Area and the negotiation of the Plan for Plymouth around a few pre-war survivals, means that, whether or not buildings have been statutorily listed, there are few buildings within the Conservation Area that cannot be said to, in some way, measure as 'landmark buildings'. Therefore the following selection of landmark buildings focusses on those that have the greatest landmark quality, chiefly those commercial buildings that occupy strategic anchor points and have specific features which enable them to stand out amongst the general townscape. It should be noted that the pre-war centrepieces of the Guildhall and St Andrew's Church fall within the Barbican Conservation Area and are therefore not included in this section, however both buildings are significant landmarks and contribute to the setting of the Plymouth City Centre Conservation Area. The landmarks identified in the following paragraphs are shown on [Plan 8](#).



- Conservation Area Boundary
- Landmark Buildings
- 01 Pearl Assurance
- 02 Dingles
- 03 The Cooperative Building
- 04 National Provincial
- 05 Theatre Royal
- 06 Civic Centre and Council House
- 07 Baptist and Unitarian Churches

This plan is not to scale

Click on the number on the plan to be taken to the relevant building page

Plan 8: Landmark buildings in the Conservation Area

Dingles and Pearl Assurance (01 and 02)

Dingles (Thomas Tait, Sir John Burnett Tait & Partners, 1949 to 1951), now House of Fraser, is perhaps the best known and most recognised of the commercial buildings, and most expressive of the Plan as it was initially conceived and executed. Read in conjunction with the Pearl Assurance building (Alec F French and Partners with Tait, 1950 to 1952) opposite, the two set the tone for the rest of the north frontage of Royal Parade. They set the palette for the early phase of building, brought thematic elements, such as the squat towers and canopies, that were used across the scheme, and are perhaps the most impressive of the Beaux-Arts scheme.

Faced in Portland stone, both follow classical principles, although with a thoroughly modern flavour. The incised windows of Dingles within projecting frames with recessed panels of Ham stone. To the Royal Parade elevation, these are carved with floral motifs. The tower, set into the right angle of the front and side returns to Royal Parade and Armada Way has windows recessed into flat vertical pilasters mirroring the Pearl Assurance opposite. There, windows are more classically presented, recessed between reeded flat pilasters, except for one elevation to Royal Parade that replicates the incised windows of Dingles.

In keeping with Abercrombie's suggestions for height, Dingles was built initially to three-storeys with a taller tower. A further storey was added in 1960 and another in 1975. Following a fire in 1988, both were rebuilt. Pearl Assurance was built to four-storeys, with a terraced roof storey added later. While some elements of these terraces may not entirely accord with the proportions or materials of the original schemes, roof terraces across the city centre,

both original and later, are now an integral part of its character, highlighting the capacity of the monumentality of the blocks to contribute more than just commercial space.

The return of both buildings to Armada Way take the whole block, with returns to New George Street that are marginally toned down versions of their more emphatic frontages. New George Street gives access to service yards for both blocks. While these are definitely 'backstage', the rear elevation of Dingles' Armada Way block maintains full height glass block windows onto a stairwell, and smooth faced white brick, retaining the order and architectural motifs of the front.



The former Dingles department store



Pearl Assurance House



The delicate carved floral panels of Dingles elevation separating the recessed windows with projecting framing.

The Cooperative Building (03)

Taking the whole block bounded by Royal Parade, Raleigh Street, Courtenay Street, and New George Street, the Cooperative building (WJ Reed, staff architect to The Cooperative Wholesale Society, 1950 to 1952) has a long, continuous rows of windows separated by Portland stone bands and pilasters, flanked by glass blocks that gave it a luminous glow that was less formal and more playful. Its terrace above had a bright yellow soffit, and photographs from its early years show bright red paint on its columns.



The Cooperative Building

National Provincial Bank (04)

Opposite the terminus of Royal Parade, the National Provincial Bank (BC Sherren, staff architect to the bank, 1955 to 1958) is of a stripped classical design with vast treble height portico with plain pillars enclosing the blue mosaic-glass tiled façade. Within the blue, gold tiles pick out city motifs including heraldic symbols, ships, and squirrels: joyful craftsmanship within such austere external treatment. A copper mansard roof is topped by a short, blue Italian glass lantern clock tower which marks the axis of Royal Parade, and is in line with the tower of the Gas Board building at the opposite end of Royal Parade.



The former National Provincial Bank



Theatre Royal (05)

Although a relative newcomer to the city centre, the Theatre Royal (Peter Moro Partnership, 1978 to 1982) is a striking addition of substance to the south-west of Royal Parade. Its mass and materials of bronze and blockwork compliment the older buildings of the Plan. Its night-time illumination recalls the heyday of the department stores and bank lobbies on the north side of Royal Parade. From Derry's Cross, the Theatre Royal can be seen to frame the Civic Centre beyond, while its bronze-work is now complimented by both the 7m statue 'Messenger' beside it, and the extension to the Bank public house behind.



Theatre Royal

Civic Centre and Council House (06)

The Civic Centre (HJW Stirling with Jellicoe, Ballantyne and Coleridge, 1958 to 1962) is of course the most striking landmark of the city centre. Its height alone sets it apart from the other buildings. Inspired more by Skidmore Owings Merrill than Abercrombie's Beaux-Arts, the precast concrete building comprises a 13-storey tower that straddles a two-storey plinth block to the north and a bridge link to the two-storey Council House to the south. Between the Civic Centre and Council House is an open courtyard with a reflective pool that was part of the landscape design of the Civic Square. The link block is raised on pilotis clad in red Murano glass and the same columns partly support the Council House's first floor. The material palette also include exposed Plymouth limestone, concrete aggregate panels and green granite panels that are decorated in Fibonacci sequence designs that were intended to reflect the diversity of civic undertakings that the building would contain. The butterfly roof is perhaps the most recognisable motif of the Civic Centre, and Plymouth's skyline. A roof terrace and restaurant were initially open to the public but closed in the 1970s. While the Council House remains in its intended use and its interior furnishings and fittings are in good order, the tower will be converted to residential use by Urban Splash in the near future.

Although the relatively good survival of the buildings speaks to the quality of the materials used in construction, there has inevitably been some deterioration of materials over time, including the loss of patches of the distinctive red Murano glass of the Council House's pilotis, exposing the base beneath. The Council House's steel appointments have also suffered over time and attention is due to the window frames and railings.



The Civic Centre and Council House

Baptist and Unitarian Churches (07)

Louis de Soissons' Baptist (1957 to 1959) and Unitarian (1957 to 1958) churches, to Catherine Street and Notte Street respectively, are fitting cornerstones to the south-east of the Conservation Area. With wide-overhanging pitched roofs, topped by bright timber lantern-belvederes and copper spires, the buildings express a lightness and spirituality augmented by the open landscaping in which they are set. The New England references (their scale, pitched-gabled roofs, use of timber, lanterns, short-spires) evoke the lightness of protestant church-building in the New England settlements, with which Plymouth has a strong connection. The Baptist Church's cloister-courtyard and arcades speak to a contemplative tradition, and the peace intended in the creation of the religious precinct.

The churches also manage to be closely and harmoniously embedded with the synagogue and Anglican minster church of St Andrew's to the north, and to the Modernist, red brick Catholic church across Notte Street to the south-east. Between later precast concrete office blocks to their east and west, the airy aspect of the two churches evokes the old town and its famous harbour a short distance to the south-west.



Plymouth Unitarian Church



Catherine Street Baptist Church



7.0: AUDIT OF HERITAGE ASSETS

7.1 INTRODUCTION

Plymouth City Centre Conservation Area is a designated heritage asset; however, the individual buildings within it are also of significance, some being designated heritage assets in their own right, and contribute to the character and special interest of the Conservation Area. The level of significance of buildings varies from those which are statutorily listed to those which are of no heritage value, all falling within the following categories:

- Listed Buildings
- Non-designated heritage assets (NDHAs)
- Positive contributors
- Other buildings

These categories are described over the following paragraphs and **Plan 9** shows the category of each building in the Conservation Area.

The judgement of these categories of significance is determined by an understanding of the buildings in the context of the Conservation Area's special interest and their relevance to the Plan for Plymouth and its execution. This understanding is measured against principles set out in best practice guidance and policy, specifically Historic England's *Conservation Principles* (2008) and the *National Planning Policy Framework*.

The following judgments are based on existing knowledge. It is not intended to provide a fully comprehensive and detailed assessment of each building individually. It should not be assumed that the omission of any information is intended as an indication that a building is not important. A detailed assessment of significance specific to a building or site within the Conservation Area should always be carried out prior to proposing any change.



Plan 9: Categories of heritage asset within the Conservation Area

QUICK FACTS

- Plymouth City Centre Conservation Area is a designated heritage asset of national importance.
- The Conservation Area contains buildings which have different levels of significance ranging from being statutorily listed, being non-designated heritage assets, being positive contributors, to being of low or no heritage value.
- The Conservation Area contains eight Listed Buildings, all Grade II and include the Civic Centre and the Theatre Royal.
- Non-designated heritage assets include the Reel Cinema, the Pearl Assurance Building and former Dingles Department Store, which flank the junction of Armada Way with Royal Parade.
- Positive contributors include Norwich Union House and the Lloyds Bank Building whilst buildings which are of low or no heritage value include the Theatre Royal Car Park.





7.2 LISTED BUILDINGS

There are eight buildings in the Conservation Area that are statutorily listed, demonstrating their individual historic or architectural interest: they are outstanding examples of their kind and are essential in defining the character and significance of the Conservation Area as a whole; both as integral parts of the Plan for Plymouth and as examples of their kind. These include the Civic Centre, the Theatre Royal and the Baptist and Unitarian Churches.

Listed buildings are of national importance and are protected under the *Planning (Listed Buildings and Conservation Areas) Act* 1990. The criteria for listing is defined by the Department for Digital, Culture Media and Sport (DCMS) and listing ranges from Grade I (the highest level of protection) through to Grade II* and II (the most common level). Grade I and II* listed buildings together comprise around seven per cent of listed buildings nationally, with the remainder being Grade II. All eight listed buildings in the Conservation Area are listed at Grade II and there are numerous other listed buildings within its close setting.

Alterations, additions or demolitions to listed buildings requires Listed Building Consent, which allows local planning authorities to make decisions that have been informed by an understanding of the building or the site's significance. There should be an assumption that listed buildings should be protected from harm or inappropriate change in any development planning and, should in fact, benefit from any such activity through maintenance and improvement of the asset itself, or its setting.

The table adjacent contains the listed buildings in the Conservation Area with relevant details such as list number and address. The statutory list entries can be found on the National Heritage List for England (<https://historicengland.org.uk/listing/the-list/>).

NAME	STATUTORY ADDRESS	LIST ENTRY NUMBER
Council House and former Civic Centre	Council House and former Civic Centre, Armada Way, Plymouth, PL1 2AA	1392038
Theatre Royal Plymouth	Royal Parade, Plymouth, PL1 2TR	1457337
Clock Tower	Clock Tower, Derry's Cross	1130056
The Bank Public House	The Bank Public House, Derry's Cross	1130057
Former Barclays Bank Building	Former Barclays Bank Building, Armada Way	1390618
Unitarian Church	Unitarian Church, Notte Street	1392837
Baptist Church	Baptist Church, Catherine Street	1393060
Royal Bank of Scotland	Royal Bank of Scotland, St Andrew's Cross, Plymouth	1393429

REGISTERED PARK AND GARDENS

The Civic Square is designated as a registered park and garden of special historic interest. Whilst not a statutory designation, registered parks are of national significance which is given material consideration in the planning decisions. Open spaces, including the Civic Square are considered in **Section 5.4**.



7.3 NON-DESIGNATED HERITAGE ASSETS

Buildings which do not meet the criteria for statutory listing but are still of high significance in their own right as well as contributing to the Conservation Area are defined as non-designated heritage assets (NDHAs). NDHAs are of local importance and significance and as such are protected through local planning policies within the *Plymouth and South West Devon Joint Local Plan 2014-2034*.

Buildings may be identified as NDHAs for different reasons including: their historical value; their aesthetic or architectural value; their landmark nature; their use; their communal or social value; or because they are locally distinctive.

They are more able to accommodate sensitive change than statutorily listed buildings and indeed some of the NDHAs identified are subject to site allocations within the JLP. Conversion and alteration of these buildings has the potential to enhance their significance as well as bringing new uses and vibrancy to the Conservation Area.

The Reel Cinema, the Pearl Assurance Building, the former Dingles department store and the Combined Courts are examples of NDHAs within the Conservation Area. The table adjacent lists the NDHAs in the Conservation Area along with the reasons why they are in this category.

NAME	REASON FOR INCLUSION
The Reel Cinema	<ul style="list-style-type: none"> One of Plymouth's 1930s super cinemas. Designed to a high standard in an Art Deco style by William R Glen. Renamed the 'ABC' in 1958, it was also a live music venue that the Beatles performed at twice. Many internal decorative features still survive.
House of Fraser (former Dingles Department Store)	<ul style="list-style-type: none"> One of the original buildings to be conceived and constructed within the Plan for Plymouth. Designed by Thomas Tait, well known modernist architect and a consultant on the Plan for Plymouth. Landmark status framing the entrance to Armada Way from Royal Parade with Pearl Assurance opposite. Portland stone materiality and features such as canopies exemplify the early phase of the Plan.



NAME	REASON FOR INCLUSION
Pearl Assurance Building	<ul style="list-style-type: none"> One of the original buildings to be conceived and constructed within the Plan for Plymouth. Designed by Alec F French with Thomas Tait, well known modernist architect and a consultant on the Plan for Plymouth. Landmark status framing the entrance to Armada Way from Royal Parade with the former Dingles Department Store opposite. Portland stone materiality and features such as canopies exemplify the early phase of the Plan.
The Cooperative Building	<ul style="list-style-type: none"> One of the original buildings to be conceived and constructed within the Plan for Plymouth. Important position on Royal Parade, with elevation extending the full urban block giving it landmark status. Portland stone materiality and features such as canopies exemplify the early phase of the Plan. Designed by WJ Reed, staff architect to The Cooperative Wholesale Society.

NAME	REASON FOR INCLUSION
The Atheneum	<ul style="list-style-type: none"> A replacement of the pre-war Athenaeum, founded in the 18th century for the study and promotion of learning in science, technology, literature and art. Important community asset and centrepiece of the Plan for Plymouth's entertainment quarter. Architectural style inspired by the Festival of Britain with piloti and box frame.
Plymouth Combined Court	<ul style="list-style-type: none"> Part of the Civic phase of construction with the Civic Centre, Council House and Civic Square. Designed by HJW Stirling with Jellicoe Ballantyne and Coleridge, who also collaborated in the Civic Centre opposite. Local slate cladding and dal de verre glazing elevate the aesthetic value of the building. Important civic use.
Royal Building	<ul style="list-style-type: none"> One of the original buildings to be conceived and constructed within the Plan for Plymouth. Designed by Alec F French with Thomas Tait, well known modernist architect and a consultant on the Plan for Plymouth. Portland stone materiality but more traditionally classical in style than other early buildings demonstrating the flexibility within the Plan for architects to express different styles whilst maintaining the overall vision.



7.4 POSITIVE CONTRIBUTORS

Buildings which are not of national or local significance but still make an important contribution to the overall character and appearance of the Conservation Area are identified as positive contributors. These buildings still possess some heritage value in their own right but, primarily, it is in their contribution to the understanding and appreciation of the Conservation Area that their value lies. Therefore, the preservation and enhancement of these buildings is important in preserving and enhancing the Conservation Area as a whole and is encouraged, however, there are likely to be opportunities for sensitive change to these buildings with some subject to site allocations within the JLP.

Buildings in the category are shown on [Plan 9](#) and include Norwich Union House, the Post Office Building and most buildings lining the south side of New George Street.

7.5 OTHER BUILDINGS

Other buildings in the Conservation Area are either of low or no heritage value. They are not of particular importance in determining the character of an area but are unlikely to detract from it. There is likely to be only a limited heritage argument for the retention of such assets, but neither is there likely to be any particular heritage imperative for their removal. There are likely to be opportunities to enhance buildings in this category, either through their alteration or their sensitive replacement. Buildings in the category are shown on [Plan 9](#) and include the Theatre Royal Car Park.



PART C: MANAGING CHANGE IN PLYMOUTH CITY CENTRE

This part of the CAAMP provides an analysis of the current issues and opportunities facing the Conservation Area. It then provides an overarching vision for the Conservation Area, a set of aspirations to enhance the Conservation Area and guidance and advice on how to manage change.

8.0 Issues and Opportunities	65
9.0 Management Plan	73





Plymouth's city centre faces challenges over the coming years with regards to changes in retail and office demand, climate change and ensuring its important Post-War heritage does not further decline. However, out of these challenges arise exciting opportunities to move the city forward in a way which celebrates the heritage of the city and places it at the heart of its regeneration. The following seven, inter-related themes explore the issues and opportunities facing the Conservation Area.

Click on a theme to be taken to the relevant page



QUICK FACTS

- Out of the many challenges facing the city centre arise opportunities for enhancing and raising awareness of the Post-War heritage.
- These opportunities relate to enhancing streets and spaces, new uses for buildings, diversifying activity, responding to climate change, celebrating Plymouth's heritage and increasing the capacity of the community to care for the city.





THEME 1: SPACES AND STREETS

The Plan for Plymouth placed considerable emphasis on quality public spaces that were to be enjoyed by all the city's citizens. Over time, there has been change to these spaces including the full pedestrianisation of Armada Way, which

has been beneficial, and the addition of a vehicular route in the Civic Square, which has not. There has also been a considerable increase in vehicular movement, particularly private car use, which has resulted in increases in signage and infrastructure and conflicts between people movement and vehicle movement.

There has generally been an increase in the amount of street furniture within the public realm, the replacement of original pieces of furniture and the introduction of insensitive and varied styles of furniture. In particular, the large litter bins and the considerable variety and style of public seating are detracting. Coupled with this there has been incremental replacement of surface treatments, although some original finishes do survive. Replacement surface treatments are of mixed quality, some in need of maintenance, and there is inconsistency in style and materials across the Conservation Area, even within the same street in some instances; this detracts from the overall appearance of the area.

Trees and green landscaping have always been a part of the city centre's public realm. However, the shrubs in the Civic Square have grown considerably since they were planted more than half a century ago and these now frequently obscure important views north and south from the square. This is similarly the case towards the north end of Armada Way (outside the Conservation Area boundary) where trees screen views down Armada Way into the Conservation Area and beyond.

THE OPPORTUNITIES

- Consider options to reduce the impact of cars, visible surface car parking and rationalise other vehicle movement across the Conservation Area, to improve air quality, reduce carbon and improve pedestrian experience within the Conservation Area.
- Consider options for improving permeability over Royal Parade, for example through design improvements to existing crossing points and review of the use of barriers and railings.
- Consider the need for additional management of existing trees and landscaping to help enhance linear views along Armada Way.
- Introducing more green landscaping to the public realm of the Conservation Area could be beneficial if this takes into consideration the special interest of the Conservation Area.
- Consider opportunities for increasing biodiversity, this could include living walls, bee pollinating plants, wildflower mixes, bird/bat boxes, bee bricks or hives.
- Improve and replace street furniture in the Conservation Area to remove visual and physical clutter from the street and public spaces including Old Town Street and Royal Parade.
- Improve and replace street furniture including provision for modified seating design to protect users from inclement weather.
- Replacement of poor quality, non-original items of street furniture with high-quality, sensitively-designed alternatives. The appearance should be sympathetic to the Post-War character of the Conservation Area.
- Surface treatments are important in holding the public spaces together and contribute to their character, reintroducing historically-appropriate surface treatments where these have been replaced would be beneficial. In particular the south side of Royal Parade and New George Street.
- Consider greening and enhancing routes and links to the University, Railway Station, Sutton Harbour and the Hoe.
- Consider amending the list entry for Civic Square to update changes which have taken place in recent years including removal of the subway and changing to surface treatments.

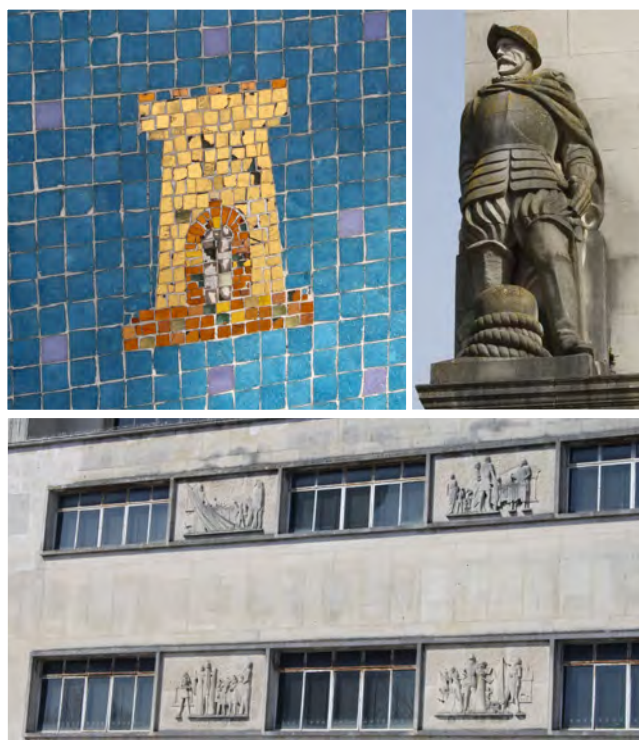




The buildings of the Conservation Area are of vital importance to its special interest. They form the backdrop to the public realm, assist with wayfinding and are the setting of both civic and commercial activities. Most of the buildings in the Conservation Area date to the 1950s and 1960s as there has been very little replacement since the Plan for Plymouth was instigated. Several buildings are statutorily listed, and most others make a strong, positive contribution to the special interest of the area. However, lack of adequate maintenance over the decades, lack of appreciation of buildings of this period and changes in use patterns of urban centres (exacerbated by the Covid-19 pandemic) have led to a decline in the appearance and fabric of the building stock.

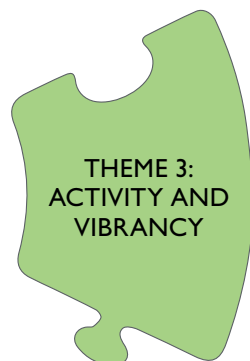
The Portland stone, and other masonry, façades of buildings need cleaning and repair where features have been lost or are damaged. Shop fronts have been altered and their signage replaced with unsympathetic modern designs that detract from the experience of the Post-War character of the area. Unsympathetic modern additions to buildings both small scale, such as pigeon deterrents, and larger scale, such as roof extensions also detract from their appearance in some cases. This is not to say that any extension or addition to buildings would be detracting.

The Conservation Area contains buildings of large floor area, built to house commercial headquarters, banks and department stores. These uses in such large buildings are in decline and there are now several vacant buildings in the Conservation Area, and likely to be more in the coming years. Reuse of this type of building is challenge facing many urban centres across the country but is a particular problem in Plymouth where there is a high proportion of this building type.



THE OPPORTUNITIES

- Façade cleaning, other necessary maintenance and the repair of architectural features and applied art would be very beneficial at enhancing the appearance of the Conservation Area. This includes cleaning of the Portland stone, repairs to mosaic finishes and overhauling and repainting metal windows and guard railings.
- The gradual reinstatement of more historically appropriate shop fronts and signage.
- Removal or sympathetic replacement of detracting features would be beneficial where opportunities arise.
- There are opportunities to install roof extensions and replace existing roof extensions, as identified in the JLP site allocations. Any addition or extension to building should be of high quality design and enhance the character of the Conservation Area.
- Although challenging, it is necessary to secure new uses for the vacant buildings in the Conservation Area. There are exciting opportunities for the reuse of these buildings both in the short-term and long-term.
- A redevelopment plan for the Civic Centre is already in place, however the adjacent car park site is an opportunity for new development. It is important that the special interest of the Conservation Area and the adjacent Grade II* listed building are taken into careful consideration when planning new buildings on this site, especially ensuring the landmark status of the Civic Centre is maintained.



The Plan for Plymouth segregated the city centre into different use zones: religious; civic; business; and retail. The way we live and use our city centres has changed since the 1950s and so there is a need to adapt and be flexible with this aspect of the special interest of the Conservation Area to make the city centre a vibrant and enjoyable place to be. Many of the uses prevalent in the 1950s are in decline, retail and office in particular, leading to underuse of buildings and vacancy. Although there is still plenty of daytime activity, the Conservation Area is virtually uninhabited and underused in the evenings. The Conservation Area contains large public spaces and generous streets, such as Armada Way, however these are also underused in terms of contributing to the vibrancy and activity of the area.

THE OPPORTUNITIES

- Bringing new uses into the Conservation Area would be of considerable benefit to bringing vibrancy and increasing activity throughout the day to the city centre.
- Establishing a mix of uses within the area, rather than segregated zones, will be important as will finding new uses for vacant and underused buildings. It will be particularly important to ensure active frontages are maintained and encouraged at ground floor.
- Bringing residential use with the possibility of rooftop gardens' to the city centre will increase activity outside of office and retail hours and establish a community within the Conservation Area.
- Building on the emerging café culture in the city centre by encouraging the partial use of the public realm for outdoor seating for restaurants and cafés, will bring activity to the street scene and can be easily accommodated due to broad street widths. Care needs to be taken to ensure that associated seating is of high quality and does not create unnecessary clutter.
- Using the generous public spaces for food markets, Christmas markets, live performances, film screenings and other events will bring new vibrancy to the city and extend the use of these spaces into the evenings.
- Encourage the continued presence of street performers and other leisure users which bring cultural variety to the area.
- Encouraging the establishment of a nighttime economy in the area building on the recent Purple Flag accreditation. This could include uses such as bars, restaurants and nightclubs as this will extend the activity in the Conservation Area into the evening.



©Visit Plymouth



Plymouth City Council declared a climate emergency in 2019 with climate change one of the most important issues facing the world over the coming years. As with historic cities of other periods, the sensitive adaptation of the Post-War city centre, to deal with climate change and contribute to reducing carbon consumption, will be a significant challenge.

THE OPPORTUNITIES

- Reducing the impact of private cars within the Conservation Area by considering reducing speed limits or other appropriate measures. This could reduce pollution and carbon emissions and enhance the experience of the Conservation Area for pedestrians.
- Installation of electric vehicle charging points in suitable locations should be considered alongside other transport and vehicle proposals including options for electric bus shuttles to various points in the city.
- Encouraging active travel in the Conservation Area, and wider city, including: cycling; walking; scooters; and other appropriate means. Changes to the public realm to accommodate this, such as: cycle lanes; cycle stands; and parking zones for scooters, must be incorporated sensitively and with the special interest of the Conservation Area taken into consideration.

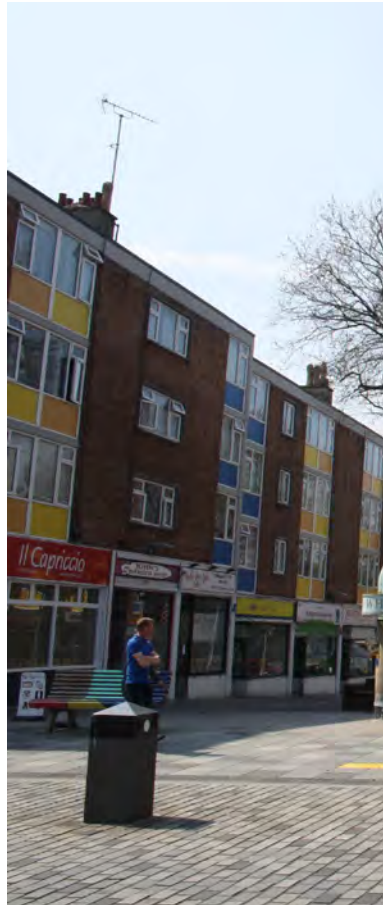
- Additions and alterations to buildings to reduce their energy consumption, such as green roofs, solar panels or biosolar roofs. The benefit of changes at roof level being that there will be virtually no visible change from within the public realm.
- New green landscaping to absorb carbon dioxide and rainwater; the latter assisting in reducing flood risk. Sustainable drainage solutions could also be considered where these can be implemented sensitively.
- Aligning with the objectives within the 'Plymouth Climate Emergency Action Plan 2019'.





THEME 5: SETTING OF THE CONSERVATION AREA

The Plymouth City Centre Conservation Area is by its nature embedded within the urban fabric of Plymouth. Change will take place within its setting that has the potential to be harmful to its special interest. Trends are towards taller building types which are therefore more visible but even smaller buildings or alterations to existing buildings, if poorly designed, could be detrimental. The immediate setting of the Conservation Area to the north, which forms the rest of the Plan for Plymouth area, is particularly vulnerable to change that may harm the Conservation Area as it is intrinsically connected to the special interest of the Conservation Area.



THE OPPORTUNITIES

- The significance and contribution of views from and through the Conservation Area is taken into consideration when planning and deciding on the suitability of new development or change in the setting of the Conservation Area.
- For new development in the setting of the Conservation Area to celebrate and be sensitive to the Post-War heritage of Plymouth.
- To embed the special interest of the Conservation Area and its setting into the plan-making and decision-taking processes.
- For the boundary of the Conservation Area to be reviewed in the future in line with best practice guidance from Historic England.
- Consider opportunities for increasing biodiversity, this could include living walls, bee pollinating plants, wildflower mixes, bird/bat boxes, bee bricks or hives.





Plymouth's Post-War heritage is of national significance demonstrated through the multiple listed buildings and the designation of the Conservation Area. However, there is a longstanding lack of understanding and appreciation of this heritage which has contributed to the decline in the building stock and the unsympathetic changes which have taken place. Plymothians and the public in general are beginning to appreciate the heritage of the Post-War period, however there remain many unexploited opportunities to increase and broaden this appreciation.

THE OPPORTUNITIES:

- There are considerable opportunities to raise awareness and improve appreciation of the Post-War heritage of Plymouth and to engage new audiences both within the city and beyond.
- Marketing Plymouth as 'the' Post-War city, in the same way that Bath is known as the Georgian city.
- Working with local artists and makers to create pieces that celebrate the Post-War heritage including prints, mugs, tea towels etc. to be sold in local shops and tourist information centres.
- Participating in an Open Doors or similar event, which opens buildings in the city to the public that are not normally accessible.
- Continuing tours and talks relating to the Post-War heritage including considering a 'terraces' tour.
- Re-instilling the inherent social value of the Plan for Plymouth as a city for the people with spaces and buildings accessible by all. This could include improving public access to the Council House and ensuring adequate public access to the top floor of the Civic Centre following its refurbishment. Continued public habitation and enjoyment of the Civic Square and other public spaces is also important and encouraging the occupation of underused spaces such as the alleys and yards.
- Considering temporary art installations and performance art inspired by the Post-War heritage of the city, this could be in connection with encouraging the use of the alleys and yards.
- Consider updating and expanding the network of interpretation boards within the Conservation Area and looking at digital means of interpretation including QR codes set in the ground or on plaques, audio-visual guides and self-guided tours.





The relatively recent nature of the Post-War period means that there remains much to be understood about its significance and how to care for it. This is the case for Plymouth where there is insufficient capacity and experience locally to advocate for the Post-War heritage of the city. This is leading to uninformed changes both to buildings, spaces and the setting of the Conservation Area and is likely to continue as regeneration of the city centre takes place over the coming years.

THE OPPORTUNITIES:

- Making connections with local stakeholders, groups and organisations such as: heritage groups; community groups; arts organisations; the Box; University of Plymouth students; and schools. The aim being to build capacity within the local community to care for, and be advocates of, the city centre heritage.
- Lots of the original material related to the Post-War development of Plymouth: film footage; minute books; etc., has not yet been studied in detail. There is an opportunity for research and evaluation of archived material to expand the understanding of why the Conservation Area is of significance. This could be undertaken in collaboration with the University of Plymouth, perhaps through PhD programmes or through the Archival Practice MA.
- Making connections with other comparative international cities, in particular those that have undergone successful regeneration such as Rotterdam, in order to learn and share knowledge.
- Consider opportunities for further city twinning, focussing on other Post-War cities such as Le Havre to share knowledge and mutual celebration of Post-War urban heritage.
- Making connections with other cities who have successfully undertaken similar types of change to their cities as Plymouth is now facing, such as Vancouver where there has been an effective transition to residential uses within the city centre.



9.1 VISION FOR THE CONSERVATION AREA

Plymouth city centre is a unique and special place. Nowhere in the UK is there a better surviving or more visually coherent example of the architecture, design and social spirit of the Post-War period. The planned layout of the area, its buildings, open spaces, materials palette, public art and the sense of civic pride all contribute to making the Conservation Area of special interest.

The overarching ambition for the Conservation Area is to preserve and enhance this special interest in a progressive and ambitious way that support the regeneration of the city centre. Designed as a set-piece of zoned, interlocking areas, the city centre needs to adapt to new modes of shopping, working and living and this Management Plan will provide a tool for unlocking the potential for heritage-led regeneration and proportionate new development to create a diverse and vibrant centre for residents and visitors.

Preserving and enhancing the special interest of the Conservation Area is achieved by ensuring that change and development take place in a considered and sympathetic way.

Raising awareness of the significance and history of the city centre will promote shared responsibility for looking after the Conservation Area and valuing its key attributes as important changes for the future take place.

The vision for the Conservation Area is to ensure that future change responds to the character and appearance of the area, whether that is following broad design principles arising from the modernist character and language inherent in Plymouth or responding to it in innovative new ways.

The city centre, as a place of vitality and life, was built into the architecture and open spaces from its conception, and Plymouth, as the first of the Post-War planned cities, sent powerful messages about new ways of urban life that had an impact across the country. By valuing the best of the past and showing how meaningful new use, diversification and adaption can be compatible with modern heritage, the city centre can continue to be a pioneering place.

QUICK FACTS

- The overarching ambition for the Conservation Area is to preserve and enhance this special interest in a progressive and ambitious way that supports the regeneration of the city centre.
- National and local planning policy, including the *Plymouth and South West Devon Joint Local Plan 2014-2034* are utilised in making decisions about change within the Conservation Area.
- Permitted Development Rights are different in a Conservation Area, meaning that planning permission is needed for works which materially affect the external appearance of a building.
- The Council has identified specific projects and proposals which will enhance the Conservation Area and raise awareness of its special interest; these include improvements to buildings shop fronts and the public realm.
- All buildings and open spaces in the Conservation Area require maintenance and repair.
- Alteration, extension and new development should preserve or enhance the character of the Conservation Area through their design and materials.
- Changes to mitigate climate change should be sympathetic to the character of the Conservation Area.
- Looking after Plymouth's Post-War heritage is the responsibility of the local community and the city's institutions as well as the Council.





9.2 PLANNING LEGISLATION, POLICY AND GUIDANCE

Conservation Areas are a statutory designation, therefore planning legislation, policy and guidance is utilised when considering development or other changes within the Conservation Area and its setting. This is to ensure that any proposals seek to preserve or enhance what is special about the area including the contribution made by its setting. The primary legislation governing Conservation Areas is the *Planning (Listed Buildings and Conservation Areas) Act 1990*. This is the key tool for the Council to fulfil its duty to manage its Conservation Areas and ensuring that proposals for change preserve and enhance their special interest. Below this national-level legislation lies national and local planning policy which supports the legislation. The relevant national policy is contained within the *National Planning Policy Framework* and local policy within *The Plymouth and South West Devon Joint Local Plan 2014-2034*, *Plymouth & SW Devon Supplementary Planning Document* and *The Plymouth Plan 2014-2034*. The principal local policies that are relevant are:

Plymouth and South West Devon Joint Local Plan

SO3: Delivering growth in Plymouth's city centre and waterfront growth area. Establishing and reinforcing the city centre's role as a regional centre for shopping, employment, leisure, a university centre, a strategic transport hub and a sustainable community in its own right.

PLY1: Enhancing Plymouth's strategic role. Plymouth city centre will be seen as the primary location for major comparison goods shopping development, commercial leisure and office development within the city, in order to maintain and strengthen its status as a regional centre, as well as a strategic location for higher / further education services.

PLY6: Improving Plymouth's city centre. Plymouth city centre will be renewed and enhanced through a combination of major new developments, proactive management of change and support for community and trader led initiatives. This will deliver a modern, high quality, vibrant, accessible and adaptable centre that reflects its status alongside the waterfront as the showcase of Plymouth.

- Respects and celebrates the centre's mid-twentieth century built heritage, including the Beaux Arts grid of the 1943 Abercrombie Plan and the highest and good quality non-designated assets identified in the City Centre Masterplan
- Supports the delivery of a coordinated programme of investment in the public realm, and delivers structured environmental improvements, creating a safe accessible and attractive environment for the community and visitors alike, and exploring opportunities for weather protected spaces.

DEV20: Place shaping and the quality of the built environment. Development proposals will be required to meet good standards of design, contributing positively to both townscape and landscape, and protect and improve the quality of the built environment.

SPT11: Conserving the historic environment. The LPAs will pursue a proactive and solution-orientated approach for the conservation of the historic environment, ensuring that it is promoted as a key element of local character and distinctiveness, forms a strategic context for regeneration and development, and is conserved as part of the area's cultural offer.

DEV21: Development affecting the historic environment.

Development proposals will need to sustain the local character and distinctiveness of the area and conserve or enhance its historic environment, heritage assets and their settings according to their national and local significance.

There are also site specific allocation policies, those within the Conservation Area and its close setting are covered by policies PL7 to PL15 and include the Civic Centre, the west end of New George Street and Pearl Assurance House.

Policies contained in the JLP that relate to the historic environment are amplified in the Plymouth & SW Devon Supplementary Planning Document – paras 6.43-6.86.

Proposals will be required to comply with all relevant policies in the JLP and any relevant aspects in the Plymouth & SW Devon Supplementary Planning Document and you are advised to fully consider these before submitting an application.

In addition to legislative and policy requirements there is a wealth of best practice guidance and advice available from Historic England and other heritage organisations. When changes are being considered to buildings in the Conservation Area, or perhaps where new development is proposed, it is often helpful to use the Council's Pre-Application Advice service to gain early guidance on proposals and highlight any constraints or opportunities; details can be found on the Council's website.

Links and details of all the relevant policy, guidance and advice can be found in [Further Information](#).



9.3 CONTROL MEASURES BROUGHT ABOUT BY CONSERVATION AREA DESIGNATION RESTRICTIONS ON PERMITTED DEVELOPMENT

In order to protect and enhance the Conservation Area, any changes that take place must conserve, respect or contribute to the character and appearance which makes the Conservation Area of special interest. Permitted Development Rights, as defined by The Town and Country Planning (General Permitted Development) (England) Order 2015, are works which can be undertaken without the need to gain planning permission. Permitted Development Rights are different in a Conservation Area, meaning that planning permission is needed for works which materially affect the external appearance of a building.

This includes, but is not restricted to:

- the total, substantial or partial demolition of buildings or structures including new openings;
- works to trees with a diameter of 75mm or greater, measured at 1.5m from soil level;
- changes to the external finish of a building;
- extension of buildings;
- installation of aerials, satellite dishes or solar panels visible from the street;
- installation advertisements and other commercial signage (Advertising Consent may also be required); and
- changing the use of a building (for example, from commercial to residential).

For further information and advice about when planning permission is required within a Conservation Area, and current permitted development rights, see the guidance on the Government's Planning Portal or contact the Council's Planning Department. It should be noted that proposals which affect listed buildings, including changes to their setting, may also require Listed Building Consent.

STYLE GUIDE

The council could develop a style guide which identifies key period elements, colours and features that could contribute to any new designs within the Conservation Area.



9.4 MANAGEMENT PLAN

This section sets out the City Council's aspirations and proposals for enhancing the Conservation Area in the short-, medium- and long-term. Some of the projects and plans identified in this section will be part of the current High Street Heritage Action Zone (HSHAZ) programme whilst others are longer-term and require collaboration with others. All the aspirations have the potential to enhance the special interest of the Conservation Area either physically or through raising awareness and participation in caring for the Post-War heritage of Plymouth. The aspirations also align with the wider vision to adapt, diversify and revitalise city centre and secure positive change for the future. Funding opportunities will be sought in addition to the current HSHAZ funding from Historic England, possibilities include the National Lottery Heritage Fund, the Architectural Heritage Fund and other Historic England grant schemes.



- 1. IMPROVEMENTS TO BUILDINGS
- 2. REUSE OF BUILDINGS
- 3. SHOP FRONT IMPROVEMENTS
- 4. PUBLIC REALM IMPROVEMENTS
- 5. INCREASE PUBLIC INVOLVEMENT AND INTERACTION
- 6. CREATION OF A FAITH QUARTER
- 7. RESPONDING TO THE CLIMATE EMERGENCY

Page 240

Click on a numbered arrow above to be taken to the relevant page

I. IMPROVEMENTS TO BUILDINGS

The city centre's buildings are critical to the appreciation and understanding of the special interest of the Conservation Area, but some have undergone unfortunate change and degradation over the decades. It is the Council's aspiration to reverse this decline and secure enhancements to the built assets of the Conservation Area.

Stone cleaning

Many buildings have Portland stone façades, many with decorative carved relief panels; both façades and reliefs have become stained by pollution and age. The Council will therefore aspire to ensure stone cleaning of important façades takes place when opportunities arise. The priority is buildings along Royal Parade, especially the landmark buildings of Pearl Assurance House and Dingles, as these contribute most greatly to the character of the area, and this is where cleaning will bring the most benefit. However other buildings, for example along New George Street and around St Andrew's Cross, will also benefit from stone cleaning.

The Council will work with building owners both as part of the HSHAZ programme and beyond to achieve this aspiration, aiming to secure façade cleaning by condition as part of planning applications where this is viable.

Architectural features

Similarly, there has been deterioration of canopies and upper-level windows within some buildings with the Council aspiring to ensure these important features are restored to their former glory. Securing the repair of specific features such as the mosaic tiles to the Council House and National Provincial Bank is also a priority. Furthermore, the Council will strive to see inappropriate modern features, such as advertising films to windows, signage and pigeon deterrents removed as opportunities to secure this come forward.

Principally these enhancements are proposed to buildings in Royal Parade as part of projects within the HSHAZ programme but is anticipated that these will be secured more widely across the Conservation Area over time.



2. REUSE OF BUILDINGS

Considerable parts of the City Centre Conservation Area are characterised by large retail and office buildings, however, there has been and continues to be a decline in the demand for such large office and retail floor space. Some buildings are already vacant and there are others which are likely to suffer vacancy in the future. The Council sees the opportunities associated with reusing these buildings for different and mixed purposes, bringing new vibrancy and revitalisation to the city centre. Diversification of use is critical to ensuring the regeneration of the city centre which will in turn allow for investment in the public realm and other initiatives. The Council is therefore committed to working with building owners and developers to secure viable new uses for buildings where these opportunities arise.

Some sub-division of vacant buildings is likely to be necessary, particularly at ground floor to allow for smaller retail units, restaurants and cafés. Residential conversion will also be a beneficial option to consider as this will bring activity to the city centre outside of normal office and retail hours. Extension will also be necessary to meet the intensification strategy for the city centre as set out within the *Plymouth and South West Devon Joint Local Plan 2014-2034*, this will specifically be the case for those buildings subject to site allocations but will also be considered more generally across the Conservation Area.

Each building is different and what is possible in one building may not be for another. The significance of buildings will be an important consideration when planning changes to buildings in the Conservation Area. Post-war buildings have different methods of construction, materials and significances to traditional buildings, and it will be important to gain advice from architects and other practitioners who specialise in alteration and conservation of Post-War buildings. It is external changes which have the greatest potential to impact on the character and appearance of the Conservation Area and will need to be considered most carefully within design proposals.



New uses will be found for former department stores such as Debenhams

In the short-term, the Council will proactively seek opportunities to secure 'meanwhile' uses for vacant buildings and retail units. This will bring immediate activity to the city centre and pave the way for more permanent changes of use. Examples of meanwhile uses that will be considered are:

- community spaces
- temporary art exhibitions
- immersive theatre performances
- a climate hub providing education and workshops on sustainable living
- affordable space for local small businesses
- pop-up shops and markets



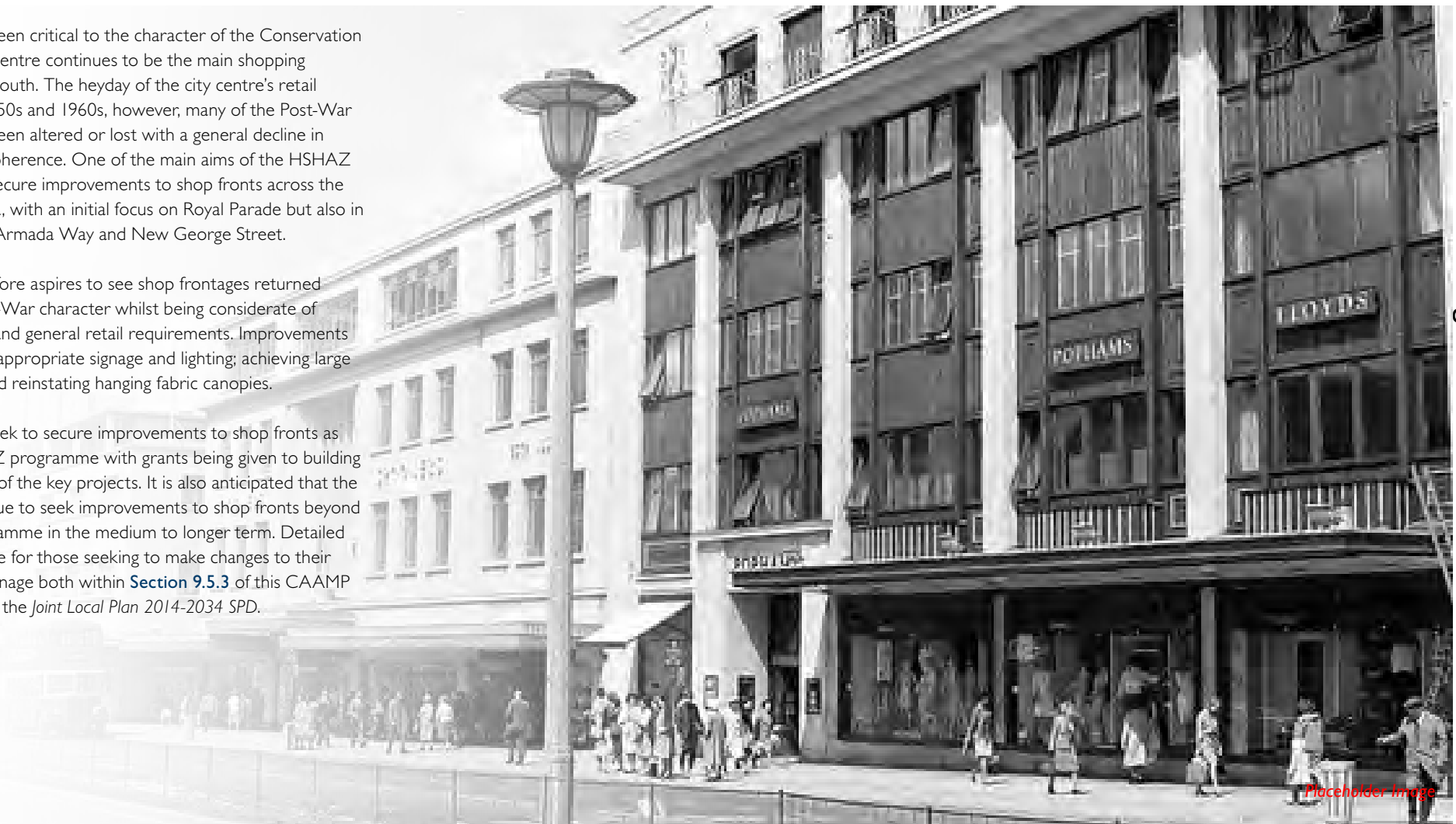
Adapt and Diversify: The former Cooperative Building has been converted from a department store into a mix of hotel and student housing with retail use retained at ground floor

3. SHOP FRONT IMPROVEMENTS

Retail has always been critical to the character of the Conservation Area and the city centre continues to be the main shopping destination in Plymouth. The heyday of the city centre's retail offer was in the 1950s and 1960s, however, many of the Post-War shop fronts have been altered or lost with a general decline in their quality and coherence. One of the main aims of the HSHAZ programme is to secure improvements to shop fronts across the Conservation Area, with an initial focus on Royal Parade but also in Old Town Street, Armada Way and New George Street.

The Council therefore aspires to see shop frontages returned towards their Post-War character whilst being considerate of modern branding and general retail requirements. Improvements proposed include: appropriate signage and lighting; achieving large areas of glazing; and reinstating hanging fabric canopies.

The Council will seek to secure improvements to shop fronts as part of the HSHAZ programme with grants being given to building owners being one of the key projects. It is also anticipated that the Council will continue to seek improvements to shop fronts beyond the HSHAZ programme in the medium to longer term. Detailed guidance is available for those seeking to make changes to their shop fronts and signage both within [Section 9.5.3](#) of this CAAMP and Appendix 3 of the *Joint Local Plan 2014-2034 SPD*.





4. PUBLIC REALM IMPROVEMENTS

The streets and open spaces in the Conservation Area contribute greatly to its character and the reasons why the area is of special interest. Changes have been incrementally undertaken which sometimes detract from the appearance of the Conservation Area. Enhancement of the public realm and public open spaces in the Conservation Area is therefore a key aspiration for the Council and form principal projects within the HSHAZ programme. In general, proposals to the public realm include:

- replacement of poor-quality surface finishes with sympathetic, high quality and durable surface treatments;
- reduce street clutter including that related to transport infrastructure and excess street furniture;
- rationalise signage and wayfinding and ensuring a coherent approach to new signage that takes inspiration from the Post-War character of the city centre;
- replacement of insensitive or poor-quality items of street furniture, including those no longer fit for purpose, with durable, high-quality items which take inspiration from the Post-War character of the Conservation Area;
- retain and repair historic surface finishes and street furniture;
- increasing green landscaping;
- consider appropriate opportunities to restore the long vistas both within and across the Conservation Area, for example down Armada Way;
- Replacement of poor-quality surface finishes with sympathetic, high quality and durable surface treatments that meet accessibility needs and are fit for purpose for all users and leisure users;

- Require opportunities for increasing biodiversity across the conservation area and the four main streets and spaces set out below. This could include, appropriate trees, living walls, bee pollinating plants, wildflower mixes, bird/bat boxes, bee bricks or hives; and
- Ensure continuity between street furniture across the conservation area.

Specific streets and spaces within the Conservation Area have been identified for enhancement as part of the HSHAZ programme and beyond. These are prioritised in terms of their importance to the Conservation Area and its special interest.

Civic Square

The Civic Square is the most important public space in the Conservation Area and the Council has identified through the HSHAZ programme considerable opportunities for its enhancement. The opportunity is for the Civic Square to become the Great Square once again. The project will restore and upgrade the most important heritage features of the square while reimagining it for the 21st century. The Square will be adapted and enhanced to improve its functionality, appearance and its ability to support and cultivate the public life of the city, and to support and enable the mixed-use regeneration of the Civic Centre by Urban Splash. With the Civic Centre redevelopment into conferencing, events, workspace and residential use it will repurpose and revitalise this area of the city centre, driving major new footfall, increase events use, encourage dwell time and public use of the Square and be a catalyst for wider investment in new workspace and city centre living.

Royal Parade

Due to the importance of this route within the Conservation Area a street audit has been undertaken (see [Appendix A](#)). The main priorities for enhancing Royal Parade are:

- removing the guard rails in the centre of the road and returning a landscaped verge;
- undertake a transport and safety audit with the aim of reducing the impact of traffic and pollution and increasing permeability across the road;
- consider making the existing pedestrian crossings straight over rather than dual;
- installing consistent and high-quality surface treatments to the south side of Royal Parade;
- rationalising street furniture and installation of sensitively-designed replacements, this includes litter bins, seating and street lighting; and
- installing high quality bus shelters that provide comfort and protection from weather.

Closely associated with the enhancements to Royal Parade will be improvements to St Andrew's Cross and Derry's Cross, which form the gateways to Royal Parade. These are currently dominated by traffic with the Council's aspirations focussed on humanising these zones. One specific project is to enhance the roundabout of St Andrew's Cross, restoring the fountain and pool at its centre.

4. PUBLIC REALM IMPROVEMENTS (cont'd)

Armada Way

Armada Way was designed as 'garden vista' and 'parkway', with spaces along its length defined by the building line. It has seen considerable alteration since originally laid out, now being fully pedestrianised. To ensure that this characteristic of the historic environment is maintained and enhanced, there is a need for sensitive management and design of the natural landscaping along Armada Way.

Old Town Street and New George Street

Old Town Street and New George Street form the core of the retail zone of the Conservation Area, originally trafficked, New George Street is now largely pedestrianised with a 1980s public realm scheme, which does not meet with current biodiversity expectations and is poor quality. Old Town Street and the eastern end of New George Street suffer from the traffic issues containing a taxi rank and providing access to the service yard and car park behind Royal Parade. Across both streets there are varied and poor-quality surface treatments which combined with the planters and vehicles reduce the accessibility and coherence of the street.

The proposals to this area of public realm seek to respect the principles of the Plan for Plymouth, namely clear sight-lines, order, proportion and geometry whilst celebrating the collection of Post-War architecture and features. The project includes new surface treatments, green landscaping and street furniture as well as reducing the width of the road in Old Town Street and relocating taxi rank to create an improved pedestrian experience.





5. INCREASE PUBLIC INVOLVEMENT AND INTERACTION



Looking after Plymouth’s Post-War heritage is the responsibility of the local community and the city’s institutions as well as the Council. It is therefore the Council’s aspiration to develop and grow public interaction with the Conservation Area and Post-War heritage of the city centre more generally.

In the short-term and in the context of the HSHAZ programme, it is necessary to continue to broaden engagement with and understanding of the Post-War heritage of the city, in particular the Conservation Area. This will not only encourage sufficient pride about what is uniquely special about the city centre but also re-instil the social value the Post-War redevelopment envisaged. Digital and physical interpretation, talks, walks, art

installations, performances and other marketing opportunities, will all assist in raising awareness as well as activating underutilised spaces within the public realm.

One specific proposal the Council will enact is to create, in partnership with organisations such as Plymouth Culture, The Box, POP, a public art and heritage trail for the Conservation Area. This will include not only recent or newly commissioned pieces of public art but also focus on the Post-War artistic and architectural features of the Conservation Area such as the planters in Civic Square, the bow-tie paving and decorative reliefs on buildings.

In the medium- to long-term, the Council’s aspiration will be to harness the interest in the city centre heritage to increase capacity within the Plymouth community to assist in managing change within the Conservation Area and broaden the understanding of it. Utilising connections with institutions such as The Box and the University of Plymouth to further research and evaluation of the Post-War heritage will be considered alongside making connections and learning from other similar Post-War cities across the UK and Europe.



6. CREATION OF A FAITH QUARTER

On either side of Catherine Street are four active religious buildings: St Andrew's Church; Plymouth Unitarian Church; Catherine Street Baptist Church; and Plymouth Synagogue, all are statutory listed and have their own architectural character and unique congregations. The high proportion of religious buildings means that the area of Catherine Street, Finewell Street and the east end of Princess Street is a quieter and more contemplative zone within the City Centre Conservation Area, providing a welcome and unexpected respite from the bustle of Royal Parade and the shopping zones nearby. The Council have identified an opportunity to encourage collaboration between all faith groups and with Historic England to build upon the more peaceful character of this zone through the creation of a Faith Quarter.

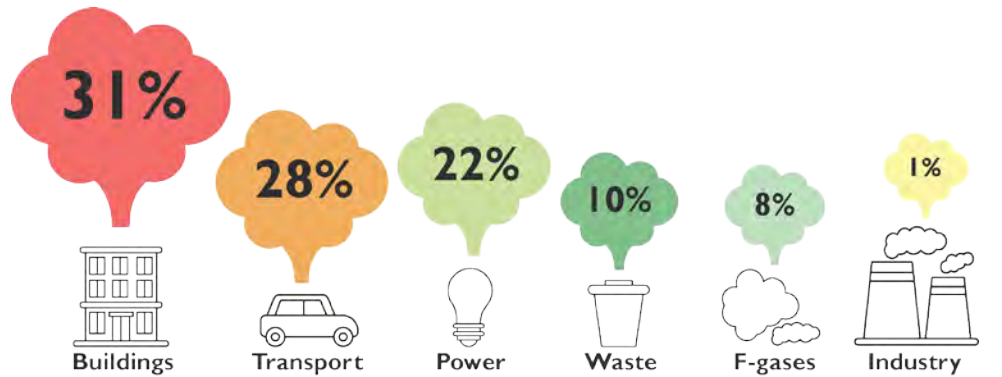


7. RESPONDING TO THE CLIMATE EMERGENCY

The City Council declared a climate emergency in 2019 and policies to tackling climate change are embedded in all aspects of local planning policy. The Council is therefore taking a proactive approach in seeking opportunities for changes to both buildings and within the public realm.

Further greening of the city centre will be necessary to absorb carbon dioxide in the air, reduce pollution and to meet increased flood risks. For buildings this could take the form of installing green roofs or be in combination with solar panels, known as bio-solar roofs. Within the street scene, opportunities will be taken to increase the green landscaping, incorporated in a way that is sensitive to the Post-War character of the area.

More widely, opportunities to reduce vehicular pollution in the Conservation Area will be taken including a transport review of Royal Parade and finding suitable locations for electric vehicle charging points. In line with The Plymouth Plan 2014-2034 and Plymouth Climate Emergency Action Plan 2019 objectives, active travel within the city centre will be encouraged. This includes cycling and walking with changes to the public realm to ensure these options are safe and easy.



The highest proportion of the city's carbon emissions come from buildings and transport (Source: Plymouth Climate Emergency Action Plan 2019)



9.5 MANAGEMENT GUIDANCE

9.5.1 LOOKING AFTER BUILDINGS AND SPACES

All buildings and open spaces require maintenance and repair regardless of their age, designation (or lack thereof) or significance. In Conservation Areas, it is important that such works are carried out sensitively to protect historic fabric and respect and preserve the established character of the wider area. The following management guidance is provided in the context of the policies with the *Plymouth and South West Devon Joint Local Plan 2014-2034* and its accompanying SPD. Of specific relevance are *Appendix 3 Shop fronts* and *Appendix 5 New work in conservation areas of the SPD*. In addition to the the following guidance and that within the SPD, Historic England and other heritage bodies provide a wide range of advice and guidance on how to care for and protect historic places, including Post-War heritage. See [Further Information](#) for details.

Maintenance

Maintenance is defined as routine work necessary to keep the fabric of a place in good order and is the responsibility of building owners and leaseholders. It differs from repair in that it is a pre-planned, regular activity intended to reduce the instances where remedial or unforeseen work is needed. Regular maintenance ensures that small problems do not escalate into larger issues, lessening the need for repairs and is therefore cost effective in the long-term. Regular inspection will help identify specific maintenance tasks relevant to each building or space. These could include:

- cleaning of stone, brick and concrete façades and other external elements such as canopies, mosaics and decorative panels and consideration to on-going maintenance;
- ensuring hanging fabric canopies are maintained in good working order and are cleaned regularly;
- cleaning of glazed elements including windows, glazed bricks and glazed elements of canopies;

- sanding down and repainting metal windows, railings and other external metalwork;
- treating any external timberwork;
- regularly clearing drainage goods of debris;
- removal of unintended vegetation growth to buildings;
- pruning of shrubs and trees to ensure they remain at an appropriate height;
- clearing mosses and other plant growth to paving and other surface treatments;
- securing loose paving; and
- maintaining street furniture appropriately through cleaning, painting, treating etc.

Repair

Repair is defined as work that is beyond the scope of maintenance, to remedy defects caused by decay, damage or use, including minor adaptation to achieve a sustainable outcome, but not involving alteration or restoration. Identification of repairs may arise during regular inspection or following extreme weather events. Some of the repair works required in the Conservation Area include:

- repairs to surface treatments which are damaged (cracked) which could include replacement of individual slabs;
- replacement of lost parts mosaics and repairs where the originals have been damaged;
- repair to applied artworks where definition may have been compromised; and

- overhaul of metal windows which have been damaged through rust or overpainting.

It is important to understand the cause of the damage or defect both to ensure that the repair is successful and to limit the work that is required. It is also important to understand the significance of the feature affected in order to minimise harm when enacting a repair. The following should be considered when planning repair works:

- repairs should always be considered on a case-by-case basis. A method of repair which is suitable for one building, space or feature may not be suitable for another;
- repairs should be undertaken on a like-for-like basis, if this cannot be achieved or it is not desirable to do so then permission may be required;
- use materials and construction techniques to match the existing to maintain the appearance and character of the building or space;
- repair is usually preferable over the wholesale replacement of a historic feature; and
- only undertake the minimum intervention required for any given repair.



9.5.2 MAKING CHANGES AND NEW DEVELOPMENT

Change has inevitably taken place since the development of the city centre in the Post-War period to meet with changing demands and expectations. Future change will also be needed to ensure that buildings continue to meet the requirements of their occupants and remain in viable use. This aligns with the Council's objectives for the city centre in terms of regeneration and diversification to create a vibrant place to live and work. The *Plymouth and South West Devon Joint Local Plan 2014-2034* identifies specific sites where there are opportunities for change and new development (Policies PLY7 to I5).

Demolition

Demolition of buildings or removal of features that detract from the Conservation Area may be beneficial. Detracting features include the roof extension of Dingles and there are a small number of whole buildings that are intrusive to the character of the Conservation Area. Demolition of detracting buildings and features will only be permitted where suitable new development is proposed.

Alterations

Alterations should preserve or enhance the character of the Conservation Area. This means that changes should be respectful of the prevailing architectural and visual character of the Conservation Area and the specific character of the street or space in which it is located. Alterations should also use appropriate materials, whether these are the same as those typically found in the Conservation Area or whether they are new materials that are complementary. Enhancement could be achieved through removing a detracting feature and replacing with something more 'in keeping' or with something that draws inspiration from the character of the Conservation Area. Altering or replacing existing metal windows is unlikely to be appropriate as they are an integral part of the building within which they sit and the visual character of the street scene.

Extensions

Extensions should be subordinate to the existing buildings in their scale, massing and design.

Roof level extension is likely to be acceptable, even desirable, for many buildings subject to their being of appropriate design and materials. Some buildings in the Conservation Area have already undergone extension both historically and more recently. Each building is different, in some cases it will be most appropriate to set back a roof extension, similar to the terraces which exist on some buildings. In other cases, it will be appropriate for an extension to maintain the established building line. All extensions should be of high-quality design and construction. Materials and detailing should complement the existing building and the street or space within which it is located. Pastiche designs are unlikely to be appropriate with contemporary or complementary proposals being desirable.

Extensions that infill areas below projecting canopies may be appropriate in some circumstances but are unlikely to be appropriate in particular sensitive areas as this would greatly change the appearance of individual buildings, the street scene as a whole and the original aim of protecting shoppers from the elements.

New Development

As identified with local planning policy, there are opportunities for new development within the Conservation Area, such as on the Civic Centre car park or redevelopment of existing buildings which do not contribute to the special interest of the Conservation Area. There are also opportunities for new development within the close and wider setting of the Conservation Area.

Permissions Required

Planning permission will be required for all demolition, alteration or extension which affects the exterior of a building. If a building is listed, then Listed Building Consent will be required for both internal and external demolitions and alterations and for extensions. Planning permission will be required for all new development within the Conservation Area and its setting.

Things to Consider

The following should be considered when planning any new development or change to buildings within the Conservation Area or its setting:

- the significance of any building proposed to be removed, altered or extended;
- the scale and grain of buildings in the surrounding area including that proposed for change and its neighbours;
- the materials and architectural detailing characteristic of the existing building and/or those in the surrounding area;
- colour palette of existing or newly introduced elements;
- the relationship with the street and any open spaces;
- the potential impact on important views and landmark buildings;
- the potential impact of the new design on the setting of any neighbouring designated open spaces and non-designated heritage assets; and
- The impact of development on the setting of the Conservation Area.

This list is not exhaustive, each site will present its own unique requirements for a sensitive and appropriate new design. In all cases, development must be of the highest quality of design, construction and detailing. The principal aim of development should be to preserve or enhance the character of its setting and the Conservation Area as a whole.

9.5.3 SHOP FRONTS AND SIGNAGE

The ground floor retail units along Royal Parade, New George Street and others are the part of the Conservation Area most visible to pedestrians and what characterises the area for many of those using it. The loss or concealment of the 1950s and 1960s shop fronts has been detrimental to the appearance of the Conservation Area and proposals to reverse this will be encouraged. The following guidance supports and builds upon the general shop front guidance within Appendix 3 of the *Plymouth and South West Devon Joint Local Plan 2014-2034 SPD*.

Whilst it is not intended that shop fronts will be returned exactly to their Post-War appearance, restoring the principal characteristics of shop fronts of this period (using high quality materials that are fit for purpose, appropriate for the use and location to which they relate and are local where possible) is important and will enhance the special interest of the Conservation Area.

A shop front is part of a building as a whole, rather than being a separate entity. The design of shop fronts therefore needs to reflect the style, proportions, vertical or horizontal emphasis and detailing of the rest of the building, particularly the principal elevation.

The design of shop fronts should incorporate safe, easy and convenient access to the premises for everyone including disabled and elderly customers and customers with buggies.

Research and Investigation

To inform the design of new shop fronts, it will often be beneficial to undertake some research and investigation to understand what was present historically and establish whether any original features or signage survive.

Historic photos of the Conservation Area provide a glimpse into the past and provide evidence and inspiration for the design of new shop fronts. Architectural drawings of buildings and their shop fronts also provide information on the historic arrangement of shop fronts and the materials and signage used. A small selection of historic photos and drawings are included within this guidance, but it is advised that research is undertaken to inform new designs to ensure these are in keeping with the historic character of the Conservation Area. Plymouth Archives, held at The Box, have a wealth of photos and drawings related to the Conservation Area, including its shops.

Original 1950s or 1960s features clearly survive within some shop frontages, such as recessed entrances, tiled thresholds and stone plinths. Where these survive, they should be retained and incorporated into new designs. Other original features may be concealed by modern features and therefore investigation is important prior to designing new proposals.

Historic signage may be present behind modern fascias and whilst it may not be possible or desirable to retain this within new designs, it can serve to provide inspiration for new signage. It is also important that surviving original signage is appropriately recorded before being removed as this will add to the wider understanding of the Conservation Area and add to the evidence base for new shop front design across the city centre.



Entrance and display window of former Popham's Department Store in Royal Parade



Former Burton's Menswear in Old Town Street

Design Advice

Post-war shop fronts have specific design characteristics and features which make them distinct from both older Victorian and modern shops. They have larger areas of glazing and less decorative and architectural features than their Victorian counterparts but have more consistency in their signage and material palette than modern shop fronts.

Components of a shop front

Shop fronts need to sit within the original building framework set by structural features within the elevation. Generally, the components of Post-War shop fronts are:

- large display windows;
- simple pilasters framing the windows, usually in stone or stone composite;
- plain plinth at the base (what would have historically been termed a stallriser), often in a contrasting and more durable stone to the main shop front. Plinths vary in height, sometimes being very low to maximise the glazing area above;
- entrances are often recessed, especially where there is no projecting canopy to provide shelter, and either located centrally or to one side;
- where recessed, the glazing on either side of the entrance is canted to provide a more generous entrance and better visibility of shop displays and goods within. Floors within recessed entrances may be tiled; and
- there may be other architectural features such as metal ventilation grilles or letter boxes.

Display windows

Large areas of glazing is an important feature of shop fronts of this period, so goods and displays can attract attention from outside. Therefore:

- display windows should be fully glazed where the unit is still in retail use, other uses such as public art displays may be suitable where there has been change of use;
- windows will be unencumbered by excessive advertising and signage, such as posters, and will not be boarded up;
- display windows will be framed with metal such as brass, steel or aluminium;
- framing is generally very slender to maximise glazing area;
- display windows and interiors of shops will have bright internal lighting to advertise and showcase goods and will naturally deter break-ins; and
- roller shutters should be avoided.



Marks and Spencer shop front, 1952

Signage

1950s and 1960s signage is one of the most distinct features of shop fronts and whilst it will likely not be appropriate to replicate historic signage exactly, there are elements which it is desirable to recreate. Signage should complement the design of the shop front and building, conveying a sense of permanence and quality. The following need to be considered:

- individual lettered signage is characteristic and will be desirable: fonts which take inspiration from the 1950s would be beneficial where this can be incorporated into corporate branding;
- signage is not always on the fascia but may also commonly be positioned above, particularly to department stores where there is zone for signage above the entrance. The benefit of positioning signage above the fascias is that it is visible above canopies;
- where fascias are not used for signage, these are generally plain or have simple patterned finishes;
- fascia signage should not be overly large and be in proportion with the scale of the shop front within which it sits;
- where adjacent shop fronts are of similar scale and appearance, the signage zone within each should be of consistent height and scale;
- limited signage is desirable, just one set of lettering or perhaps two or three for department stores with longer elevations;
- where original signage zone are present or uncovered this should be the area used going forward and not be over clad.
- design of signage should be restrained, avoiding lurid colours and using a limited material palette. Metal and timber would be desirable over plastics;
- signage should not be internally illuminated; and
- projecting and hanging signage is not commonly used and may require historic evidence to be acceptable.

Canopies

Many buildings within the retail zone of the Conservation Area have solid, projecting canopies, often combined with fabric canopies to provide further shelter. Where there is no solid canopy, fabric canopies were very common historically. The following need to be considered:

- where there is a solid canopy, fabric canopies hang vertically down;
- there may be an opportunity to reintroduce lost canopies where this is appropriate;
- these hanging canopies have a consistent design across a row of shops to provide a visual coherence to the street scene;
- in such instances, canopies are generally unbranded, simple plain or striped appearance;
- where there is no solid canopy, fabric canopies will project out at an angle, above fascias but below signage, if this is not in fascia zone. Here there is more scope for individuality in terms of the design of canopies, however colour palettes will be limited and designs and any branding restrained;
- fabric canopies will be retractable; and
- there may be opportunities to incorporate lighting into solid projecting canopies.

Colour

There is the opportunity to enhance or reintroduce colours consistent with the Mid-Century period

- Colour palette showcased and used for the 1951 Festival of Britain could offer potential options for a range of architectural features including window frames, shop surrounds and canopies.

Permissions Required

Changes to shop fronts will require planning permission, and, if part of a listed building, Listed Building Consent. Changes to signage and advertising will require Advertisement Consent. Installation of fabric canopies will also require consents.



New George Street shops in the 1950s

9.5.4 RESPONDING TO CLIMATE CHANGE

Responding to the climate change is a critical activity for Plymouth following the declaration of a climate emergency in 2019. There are many opportunities in the Conservation Area which will assist in tackling climate change.

For individual buildings this means improving thermal efficiency and reducing carbon-based energy consumption. Internally, adding insulation and installing secondary glazing will be beneficial. Externally, installing solar panels for the many flat roofs within the Conservation Area will be encouraged as well as other forms of renewable energy sources such as air sourced heat pumps as long as these can be integrated in a way that is sympathetic to the character and appearance of the Conservation Area.

Each building is different and each will have different ways of being adapted. For more detailed information on adapting buildings in response to climate change see [Plymouth Climate Emergency Action Plan 2019](#) and Historic England's website for guidance related specifically to adapting historic buildings.

Permissions Required

For unlisted buildings, internal works will not require planning permission, however for any works which affect the exterior of a building it will be required. Any works to listed buildings, both internal and external, will require Listed Building Consent and those to the exterior will also require planning permission.



PART D: FURTHER INFORMATION AND APPENDICES

Further Information	90
Appendix A: Royal Parade Street Audit	92
Appendix B: Historic Context	105
Appendix C: Larger Plans	111





BIBLIOGRAPHY

The following sources have been used for the preparation of this document.

Reports

Plymouth City Council, *Plymouth City Centre Proposed Conservation Area Designation Assessment* (July 2019)

Portico Heritage, *Plymouth City Centre: Potential Core City Centre Conservation Area Options* (March 2019)

Asset Heritage Consulting, *Heritage Audit and Statement of Significance in respect of Plymouth City Centre* (May 2014)

Books / Publications

J Paton Watson and P Abercrombie, *A Plan for Plymouth* (Underhill Ltd, 1943)

MBM Arquitectes with AZ Urban Studio, *A Vision for Plymouth* (2003). Available from: https://www.plymouth.gov.uk/sites/default/files/AVisionForPlymouthFinalReport_0.pdf

Plymouth City Council & LDA Design, *Plymouth Tall Buildings Strategy* (2005). Available from: <https://www.plymouth.gov.uk/sites/default/files/DraftTallBuildingStrategy.pdf>

J Gould, *Plymouth: Vision of a Modern City* (Historic England, 2010)

C and J Gould, *Coventry: The Making of a Modern City, 1939-73* (Historic England, 2016)

E Harwood, *Space, Hope and Brutalism* (Yale, 2016)

PKM Van Roosmalen, *Mastering the City: North-European Town Planning 1900-2000, Le Havre 1946: Plan for Reconstruction*, pp226-273 (NAi Publishers/EFL Publications, Rotterdam, 1998)

M Webb, *Architecture in Britain Today* (Country Life, 1969)

B Cherry and N Pevsner, *The Buildings of England: Devon* (Yale, 1991)

M Clapson, *The Blitz Companion* (University of Westminster Press, 2019)

P Hall, *Cities of Tomorrow: An intellectual history of urban planning and design since 1880* (John Wiley and Sons, 2014)

HF Whitfeld, *Plymouth and Devonport : in times of war and peace* (Chapple, 1900)

Journals

Civic Centre, Plymouth, *Architectural Review*, June 1962 pp 435-77

JM Diefendorf, *Urban Reconstruction in Europe After World War II* *Urban Studies* Vol. 26, No. 1 (1989), pp. 128-143

S Essex and M Brayshay, *Boldness diminished? The Post-War battle to replan a bomb-damaged provincial city*. *Urban History* Vol. 35, No.3. (2008)

S Essex and M Brayshay, *Town versus Country in the 1940s: Planning the Contested Space of a City Region in the Aftermath of the Second World War*. *The Town Planning Review* Vol. 76, No. 3. (2005)

A While, *Modernism vs Urban Renaissance: Negotiating Post-war Heritage in English City Centres*. *Urban Studies* Vol. 43, No. 13. (2006)

R Childs, D and D A C A Boyne, *Plymouth: A Survey*. *Architects' Journal* 115, PP 716-19. (1952)

Other sources

https://www.bernezac.com/Royan_reconstruction_uk.htm

J Craigie, *The Way We Live* (1946) Film accessed via: <https://player.bfi.org.uk/free/film/watch-way-we-live-1946-online>

Historic imagery for the Development section of this document has been sourced from The Box Plymouth and has been reproduced with their kind permission. Permission is pending for the other historic imagery.

For further study, the Plymouth Archives at The Box hold material of relevance to the development and significance of Post-War Plymouth City Centre.

LEGISLATION AND POLICY

Planning (Listed Buildings and Conservation Areas) Act 1990: <http://www.legislation.gov.uk/ukpga/1990/9/contents>

National Planning Policy Framework (2019): <https://www.gov.uk/government/publications/nationalplanning-policy-framework--2>

Planning Practice Guidance: <https://www.gov.uk/government/collections/planning-practiceguidance>

Planning Portal: <https://www.planningportal.co.uk>

The Plymouth Plan: <https://theplymouthplan.com/>

Plymouth and South West Devon Joint Local Plan 2014-2034: <https://www.plymouth.gov.uk/planningandbuildingcontrol/plymouthandsouthwestdevonjointlocalplan>



GUIDANCE AND ADVICE

Historic England

Historic England's website contains a range of advice and guidance on conservation best practice, such as Conservation Principles: Policies and Guidance and guides on understanding heritage value, setting and views, to specific guides on types of repairs, energy efficiency and historic buildings and types of buildings. This information can largely be found in the advice area of their website: <https://historicengland.org.uk/advice/>

Links to the most relevant guidance and that used in the preparation of the CAAMP are below.

Conservation Area Designation, Appraisal and Management Historic England Advice Note 1 (Second Edition): <https://historicengland.org.uk/images-books/publications/conservation-area-appraisal-designation-management-advice-note-1/>

Conservation Principles, Policies and Guidance: <https://historicengland.org.uk/images-books/publications/conservation-principles-sustainable-management-historic-environment/>

The Setting of Heritage Assets Good Practice Advice in Planning Note 3: <https://historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/>

National Heritage List for England: <https://historicengland.org.uk/listing/the-list/>

Plymouth Climate Emergency Action Plan: <https://www.plymouth.gov.uk/sites/default/files/PlymouthsClimateEmergencyActionPlan01.pdf>

Plymouth City Council

Plymouth City Council pre-application advice: <https://www.plymouth.gov.uk/planningandbuildingcontrol/planningapplications/whenyouneedplanningpermission/planningpreapplicationadvice>

Twentieth Century Society

The Twentieth Century Society are the national amenity group campaigning for the preservation of buildings and places developed since 1914. Their website contains useful resources: <https://c20society.org.uk/>

USEFUL CONTACTS

Plymouth City Council

Planning and Building Control
Plymouth City Council
Plymouth
PL1 3BJ
Email: planningconsents@plymouth.gov.uk
Telephone: 01752 304366

Historic England South-West Regional Office

Fermentation North (1st Floor)
Finzels Reach
Hawkins Lane
Bristol
BS1 6JQ
Email: southwest@HistoricEngland.org.uk
Telephone: 0117 9751308



A.1 CHARACTER AND SPECIAL INTEREST

Royal Parade is, with Armada Way, one of the most important streets in the Conservation Area. It connects the city centre with other more historic and secondary parts of the city via Derry's Cross and St Andrew's Roundabouts. The street is a broad, straight avenue on an east to west alignment. It inclines from the western end up to St Andrew's Cross.

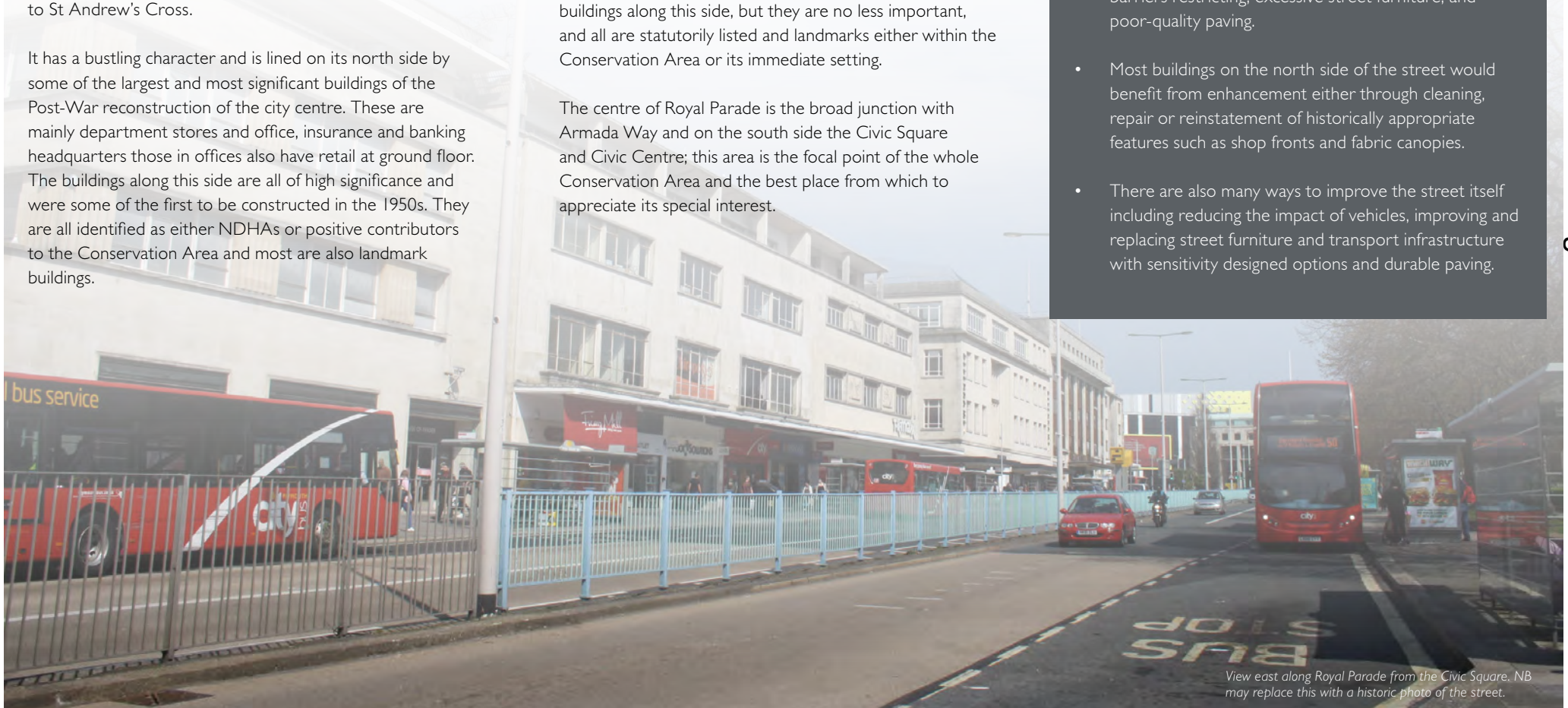
It has a bustling character and is lined on its north side by some of the largest and most significant buildings of the Post-War reconstruction of the city centre. These are mainly department stores and office, insurance and banking headquarters those in offices also have retail at ground floor. The buildings along this side are all of high significance and were some of the first to be constructed in the 1950s. They are all identified as either NDHAs or positive contributors to the Conservation Area and most are also landmark buildings.

Contrasting is the south side, where buildings are separated from the road by an avenue of trees either side a lawned band. Some pre-war buildings survived redevelopment on this side, namely St Andrew's Church and the Guildhall, although both underwent restoration and alteration, and the Royal Theatre was not completed until the early 1980s. There is therefore a less formal arrangement to the buildings along this side, but they are no less important, and all are statutorily listed and landmarks either within the Conservation Area or its immediate setting.

The centre of Royal Parade is the broad junction with Armada Way and on the south side the Civic Square and Civic Centre; this area is the focal point of the whole Conservation Area and the best place from which to appreciate its special interest.

QUICK FACTS

- Royal Parade is one of the most important streets in the Conservation Area.
- Its issues are related to: density of traffic; the central barriers restricting; excessive street furniture; and poor-quality paving.
- Most buildings on the north side of the street would benefit from enhancement either through cleaning, repair or reinstatement of historically appropriate features such as shop fronts and fabric canopies.
- There are also many ways to improve the street itself including reducing the impact of vehicles, improving and replacing street furniture and transport infrastructure with sensitivity designed options and durable paving.



View east along Royal Parade from the Civic Square. NB may replace this with a historic photo of the street.



A.2 THE BUILDINGS

The buildings which line Royal Parade form its backdrop and contribute greatly to its special interest. However, lack of maintenance, vacancy and inappropriate alterations have diluted the contribution these buildings make. Canopies and upper-level elevations and windows are in a deteriorating condition in some cases and stained from pollution. Shop fronts that have been altered or replaced with modern retail signage being a particularly detracting element of the street scene. Vacancy of these buildings is also beginning to be an issue and one which is likely to accelerate over the coming period. Historic features such as fabric canopies have also been lost over time.

This section identifies the specific issues and opportunities with the buildings along the north side of Royal Parade and which it would be most impactful to prioritise. On the south side the only buildings within the Conservation Area boundary are the Royal Theatre, which is in a good condition, and the Civic Centre, for which redevelopment and reuse is planned.

Norwich Union House

Donald Hamilton Wakeford & Partners (1950 to 1952)

- Removing graffiti which is present at a high level of the Royal Parade elevation.
- Stone cleaning, in particular above the canopy, to the portals and columns and around the windows.
- The metal window frames to the upper-level windows appear to be in a reasonable condition but could benefit from overhauling.
- There is an opportunity to reinstate Norwich Union House lettered signage to the top of the elevation.
- The ground floor to this building has always been divided into multiple shop units, today there are issues with vacancy, excessive signage and the use of modern plastic materials.
- The structure of the shop fronts have almost wholly been replaced although a couple retain their plinths (Simply Local is granite for example).
- There is a general lack of maintenance and upkeep to the shop fronts and the current frontages are low quality.
- There is a lack of coherence to the appearance of the retail units.
- The shop fronts have large fascia signs or boards where units are vacant, which are not characteristic.
- Signage is sometimes internally lit, which is also not characteristic.
- There is use of temporary thin plastic signs.
- There are some metal roller shutters.
- There has been loss of the hanging fabric canopies.
- There has been alteration of entrance porch feature to centre of St Andrew's Cross elevation.

Principal Opportunities

The upper levels of the building are in a reasonable condition and although there would be benefit from stone cleaning and window works, the most impactful opportunity to enhance this building is at ground level with the reinstatement of more historically appropriate shop fronts and signage and installation of new fabric canopies. Those shop fronts on the Royal Parade and St Andrew's Cross elevations are slightly more sympathetic or retain original features and therefore it is those along Old Town Street which may benefit more greatly from attention.





Lloyd's Bank / Former Popham's Department Store

Easton & Robertson (1953/55-57)

- Removing graffiti which is present at a high level of the Royal Parade elevation.
- Stone cleaning, in particular the top storey including the decorative reliefs.
- The high level metal railings are in need of maintenance and repainting due to rusting.
- The timber work of the upper-levels in need of treating, maintenance and repair as its condition appears to be relatively poor and deteriorating.
- It would be beneficial to remove the inappropriate modern curved canopy to the Lloyds entrance, it is not clear that there was ever a canopy here historically. A more sympathetic canopy could be considered if necessary.
- The display windows under the canopy retain their historic dimensions and plinth but the Brass Money windows have had the glazing replaced with multi-paned units, which are uncharacteristic.
- The outer bays were originally windows but have been replaced with an entrance to the left and ATMs to the right, these could be returned to glazing or be altered to be more sympathetic to the historic character.

- The Brass Monkey entrance signage is positioned in the wrong place, it could be returned to its historic position within the stone panel above the entrance.
- The signage to the upper levels, between first and second floors, has been lost and could be reinstated.
- The timber elevation was, for a time, painted white shortly after the building's completion, could be justified to return if desirable but it was originally dark timber as currently.



Principal Opportunities

Repair and refurbishment of the timber cladding would be one of the most impactful enhancements which could be made to this building. Similarly removing the Lloyds canopy and improving the appearance of the ground floor outer bays (ATMs and new entrance) would be of great benefit. Returning the Brass Monkey's windows back to full glazing would also be of considerable benefit to the street scene.





Debenhams (formerly Spooners Department Store)

Healing & Overbury (1954 to 1956)

- This building has become vacant and is therefore vulnerable to deterioration through lack of maintenance and use.
- Some stone cleaning would be beneficial, specifically projecting elements and above the main entrance.
- Removal of the lettered signage over vertical window features would be beneficial.
- Removal of roof top pigeon netting.
- The canopy has been replaced (or greatly altered) and by doing so has lost its finesse, it would benefit from alteration or replacement with a slenderer version in appropriate materials.
- The canopy over the entrance is lost and there is an opportunity to reinstate this feature.
- The ground floor glazed display windows have been covered with posters or blind panels, it would be beneficial to remove and return to full glazing.
- The pilasters and stallrisers to the ground floor windows have been replaced with polished stone, these could be returned to paler Portland stone with a shallow contrasting stall riser.

Principal Opportunities

Of principal importance will be finding a new use or new uses for this building now Debenhams have vacated. Replacement of the canopy and its reinstatement over the entrance are also great opportunities to enhance this building. Also of benefit would be removing less appropriate additions such as the pigeon netting and the modern materials to the ground floor shop front pilasters and stall risers.





TK Maxx (formerly John Yeo Department Store)

Donald Hamilton Wakeford & Partners (1951 to 1953)

- Some stone cleaning would be beneficial, specifically projecting elements and decorative reliefs.
- Removal of pigeon spikes to the roof terrace balustrade.
- The metal window frames to the upper-level windows are in a poor condition, suffering from rusting and would benefit from repair and repainting.
- The ground floor has been altered to change the entrance position and with the insertion of a plastic fascia band and signage, the fascia band could be removed to reveal original finish or allow a more sympathetic replacement to be installed.
- The Bedford Way corner, altered to form recessed corner entrance, could be altered to be more in keeping with historic character or else the original entrance arrangement could be reinstated (the original entrance was recessed in the centre of the Royal Parade elevation).
- The display windows have been infilled with posters and blind panels, it would be beneficial to remove these to reinstate full glazing.

Principal Opportunities

The principal opportunities within this building are to repair and enhance the upper floor levels, overhauling the metal windows and cleaning the façade. Beyond this removal of the posters to the display windows to reinstate a fully glazed appearance would be of considerable benefit, as would removing or replacing the plastic fascia band.





30-36 Royal Parade

Cecil J. Adams of Donald Hamilton Wakeford & Partners (1951 to 1953)

- Some stone cleaning would be beneficial, in particular to the window framing and top storey terrace.
- The upper-level windows are in a poor condition, suffering from rusting and would benefit from repair and repainting.
- Removal of the window advertising film to upper floor window.
- The roof extension (part of the Dingles roof extension) creates a cluttered roovescape, it would be beneficial to rationalise as part of any replacement of this roof extension.
- The ground floor to this building has always been divided into multiple shop units, today there are issues with excessive and overly large signage and the use of modern plastic materials.
- The structure of the shop fronts has wholly been replaced with the possible exception of Foot Solutions which appears to retain the original framework of glazing and canted, recessed central entrance.
- There is a general lack of maintenance and upkeep to the shop fronts and the current frontages are low quality.
- There is a lack of coherence to the appearance of the retail units.
- Fabric canopies survive although some have been replaced with modern, branded versions, it would be beneficial to return these to plain stripped versions to bring more coherence to the row of units.
- Fascia signage is overly large and sometimes internally lit, which is not characteristic.



Principal Opportunities

The most impactful opportunity to enhance this building is at ground level with the improvement of the retail units. This includes reinstatement of more historically appropriate shop fronts and signage and to bring more coherence to the row. At the upper levels there would be considerable benefit in overhauling the metal windows as well as targeted stone cleaning.





Dingles / House of Fraser

Thomas S. Tait of Sir John Burnet Tait & Partners (1949 to 1951, altered 1989)

- The stone elevations of this building are in considerable need of stone cleaning including the decorative reliefs.
- The 1980s roof extension is of lower quality materials and creates a cluttered roofscape, it would benefit from replacement with a more sympathetic, rationalised design.
- The upper level windows are in a reasonable condition but may benefit from repair and repainting.
- It would be beneficial to remove the opaque films to the upper level windows to return to the windows to full glazing.
- Pigeon netting to recessed windows would benefit from removal and replacement with a more sympathetic and humane alternative.
- The canopy has been replaced (or greatly altered) and has doing so lost its finesse, it would benefit from alteration or replacement with a slenderer version in appropriate materials.
- Some of the ground floor display windows have been altered with the loss of the picture mount-like framing within, this could be reinstated.
- Parts of the display windows have been infilled with posters or blind panels, it would be beneficial to remove these to reinstate full glazing.
- There is an excess of signage within the display windows which would be better removed.
- Other elements of the ground floor have been altered including the entrance doors, it would be beneficial to return these features to a more historically sympathetic appearance.

Principal Opportunities

This building is one of the landmark buildings in the Conservation Area and forms the gateway to Armada Way with Pearl Assurance House. The Conservation Area as a whole would therefore greatly benefit from improvements to this building, not just to Royal Parade but also to the Armada Way elevation. The principal opportunities are replacing the roof extension, cleaning of the stone elevations, restoring the canopy and returning full glazing to ground and upper levels by removing the plastic film.





Pearl Assurance House

Alec F. French in association with Sir John Burnet Tait & Partners (1950 to 1952)

- The stone elevations of this building are in considerable need of stone cleaning including both main elevations and the tower.
- The upper level windows are in a reasonable condition but may benefit from repair and repainting.
- The pigeon spikes to the upper level windows and sign lettering would benefit removal and replacement with a post and wire alternative which is more humane and less visually intrusive.
- Removal of the window advertising film to first floor windows of western half of the building.
- Thin plastic signs attached to upper levels of elevation are inappropriate and would benefit from removal.
- The underside of the canopy is in need of repair and cleaning or painting.
- The ground floor to this building has always been divided into multiple shop units, today there are issues with vacancy, excessive signage and the use of modern plastic materials.
- The structure of the shop fronts have mostly been replaced although a couple retain their original arrangement (for example: former Whoopee store) or retain features such as contrasting stone plinths.
- There is a general lack of maintenance and upkeep to the shop fronts and the current frontages are low quality.
- There is a lack of coherence to the appearance of the retail units.
- The shop fronts have large fascia signs, which are not characteristic.
- Signage is sometimes internally lit, which is also not characteristic.
- There has been loss of the hanging fabric canopies.

- The porch to the entrance midway along the Royal Parade elevation has been altered through the addition of inappropriate signage, a roller shutter and vents and film to the windows, which it would be beneficial to reverse.

Principal Opportunities

This building is one of the landmark buildings in the Conservation Area and forms the gateway to Armada Way with Dingles/House of Fraser. The Conservation Area as a whole would therefore greatly benefit from improvements to this building, not just to Royal Parade but also to the Armada Way elevation. The principal opportunities are cleaning of the elevations and reinstatement of more historically appropriate shop fronts and signage, including reinstatement of fabric canopies.



Cooperative Building / Derrys Department Store

W.J. Reed, staff architect to The Co-operative Wholesale Society (1950 to 1952, altered 2016 to 2021)

- The hanging fabric canopies have been lost and could be reinstated.
- There is internally lit shop signage to the ground floor and brightly coloured, large fascia panels/signage which it may be beneficial to remove in future or replaced (if needed) with something more appropriate.

Principal Opportunities

This building has recently undergone extensive refurbishment and is in an excellent condition. Further enhancement could be considered by reinstating hanging fabric canopies.





A.3 THE STREET AND PUBLIC REALM

In addition to improvements to the buildings along Royal Parade, there are considerable opportunities to enhance the experience of the street for those using the Conservation Area. Royal Parade is the busiest route within the Conservation Area and has undergone incremental changes over the decades which detract from its special interest and the contribution it makes to the Conservation Area as a whole. This issues it faces are:

- Royal Parade is very busy with traffic, both private vehicles and buses. Not only is there noise and visual disruption as a result but the area is also very polluted, which is causing staining to buildings and has environmental and health impacts.
- Incremental changes and additions to the traffic infrastructure have not only obscured some of its historic character but also reduced the north to south permeability through the Conservation Area. The central guard rails are particularly obstructive but the many bus stands, double pairs of traffic lights and speed cameras all negatively contribute and distract from the appreciation of the Post-War character.
- Within the public realm there is an excess of street furniture which adds to the visual clutter of the street scene. Of particular issue are litter bins and service boxes of which there are many on both sides of the street and sometimes inappropriately located.

- A related issue is the appearance of street furniture, which presents a variety of modern styles that are not appropriate to the Post-War character of the Conservation Area. Public seating is in a Victoriana style, litter bins are low-quality plastic and oversized and there is a mixture of fixed advertising and cycle stand styles. Street lighting is generally sympathetic, except for those around the pedestrian crossing between the Civic Square and Armada Way.

- The surface treatments used within Royal Parade are also of mixed appearance and quality. Those on the northside are durable and sympathetic to the Post-War character of the area being similar in appearance to the original. However, the south side has patchwork of paving, many areas of which are uneven, cracked or missing. Whilst some parts have been resurfaced, such as the edge of the Civic Square and in front of the Royal Theatre, most of this side of the street is of low quality and detracts from the appearance of the Conservation Area.



Double pairs of traffic lights add clutter to the street scene



Guard rail and speed cameras along the centre of the road



Cracked and uneven paving slabs to south side of the street



Row of seven bus stands between Armada Way and St Andrew's Cross



Example of oversized, plastic litter bin



Public seating that is not in keeping with the Post-War character of the area



Pollution is causing staining to the Portland stone of buildings which line the street



Unsympathetic alterations to shop fronts and signage and vacant units



Whilst these are not insignificant issues, they present real opportunities to enhance Royal Parade and thus the Conservation Area as a whole. The principal opportunities for enhancing the street and public realm are:

- removing the guard rails in the centre of the road and returning a grass verge;
- consider options for improving permeability over Royal Parade, for example through design improvements to existing crossing points ;
- making the existing pedestrian crossings at either end of the road single ones to halve the number of traffic light posts required;
- consider options to reduce the impact of cars and service vehicles from Royal Parade or slow the speed of such vehicles as part of a wide transport audit to improve air quality, reduce carbon and improve pedestrian experience within the Conservation Area;
- as part of the same transport audit, a review of the bus stands would be beneficial with consideration given to reducing the visual and physical dominance of this type of street furniture;
- relocation of service boxes, as part of any public realm works, to more discrete locations where these are particularly visually intrusive;
- improve and replace items of street furniture, including litter bins and public seating, and replacement of poor quality, non-original items with high-quality, sensitively-designed alternatives that are sympathetic to the Post-War character of the Conservation Area; and
- replacing surface treatments to all areas of the south side of the street which have not been recently upgraded. Designs taking inspiration from historical precedent and using durable materials.



A.4 CONCLUSIONS

Many of the issues within Royal Parade are also present in the Conservation Area more widely, which are covered in [Section 8.0](#). However, Royal Parade is a principal route through the Conservation Area and would therefore benefit most greatly from targeted enhancement.

The key priorities are:

- removal of the guard rail to centre of Royal Parade;
- undertake a wider transport audit with the aim of reducing the impact of traffic and pollution and increasing pedestrian crossing and permeability across the road;
- reinstatement of historically appropriate shop fronts to Pearl Assurance House, 30-36 Royal Parade and Norwich Union House. These buildings contain individual retail units and therefore have undergone most change and have least consistency;
- cleaning of stonework to the most important buildings: Pearl Assurance House and Dingles/House of Fraser;
- finding new tenants for vacant shop units, including Debenhams;
- reinstating hanging fabric canopies of consistent design;
- installing consistent and high-quality surface treatments to the south side of Royal Parade; and
- rationalising street furniture and installation of sensitively designed replacements.



The north side of Royal Parade, demonstrating the architectural variety but shared aesthetic of the early buildings of the Plan for Plymouth.

B.1 INTRODUCTION

This appendix sets out the historic context for the Post-War city centre, through European and UK comparative analysis. The scope of this study means it is not exhaustive nor does it investigate in any fine detail the later alterations to the comparatives, though this is noted where possible. Huge numbers of cities were reconstructed after the war across Europe and the approaches to the key questions of how to clear debris, how to house people and what should remain of the earlier fabric of the city, along with many other questions of planning, architecture and society, were addressed at the same time. In 1945, a great many European cities lay in ruins, many with long histories, great cultural and institutional histories. One of the prime considerations therefore, both here and on the continent, was the degree to which modernisation, both in planning and architectural terms, was to play and apart and what, if any role, the previous heritage of the place had in future. Apart from Exeter and Coventry, which are discussed last and in less detail, the comparative analysis has been restricted to port cities or cities with a waterfront, to address the nature of connectivity and how it was articulated in each place.

Therefore, this analysis is confined to those cities on the continent and in the UK that opted for a modern or modernist project in their rebuilding efforts. Considering the number of cities requiring comprehensive redevelopment across Europe post-1945, the number that decided on that specifically modern route is small and the ones compared are here listed

B2 THE EUROPEAN CONTEXT

LE HAVRE

Due to its UNESCO status as a world heritage site, Le Havre is often cited as the pre-eminent Post-War planned city of Europe. It was designed and rebuilt between 1945 and 1964 by a planning and architectural team headed by Auguste Perret. The remarkable unity of the city is due to the unity of methodology and the use of prefabrication, the systematic utilization of a modular grid and the innovative exploitation of the potential of concrete. Indicative of a dual effort to conserve the plan form of the old city, but bring new ideas of urban design, Le Havre is a 17th to 18th century city, dressed in modernism. Perret himself developed a morphology that

he based on earlier forms of French architecture, but in concrete and many of the buildings expose their structural make-up. Public acceptance of the original schemes was not forthcoming and Perret was forced to collaborate on the final designs but nevertheless, Le Havre was constructed as a new, modernist grid city.

The city centre was based on the spatial sequence of streets and plazas found in pre-war Le Havre. The plan provided for plazas, elevated corner buildings as landmarks and wide boulevards arranged in a grid. Avenue Foch was designed as the main throughfare and featured promenades, shopping and housing on a tree-lined avenue.



L'Avenue Foch Le Havre 1957



ROTTERDAM

Rotterdam was one of the first cities to be comprehensively bombed by the Luftwaffe. It was also a city that in the aftermath, most resolutely opted for modernisation. This was a fact most evident in the design of the Lijnbaan, which formed the retail and cultural heart of the rebuilt city. It was as a result, prototypical of Post-War urban shopping precincts across Europe. It was designed by the Rotterdam Architects Van den Broek and Bakema, working with the city planners.

The precedent for the Lijnbaan lay partly in the American suburban mall model of the immediate Post-War period, but it was also driven partly from consultation from retailers, who wanted a low-level shopping street with extensive glazing for maximum display area. Also important for the success of the scheme, was the proximity on plan of the cultural and administrative areas of the new city centre. Expressing the sociological theories first espoused by Lewis Mumford about the importance of relationships between the various elements of city living, Rotterdam brought these elements together in a cohesive whole. The architecture was purely modern with no decorative elements but planters, paving and signage made it appear cohesive and unified. The whole scheme was based on a dimensioning system of 1.1m lengthways and 1m crossways. The same 1.1m module determined the outdoor surface. Façades were composed of prefabricated concrete posts and parapets. Large glazed sections and display windows dominated the ground floor. The architecture was and remains, largely neutral, to allow for the display of goods and the appropriation of the shop fronts by proprietors.



The Lijnbaan just after completion in July 1957



ROYAN

After its liberation from occupation in April, 1945, Royan was in ruins destroyed by allied, not German bombs and American napalm. Reconstruction started in 1949 and was a national responsibility within the framework of the Ministère de la Reconstruction. The expression *“modern laboratory of town planning and architecture”* was used to characterise the methods and the work of the architects and the town planners working in Royan. The architecture was predominantly concrete and some of the individual buildings, like the central market hall, were expressively modern and had a considerable flair. The Portique walk, built originally to go through the middle of the sea front, gave views on one side, of the beach and the estuary, and on the other, the view overlooking the market.

The town's rebirth was immensely symbolic for France and it was a hugely popular tourist destination in the 1960s, seen as a vision of modernity. Some of its key buildings, like the circular concrete casino, have been lost, but Royan retains much original fabric, including the centrally positioned church of Notre Dame.

B.3 PLYMOUTH IN EUROPEAN CONTEXT

The wholesale redevelopment of the city centre of Plymouth, sits somewhere between the complete unity of design of Le Havre and the distinctly modern projects in Rotterdam and Royan. These are examples of the variety of approaches taken to the necessity to clear away and impose a modern plan or build new over a partially kept or old city plan. In that, these cities are all different. What links them in particular is the visual language and coherence of them as unified piece of modern design and the experimental nature of some of the architecture. In planning terms, the urban relationship Plymouth city centre was designed to have with its administrative

and cultural spaces was exemplary and surpassed the efforts in Le Havre and Rotterdam. Perret's plan was hamstrung by resistance in that regard and in Rotterdam, the closed off nature of the Lijnbaan meant that vistas were not as open as they were in Plymouth. Royan, the smallest of the reconstructed cities of Europe here, relied on architectural daring of individual buildings to convey modernity and rebuilding.

Plymouth, by contrast, was measured, taking its planning and zoning ideas from the foremost thinkers in the country about town planning, and using Beaux-Arts sensibilities as a starting point for axes, vistas and a sense of openness. Whilst there were certainly key, innovative buildings like the Civic Centre and the Pannier Market in particular, the majority of the buildings had their roots in a classical civic style. Armada Way bears comparison to the Lijnbaan for its precinct nature and indeed, after Princesshay in nearby Exeter (see [page 112](#)) it was an early exponent of a modern, shopping avenue. In its unity of appearance, Plymouth bears considerable comparison to Le Havre, with Portland stone, rather than concrete being prevalent. As a mixture of the sensibilities and expression discussed through the case histories here given, Plymouth is one of the largest and most coherent pieces of Post-War cityscape in Europe and in its planning, architecture and spatial interrelationships between functional areas, remains a unique expression of Post-War design in a European context, bringing together ideas together that although found elsewhere, are blended to a unique degree in the city centre.

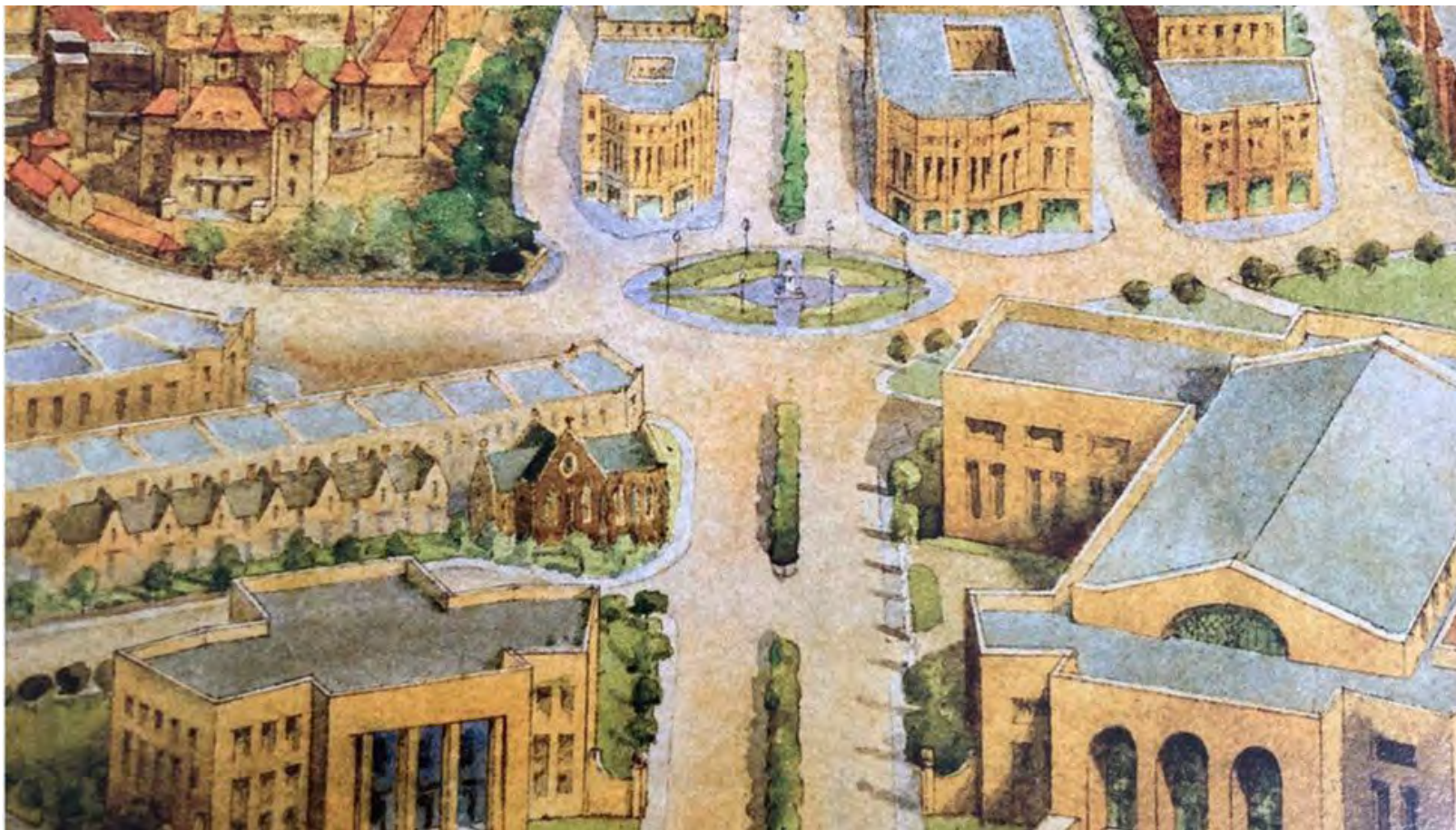


Church of Notre Dame, Royan in 1960



B.4 PLYMOUTH IN A UK CONTEXT

The blitzed towns of Bristol, Canterbury, Portsmouth, Southampton, Hull, Canterbury, Coventry and Plymouth, were all allocated capital for rebuilding and this put them all at the forefront of development. New Towns followed and much of the template for those came from the same well-spring of ideas that had informed the plans for bombed cities. The first comprehensive town plan to be published was for Southampton but it was Plymouth's ambitious plan that came together first. Swansea, which had been largely destroyed over just three nights in late 1941, also put forward ambitious plans that bear a distinct resemblance to what was constructed in Plymouth, but these were never fully realised.

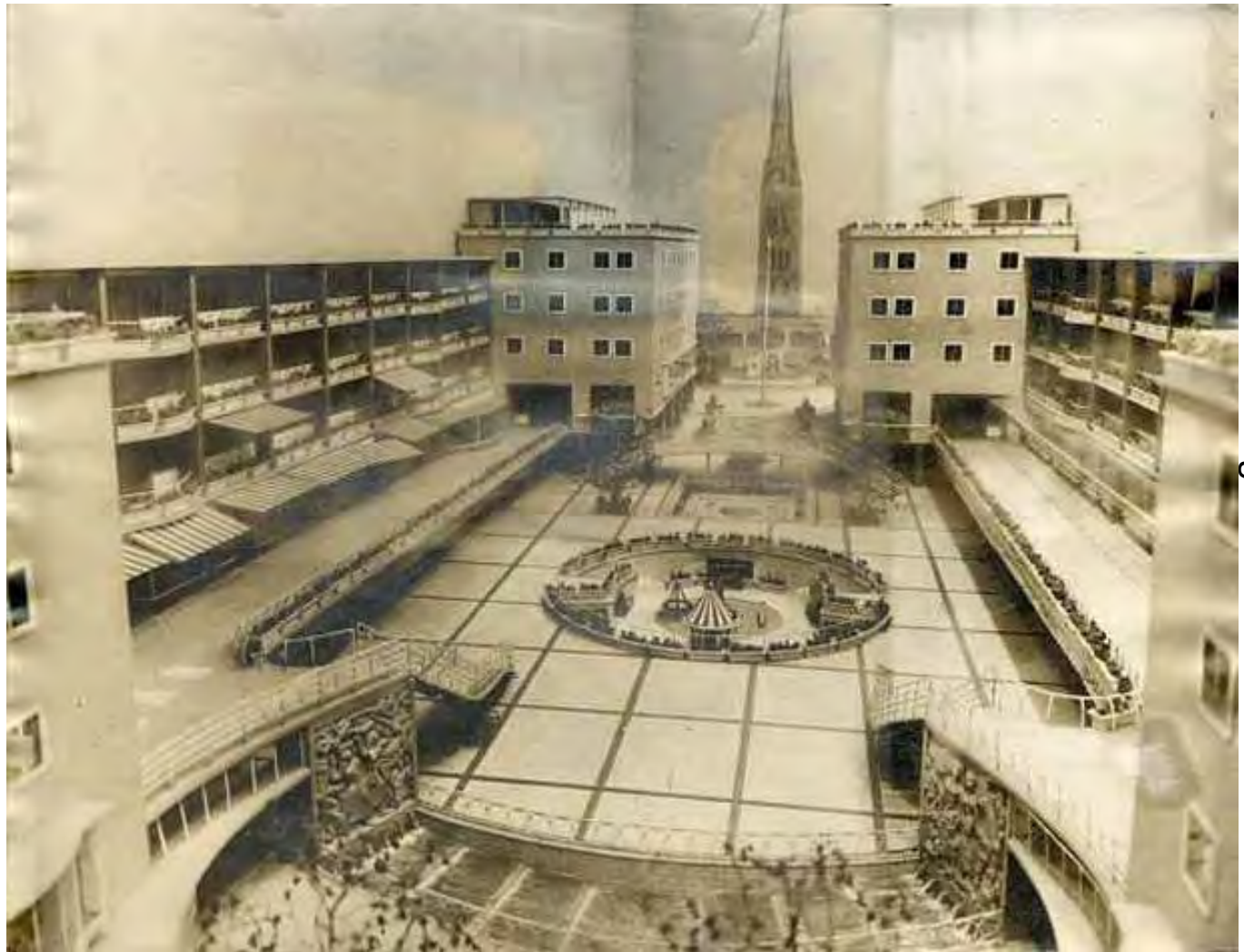


Swansea Plan Sketch



COVENTRY

Coventry's destruction and reconstruction, largely because of the scale of the devastation, the unprecedented press access to the scenes of devastation and the loss of its cathedral means it is arguably the most well-known of Britain's Post-War planned city centres. The young architect Donald Gibson had already seen plans for a new civic area when he took the post in 1938. Gibson's altered plan of 1941 leant heavily on his studies of Le Corbusier's Urbanisme and Lewis Mumford's ideas. The most important component for Gibson was the shopping precinct and his plans for one actually pre-date the Lijnbaan, even if the latter was constructed first. He planned what he called 'Pedestrian Gardenway'. The Lower Precinct was designed by the City Architects Department built by the council and completed in 1958. It framed vistas of the church tower and had a considerable amount of public art planned for it. An arcade led directly to the undercover Market building. A circular concrete structure with a roof top car park. Coventry, by and large, produced individual buildings of high quality and the city's high rates income ensured the best materials and finishes for the buildings. Coventry's city centre, despite some key individual designations, has considerably altered and modernised with irreversible changes in particular to the precinct areas and the expansion of the university around the cathedral.



Coventry Precinct in 1948



SOUTHAMPTON

Southampton, like Coventry had many extant medieval buildings before the war. Unlike Coventry, Southampton retained a great many of them in its city plan, that was drawn up quickly. Many of the buildings went up the same way. There was some quality in the materials and planning of Castle Street, but Southampton's plans were severely curtailed by a strong opposition to the loss of the surviving heritage. Its Post-War plan is therefore not as complete or coherent as it might have been. However, in contrast to Coventry, which lost over one hundred medieval buildings after the War to clearance, Southampton retained a high proportion of them.

HULL

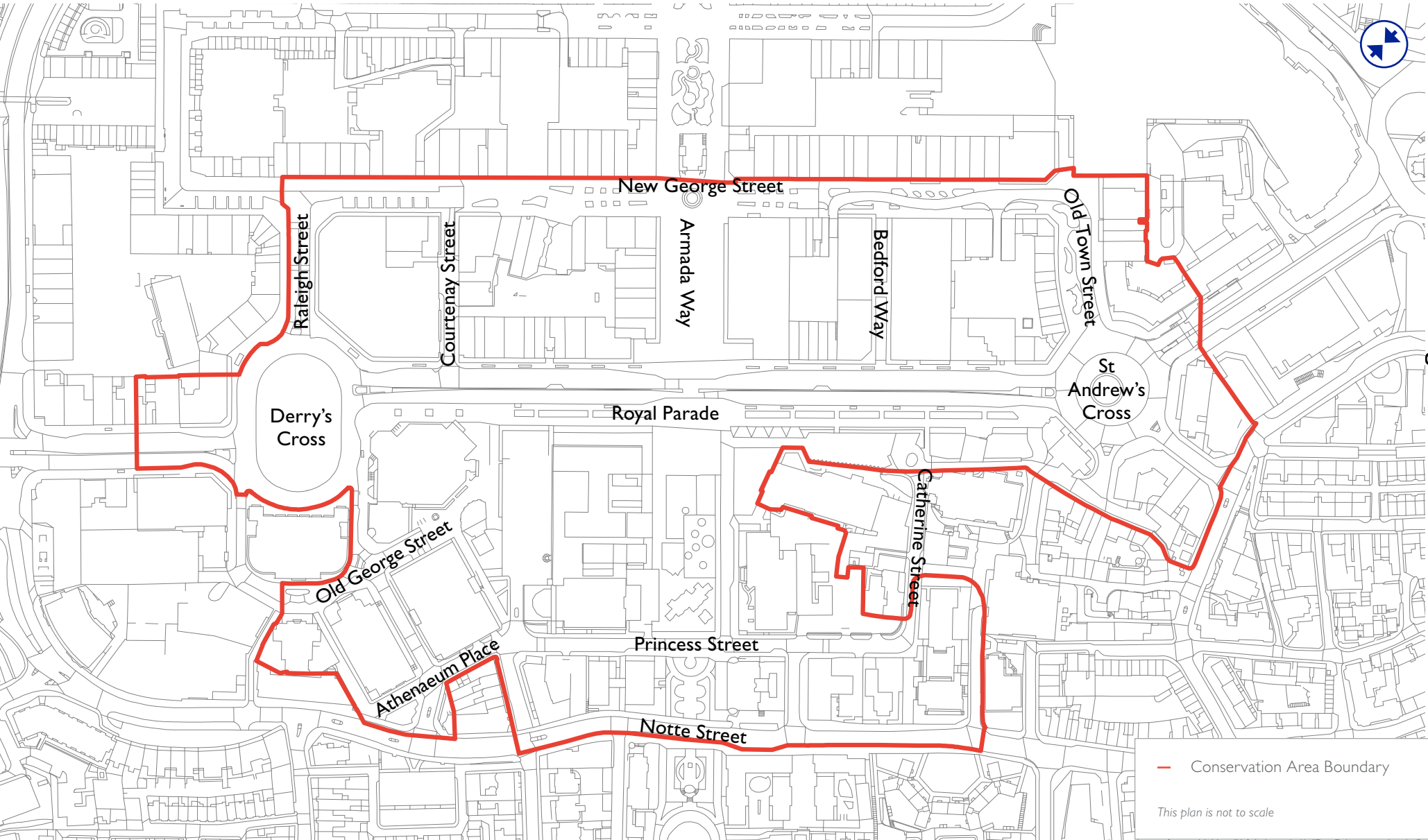
Abercrombie was responsible for the plan to rebuild Hull after the War. A civic survey of 1941 to 1943 was closely followed by Abercrombie's proposals which in turn, featured studies for the city conducted by Sir Edwin Lutyens. The pre-war street plan was used but the new buildings were modern and the large retail units were designed as a harmonious whole. There were few key buildings of note but the council's own Festival House was one such and was the first permanent building to go up after the Blitz. Its was designed in a restrained, Post-War civic style, in red brick.

EXETER

Exeter was the first to suffer the Luftwaffe's 'Baedaker' raids and in 1943 Thomas Sharp was commissioned to come up with a new plan for the city centre. Published in *Exeter Phoenix* in 1946, Sharp's proposals attempted to keep the city's small scale, not replace the superb lost set-pieces of Southernhay or Bedford Circus and design a new shopping precinct to frame the cathedral. Sharp had published a book, *English Panorama*, in 1936 which set out theories for a revival of the picturesque in urban design. Exeter was his opportunity to put some of those ideas into practice. The buildings were of small scale and of considerable variety. The High Street was mostly brick and in a restrained Post-War civic style based largely on a Scandinavian precedent. Princesshay, the precinct that framed views of the cathedral was the only set-piece and like a smaller version of Lijnbaan had large plate windows, was low rise and had central planting and seating. Princesshay and a number of contemporary buildings, was demolished in 2005.



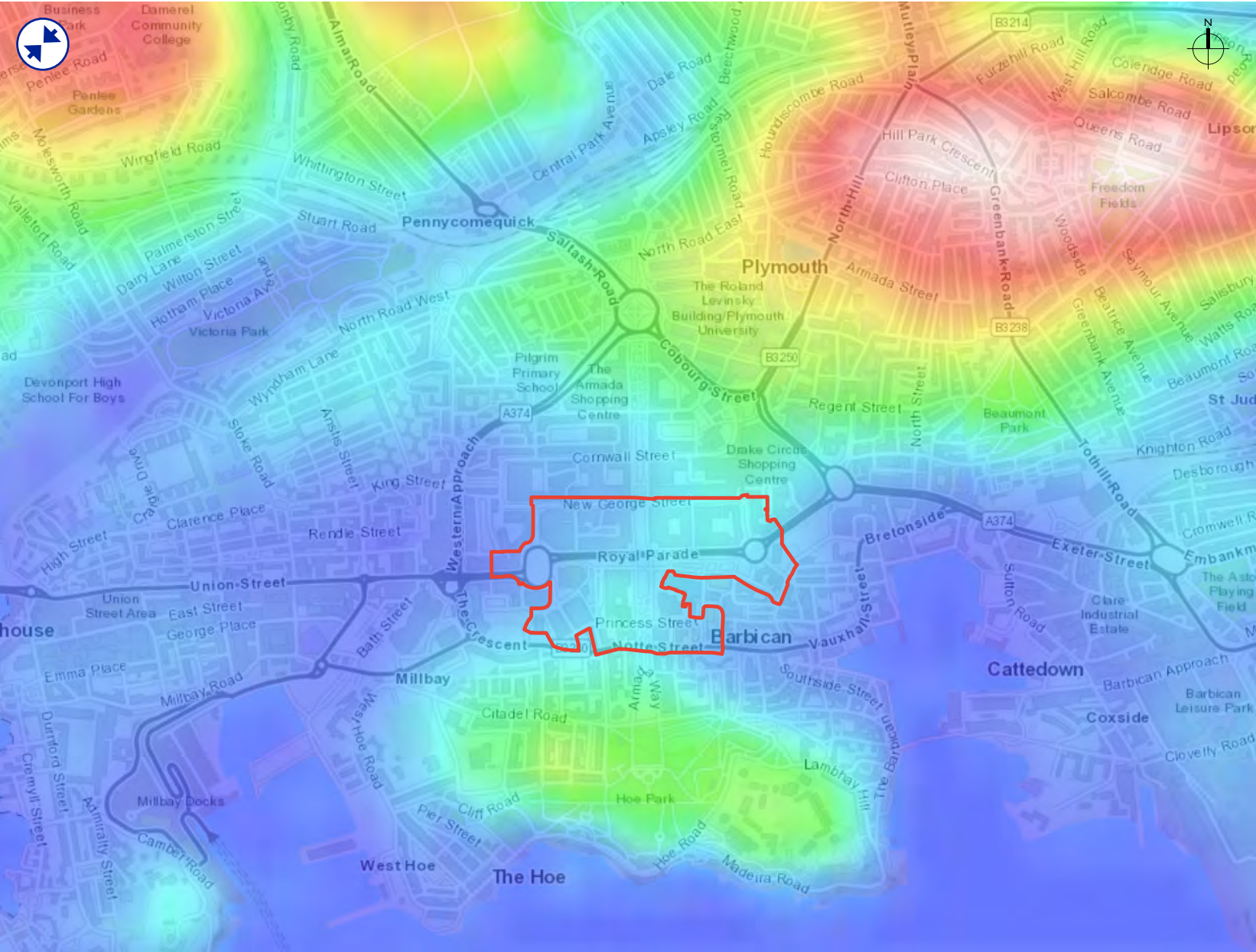
Exeter's Princesshay in 1970



Plan 1: The boundary of Plymouth City Centre Conservation Area



Plan 2: Plymouth City Centre Conservation Area within its wider context

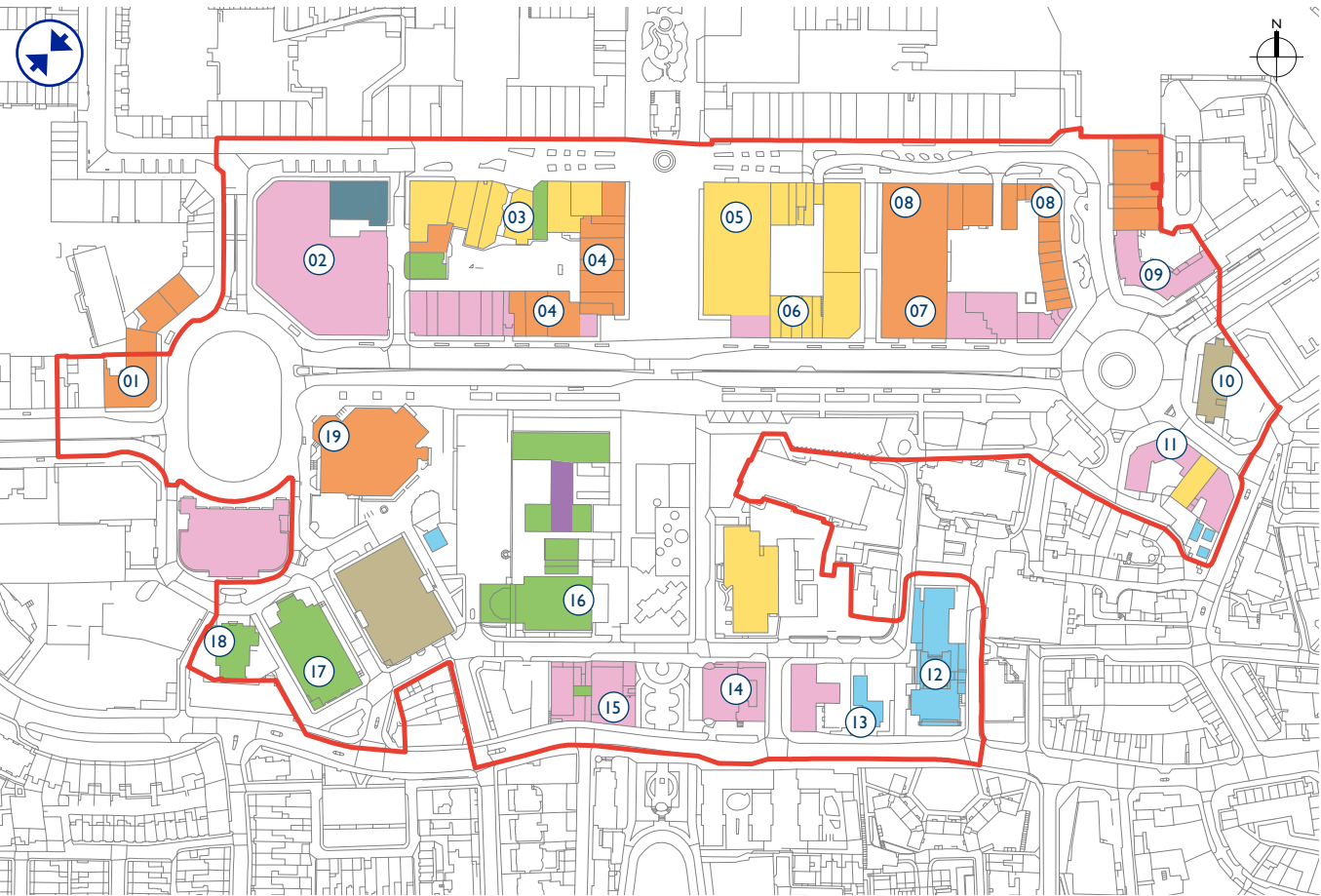


Plan 3: The topography of Plymouth City Centre Conservation Area and its setting

113

Ground Level





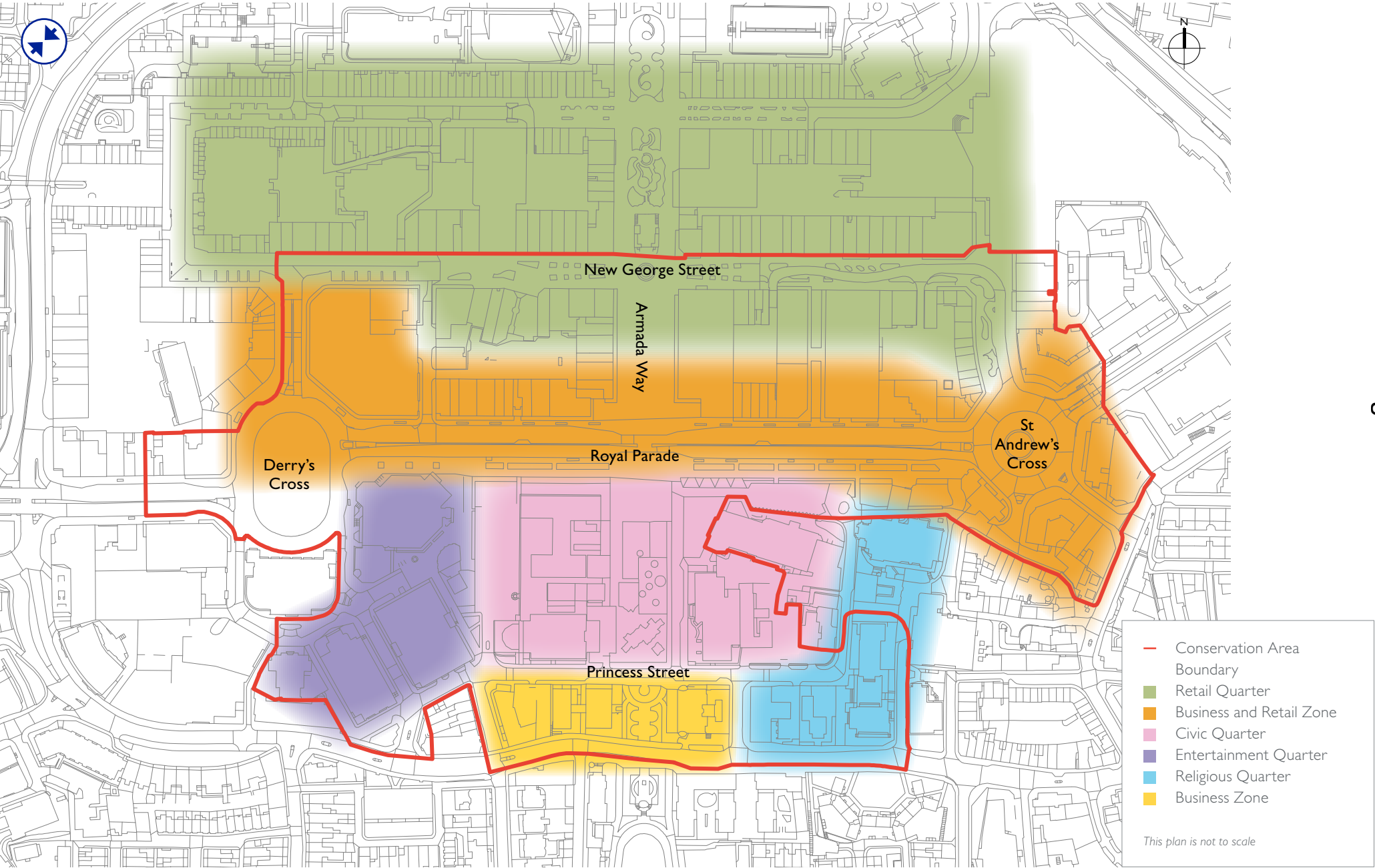
Plan 4: Building heights by storey within the Conservation Area



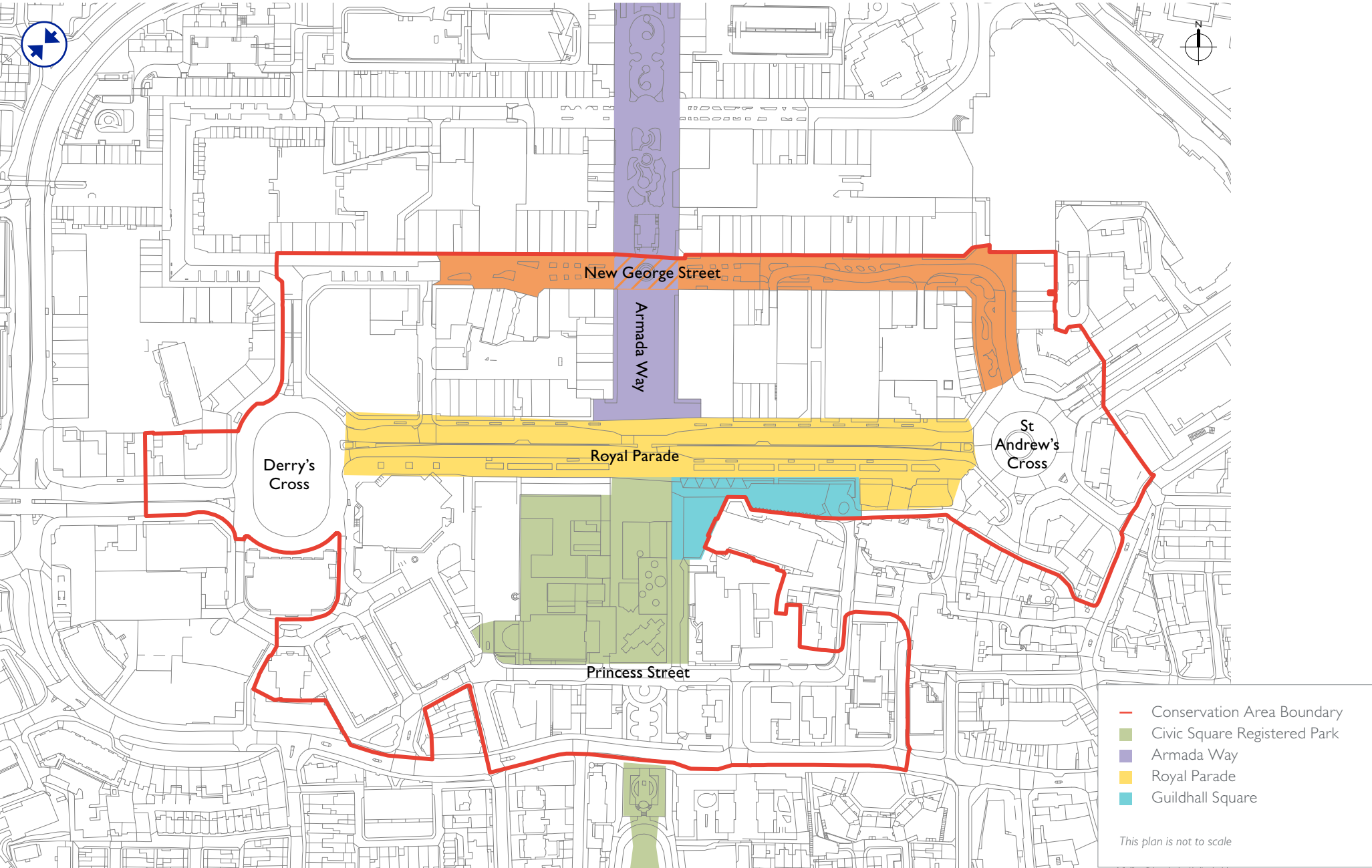
Many buildings across the city centre are of mixed heights within one building footprint. Some buildings also have tower elements or spires which extend over the main roof height.

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 British Gas House: four-storeys plus tower. | 12 Baptist Church: double height church building plus spire; single height ancillary buildings. |
| 02 Cooperative Building: three main storeys plus two terrace storeys. | 13 Unitarian Church: double height church building plus spire; single height ancillary buildings. |
| 03 Western Morning News: three-storeys plus attic storey. | 14 Former Barclays Bank: three-storeys as originally built; double height glass terrace storeys subsequently added. |
| 04 Pearl Assurance House: four storeys plus terrace in places and corner tower (up to seven-storeys) | 15 Princess Court: five-storeys to Princess Street, four to Notte Street. |
| 05 Dingles/House of Fraser: three main storeys plus two (rear) or three (front) terraces. Corner tower (up to five to six storeys). | 16 Council House: Double height chamber with ground floor storey. Lower side storey and bridge block to Civic Centre. |
| 06 No.30-36 Royal Parade: three-storeys plus two terraces. | 17 Former Reel Cinema: entrance lobby storey; full height cinema storey; |
| 07 Debenhams: three main storeys and integral terrace storey above cornice. | 18 Athenaeum: ground floor lobby; second floor projecting room; full height theatre. |
| 08 South side of New George Street (east): All three-storeys plus semi-open terrace storey | 19 Theatre Royal: incorporating double height lobby, theatre auditorium; three office storeys above large service entrance to rear in blockwork tower. |
| 09 Post Office: four original storey plus recent terrace storey | |
| 10 National Provincial Bank: building includes treble-height atrium to front and copper attic storey | |
| 11 Royal Building: five regular | |

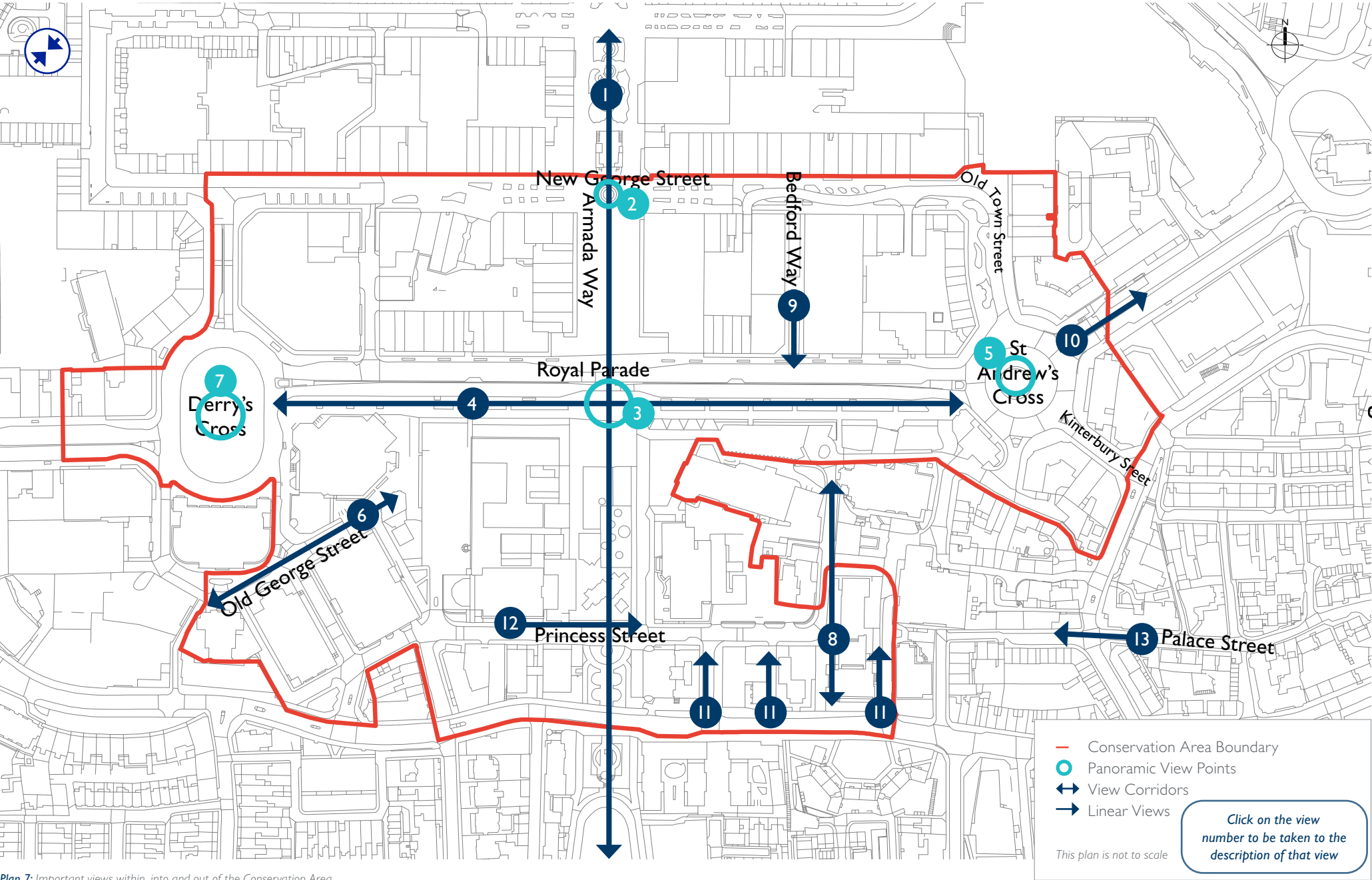
This plan is not to scale



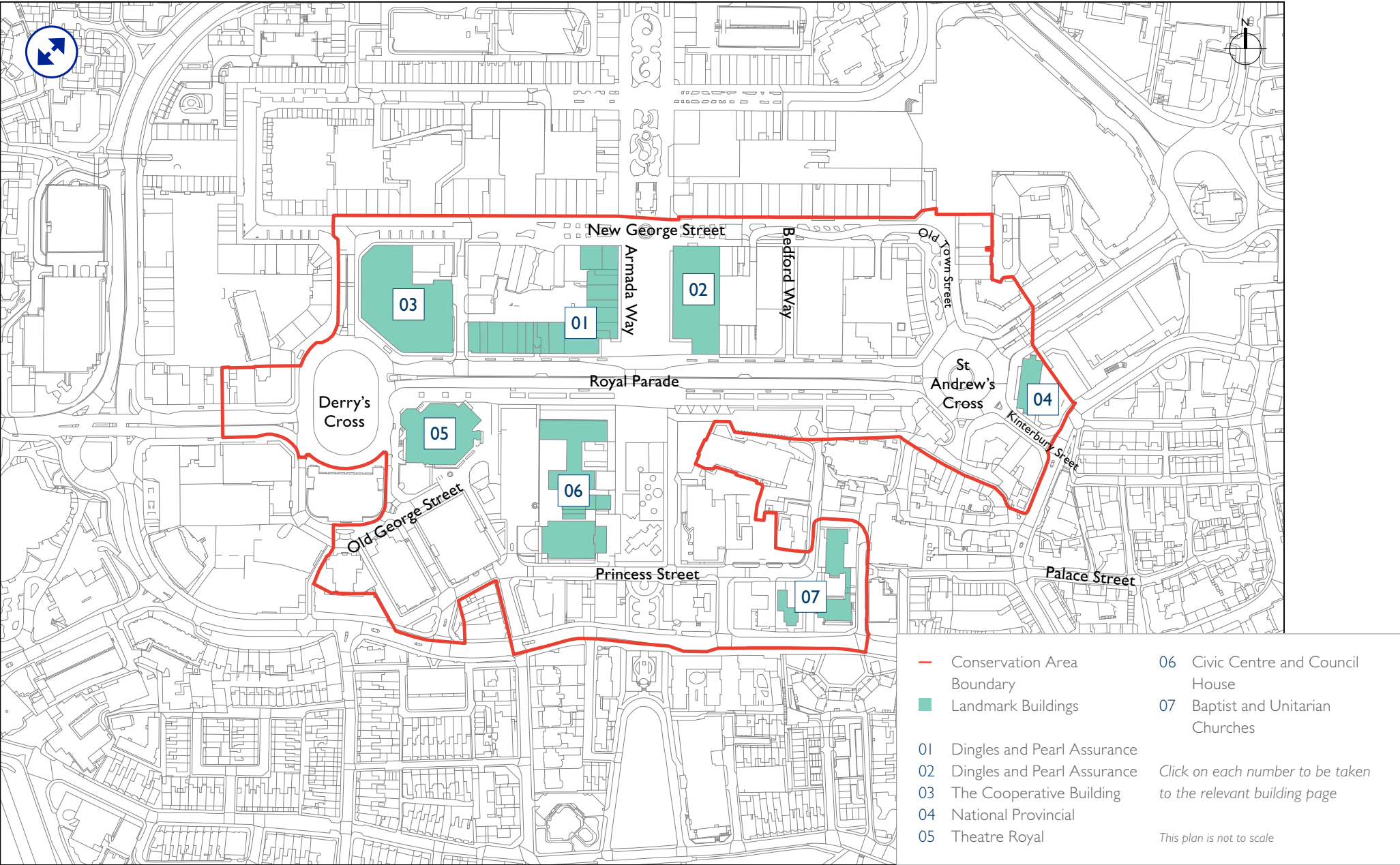
Plan 5: The different use zones established in the Post-War Plan for Plymouth..



Plan 6: Important public amenity spaces and streets within the Conservation Area



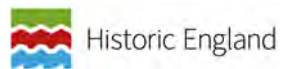
Plan 7: Important views within, into and out of the Conservation Area



Plan 8: Landmark buildings in the Conservation Area



Plan 9: The significance of buildings in the Conservation Area



Statement of Community Involvement/Engagement Summary



City Centre Conservation Area Appraisal and Management Plan

The consultation exercise was designed to encourage readers to consider the document as a whole and how sections interconnect, and therefore respondents were asked about the individual sections and chapters of the document. There were 30 questions, which equated to 218 separate pieces of feedback from 36 respondents as well as further ten pieces of feedback via email correspondence to our HAZ email address. Overall the comments were focused on the following themes:

- Condition of the buildings in terms of cleanliness, impact overall appearance and a sense that it is 'run down', highlighting a need for restoration and repair.
- Awareness of the type of architecture and divisive opinion over the heritage value of the buildings. The document helped to raise the awareness of the special characteristics of the buildings
- Ways to improve the commercial appeal of the city centre in reference to empty units, making streets look more attractive and improving the night time economy offer.
- Recognising non-designated heritage assets
- Accessibility in terms of appropriate paving and improve usability
- Greening of the city centre and improving biodiversity.

These were the primary themes coming through the comments and the document already addressed much of the feedback. Some additional paragraphs were added to incorporate the feedback:

- To increase opportunities for enhancing biodiversity and greening over the area including living walls, bee pollinating plants, wildflower mixes, bird/bat boxes, bee bricks or hives.
- To ensure high quality materials that are fit for purpose, appropriate for the use and location to which they relate and are local where possible.
- To consider the need to intensify the City Centre by bringing more people into the City and keeping them there longer, reuse vacant buildings, increase residential, reconnecting the area to its neighbours, and re-animating the public realm and ensuring it is adaptable.
- Recognising the Reel cinema as a non-designated heritage asset

Overall, the document makes a balanced assessment of the conservation area in terms over future management. A full account of the comments can be found in the statement of community engagement.

This page is intentionally left blank