

**Oversight and Governance**

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## CABINET – SUPPLEMENT PACK 2

Monday 10 March 2025  
9.00 am  
Council House, Plymouth

**Members:**

Councillor Evans OBE, Chair

Councillor Laing, Vice Chair

Councillors Aspinall, Briars-Delve, Coker, Dann, Haydon, Lowry, Penberthy and Cresswell.

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 meeting room, Councillors are consenting to being filmed during the meeting and to the use of the recording for the webcast.

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**Tracey Lee**

Chief Executive

## **Cabinet – Supplement Pack 2**

- |           |  |                          |
|-----------|--|--------------------------|
| <b>7.</b> | <b>Economic Strategy Delivery Plan 2024-2034, including Delivery Plan:</b> | <b>(Pages 1 - 108)</b>   |
| <b>8.</b> | <b>Plymouth Ports Strategy:</b>  | <b>(Pages 109 - 178)</b> |

# Cabinet



Date of meeting:	10 March 2025
Title of Report:	<b>Plymouth Economic Strategy 2024-2034 and Delivery Plan</b>
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	David Draffan (Service Director for Economic Development)
Author:	Amanda Ratsey
Contact Email:	amanda.ratsey@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

## Purpose of Report

The purpose of this report is to re-present the approved Plymouth Economic Strategy and the new Delivery Plan.

This is a critical moment for the city and our nation. In 2024, we set out our vision for growth in our 10-year Economic Strategy, now we set out the first steps through our new Delivery Plan. The Delivery Plan is a clear statement of intent designed to transform the local economy. It places Plymouth at the heart of the national endeavour; building on our recognised strengths in areas such as defence and marine autonomy, but also recognising the vital role played by our businesses in other key sectors, such as advanced manufacturing and life sciences, aligning with the Government's emerging Industrial Strategy.

Growth is at the heart of everything we do, but it is not simply about more jobs. It is about better paid jobs that our residents can access, and which open up future opportunities. It is about making Plymouth a place people want to come and live and work. It is about shifting the economy towards net zero and building resilience. It is about strong and vibrant communities engaged and leading the way in shaping the future of the city. It is ultimately about Plymouth as a place that people are proud to call home.

In the next 3 years, we will deliver 55 projects across the city. These projects have been designed with our partners across every sector, with 20 organisations taking on lead roles as part of a major collaboration. These projects will put us on the path to deliver the 10-year aspirations set out in the newly refreshed Economic Strategy, including:

- 1,000 new businesses
- 8,000 new jobs
- Helping 5,000 people get work
- Bringing 50 vacant buildings back into use
- Building 10,000 new homes

We do not underestimate the scale of this task, which is why we work in partnership. The Economic Strategy is owned by Plymouth Growth Board, with identified Leads from our business community, academic community, cultural community and voluntary sector community working together with Cabinet and Officer Leads to ensure we deliver.

There will be regular reports to Plymouth Growth Board, Scrutiny and Cabinet with clear metrics setting out progress and success. This is our roadmap to turbocharge our economy, with Plymouth leading the way locally, regionally and nationally.

### **Recommendations and Reasons**

- I. Cabinet to agree the revised Plymouth Economic Strategy (attached) with the addition of the Delivery Plan and delegate final approval to the Leader of the Council

### **Alternative options considered and rejected**

- I. Alternative options considered and rejected

This is an extension of the Plymouth Economic Strategy to incorporate the Delivery Plan.

### **Relevance to the Corporate Plan and/or the Plymouth Plan**

The Plymouth Economic Strategy strategically sits under the Plymouth Plan and helps to provision economic development targets to meet the City's vision for growth. As a requirement for folding in of the LEPs, Government had asked for a refreshed economic strategy. The Economic Strategy underpins the Plymouth Plan and acts as an over-arching document drawing together other economic strategies i.e. the Port Strategy.

### **Implications for the Medium Term Financial Plan and Resource Implications:**

The Plymouth Economic Strategy itself does not have any implications for the Medium Term Financial Plan. Any projects stemming from this will be subject to individual decisions

### **Financial Risks**

The Plymouth Economic Strategy itself does not carry any financial risks. Any projects stemming from the Plymouth Economic Strategy will be subject to individual decisions.

### **Legal Implications**

(Provided by Julie Parkin / JP)

None

### **Carbon Footprint (Environmental) Implications:**

The Plymouth Economic Strategy itself does not carry any environmental implications, as any projects will be subject to individual decisions. It is noteworthy, that one of the pillars of the Plan will support regenerative growth and therefore aims to create positive implications for Plymouth's carbon footprint. A Climate Impact Assessment has been carried out as part of this process.

### **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 Plymouth Economic Strategy itself does not carry any other implications. Any projects stemming from the Plymouth Economic Strategy will be subject to individual decisions.



**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	Briefing report title – Summary Briefing of Plymouth Economic Strategy and Delivery Plan							
B	Plymouth Economic Strategy							
C	PES Delivery Plan							
D	Equalities Impact Assessment							
E	Climate 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
N/A							

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Date approved: 28/02/2025

## **Plymouth Economic Strategy and Delivery Plan**

Summary Briefing for Cabinet – 10<sup>th</sup> March 2025



### **1. Introduction**

The Plymouth Economic Strategy 2024 – 2034 was approved by Cabinet last March. We are now bringing forward the Delivery Plan to set out how we will start to deliver projects from the 1<sup>st</sup> April 2025 to 31<sup>st</sup> March 2028.

### **2. Progress Timeline – March 2024 to Present**

March	Plymouth City Council (PCC) Cabinet approved the Plymouth Economic Strategy (PES) based on the four interconnected Pillars, with skills as cross-cutting
August	Leader updated the Plymouth Growth Board (PGB) on the defence opportunity
September	A major engagement and consultation exercise took place to start to identify projects that sit under Investable Themes
October	A report on the approach to developing the Delivery Plans was submitted and discussed by the Scrutiny Committee
October	The Department for Business & Trade launched an open consultation 'Invest 2035: the UK's modern industrial strategy'. PCC has developed and submitted a response in November, engaging with PGB members
October	Defence work accelerated and an Executive Group was formed to support the development of the Growth Alliance Plymouth (GAP)
November	A set of GAP 'asks' were developed around three workstreams: People and Skills – Growing the workforce, Housing and Place – Attracting external workers and new businesses and Supporting Local Growth, Business & Economy. This fed into a 'roundtable' discussion with relevant government departments in mid-December
December	GAP roundtable with government departments took place
January	Consultation with Cabinet Leads, PGB Leads and PCC Leads identified a suite of projects to sit under the Investable Themes, leading to PGB approval of the projects
February	A Delivery Plan was developed working with identified lead organisations to establish project details, partners / stakeholders and pillar alignment

### **3. Pillars**

The approach set out in PES includes four interconnected Pillars, with skills as cross-cutting. These are:

- Productivity and high-value jobs
- Inclusive Growth
- Sustainable Growth
- Civic Pride and Regeneration

- Skills

Each pillar is led by a Cabinet sponsor and at least one Plymouth Growth Board member.

The importance of the role of the PGB in shaping and driving forward both the PES and Delivery Plan is critical to success

<b>LES Chapter</b>	<b>Cabinet Lead</b>	<b>PGB – Lead</b>	<b>PGB - Support</b>	<b>PCC Staff - Lead</b>	<b>PCC Staff - Support</b>
<b>Productivity and High Value Jobs</b>	Cllr. Tudor Evans	Richard Stevens	Jonathan Cowie, Gareth Hart	Nina Sarlaka	David Lea
<b>Inclusive Growth</b>	Cllr. Chris Penberthy	Lindsey Hall	Claire Taylor	Anna Peachey	Ellie Tighe
<b>Sustainable Growth</b>	Cllr. Tom Briars Delve	Richard Davies	Stuart Elford	Amanda Ratsey	Kat Deeney, John Green
<b>Civic Pride and Regeneration</b>	Cllr. Jemima Laing	James Mackenzie-Blackman	Paul Fieldsend-Danks, David Bayliss	Matt Ward	Hannah Harris, Amanda Lumley, Victoria Pomeroy, Emma Hewitt
<b>Skills (crosscutting)</b>	Cllr. Sally Cresswell	Jackie Grubb	Charlie Heard	Tina Brinkworth	Emma Hewitt

#### 4. Investable Themes

Project delivery is shaped around four Investable Themes, with skills as a cross-cutting / integrated pillar:

- Defence Sector and Devonport
- The Waterfront and Maritime
- The Heart of the City Centre
- The North of the City
- Skills

The Investable Themes each focus on a particular locality in Plymouth, however, their work overlaps/interrelates and delivers across the whole city where required.

A theme is not constrained by geography, although it does have a sense of place. The themes also reflect the national governmental shift towards mission-led change and its emerging industrial strategy.

#### 5. Project Identification

Building on the work that has been done to date, we have identified a number of Project Areas under each Investible Theme. For some of these project areas, there

are a number of separate, albeit aligned individual projects. These projects may deliver at a differing pace, however, they all contribute to the overall programme.

Projects have been primarily allocated to a theme, although a number of projects can be viewed as city-wide. We also need to ensure that social value is embedded into delivery, which will be worked through in more detail once we have approval of the projects in the Delivery Plan.

There are:

- 23 Project areas
- 55 Projects
- 20 Lead partners

## **6. Monitoring**

The projects set out in the Delivery Plan are all in train. Some are already underway, some are about to start and some are in development. The intention is to have a single programme management system under the PES, but to keep this light touch. We do not want to introduce an additional layer of bureaucracy for projects as many will already have monitoring requirements in place from funders. We will, however, engage and work with all project lead organisations to monitor progress against the PES KPIs, ensure that social value is embedded into delivery and remains aligned to the key pillars.

We will also produce a funding pipeline for all projects to ensure that they are financially viable. A funding pipeline will also enable us to identify gaps in funding and potential funding sources for projects in development. Lead organisations and partners will be responsible for securing and being accountable for funding.

We will report on a Pillar basis to Plymouth Growth Board, provide regular updates to both Scrutiny and Cabinet and work closely with the GAP programme management team. Finally, we will remain open to new opportunities, so the Delivery Plan will be flexible adjusting to both changing need and changing policy.

## **7. Regional Partnership Working**

Plymouth is critical to the regional economy. The city has an extensive Travel to Work Area and our Functional Economic Area has reach beyond the city's boundaries in to Cornwall and Devon. As a result, there are a number of projects within this Delivery Plan, including PASD Freeport and GAP, that have a wider footprint than Plymouth. This is also reflected in the business and innovation ecosystem and the work carried out by our academic and research institutions across the South West.

## **Appendix A List of Projects**

### **Investable Theme - Defence Sector and Devonport**

#### **Oceansgate, innovation and business support**

- Supporting local supply chain initiatives
- Building the Oceansgate Innovation Barns
- Supporting the SW Defence and Security Cluster
- Establishing the Maritime Autonomous System Centre of Expertise
- Strengthening the interface between business and research
- Developing the skills work with Babcock and the MoD

#### **Helping local people benefit from investment**

- Championing good business models
- Building pathways to employment
- Increasing accessibility to local jobs

#### **Devonport place-making**

- Establishing Devonport as a 'Creative Cluster'

### **Investable Theme - The Waterfront and Maritime**

#### **Plymouth and South Devon PASD Freeport**

- Supporting and Maximising the Impact of Plymouth and South Devon PASD Freeport

#### **Autonomy and innovation**

- Establishing an Advance Marine Technology Hub
- Growing Smart Sound Plymouth
- Supporting and engaging with Maritime UK SW
- Creating an Innovation Taskforce

#### **Port development**

- Investing in shore power / net zero infrastructure
- Supporting port operators
- Supporting Floating Offshore Wind (FLOW)
- Investing in our under-utilised waterfront sites
- Retaining our fishing industry

#### **Plymouth Sound National Marine Park**

- Completing the delivery of the major capital investments
- Delivering the 'Sea in our School' programme
- Developing and delivering a creative digital PSNMP Programme

**Investable Theme - The Heart of the City Centre****Town within the city centre**

- Delivering the city centre masterplan
- Plymouth Heat Network
- Investing in our priority sites
- Regenerating the West End
- Developing a Joint Vehicle

**Cultural and community place-making**

- Improving our public realm
- Creating Culture and Creative Clusters
- Establishing a Creative and Cultural Business Support and Investment programme
- Growing the night-time economy
- Empowering our community sector

**City image and brand**

- Repositioning the city's image and brand

**Investable Theme - The North of the City****Plymouth Heat Network**

- Plymouth Heat Network

**Growing the health-tech, life science and healthcare sectors**

- Growing the health-tech, life science and healthcare sectors

**Strengthening supply chains for University Hospitals Plymouth NHS Trust**

- Strengthening supply chains for University Hospitals Plymouth NHS Trust

**Supporting our manufacturing sector**

- Supporting our manufacturing sector (city-wide)

**Supporting our tech sector**

- Supporting our tech sector (city-wide)

**Supporting our start-ups and entrepreneurs**

- Supporting our start-ups and entrepreneurs (city-wide)

**Investable Theme - Skills****Reinforcing our Pre 16 education system to meet future workforce needs**

- Accelerating the local belonging framework
- Investing in Early Help

**Supporting and building the capacity of our Post 16 providers**

- Levering existing resources to address skills priorities
- Building provider capacity

**Supporting and developing the current and future workforce**

- Developing skills brokerage
- Enhancing cultural education
- Increasing the number and quality of work experience

**Talent retention**

- Retaining graduates
- Retaining veterans
- Building recruitment events

**Support for economically inactive people and NEET young people**

- Supporting those furthest from the labour market

**Construction and aligned skills**

- Establishing a Construction Taskforce
- Adopting new modes of construction

**Underpinning area: Adapting to climate change**

- Accelerating efforts to deliver a green estate
- Enabling Plymouth Climate Adaptation



## Appendix B Key Metrics

The key metrics have been set out in the PES. We will measure progress of the Delivery Plan against these agreed targets:

# 10 Year Time Aspirations

In order to measure the success of the Economic Strategy, we will monitor key performance indicators for each of the pillars. These chosen measures align with the Plymouth Plan wherever possible. The measures identified in 'A Growing City' and 'International City' theme align with many of our chosen metrics.



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# PLYMOUTH

## Economic Strategy 2024-2034



# Foreword by Tudor Evans.



The best economic strategy takes people out of poverty, we are doing this to raise living standards and improve lives.

Plymouth has long been called a city of potential and over the past ten years of our economic strategy we have made huge tangible strides to realise that potential. We have worked with Government and local partners to invest over £900m in economic development projects. We have delivered a City Deal, secured the South West's only Freeport, created the UK's first National Marine Park and opened one of the UK's most important cultural attractions, The Box.

The job is far from done and we have even greater ambition for Plymouth and its citizens as we plan for the next ten years of economic growth and prosperity. This strategy will also respond positively to the global challenges of climate change as we position Plymouth and its workforce to benefit from the green and blue jobs of the future. We will continue to build on our strengths and recent successes, focussing on those high value sectors such as defence, marine and manufacturing, whilst supporting new and emerging sectors such as creative industries and the development of our ports. We will ensure that our current and future workforce is equipped to benefit from the new high paid jobs.

We will also ensure the benefits of this economic strategy will be felt widely across all of our communities to raise living standards and improve quality of life. We will work hard to ensure those individuals and communities that need help to access new opportunities are fully supported. We will develop our cultural offer and continue to improve Plymouth's city centre and its waterfront.

The way forward is not without challenge; a tight labour market and growing demand for skilled workers, a city centre that needs re-imagining, and the climate emergency.

Plymouth is so fortunate to have such amazing businesses, world-class teaching and research institutions and vast opportunities. Through working together in partnership, we have seen the city grow. Driven by huge investment including our naval base, we will continue to work together to grow Plymouth. Through this plan we will further realise Plymouth's unique potential as Britain's Ocean City and absolutely make sure that everyone has the opportunity to benefit from the investment ahead of us.



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# Introduction

Plymouth is a nationally significant urban centre located in the south-west of England and, as 'Britain's Ocean City', few places can rival its rich cultural, natural and built assets. The city has a population of almost 268,700, a real economic output of over £6.97 billion and a growing workforce of almost 116,000 people. Over the past 10 years, the development of the Plymouth and South Devon Freeport, social enterprise city status, the first National Marine Park in the UK, alongside significant development and cultural place-making demonstrates the progress and opportunities in Plymouth. However, the city still faces economic challenges which need to be addressed to realise its long-term ambitions.

This economic strategy sets out how Plymouth will build on its distinctive assets, which include: the largest naval base in Western Europe; a vibrant manufacturing and engineering sector employing over 13 per cent of the workforce; a burgeoning creative and cultural sector; one of only 16 critical care teaching hospitals in the UK and the associated Plymouth Science Park.

Plymouth's Economic Strategy will form part of the Plymouth Plan through the application of the key strategic theme '[A Growing City](#)'; this includes supporting the vision for quality growth which transforms the city's long-term prosperity. There are specific policies in the Plymouth Plan which this strategy looks to deliver (or contribute to delivery of). Alongside this, it will also align closely with the Plymouth and South West Devon Joint Local Plan, and build on work undertaken by the Local Enterprise

Partnership, the Great South West and the neighbouring local authorities.

This economic strategy will focus on identifying the successes and challenges facing the city, building on the achievements of the previous plans, whilst also going further to ensure a resilient and prosperous economy. The city has seen many exciting developments over the last few years, the benefits of which are only just beginning to be realised.

Plymouth has a series of competitive economic advantages and unique selling points. We will build on our nationally significant strengths which include:

- Port city with a population of 268,700.
- Largest naval base in Western Europe.
- Strong research and innovation base in higher education and research institutions.
- Smart Sound, designed for testing and development of pioneering scientific sensors and platforms.



## Vision

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





- Large teaching hospital, 48,000 patients per week.
- Three universities with distinct and high-quality provision, more than 23,000 students; University of Plymouth is rated Gold, Arts University Plymouth rated Silver and Plymouth Marjon University rated Gold for Teaching Excellence (TEF 2023).
- City College Plymouth is Gold rated (TEF 2023) for its higher education provision.

“

**Aim**

Delivering increased prosperity through sustainable and inclusive growth.

”

- A Government High Potential Opportunity in Marine Autonomy.
- Science Park with 1,100 people based in the centre, working in technology and a developing cluster in Health Technology Innovation and Advanced Digital Manufacturing.
- Nationally recognised for cultural place-making (Theatre Royal Plymouth and The Box).
- Nationally recognised creative industries facilities (Theatre Royal Plymouth's TR2, Production and Learning Centre and the 360° Immersive Dome at the Devonport Market Hall).
- £1bn development and regeneration pipeline.
- Highest density of manufacturing employment in South England – over 13 per cent.

## Opportunities for strategic connections across the region

- The Plymouth economy does not operate in isolation - it is a key driver for the local travel to work area and over 100,000 people commute into the city every day for education, health care and work. The travel to work area extends from Cornwall and into Devon. We will work with the business community, County Combined Authorities and the Great South West to ensure regional and national approaches.
- This strategy will look to support economic policy which reaches beyond the local authority boundary and extends to a larger scale – these specifically include:
  - Defence – Security and Defence Cluster – Network covering Great SW area of defence-based businesses.
  - Maritime UK South West – Network of marine businesses covering the Great South West area.
  - Plymouth and South Devon Freeport – Building on our unique national capabilities in marine, defence and space to form globally impactful clusters.
  - Plymouth Sound National Marine Park.
  - South West Health Innovation Alliance.

## What has already been achieved

Since the publication of the Plan for Economic Growth 2020/1 (which was focused on recovery post the pandemic) an enormous amount has been achieved. The six flagships of our previous Plan were Inclusive Growth, Ocean City Infrastructure, Business Growth and Investment, Defence, Learning and Talent Development and Visitor Economy and Culture. Some of the highlights of the previous three years are listed below:

- Delivered £900m of regeneration and created a £1bn future pipeline of investment including Royal William Yard, The Barcode, Range Head Office, Derriford District Centre, Millbay, Civic Centre, Hilton on the Hoe, and Plymouth City Centre Health Hub.
- Secured City Deal, Oceansgate, Marine Enterprise Zone Plymouth and South Devon Freeport, Innovate UK Maritime and Marine Launchpad.
- Opened The Box, the £47 million flagship new museum and cultural quarter for the city
- Opened the Devonport Market Hall Dome, an international centre for immersive technology.
- Declared the UK's first National Marine Park, securing over £13 million of external grant funding.
- Developed the Smart Sound, to include a sub-sea element, securing a High Potential Opportunity for Marine



Autonomy and a national pilot for regulations testing.

- Plymouth Charter has achieved over 350 signatories, committing businesses to a fairer and greener future for Plymouth.
- Completed 10 direct developments at Oceansgate, Langage and Derriford.
- Created a £220m property regeneration fund.
- Brought major events to the city including MTV and Sail GP.
- Secured renewals for City Centre Company and Waterfront Business Improvement Districts
- £25m sport led regeneration project at Brickfields with Plymouth Albion, Plymouth Argyle Football Club and Argyle Community Trust and Devonport Community Trust.
- Delivered the Resurgam covid economic recovery programme.
- £250m investment by the University of Plymouth's campus masterplan, including new health and engineering teaching and research facilities.
- Became the UK's first Social Enterprise City in 2013.



# Our Approach

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This Economic Strategy will provide the direction for economic growth over the next 10 years 2024-2034; it will continue to build on the strengths of our previous Economic Development Strategies. This strategy will have an increased emphasis on sustainability and net zero opportunities and also tackle some of the specific challenges the city faces, particularly around the city centre. The approach will include four interconnected pillars; these are:

- Productive Growth and High Value Jobs
- Inclusive Growth
- Sustainable Growth and
- Civic Pride and Regeneration

The strategy and the revised four interconnected pillars will each be supported by detailed 3-year delivery plans. The four delivery plans will list key specific projects, their costs, a development pipeline and, where appropriate, how they will be taken forward - these plans will be completed by March 2025. The delivery plans will be refreshed every three years. Each pillar will be led by a Cabinet sponsor and at least one Plymouth Growth Board member. Each of the delivery plans will be brought to Scrutiny and the Plymouth Growth Board, with final sign off at Cabinet.

The Strategy will work across agencies, partnerships and business networks within the city; these include:

- Devon and Plymouth Chamber of Commerce
- Federation of Small Businesses
- Plymouth Culture
- Destination Plymouth
- Plymouth Sound National Marine Park
- Plymouth Manufacturers Group
- Digital Plymouth
- Inclusive Growth Group
- Employment and Skills Board
- Building Plymouth
- Plymouth and South Devon Freeport
- Plymouth Charter
- Plymouth Social Enterprise Network
- Plymouth Climate Connections
- Plymouth Waterfront Partnership
- Plymouth City Centre Company











# SWOT Analysis

## Strengths

Growing workforce with more full-time employees in the city

Highly developed bedrock sectors of marine, defence, manufacturing and health

Lower than national average unemployment rate

Developed Higher/Further Education sector with three universities in the city

Significant creative and cultural sector with world class facilities

Plymouth Charter

## Weaknesses

- Overall population growth is slow
- There are a high number of economically inactive residents due to long-term sickness
- Lower than national average wages across workforce
- Large amounts of inequality across the city – 29 per cent of Lower Super Output Areas (LSOAs) are in the top two deciles of the index of multiple deprivation (IDM)
- Strategic approach to support businesses to adapt to climate change
- Below national average levels of higher qualifications
- Low housing stock and lack of social, affordable housing

## Opportunities

Floating Offshore Wind Technology (FLOW)

Net zero port development

Plymouth Sound National Marine Park

Plymouth and South Devon Freeport

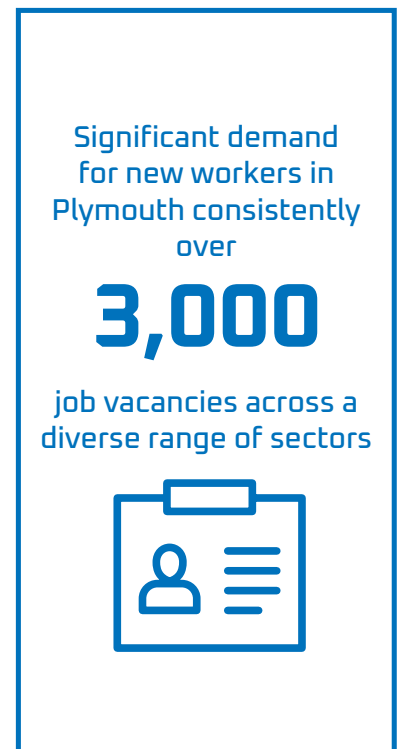
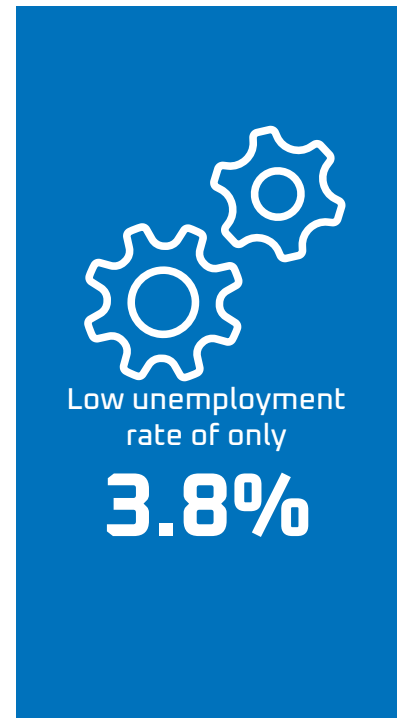
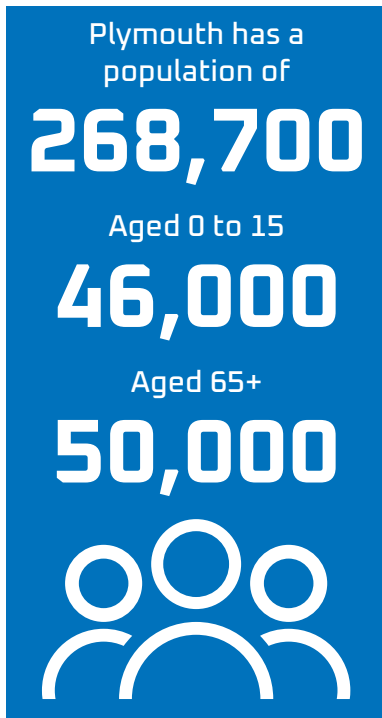
Heat networks

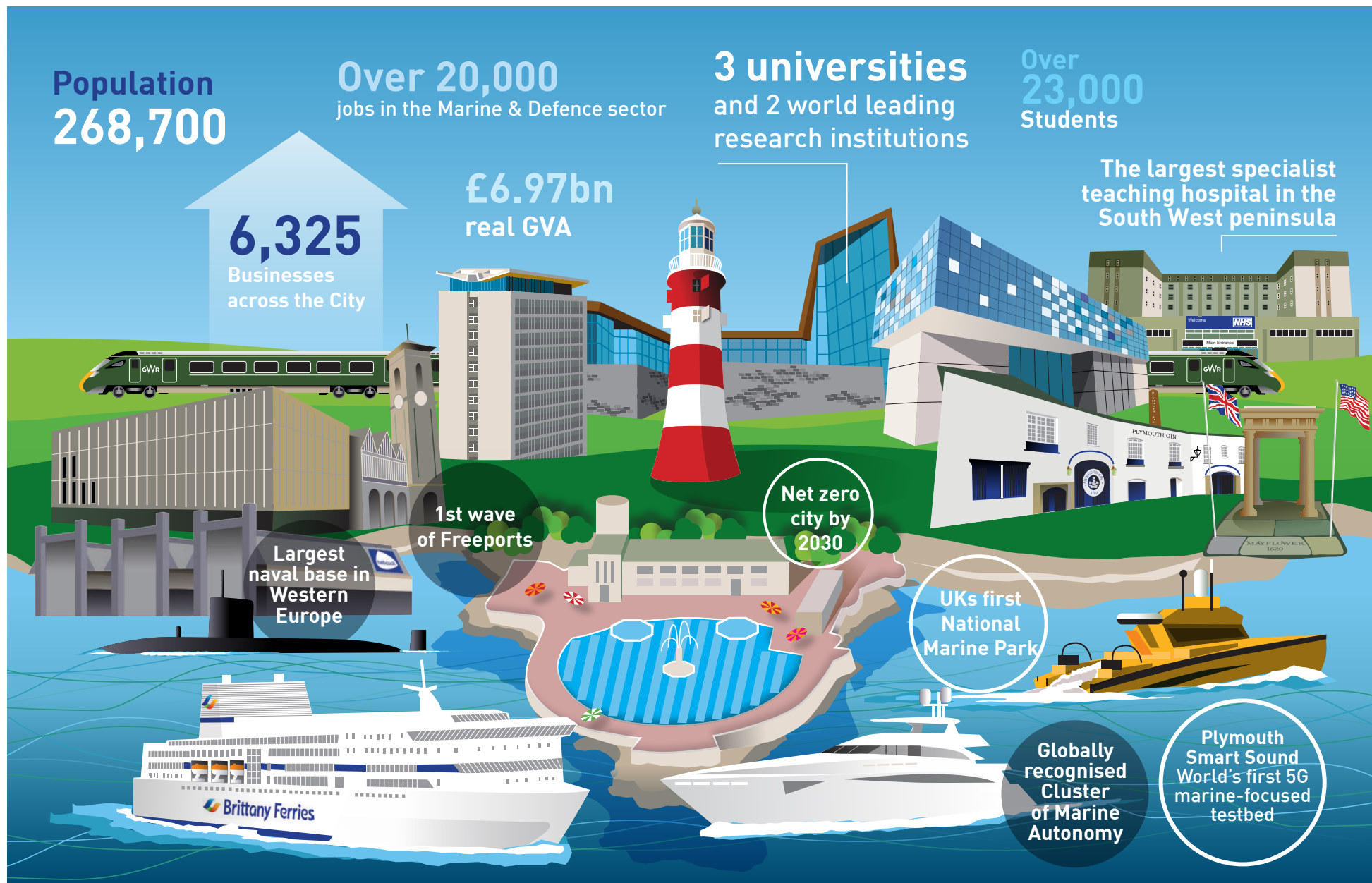
Naval base investment

Automation/artificial intelligence

## Threats

- Tight labour market and rising numbers of job vacancies could lead to the economy overheating
- Automation/artificial intelligence
- Shifting global macroeconomics
- Changing landscape (Local Economic Partnership fold in)
- Construction inflation
- Supply chain and capacity





# New Opportunities for Growth over the next 10 years

Plymouth has strong economic foundations that link heavily with the blue economy. This blue economy already creates over \$4 trillion of value worldwide and is expected to be worth an additional £2 billion to the Great South West by 2035. The marine sector in Plymouth is at the leading edge of several key technologies and there are numerous opportunities available that could increase the city's position within global markets. We are working to develop our export potential, including marine autonomy – a global market forecast to be worth \$136 billion over the next 15 years – and our unrivalled opportunities for clean energy production. It is important to identify where new opportunities, technological advancements and societal changes will affect our economy. Our analysis suggests there are several disruptive opportunities for the city, these are explained below:

**Green growth** – Areas within **floating offshore wind**, particularly around marine autonomy and surveying, the University of Plymouth Cyber Ship, training opportunities at Turnchapel and port deployments from Cattewater all represent significant opportunities for Plymouth to capitalise on potential supply chain gaps, linked to the Celtic Array.

**Heat Network initiatives and local energy production** are likely to increase in popularity as energy security and the environmental cost of fossil fuels become ever more of an issue. The shift towards net zero is likely to require a shift in the types of businesses and the skills needed, this will include **retrofitting and installation** and

ongoing **servicing** of low carbon heating and insulation.

**Defence** – Geo-global uncertainties have increased the importance of defence, particularly the nuclear deterrent. Plymouth is home to the largest naval base in western Europe; it is the only place which has the facilities and the capability to base port the nuclear class submarines. The largest private sector employer in the city is Babcock. Ensuring the long-term success of the naval base is closely linked to the economic success of the city, this includes supporting defence-based innovation and skills delivery particularly linked to engineering, manufacturing and nuclear.

**Robotics and AI** – Plymouth has a significant manufacturing sector which will need to embrace robotic manufacturing and automated manufacturing techniques in order to remain competitive. Plymouth has a growing and nationally recognised cluster in marine autonomy and Marine Artificial Intelligence around navigation systems.

**Health care** – As Plymouth's population ages, more people will require care support and they will consume more health support. Plymouth's large teaching hospital will continue to act as a regional centre of expertise and a significant employer. It is anticipated that healthcare will be increasingly delivered digitally, and health technology will continue to become more advanced.

**City centre and place making** – In order to attract people to study, live and work





in the city we need it to be vibrant city. This interlocks multiple players including Destination Plymouth, Plymouth Culture, the City Centre Company and regeneration. It requires significant change in how the city centre business eco-system operates and requires a shift away from a retail focused economy and instead towards more uses which attract higher footfall and vibrancy. Improving the perception of the city includes building a more positive image of the city centre.

**Digital** – All sectors will increasingly be built on digital platforms, this includes scope within digital trading, manufacturing, communication and systems. As the workforce becomes increasingly dominated by digitally literate workers, it is key that Plymouth has the digital infrastructure (including cyber security) to continue to support business growth.

**Immersive technology** – There is an emerging cluster of immersive technology businesses linked to the Devonport Market Hall which, alongside the creative digital sector, the Arts University and Plymouth University, should be encouraged.

The Community health facility will open in 2025 in the north of the city and will include an immersive technology facility funded through Plymouth Marjon University.

**Importance of Ports** – Plymouth has four different ports which each have a different function. Together, they provide international connectivity, opportunities for inward investment around cruise ships, opportunities to trade and support the defence and fishing sector. Strategically, the ports are key elements to the city's economic success.

# A Proposed Way Forward

Building on Plymouth's economic assets, whilst also considering the challenges within the city, we have identified four pillars of activity within an economic ecosystem. In addition to these, we also have a cross-cutting pillar of skills and workforce development, and digital technologies. The four key pillars identified are not separate pillars which operate in isolation. Instead, they overlap and are intertwined; acting symbiotically to build the city's economy. Where an activity contributes to multiple pillars, it has the greatest synergistic impact on the city. Consequently, we will aim to focus activity where the four pillars all support each other and work together.

These interlinking four pillars are expanded upon below. The rationale for focusing on these four has been developed through analysis of the evidence base and understanding of Plymouth's economy.

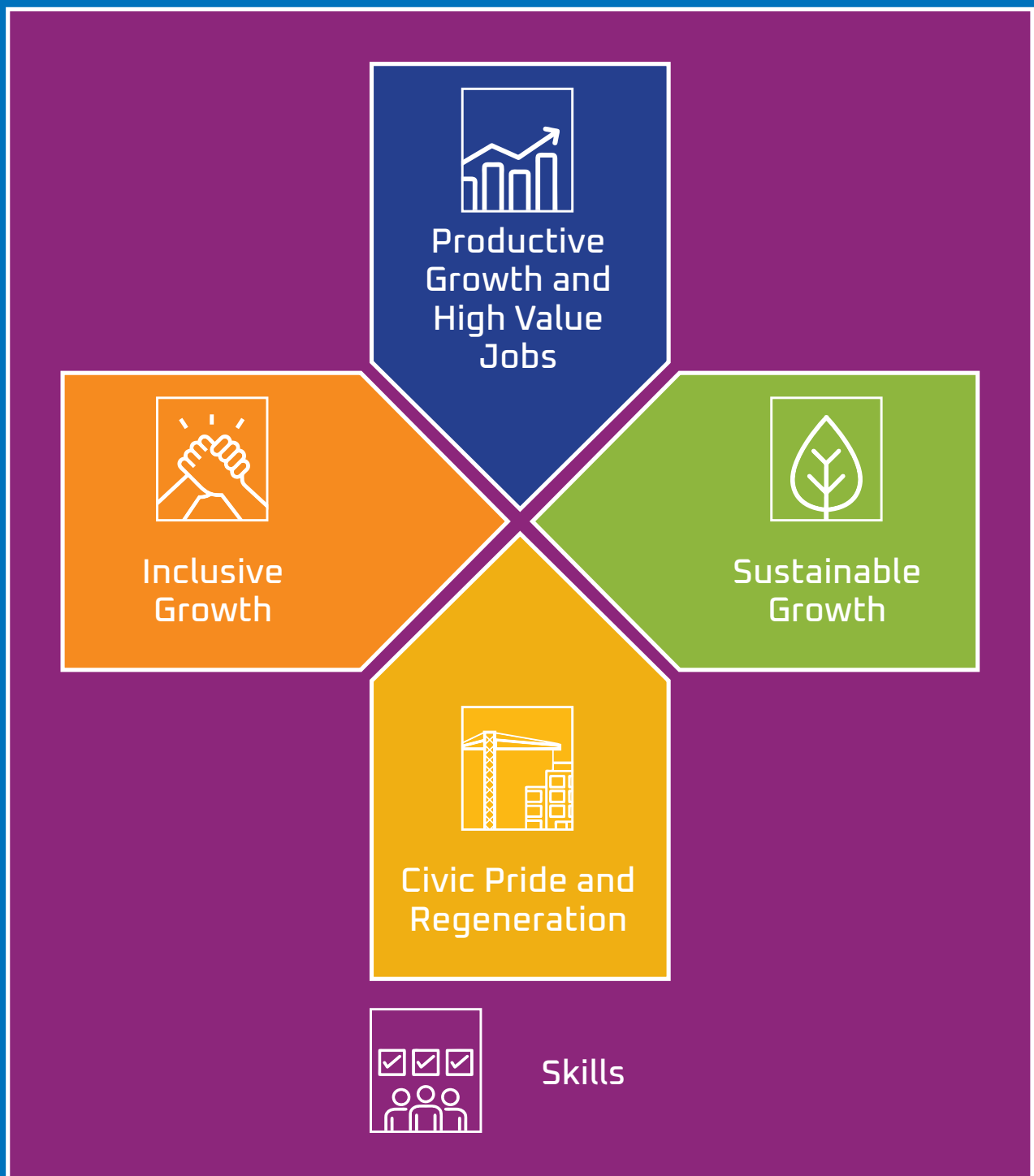
## ■ **Productive Growth and High Value Jobs**

Productivity provides a useful method for defining the scope of living standards as well as the competitiveness of the economy. Over the long-term, productivity growth, alongside better-quality jobs, is generally accepted as the primary route to higher living standards. Plymouth currently has a tight labour market and through growing the number of higher value jobs this could positively shift the city's economy.

- Productivity is measured using GVA per hour worked. Over the last 10 years there has been a downward trend. Productivity within Plymouth peaked in 2012, with GVA per hour

worked rising to 89.5 per cent of the national figure and remained at around this level up until 2017. Since 2017, productivity has decreased consistently, dropping from 88.2 per cent in 2017 to just 81.5 per cent in 2021. Productivity is a good measure of overall living standards and without growth in GVA per hour worked, it is hard to improve wage rates.

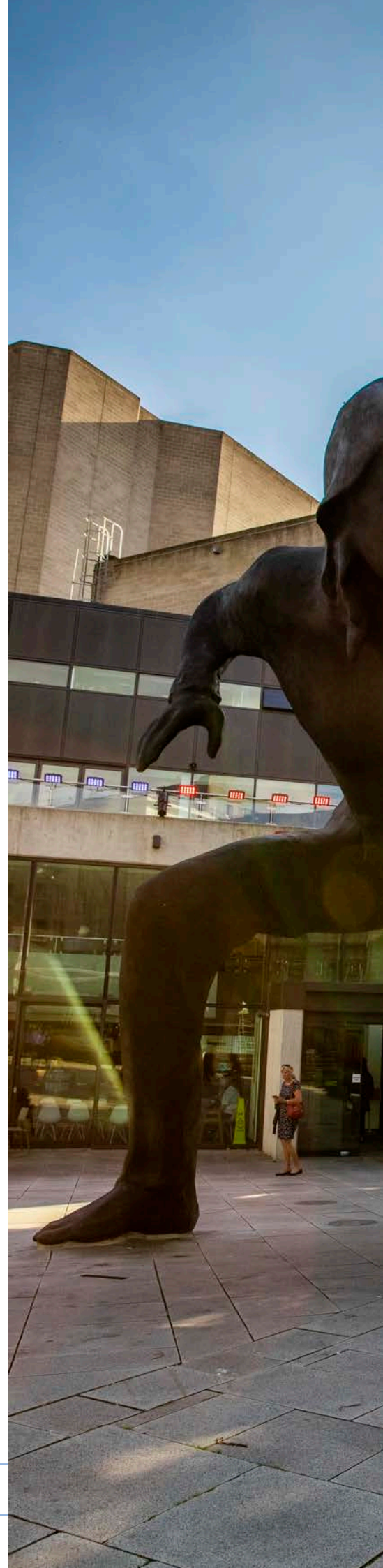
- Plymouth and the South West have consistently held annual gross pay figures below the national average. Despite the 12 per cent increase over the last 10 years, Plymouth's resident annual gross pay still remains over £6,000 below the national average of £33,279 – an 18.1 per cent difference.
- Growing Plymouth's productivity is the foundation for improving prosperity for all residents. Through supporting our higher value sectors where we have natural advantage, we will look to increase wages, create additional highly productive jobs, attract new businesses and investment into the city. Focusing on productive growth puts the emphasis on higher-value and higher-quality jobs, supporting both the economy and workforce.
- **Inclusive Growth** Inclusive Growth focuses on growing a prosperous economy that reduces inequality, is sustainable and truly serves the wellbeing of local people. Without targeted actions and a focus on specific





areas and groups, there is a risk that too many people find it difficult to access the work and educational opportunities that make the most of their talents and enable them to secure higher value jobs. This has a snowballing effect on health and social opportunities.

- Plymouth also has a significantly higher proportion of economically inactive residents due to long-term sickness; residents suffering from long-term sickness accounts for 35.0 per cent of economically inactive residents in Plymouth. In comparison, the national average is 25.8 per cent.
- Plymouth has 28 Lower Super Output Areas (LSOAs) in the most deprived 10 per cent in England. These LSOAs are home to 46,075 residents (17.6 per cent of the population of the city). Of these, 3,617 residents are living in the most deprived 1 per cent in England. Plymouth is ambitious for and inclusive of all its residents; so, we need to continue to remove barriers that stop some people from accessing well paid jobs and opportunities.
- **Sustainable Growth** Sustainable growth is growth which does not negatively impact the environment, promotes social inclusion, well-being and helps to drive a green economic revolution. Plymouth has an economic strength in the “blue” sectors, the city has strong businesses within this sector, many of which are at the forefront of economic development. Sustainable growth (which does not negatively affect the environment) will be a priority. For Plymouth, this means developing our blue economy and focusing on the progression within marine focused industries.
- **Civic Pride and Regeneration** The combination of a tight labour market (i.e. stable population numbers but high numbers of job vacancies) and the city’s aging demographics means that it is important to continue to attract new residents, students and workers to the city. Through the Joint Local Plan, Visitor Plan,





Culture Plan and city branding work, led by Destination Plymouth and Plymouth Culture, we will focus on how the city is perceived by its residents, businesses, visitors and the media. This will ensure that the city has a compelling narrative which can be used to attract businesses, employees and retain graduates.

- Plymouth's population has remained relatively stable since the turn of the century; the average population growth being just 3.19 per cent between 2011 and 2021. When compared to a national population growth rate for England of 6.49 per cent across the same time period, it is clear that Plymouth's population growth is significantly below the national trend.
- Plymouth's population is also ageing, before 2016 the number of children (aged 0-15) exceeded the number of individuals aged 65+. However, beyond 2016 the number of people aged 0-15 has fallen below the number aged 65+. This demonstrates the changes in the demographics of the city's population.
- Historically, overall employee numbers in the city have been relatively stable. However, since 2018, there has been an upward growth trend; rising to 116,000 total employee jobs in the most recent 2022 data. The data shows evidence to suggest that this employment growth has been driven by changes in full-time numbers rather than part-time, with part-time numbers actually decreasing to 2022 despite the growth in total employment.
- Plymouth prides itself on being Britain's Ocean City and one of Europe's most vibrant waterfront cities. Supporting strong communities and a sense of place is essential to the cultivation of a vibrant and attractive city to live, work, study, visit and attract investment.

# Productive Growth and High Value Jobs

Plymouth has comparatively high employment rates. We are home to three universities and two world renowned research institutions which each have their own research and innovation strengths. We have a plethora of strategic assets; these encompass a diverse range of resources - from the expertise in our universities to that associated with our port facilities. Despite this, our productivity and wages lag behind national averages.

Through this pillar we will concentrate on driving economic output, focusing on sectors where we have natural economic competitive advantages, whether this is clusters, specialisms, knowledge base, assets or skills.

## Our sectors

By supporting the sectors where we have a specific and identifiable advantage, we can increase productive growth and high-value jobs.

### Marine and Defence

Plymouth is a globally significant location for Marine Autonomy. We have a unique location, Smart Sound, for autonomous testing, we have key businesses, such as Thales, Frugo, M-Subs and MarineAI, and we have several internationally renowned marine research institutions located in Plymouth. The Plymouth and South Devon Freeport builds on this by focussing on innovation across marine, defence and space as well as advanced manufacturing/

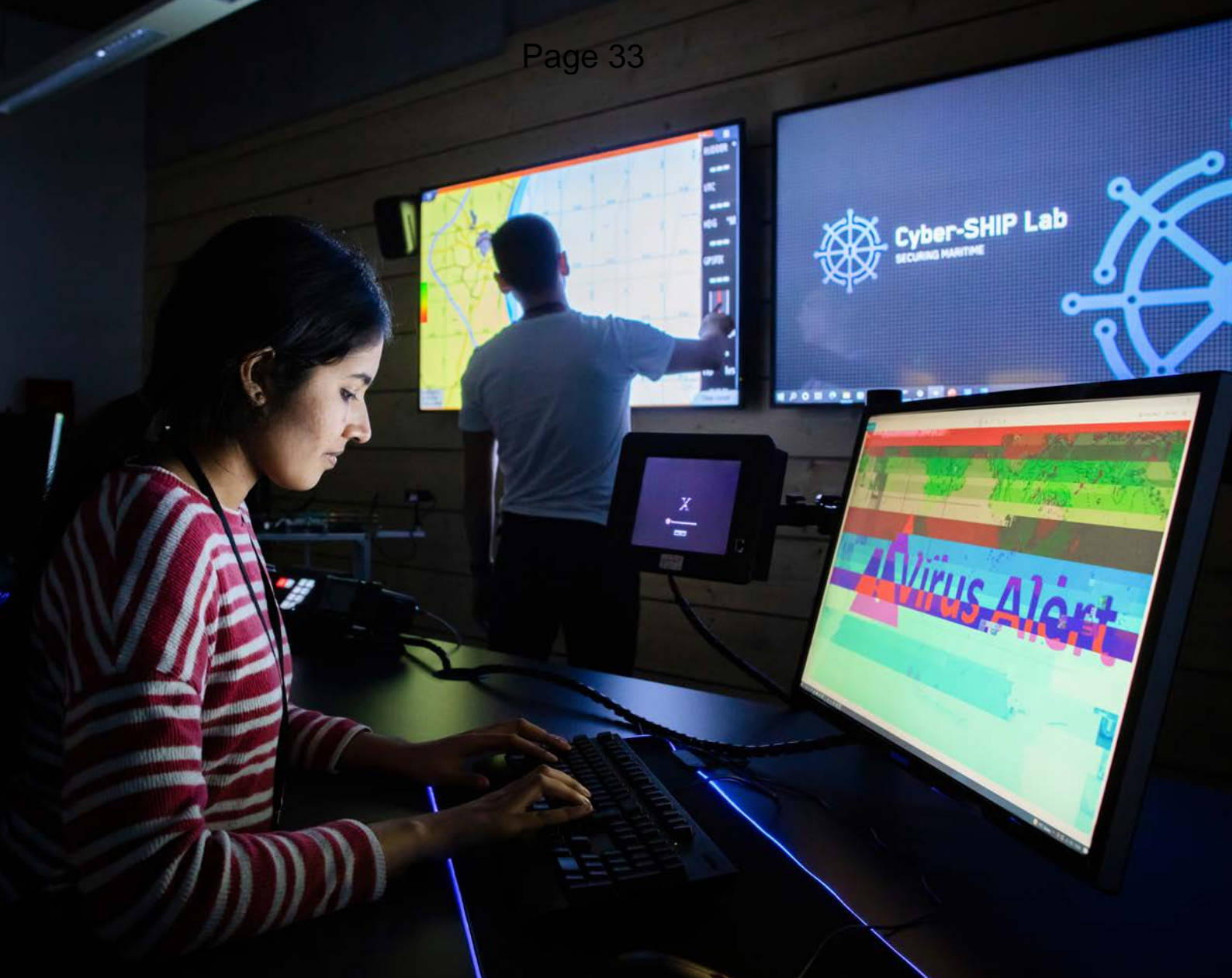
engineering and Net Zero tech. We will support the Marine sector by:

- Developing the Plymouth and South Devon Freeport, which has the potential to create over 3,500 jobs, accelerating well paid job opportunities and progression routes for local people.
- Creating the right conditions to innovate, e.g. by developing a research centre to drive growth opportunities in defence, FLOW and environmental monitoring, supporting the creation of new regulatory frameworks to make innovation easier and supporting businesses to access funding for innovation.
- Helping our business clusters by supporting cluster networks such as FAST and Maritime UK South West.
- Increasing inward investment through our High Potential Opportunity around marine autonomy.

Plymouth is home to the largest naval base in West Europe. Marine and defence are some of the largest employment sectors in the city. We are proud of our military tradition and heritage, and we will continue to ensure that Plymouth can play its part in the defence of the realm. Building on the Government's vision for HMNB Devonport, we will work with Government to deliver the through-life maintenance of the Type 26 and Type 31 and retain a significant footprint of Royal Marines in the city.

In addition, we will support the wider defence sector through fostering the South West Regional Defence and Security Cluster





(SWRDC) and working with our strategic partners in Plymouth to design and embed social value activity across their processes.

## Advanced Manufacturing

Plymouth is the largest manufacturing base in the South of England. Businesses located in and around the Plymouth travel to work area cover a diverse range of sectors, which include defence, marine, medical, aerospace, rail transportation, automation, tech, agriculture, construction, food production, household items, and more. Many of the companies are in the field of Advanced Manufacturing, with some attracting foreign direct investment. Long-standing names in this field include Barden, BD, Plessey, Kawasaki, Hellermann Tyton, Olympus to name but a few.

Not only is Plymouth a globally recognised centre for Marine Autonomy, but we also have the largest manufacturing base in the South of England. The manufacturing base has a variety of specialisms from Marine to Aerospace engineering, including organisations such as Plessey and Barden. The University of Plymouth has recently opened the Babbage Building, a £63m state-of-the-art space to inspire the engineering and design pioneers of the future. Working with our business representative groups, such as Plymouth Manufacturers Group, we will support businesses through creating the right business environment and supporting innovation, e.g. through innovation facilities such as the Advanced Digital Manufacturing Innovation Centre and the Digital Reverse Engineering And Metrology facility at Plymouth Science Park.

## Health and Health Technology

Plymouth's regional leadership position in health and health technology is unrivalled. We have one of the largest teaching hospitals in England and University of Plymouth is not only the largest provider of healthcare courses in the South West but, also the only provider of dental training in the Great South West.

Plymouth Marjon University has a strong history in sport and health-related learning and is growing its nursing and allied health provision in response to employer demand. Overall, close to 20,000 people are employed in the health sector across the city, which includes globally recognised organisations such as K2 Medical and Becton Dickinson. The health technology sector, as a subset of the wider health sector, currently employs 1430 people and enjoys a GVA per FTE of £123,730 (2021), far exceeding the city average.

We will support the development of a health and health technology innovation ecosystem, building on our key innovation facilities, working with research facilities, such as the Brain Research Imaging Centre, Centre for Health Technology and the Derriford Research facility. We will work with partners, such as Health Innovation Southwest, DDRC HealthCare, University of Plymouth and Plymouth Marjon University to enable continued innovation and clinical trials in digital delivery, AI, and automation.

## Creative and Immersive Digital

We have a vibrant creative and immersive digital cluster in Plymouth. Real Ideas Organisation's Market Hall in Devonport is home to a 360 degree immersive dome – the first of its kind in Europe. We will work with our stakeholders and partners to grow the sector and encourage cross-sector collaboration. In order to attract and retain talent in the city, we will be working with Plymouth Culture on enhancing our creative offering.

We will also develop a new creative industries plan working with Plymouth Culture and partner bodies such as Creative UK, Far SW Immersive cluster, University of Plymouth and Arts University Plymouth.

## Encouraging Innovation, Business Growth and Investment'

Plymouth's businesses are predominantly SMEs and micro businesses. As a city, we are performing worse in terms of business competitiveness and innovation. To improve our competitiveness, we need to attract and encourage new and existing business to grow.

In the last five years there has been marked improvement in the start-up rate in the city, reversing a long-term trend. We have some excellent assets supporting start-ups, such as University of Plymouth's Cube, which is ranked No.2 in the UK for student start-up



support and has supported 239 student and graduate businesses generating a turnover of £3.3m. We will support start-ups by providing the right conditions to grow, including incubation space and initiatives such as Plymouth Freelancers.

We will continue to work regionally and nationally with partners such as Great South West, Devon and Torbay Combined Authority and Cornwall Unitary Authority to identify opportunities to deliver at scale and to continue to support the Growth Hub.

We will help local businesses access the right business support through initiatives from organisations such as British Business Bank, Innovate UK and the Department for Business and Trade (DBT).

Having the right mix of employment and commercial space is critical for our business stock to continue to prosper. We will undertake direct development where there is market failure in employment space, using high environmental specifications.

We will work with all three universities, Plymouth Science Park and the Freeport to unlock stalled employment land and create an innovation hotbed where we enable high growth businesses and create high value jobs linked to university specialisms.

We will support the development of our Plymouth Science Park and new innovation assets. We will work with innovate UK through the Marine and Maritime Launchpad to access funding and business support.





## Skills and Workforce Development

By focusing on productive growth, it is essential that the local training offer meets employer needs in our higher value sectors. This strategy is therefore closely aligned to and complements our key local skills strategies, including the updated Skills 4 Plymouth Plan, Local Skills Improvement Plan and the Plymouth and South Devon Freeport Skills Plan. As a result, we are committed to maintaining and growing investment in training local people for employment in these sectors. This includes those who live, work and learn within the city's travel to work area.

To achieve this, we will make best use of existing programmes and take advantage of new funding opportunities. This includes:

- Growing the number of apprenticeships, including at higher and degree level, and supported apprenticeships.
- Raising the aspiration / supporting our young people through the education system to take advantage of all sectors, including STEAM and the high value jobs through education, specifically in FE and HE.

- Driving productivity growth through retraining and upskilling to meet the changing demands of AI and automation.
- Creating and building a programme of incentives to retain graduates.
- Maintaining support / brokerage between people looking for work and employers, including our military service leavers, in well-paid jobs through sector skills partnerships and academies.
- Collaborating with employers to ensure training is based on their needs.
- Working with employers to support improved workforce development planning that increases the level of upskilling / retraining investment in the current workforce.
- Sustaining and growing our training and research facilities to be a regional and national leader in identified sectors through new sources of funding.

This can only be delivered through collaborative working through multi-agency bodies, such as Plymouth Growth Board and the Plymouth Employment and Skills Board.



# Inclusive Growth

Growing Plymouth's productivity should enable the development of a prosperous economy that reduces inequality and improves social mobility for all residents. To tackle the the ingrained and endemic challenges of inequality, we will pilot new ways of working. There are endemic problems in Plymouth around this topic. The aim of this pillar is to increase equality and creating the economic conditions that work for everyone. We know this has been stubbornly difficult to achieve and so will develop new partnerships and approaches which draw on knowledge, skills and expertise from across the pillars and from a variety of agencies:

1. **1. Targeted focus** – Putting our resources into the geographic areas and groups which are the most disadvantaged in the economy.
1. **2. Good Growth Business Models** – Helping our businesses to make Plymouth a better place for everybody, focusing on "good growth".
1. **3. Accessing employment opportunities, skills and workforce development** – Working with individuals and employers to remove wider skills and opportunity barriers which affect access to employment, education and socio-economic opportunities, including those in high value sectors.



## Targeted Focus

Plymouth is ambitious for and inclusive of all its residents. We want to help remove barriers that stop some people accessing well paid jobs and opportunities. Persistent low wages are due to a complex set of underlying causes which are often compounded in particular neighbourhoods.

- Plymouth has two LSOAs in the most deprived 1 per cent in England. These LSOAs are home to 3,617 residents (1.4 per cent of the total Plymouth population).
- Plymouth has 28 LSOAs in the most deprived 10 per cent in England. There LSOAs are home to 46,075 residents (17.6 per cent of the population).
- The most deprived LSOA in Plymouth is located in the Stonehouse neighbourhood and is the 163rd most deprived LSOA in England.

Plymouth has a tight labour market, with high employment and businesses reporting difficulty in filling skilled vacancies. It is beneficial to both businesses and the city to help people overcome barriers and access jobs, thereby increasing the available labour market in the city.

Some groups of people are more likely to be impacted and find it harder to access opportunities, examples include people with health conditions, veterans, those with caring responsibilities, care leavers and other protected characteristics (as defined by the Equalities Act 2010). Inequality is due to a complex set of underlying causes

which are often compounded in particular neighbourhoods and groups. We will look at new ways to move the dial, so that people who have inter-generational issues around access to opportunities and have higher unemployment, economic inactivity, lower average wages and worse health outcomes are able to benefit from the job opportunities in the city. To achieve this, we will:

- Look at new ways to engage, provide tailored support and connect the existing support in new ways.
- Work across different partnerships to trial new ways to tackle these difficult issues.
- Work to reduce the wage gap between the richest and poorest in the city.
- Focus on digital inclusion, to ensure people have access to services and ability to access knowledge, expertise and education.
- Actively pursue creative use of the apprenticeship levy to allow Plymouth to imaginatively use the levy to support young people in disadvantaged neighbourhoods.
- Actively support business to embrace the Armed Forces Covenant through Plymouths' strong links and promotion of the key skills of veterans





## People with Caring Responsibilities

People with caring responsibilities need good quality, reliable, flexible and accessible work. Historically, caring has been mainly done by women but this is changing, with women, men and children increasingly undertaking that caring role and often drawing on support from relatives, friends and neighbours. Accessibility to good quality, part time, flexible work is particularly important. Consequently, we will:

- Support the childcare strategy and promote flexible working practices.
- When looking at new employment spaces we will consider caring facilities.
- Work with businesses to address the gender pay gap and to reduce violence and abuse against women and girls that is often caused by financial insecurity.
- Ensure that there is visibility of good practice in the city.

## People with Work-Limiting Health Challenges

Plymouth has a disproportionately high number of people not in work due to health reasons. The two main areas identified are musculoskeletal issues and mental health. Plymouth currently has 15,900 people not in employment due to long-term sickness which accounts for 9.33 per cent of the working population (GB average is 5.65 per cent). This equates to an additional 6,250 people in Plymouth not able to work. We

will engage businesses and their employees in activities to reduce the health inequality gap. In order to achieve this, we will:

- Support Public Health and the Thrive Plymouth programme to address the main lifestyle risks of poor health and early death including exercise and food.
- Support businesses and celebrate businesses with the Wellbeing at Work programmes.
- Work with partners to bring new, accessible health facilities to fruition.

## Good Growth Models

We will embrace innovation to support our businesses, agencies and partners to help make Plymouth a better place. We will provide them with the tools, including frameworks and information, to ensure actions have the biggest impact. We will support the following:

### Plymouth Charter

We will celebrate local businesses which commit to the Plymouth Charter. Signatories are businesses who are **“committed to a fairer, greener future for Plymouth”**.

### Social Value

The ‘Social Value Model’ requires a minimum of 10 per cent of public procurements evaluation weighting to be allocated to specific social value criteria. We will provide a social value framework for businesses to





navigate actions which will have positive impacts on the city. This tool kit for good growth will be measurable and evidence based; it needs to work across all four pillars.

## Better Buying

We will support buyers to maximise the multiplier effects through their procurement policies, we will help local businesses access contracts with key institutions. We will also build on the Plymouth and Devon Chamber of Commerce project to increase local procurement, which is good for the local economy, social value and working towards net zero.

## Social Enterprises and Co-operatives

Plymouth's 2019 sector report found that there were 200 social enterprises and community businesses, employing over 10,000 people. Social Enterprise and

Co-operative businesses work to reduce inequality. Many operate in deprived areas and with particular communities in need. We will ensure Co-operatives and Social enterprises thrive by providing:

- Business support advice and guidance.
- A Business Relationship Programme.

## Supporting Community Economic Development

Plymouth's Community Economic Development organisations provide valuable employment spaces in the deprived wards. We will continue to support the following:

- Millfields Community Economic Development Trust
- Wolseley Community Economic Development Trust
- Real Ideas Organisation
- Four Greens Community Trust
- Nudge Community Builders

## Accessing Employment Opportunities Skills and Workforce Development

For everyone to benefit from economic growth, we need to make sure that skills and workforce development is based on maintaining and growing our reach and engagement across the city. This means a commitment to work in and across both communities of place and communities of interest. This will involve an increase in outreach delivery and sustaining our cross-sector community-based provision. This includes supporting the Employment and Skills Board and the Chamber led Local Skills Improvement Plan, as well as the PASF Skills Plan. This Plan has an explicit commitment to increased employment, training and skills development, alongside developing progression pathways which include harder to reach groups.

We will maintain our collaboration with all training providers to lever the greatest value from existing funding, and secure new funding that will enable us to support more people facing disadvantages and/or barriers to learning new skills and gaining qualifications.

We will develop visible accountability for providers to ensure that those not using all funding are supported and challenged where necessary.

There are a number of practical steps to ensure that everyone can benefit from a growing economy and access the workforce

opportunities created by employers; these include:

- Providing local people with localised support for skills, training, education, careers and jobs by sustaining service delivery of Skills Launchpad Plymouth.
- Working collaboratively with statutory agencies, such as DWP, to ensure we support the city's Universal Credit claimants.
- Supporting soft and hard skill development into employment, from working for a business to self-employment.
- Support people to develop and accredit key skills, such as literacy, numeracy and digital.
- Being proactive with our children and young people, aligning with the recently published 'Unlocking Plymouth's Potential' strategy to support young people Not in Employment Education or Training (NEET). We want to raise aspiration and reduce NEET numbers.
- Provide our most vulnerable young people with SEND with experience of work, placements and supported internships.
- Retraining older people in the skills needed by employers in an evolving economy.
- Creating accessible learning pathways for those in work to upskill and gain higher levels of income, moving more families and individuals away from poverty.



- Ensure all funding and capital investment has built in social value clauses and encourage the private sector to do the same through networks, such as The Plymouth Charter.
- Addressing health inequalities at a strategic and operational level including support for those with health issues that are barriers to their employment.
- Enable continued innovation to overcome barriers.

For economic growth to be genuinely inclusive, we need to do more than simply consult with local people and employers. In developing work and creating new initiatives, we will engage and listen, involving our people and employers in both the design and delivery of skills and workforce programmes. Businesses need an adaptable and skilled workforce to remain competitive. The business community has a role to play in helping to raise aspirations and ambitions of the city's young people.

We will therefore:

- Support careers advice and guidance in schools to raise aspirations and awareness of opportunities in the city.
- Support alternative provision for those who cannot thrive in mainstream education.
- Raise the aspirations for the kind of jobs people can get in Plymouth. This will encompass all age groups from primary schools through to University graduates.
- Support activity for young people with Special Educational Needs and Disabilities (SEND) that is connected with employment.
- Encourage businesses to put together meaningful work experience programmes.
- Business community supporting the three universities in providing higher level work placement opportunities and outreach work to raise aspirations.



# Sustainable Growth

## Scope

For Plymouth to attract investment and maintain a highly skilled workforce it needs to have and project a sustainable economy. The city has to promote its sustainable credentials, being clear to explain how it is shifting to a low carbon economy and working to restore the environment. A focus on this sustainable growth is particularly important, not only because of the necessary commitment to environmental restoration, but also if Plymouth wants to attract and retain young people. Research in 2021 showed that young people (18-22-year-olds) value sustainability and environmental credibility, considering it important for employers to act on environmental issues, with 59 per cent would remain longer with environmentally responsible employers.

In 2019, Plymouth City Council declared a 'climate emergency' and begun work on actions that help combat climate change through the transition to net zero. There are strengths in research, business expertise and natural resources to pivot the economy. The University of Plymouth's expertise is internationally recognised and is recognised as the second-most carbon neutral university in the UK. Plymouth City Council has committed to becoming a net zero city.

Geographically, Plymouth has significant, naturally occurring, absolute advantages in supporting Offshore wind production and, as a port city, we have considerable opportunities around clean shipping.

The Economic Strategy will focus resources on the following elements:

1. 1. Attracting new investment into the city in green jobs, specifically around new and emerging energy production and storage.
1. 2. Business support, helping businesses adapt to climate change and move to net zero emissions.
1. 3. Decarbonising the current economy, including retrofitting the existing commercial building stock and opportunities.
1. 4. Restorative actions which improve sustainability.
1. 5. Commit to supporting sustainable travel and living, including public transport provision.
1. 6. Skills and Workforce Development needs for a more sustainable economy.





## Attracting new investment into the city focused on new energy production

We will target inward investment and growth activity from businesses linked to net zero opportunities within energy production. Looking specifically at:

### Offshore Wind Opportunities

There are multiple opportunities linked to the licencing of new wind farms in the Celtic Array and off the Devon/Dorset Coast. Plymouth has a geographic advantage with its road and rail connectivity linked to the port infrastructure. It is important that we take advantage of these opportunities and work efficiently with international markets through exporting. To do this, we will:

- Build on our existing industrial capabilities and strengths in marine autonomy for surveying.
- Promote bespoke offshore marine training facilities.
- Promote freight port infrastructure for servicing offshore wind farms specifically around Cattewater.
- Support research capabilities linked to the University of Plymouth's wave tanks and cyber security.

### Hydrogen Fuel Cell Technology

Through our role within Plymouth and South Devon Freeport we will support the

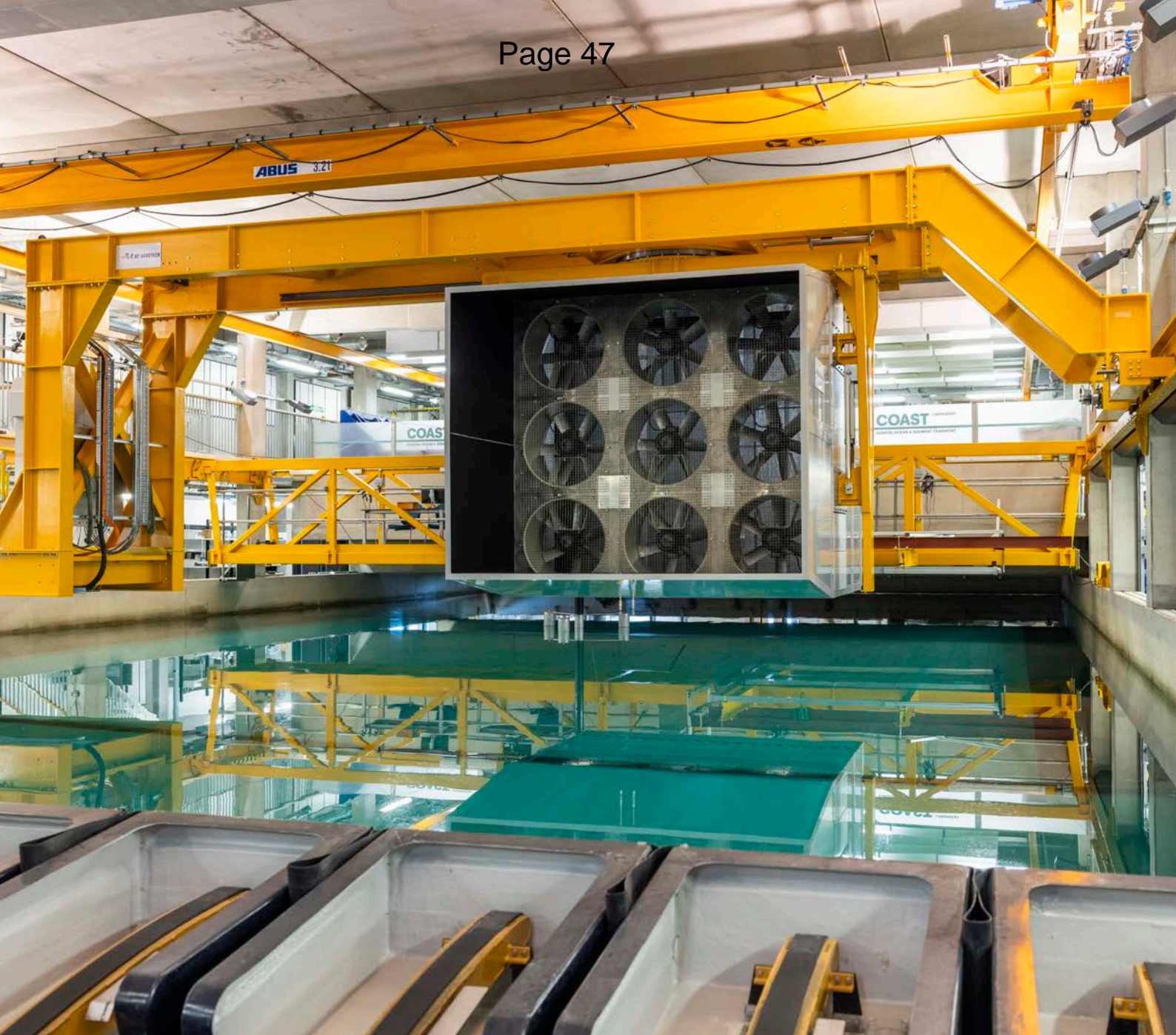
development of a Green Hydrogen Hub at Langage, the first of its kind for the South West and a major milestone in the area's transition to a low-carbon economy. Sitting adjacent to Carlton Power's existing 5MW solar farm, it is expected to be operational in 2027.

### Heat Networks

Plymouth has been participating in the Government's Heat Network Zoning Pilots, but subsequently has been shortlisted in its Advanced Zoning Programme. The heat networks opportunity in the UK is expected to amount to between £60 and £80 billion. Plymouth is an early adopter of this zonal approach and roll out is expected to focus on the city centre, waterfront areas and Derriford, and therefore will include business districts. Plymouth will seek to capitalise on the innovation through:

- Developing delivery approaches, working with the private sector, to maximise the economic multiplier effect through the adoption of local ownership models and engagement with key stakeholders.
- Innovative uses of financial models to reinvest in net zero innovation, local skills and fuel poverty.
- Supporting the business infrastructure needed for roll-out of heat networks, including supply chain development and workforce skills development; expertise can therefore be exported to other areas and the development of a high value cluster.





### **‘Energy Generation’**

We will support the opportunity for businesses to install solar energy on roofs and over car parking along with battery storage systems. This will reduce harmful emissions, cut energy costs, improve environmental credentials as well as productivity. Support may include innovative financial payback models

The city will encourage all forms of cleaner energy generation and will work with the business community, research institutions and Innovate UK to embrace new technologies as they emerge.

### **Plymouth and South Devon Freeport (PASD)**

The PASD Freeport aims to attract investment in clean growth/ net zero technologies, acting as a catalyst for accelerating existing technologies such as electric vehicles and hydrogen. It will also pioneer new solutions aligned with the marine and defence sectors (including offshore wind opportunities in the Celtic Sea). This builds on our existing maritime innovation cluster with an unrivalled research ecosystem. The Freeport’s Innovation Hotbeds will deliver multi-purpose global centres of excellence for



the testing, development and manufacture of autonomous, digital and clean ocean technologies with marine, defence and offshore wind applications.

## Business support, helping businesses adapt to climate change and move to net zero emissions.

We will provide information advice and guidance to the business community to help them make informed decisions on actions to shift to net zero. We will specifically focus on the business advice around adaptations to the existing building stock and business transport, which includes logistics and freight of goods and how the workforce commutes.

### Business Advice

Research has shown that businesses are more likely to act on business advice if it is delivered by somebody they trust, they have a regulatory requirement, or it is at a key change point in a business life cycle. We will therefore:

- Work with procurement specialists to include contractual shifts to net zero.
- Support Business Representative Organisations, such as the Chamber of Commerce and the FSB, to promote best practice.
- Ensure all business support/advice and guidance integrates net zero ambitions.

- Reduce waste and encourage the circular economy, as waste effects both business productivity and is bad for the environment.
- Support initiatives such as the Net Zero Exchange to bring researchers and businesses together to deliver a whole system approach to net zero.

### Helping Business Adapt to Climate Change

Some businesses in the city will be adversely affected by the impact of climate change, especially when considering the effects of increased flooding and more violent storm surges. We will work with partners, such as the Environment Agency, to mitigate and manage these risks and support Climate Connections in their work.

## Decarbonise the current economy

### Retrofitting

There are considerable business opportunities around retrofitting the existing building stock – it is estimated that 80 per cent of the buildings in 2050 are already in existence. To achieve net zero there will need to be a significant investment in retrofitting existing buildings, specifically those in private ownership. The supply chain needed to achieve this challenge is not in place and research indicates the stop-start nature of initiatives

has put the business community off investing or moving into this area of work.

Therefore, we will:

- Support financial models to drive forward large-scale retrofitting of the building stock alongside a supply chain development project.
- Work with prominent local land-mark buildings to raise awareness about practical steps which can be taken and ensure they are used as case studies. The refurbishment of InterCity Place, which has gone from an old, energy inefficient building to a SKA Gold Standard building supporting the teaching of health professionals in the region, is one example.
- We will look to create a digital twin of the city for net zero and make the data open source.

## Clean Transport

How businesses transport their goods and services, plus how staff commute to and from work, all contribute to carbon emissions. Innovation and infrastructure support are both needed on the journey to net zero. To help drive the move towards clean transportation, we will support;

- Lobbying for grid connectivity to ensure our ambitions for net zero (around shore power, electric charging and the shift to new zero) are not restricted.
- Clean port development, specifically actions which encourage short sea

shipping, increased energy efficiency, alternative propulsion systems and the shift to shore power.

- Innovations including the electrification of other port operations (electric tugs, pilot boats, craneage).
- Businesses to transition to electric vehicles by investing in electric charging points and car parking facilities throughout the city.
- Connect Plymouth and the development of new business models for mobility which exploits the shared utility of vehicles and decouples it from asset ownership.
- Transforming Cities Fund commitments, the Bus Service Improvement Plan and Enhanced Partnership Targets.

## Restorative Actions which improve sustainability

The “restoration economy” is economic activity and investments that restore Plymouth’s ecology and natural habitats which have been degraded, damaged, or destroyed. Restoration projects can include habitat enhancement, water quality improvement and nature recovery flood management schemes. The “restoration economy” refers to an economic growth model that is based on repurposing, renewing and reconnecting the natural, built and socioeconomic environments; it works on the assumption that economic, social, ecological, systems replenish and restore one another.

## **Plymouth Sound National Marine Park**

We will support the partnership delivering the UK's first National Marine Park. This celebrates and works to restore the rich marine biodiversity of the city's coastal waters. The project is designed to prioritise conservation and sustainable use activities, including sustainable aquaculture. The Park seeks to preserve the marine ecosystems (e.g. kelp beds and sea grass), promote responsible recreation and support scientific research. The Plymouth Sound National Marine Park will generate green jobs in habitat restoration projects, scientific research, marine education, wildlife observation and green tourism and hospitality sectors.

## **Habitat Bank**

We will put in place a green finance platform allowing businesses to invest locally in biodiversity and carbon offsetting. A form of green finance, known as a Habitat Bank, will ensure that the biodiversity net gain required by law for large developments will not only benefit residents, but it will also ensure that natural habitats are looked after and maintained. A Plymouth based scheme will benefit local residents, provide nature recovery jobs, and improve the city's environment.



## Skills and Workforce Development

The 'climate emergency' has redefined what sustainable growth means for future generations. Emerging technologies are already transforming labour markets, creating thousands of new jobs every year and displacing others. The rise of new green jobs creates a significant demand for new skills, and the imperative to upskill and reskill. This has moved beyond sustaining economic growth to one that places the transition to net zero at the heart of economic planning. This has placed an even greater importance on the new green jobs that will be created and those existing jobs that need to become 'greener.' We will therefore:

- Develop and implement a comprehensive Green Skills Action Plan – from our strengths in the 'blue' sectors to the wider economy.
- Map and grow the training provision focusing on green skills.
- Be pro-active in securing new and emerging skills funding, such as Skills Bootcamps.
- Increase the number and broaden the scope of Sector Based Work Academies.
- Support employers through the transition by providing them with information, advice and training for their workforce.

- Develop industrial and educational development partnerships to inform a skills roadmap to create fit-for-purpose provision.
- Develop holistic embedding of sustainability themes at all levels of learning.
- Maximise inclusive pathways for all into green jobs.

We recognise that without direct support for our employers and investment in infrastructure, the city will not be able to take full advantage of the opportunities that exist in current and emerging sectors such as sustainable growth.

# Civic Pride and Regeneration

Plymouth is Britain's Ocean City. Nestled between Plymouth Sound National Marine Park and the Dartmoor National Park, it's an attractive, vibrant place to live, a port city with a strong trading identity and a proud naval history.

Through this pillar we will seek to build on the work of Destination Plymouth and Plymouth Culture's leadership of the Visitor Plan, Culture Plan and city branding work. We will focus on how the city is perceived by its residents, businesses, visitors and the media. In doing so, we will ensure that the city has a compelling narrative that can be used to attract businesses, employees and retain graduates.

Focus will be given to the city centre to reimagine it as a place to live, work, play, socialise and shop. A continuation of the previous 15 years of growth, regeneration and renewal.

## Culture and Active Leisure

Plymouth has a national reputation for cultural place-making. We will build on our achievements, such as the opening of The Box, our award-winning £47m arts and heritage complex, to attract people to live, work and visit the city. We will support our existing cultural assets such as The Box, Theatre Royal Plymouth, Devonport Market Hall, Arts University Plymouth, University of Plymouth and work with Plymouth Culture through the Culture Plan; to build on our vibrant cultural offer whilst also protecting and modernising our existing assets for the future.

We will ensure that residents and visitors have a broad range of opportunities to access or participate in creativity and culture. This will include supporting a varied music and comedy scene and increasing our offer of leisure and sport facilities, e.g. through the £21m Brickfields development, Plymouth Active Leisure and the Plymouth Guildhall upgrade.

Our focus will be given to the city centre, to reimagine it as a place to live, work, play, socialise and shop – a continuation of the previous 15 years of growth, regeneration and renewal.

## Attractive Vibrant City Centre

Our city centre is the focal point of the city with main arrival gateways via the train station, the coach station, by sea, by the ports and other transport hubs. A vibrant hospitality sector with cafés, good places to eat and drink, is the building block for connecting, socialising and having fun, providing a key ingredient for attracting people into the city. The hospitality sector also provides employment for students' part time work. Having a vibrant and busy city centre which is also clean, safe and well-maintained boosts city pride, provides a focal point and is a significant employment hub delivering key business services.

We will work with our Business Improvement Districts in the city centre and around the waterfront to create initiatives, events and campaigns that encourage





footfall and new visitors. In addition, we will deliver high-quality regeneration to bring redundant buildings back into use, improving the street scene and actively supporting and encouraging alternative uses. We will invest in a coordinated nighttime economy strategy that both drives footfall and promotes Plymouth as a safe place to enjoy your leisure time.

We will work with strategic partners such as, Plymouth Community Homes, NHS England, Homes England and DLUC to secure funding for housing and health led regeneration. We currently have 1,000 housing units in the

city centre, city centres of a comparable size have around 8,000 and we will look to significantly increase numbers to align with this

## Growth and Regeneration

We will continue to focus on our key growth and regeneration sites including Derriford, Royal William Yard, Sherford, Lamage, Millbay, Oceansgate, Barne Barton and Stoke, continuing our culture led approach to place-making and regeneration.

## Plymouth Sound National Marine Park

Plymouth will deliver the UK's first National Marine Park. Building on a £11.6m investment by the National Lottery Heritage Fund, we will raise aspirations, create a sense of pride and revolutionise the way Plymouth interacts with its heritage. We will work with partners to open up new "gateways" – a series of sensitive regeneration projects across the citywide waterfront that will enable greater accessibility to the Plymouth Sound National Marine Park. The 'Digital Marine Park' will bring to life the amazing heritage of Plymouth Sound – providing an inclusive and accessible online platform and open up the UK's first National Marine Park to a global audience.

We will support the development and profile of Plymouth's marine research expertise, innovation and technology, including developments which support the fishing and aquaculture sector and marine nature conservation. We will restore habitats and species including sea grass beds, mudflats and saltmarshes, oysters, mussels, little egrets, avocets, thornback ray, seahorses, sand eels and the rare allis shad.

## Prosperous Ports

Plymouth is home to four unique ports, championing different uses, providing global connectivity and supporting many of our other priorities:

- Millbay – Roll on Roll off ferry terminal and a marina.
- HMNB Devonport – largest naval base in western Europe.
- Cattewater – Freight port and an international cluster of Autonomy and innovation, marina berthing.
- Sutton Harbour – Fishing and marine berthing.

We will develop a Plymouth Port Strategy, providing a vital roadmap to understand the changing needs of modern ports and enable us to maximise the use of these assets. We will support actions which improve the productivity of port operations, such as smart port operations, short sea shipping, and net zero adaptations. We will also future proof our ports through attracting investment in infrastructure, digital port technology and clean maritime to attract short sea shipping.

## Develop and Improve Plymouth's Image

We will ensure that the residents of Plymouth feel proud of the city and that it is an attractive place to live, work and study. Through improving the image and cultural vibrancy of Plymouth we can attract new talent, encourage business to locate or relocate to the city and increase local civic pride and engagement with residents.. Through Destination Plymouth, we will develop a clear and distinctive Plymouth brand and deliver a branding strategy for





the city, which will showcase our identity, improve the perceptions of the city and market Plymouth to the world. We will promote Plymouth as a prime conference venue and increase the number of conferences that we host in the city.

## Skills and Workforce Development

Plymouth's regeneration both builds on and reinforces the sense of pride that local people have in their city. To support the initiatives within this strategy, we need to embed a specific skills and workforce approach to underpin delivery. This includes:

- Plymouth has a large pipeline of over £1billion construction projects in the next five years. We will continue to support and develop Building Plymouth, raising the profile of careers in the construction sector to ensure a steady supply of skills in this sector. We will monitor the construction pipeline and work with partners to maximise the economic impact of construction.
- Maintaining and growing a universal support service for all residents, students and workers, removing barriers

and signposting to work, recognising the need for a variety of approaches and supports for people in different situations.

- Designing training to meet the needs that arise from the transition to a high-value and green economy, building on Plymouth's traditional and emerging strengths.
- Developing and growing a programme of events that both promote and celebrate Plymouth's heritage and future economic growth i.e. job fairs, sector open days etc.
- Developing a city-wide leadership strategy that supports diversity, inclusiveness and fairness – 'Plymouth - A City of Leaders.'

Skills and workforce development are a critical component of economic growth. Our approach builds on the city's traditional strengths and prepares the city for the transition to net-zero. We recognise that future success is based upon an economy that is productive, inclusive and sustainable; an economy that ensures that everyone (from residents to employers) receives the best support to turn opportunity into reality.

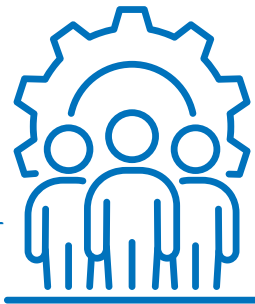


# Measures of success

In order to measure the success of the Economic Strategy we will monitor key performance indicators for each of the pillars. Every quarter we publish this data on the Growth Board website, circulate to key partners, scrutiny panel and the four lead Councillors.

**In 2021, Plymouth's productivity stood at 83.1% of the UK's productivity level**

Productivity is measured in Gross Value Added (GVA) per hour worked



**25%**

of the population in Plymouth are economically inactive versus 21.4% of United Kingdom's population (July 2022 to June 2023)

**35%**

of the population in Plymouth are economically inactive due to long term sickness in comparison to 25.8% national average



**£27,249**

Resident's Annual Gross Pay (2022)



**4,957**

Monthly Unique Job Postings (Nov - Dec 2023)

**10.7%**



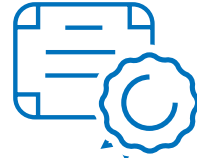
Plymouth residents possess no formal qualifications (2022)

**Over 23,000**



University students in the city

**26.4%**



Plymouth residents possess a degree or equivalent and above = SCQF 1.9



**20,110**

FTE jobs linked to Marine and Defence (2021)



**4,957**

Monthly Unique Job Postings (Nov - Dec 2023)

**268,700**

Plymouth population mid 2022 ONS

**28**

LSOAs in the most deprived 10% in England

**1,014 kilotonnes**

CO2 equivalent total greenhouse gas emissions (2020)

**955**

New enterprise births in 2022

# 10 Year Time Aspirations

In order to measure the success of the Economic Strategy, we will monitor key performance indicators for each of the pillars. These chosen measures align with the Plymouth Plan wherever possible. The measures identified in 'A Growing City' and 'International City' theme align with many of our chosen metrics.

## 1,000 new businesses



We will increase the business stock (enterprises) of SMEs, from 6,300, by 2% per annum; meaning an additional 1,000 enterprises will be added

## 8,000 new jobs



We will increase the number of FTE jobs, from 116,00, by 8,000

## Grow the value of Plymouth's economy



We will grow the value of Plymouth's economy (from a GVA value of £5,44bn) by £1 billion over 10 years

## Creating a highly skilled workforce



We will reach parity with the national average for the number of residents with RQT level 4+ qualifications (increase from 38.9% to 45.7%)

## Lift 3,000 people out of poverty



We will lift at least 3,000 people in Plymouth out of living in the most deprived decile in England

## Helping 5,000 people get work



We will reduce the number of people who are economically inactive (from 25% of the working age population) to align with national figures

## Bring 50 vacant buildings back into use



We will halve the number of vacant/derelict buildings in the city centre in order to build a vibrant city centre

## Net Zero Carbon City



NET ZERO

We will reduce carbon emissions and become a carbon net zero city by 2030

## Help people with no qualifications



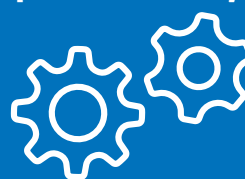
We will reduce the number of residents who have no formal qualifications, from 10.7% to below national average levels (UK is currently 6.8%)

## Make the city more fun



We will increase the percentage of the local population engaged with cultural, heritage and sport activities (subject to ONS producing data)

## Increase Plymouth's productivity



We will aim to increase the city's productivity (GVA per filled job from £44,930 to £55,000)

## Build 10,000 new homes



We have an ambition to build at least 10,000 new homes

# Governance

The economic strategy delivery will be overseen by the Plymouth Growth Board, which is Nolan principle compliant. The Plymouth Growth Board will be responsible for the delivery of the economic strategy, monitoring its progress and developing pipeline documents. The Plymouth Growth Board is the city's voice of business as the public private partnership and chaired by the Chamber of Commerce. The Economic Strategy and the Plymouth Growth Board will be responsible for joining up other economic strategies and initiatives including County Combined Authority Economic Strategy, Great South West plans, Plymouth

and South Devon Freeport and Plymouth plans such as the Culture Strategy, the Visitor Plan, city branding work and skills delivery. As other initiatives are developed, the Growth Board will ensure integration and alignment.

To ensure democratic and broad city-wide ownership, each of the four Pillars will have the following:

- a nominated elected member champion.
- two champions from the Plymouth Growth Board (a lead and a supporting member).

Productive Growth and High Value Jobs	Inclusive Growth	Sustainable Growth	Civic Pride and Regeneration
Cabinet Member	Cabinet Member	Cabinet Member	Cabinet Member
Plymouth Growth Board Member (Private Sector) Lead	Plymouth Growth Board Member (Private Sector) Lead	Plymouth Growth Board Member (Private Sector) Lead	Plymouth Growth Board Member (Private Sector) Lead
Plymouth Growth Board Member (Private Sector) Support	Plymouth Growth Board Member (Private Sector) Support	Plymouth Growth Board Member (Private Sector) Support	Plymouth Growth Board Member (Private Sector) Support
Officer Lead	Officer Lead	Officer Lead	Officer Lead
Officer Support	Officer Support	Officer Support	Officer Support
Skills (cross cutting)			
Cabinet Member	Plymouth Growth Board Member (Private Sector) Lead	Officer Lead	
	Plymouth Growth Board Member (Private Sector) Support	Officer Support	





- two Council Officers or publicly funded roles to provide technical support and champion delivery.

specific partnerships (therefore including private businesses) and support the Growth Board Champion.

## Growth Board and pipeline documents

The Plymouth Growth Board will be assuming ownership of the Economic Strategy. To ensure the effective execution of the strategy, dedicated project teams and strategic leads will be assigned to each Pillar:

- A dedicated member/members of the Plymouth Growth Board will act as Champion and work directly with the PCC Officer for each of the four Key Pillars.
- A PCC Officer will be designated under each of the four pillars to liaise with

## Pipeline Documents – Plymouth’s top public and private sector investment priorities:

- Driven by specific partnerships, the Plymouth Growth Board will develop documents that outline the public and private investment priorities for each Pillar, detailing actions and progressive steps to address key challenges highlighted in each pillar.
- While the overarching strategic framework will remain stable, the actions themselves will be more fluid, subject to periodic review and tweaked to incorporate new opportunities/interventions as they emerge.





# Plymouth Economic Strategy (PES) 2024-34.

## Delivery Plan and Project Pipeline (PES Part 2)

### Introduction

This is the Delivery Plan for the Plymouth Economic Strategy 2024-34. It outlines the rationale and projects pipeline for the PES and is referred to as PES Part 2.

**The Plymouth Economic Strategy (PES) 2024-34** has already been approved and published and is referred to as PES Part 1

### Rationale

The rationale for the delivery Plan is as follows:

#### Pillars

The approach set out in PES (Part 1) includes four interconnected Pillars, with skills as cross-cutting. These are:



Productive Growth & High-Value Jobs



Inclusive Growth



Sustainable Growth



Civic Pride & Regeneration



Skills

Each pillar is led by a Cabinet sponsor and at least one Plymouth Growth Board member.

### Investable Themes

Project delivery is shaped around four Investable Themes, with skills as a cross-cutting / integrated pillar:

- Defence Sector and Devonport
- The Waterfront and Maritime
- The Heart of the City Centre
- The North of the City
- Skills

The Investable Themes each focus on a particular locality in Plymouth, however their work overlaps/interrelates and delivers across the whole city where required. A theme is not constrained by geography, although it does have a sense of place. The themes also reflect the national governmental shifts towards mission-led change and its emerging industrial strategy.

### Project Identification

Building on the work done to date, we have identified a number of Project Areas under each Investible Theme. For some of these project areas, there are separate, albeit aligned individual projects. These projects may deliver at a differing pace, however they all contribute to the overall programme.

Projects have been primarily allocated to a theme, although a number of projects can be viewed as city-wide. We also need to ensure that social value is embedded into delivery which will be worked through in more detail once we have approval of the projects in the Delivery Plan.

### Delivery Plan

This Delivery Plan will be refreshed every 2/3 years in order to accurately reflect the current investment priorities of the city, incorporating the defence work, and prioritising projects already in train. We will develop a pipeline and bring forward new projects.

Each theme contains a wide array of project areas that will be categorised and prioritised for investment, supporting Plymouth's long-term growth and sustainability and delivering benefits across the city. Any project will be assessed against the delivery of the outcomes associated with the key pillars in the PES.



The process of project identification has drawn upon the pipeline work developed at a major engagement/consultation session held in Sept 2024. The individual aims were presented to Scrutiny in Oct 2024 alongside projects that have been developed through the Growth Alliance Plymouth (GAP) work in Nov/Dec 2024. GAP will have its own dedicated programme management and will pick up delivery of projects, under the umbrella of the PES.

This has resulted in a set of projects that sit under each Investable Theme. These projects have, wherever possible, resolved discrepancies and duplication.

## Missions

The Delivery Plan has also been developed to demonstrate the role that the city can play in delivering against the milestones for mission-led government through the national 'Plan for Change', specifically:

**Strong Foundations** – the plan will help grow the local and regional economy contributing towards economic stability. It will also support HMNB Devonport and Dockyard in its critical role in national security.

**Kickstarting economic growth** – the plan will deliver growth through partnership working and a focus on innovation and technology that embraces net zero and AI. It will also support local people, graduates and veterans to take advantage of the new opportunities.

**An NHS fit for the future** – the plan will support University Hospitals Plymouth NHS Trust to deliver the improvements at Derriford Hospital.

**Safer streets** – the plan will deliver an enhanced living environment, particularly in the City Centre, creating a safer town centre.

**Break down barriers to opportunity** – the plan has a clear focus on skills from pre-16 education through to post-16 skills. This will raise attainment and achievement amongst our school children while building skills to enable everyone to take advantage of the opportunities that growth will bring.

**Make Britain a clean energy superpower** – the plan makes a significant contribution to net zero in our critical infrastructure, while helping to develop the clean green energy of the future that will drive growth across the city, region and beyond.

## Industrial Strategy

The Delivery Plan has also been developed to align with the emerging Industrial Strategy. The Invest 2035 green paper sets out how the country will deliver growth, with a focus on the 8 growth driving sectors:

- Advanced manufacturing
- Clean energy industries
- Creative industries
- Defence
- Digital and technologies
- Financial services
- Life sciences
- Professional and business services

Plymouth is a leader in all these areas, with the exception of financial services. We have multiple partnership projects across all areas to deliver growth, while never losing sight of the importance of the Pillars in the PES and our commitment to ensuring that social value is at the heart of everything we do.

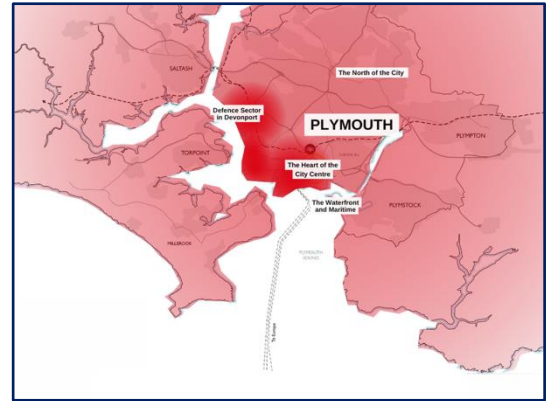
## Projects Pipeline

### Investable Theme - Defence Sector and Devonport

Devonport and the wider defence industry support impacts that extend beyond the city's boundaries. Currently, the defence sector creates 14% of the city's economic output and the Naval Base is the daily workplace for 11,600 workers. The UK's National Nuclear Strategic Plan for Skills has forecast additional national nuclear skills requirements; this includes an increase of 40,000 new roles by 2030. We propose working across government departments to capitalise on the major investments in HMS Devonport Dockyard, learning from good practice across other large investments such as the Olympic games in London and Hinkley in Somerset. Investment in Plymouth is nationally significant and links to investments in Barrow-in-Furness and Derby.

Plymouth's defence supply chain and workforce extend into Cornwall, Torbay and Devon. At the same time, the impacts also need to positively affect the communities of Devonport and the others that sit alongside the dockyard, transforming them from some of the most deprived areas of the city into great places to live and work. At present, however, the city does not have sufficient skilled labour due to legacy challenges of poor education, poor health outcomes and skilled labour retention, and the lack of high-quality housing and entry level graduate housing. This creates risks to local growth, social cohesion and cost increases to the defence programme.

Plymouth City Council, the Royal Navy and Babcock have established Growth Alliance Plymouth as a partnership to ensure the vital defence outputs are delivered into the future; whilst supporting the region's growth, understanding the risks and opportunities and scoping potential solutions.



**Project area: Oceansgate, innovation and business support****▪ Defence Sector & Devonport****Supporting local supply chain initiatives****Project Description:**

We will support local supply chain initiatives to ensure that money stays in the local economy and will do this by helping businesses to access the major public and private sector buyers, as well as supporting this with an associated campaign to raise awareness and continuing support for 'Find it in Plymouth'.

**Lead organisation:**

Devon Chamber of Commerce

**Partners & other key stakeholders:**

Babcock, PCC, MoD, FSB, private sector and social enterprises

Productive & High-Value Jobs

Inclusive Growth

**Building the Oceansgate Innovation Barns****Project Description:**

We will build two Innovation Barns at Oceansgate, within the PASD Freeport's designated South Yard tax site, putting them at the heart of a marine and defence innovation eco-system. This will attract high value employment and encourage innovation.

**Lead organisation:** Plymouth City Council**Partners & other key stakeholders:**

PASD Freeport, MoD, Devonport Naval Heritage Centre

Productive Growth & High-Value Jobs

**Supporting the SW Defence and Security Cluster****Project Description:**

We will continue to support the work of the SW Defence and Security Cluster supporting businesses collaboration and innovation.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** DASA, Innovate UK, PASD Freeport alongside industry, academia/research institutions and government departments, specifically MoD

Productive Growth & High-Value Jobs

**Establishing the Maritime Autonomous System Centre of Expertise****Project Description:**

We will work with the MoD to support the establishment of a MoD/Navy maritime autonomous system Centre of Expertise (MASCoE) in Plymouth, bringing together Royal Navy innovation and high-tech facilities to the dockyard, specifically targeting Marine Autonomy to enhance Plymouth as the national centre for Marine Autonomy.

**Lead organisation:** Ministry of Defence

**Partners & other key stakeholders:** Navy, NATO, UK Hydrographic Office, PASD Freeport, University of Plymouth

Productive Growth & High-Value Jobs





**Project area: Oceansgate, innovation and business support**

▪ **Defence Sector & Devonport**

## Strengthening the interface between business and research

### Project Description:

We will work with the University of Plymouth to strengthen the interface between manufacturing and defence SMEs / research institutions.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, research organisations, Plymouth Manufacturers' Group, local SMEs, PASD Freeport

Productive Growth & High-Value Jobs



## Developing the skills work with Babcock and the MoD

### Project Description:

We will support City College Plymouth and partners to develop their work with Babcock and the MoD to drive growth and employment.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** University of Plymouth, Babcock, MoD

Productive Growth & High-Value Jobs



Inclusive Growth & Skills



**Project area: Helping local people benefit from investment****▪ Defence Sector & Devonport****Championing good business models****Project Description:**

There are lots of businesses in Plymouth who are working individually and through strong, collective approaches to improve the benefits of the economy for those who face challenges and disadvantage to achieving their optimum economic participation. We will actively champion and amplify businesses' efforts to improve incomes and economic activity. People in our target communities will see local employers and their employees as allies in providing routes out of poverty. Everyone will understand the priorities for action. As a result, the economy will offer better access to good jobs for a wide range of different skill types and levels with flexibility to support people from the target audiences.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth Growth Board and other businesses who are taking action to improve income and levels of economic activity for the target audiences as identified in the Growth Strategy

Inclusive Growth

Productive Growth & High-Value Jobs & Skills

**Building pathways to employment****Project Description:**

We will support a range of activities to increase the visibility of job opportunities in defence and manufacturing and build effective pathways for all, particularly focusing on deprived wards and people not in work. This will be universal, but with a specific focus on young people who are NEET and those with SEND.

**Lead organisation:** Babcock

**Partners & other key stakeholders:**

Plymouth City Council, skills providers, employers, local VCSE organisations

Inclusive Growth

Productive Growth & High-Value Jobs & Skills

**Increasing accessibility to local jobs****Project Description:**

We will identify new ways to increase accessibility of jobs across the city, particularly for those from target audiences. Long-term sickness, low women's wages and deprivation are persistent symptoms of underlying economic issues and will need innovative approaches to achieve change. A voluntary, structured partnership will enable coordination to make a bigger impact. Workstreams are expected to be workforce, supply chain and community/place making.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Large Anchor collaboration, Building Plymouth Client Group – Babcock, University of Plymouth, University Hospitals Plymouth NHS Trust, Plymouth Community Homes & others as appropriate. Human resources, procurement outreach professionals.

Inclusive Growth

Productive Growth & High-Value Jobs, Civic Pride & Regeneration & Skills



**Project area: Devonport place-making****▪ Defence Sector & Devonport****Establishing Devonport as a 'Creative Cluster'****Project Description:**

We will support the development of creative and cultural industries in Devonport, within the overarching creative and cultural offer. We recognise the need to increase the visibility of businesses and jobs as many defence jobs are 'beyond the wire/wall'. As part of developing a vibrant creative quarter, we will develop the creative and cultural offer to make Devonport and the west of the city a desirable destination to live, work and play. This includes supporting local festivals, breathing new life into redundant or under used spaces, working with key anchor institutions and activating the nighttime economy. We will work with the large-scale businesses related to developments in the dockyard, and their supply chains to unlock social value, building better links between the dockyard and the community that sits alongside it.

**Lead organisation:** Real Ideas Organisation

**Partners & other key stakeholders:**

Plymouth Community Homes, Arts University Plymouth, University of Plymouth, other partners and stakeholders

Civic Pride & Regeneration

Productive Growth & High-Value

Inclusive Growth & Skills



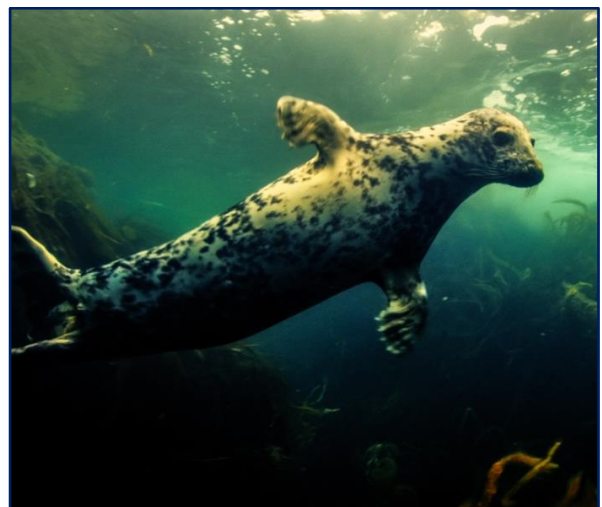
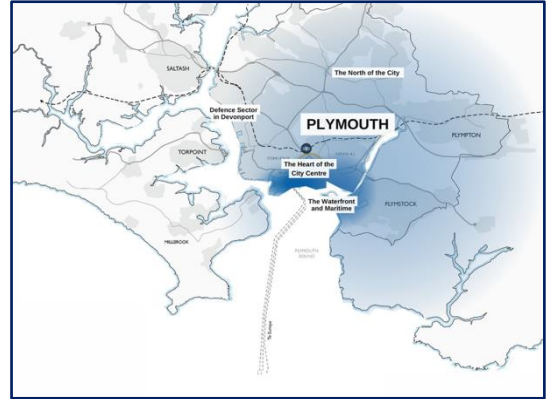


## Projects Pipeline:

### Investable Theme - The Waterfront and Maritime

Plymouth is proudly recognised as Britain's Ocean City, home to the UK's first National Marine Park and a cluster of world-class marine businesses and leading research institutions and facilities such as the Smart Sound. It is a unique port as it is a genuinely mixed-use port. There is no other port in the country which has the diversity of operations at scale than Plymouth. It has defence operations, leisure with 1,500 gold star marina berths, a large mixed fishing fleet, international ferry routes and a freight port.

These components make it internationally strategic for defending the Atlantic and Western Approaches, providing the freight routes for fuel, an important leisure and community asset. In order to fully harness opportunities in the marine sectors, such as Floating Offshore Wind, marine autonomy and marine high-tech manufacturing, it is important that we continue to invest in our port and waterfront infrastructure, ensuring our assets are future proofed. At the same time, we need to tackle barriers that prevent significant numbers of Plymouth's residents accessing the new high-quality jobs and connecting with the marine opportunities associated with Britain's Ocean City.



## Project area: Plymouth and South Devon PASD Freeport

## The Waterfront &amp; Maritime

## Supporting and Maximising the Impact of Plymouth and South Devon PASD Freeport

**Project Description:**

PASD Freeport aims to unlock employment land and workspace after many years of inactivity, overcoming long-standing viability gaps and supporting business clustering, jobs creation and skills. This delivers against the national Freeport programme's core policy objectives to create national hubs for Trade & Investment, promote regeneration and job creation; and create hotbeds for innovation - focusing on the target sectors of marine, defence and space as well as advanced manufacturing/engineering and Net Zero tech. We will support these endeavours through our role within the Freeport's Governing Body and through our Accountable Body function. This will include financial oversight of the capital programme, promoting the Freeport opportunity to help secure lead generation, aligning skills requirements and supporting its integration within the city's innovation ecosystem to maximise the Freeport's potential as a major economic policy intervention.

**Lead organisation:**

PASD Freeport

**Partners & other key stakeholders:**

Plymouth City Council, Devon County Council, South Hams District Council, University of Plymouth, MoD, Princess Yachts, Babcock, Carlton Power, the Sherford Consortium

Productive Growth &amp; High-Value Jobs



Sustainable Growth &amp; Skills



## Project area: Autonomy and innovation

## The Waterfront &amp; Maritime

## Establishing an Advance Marine Technology Hub

**Project Description:** We will develop a city proposition for Advanced Marine Technology that takes advantage of the geography and existing facilities in Plymouth, comprising a MOD Maritime Autonomous System Centre of Expertise, combined with a University of Plymouth led Advanced Marine Technology Innovation Hub (engaging other MRP Partners) to drive innovation in Marine Autonomy and associated Advanced Sensor Technology. This application will enable emerging priorities for Defence, Security and offshore Commercial Application, leveraging existing investments at Oceansgate and engagement from the Future at Seas Technology Cluster.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** MoD, Navy, Plymouth Marine Laboratory, The Crown Estates, PASD Freeport, FAST cluster

Productive Growth &amp; High-Value Jobs



Inclusive Growth &amp; Skills



## Project area: Autonomy and innovation

## ▪ The Waterfront &amp; Maritime

**Growing Smart Sound Plymouth**

**Project Description:** We will invest in Smart Sound to elevate world-class facilities, creating a premier surface and sub-sea marine robotics testing hub. Advance regulatory frameworks for autonomous systems and establish the UK's first accredited marine autonomy trials authority, working with PASD Freeport to leverage the national Freeport Regulatory Engagement Network (FREN). We will strengthen the FAST cluster, driving growth in the UK's marine autonomy and technology sector.

**Lead organisation:** Plymouth Marine Laboratory

**Partners & other key stakeholders:** University of Plymouth, Marine Biological Association, PASD Freeport and industry engagement through the FAST cluster partners

Productivity Growth & High-Value Jobs



Sustainable Growth

**Supporting and engaging with Maritime UK SW**

**Project Description:** We will continue to actively support and engage with Maritime UK SW to drive growth. Maritime UK South West is a public, business, research partnership which brings together the breadth of the ocean economy, working in partnership to champion, grow and clean the sector. The cluster aims to champion and promote the SW Ocean Economy, internally, nationally and abroad, drive clean growth and build centres of excellence to maintain regional competitive advantage.

**Lead organisation:** Maritime UK South West

**Partners & other key stakeholders:** Plymouth City Council, academic/research institutions, private sector

Productive Growth & High-Value Jobs



Sustainable Growth

**Creating an Innovation Taskforce****Project Description:**

We will create an Innovation Taskforce.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, research organisations, Plymouth Science Park, PASD Freeport, innovation businesses, relevant government departments, Plymouth City Council

Productive Growth & High-Value Jobs



Sustainable Growth





## Project area: Port development

## The Waterfront &amp; Maritime

**Investing in shore power / net zero infrastructure****Project Description:**

We will invest in shore power and net zero infrastructure supporting the port operations at Millbay. This will include facilitating additional private sector investment into Millbay by Associated British Ports, safeguarding Brittany Ferries' long-term commitment to the city and other passenger and freight operations.

**Lead organisation:** Associated British Ports

**Partners & other key stakeholders:**

Brittany Ferries, Destination Plymouth, University of Plymouth, Plymouth City Council

Sustainable Growth



Productive Growth & High-Value Jobs

**Supporting Port Operations****Project Description:**

We will support our port operators. Our ports are strategically important to the city, for international trade. By supporting the port operators, we will grow both sea freight volumes and the frequency of Brittany Ferries' routes from the city.

**Lead organisation:** Cattewater Harbour Commissioners

**Partners and other key stakeholders:**

Port operators, Brittany Ferries, Plymouth City Council

Sustainable Growth



Productive Growth & High-Value Jobs

**Supporting Floating Offshore Wind (FLOW)****Project Description:**

We will proactively support inward investment linked to the Celtic Array floating offshore wind (FLOW). This represents a significant opportunity for the city, particularly around the University of Plymouth's research and testing capabilities, Turnchapel's autonomy cluster for marine surveying, specialist maritime training facilities and attracting new investment into the PASD Freeport

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

PASD Freeport, FAST cluster, private sector

Sustainable Growth



Productive Growth & High-Value Jobs



Project area: Port development

▪ The Waterfront & Maritime

## Investing in our under-utilised waterfront sites

### Project Description:

We will support private sector investment in the underutilised sites adjacent to the water (Pomphlett Jetty, Turnchapel Wharfs and land behind Victoria Wharf).

**Lead organisation:** Plymouth City Council

### Partners & other key stakeholders:

Private sector

Sustainable Growth

Productive Growth & High-Value Jobs



## Retaining our fishing industry

**Project Description:** We will work with partners to ensure that sustainable fishing can continue to be based in Plymouth, with the facilities to land / sell their catch.

**Lead organisation:** Plymouth City Council

### Partners and other key stakeholders:

Sutton Harbour Group, Plymouth Fishing and Seafood Association, Cattewater Harbour Commissioners

Sustainable Growth



## Project area: Plymouth Sound National Marine Park

## ▪ The Waterfront &amp; Maritime

**Completing the delivery of the major capital investments**

**Project Description:** We will complete the major capital investments across the Sound at Tinside Lido, Mount Batten Watersports and Activities Centre and Mount Edgumbe Garden Battery.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth Active Leisure, Mount Batten Watersports and Activities Centre, Cornwall Council

Civic Pride and Regeneration

Inclusive Growth  
Sustainable Growth

**Delivering the 'Sea in our School' programme**

**Project Description:** We will deliver a Key Stage 2 schools engagement programme where all Year 3 students in school in Plymouth are invited to partake. We are raising awareness of the PSNMP with physical, virtual & outreach experiences, to raise aspirations & encourage interest in marine careers.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Schools, Ocean Conservation Trust, Plymouth Active Leisure, Mount Batten Watersports and Activities Centre, Cornwall Council

Civic Pride and Regeneration

Skills

**Developing and delivering a creative digital PSNMP Programme**

**Project Description:** We will secure external funding to develop and deliver a transformational cultural programme of creative digital work in support of the PSNMP ambition to reconnect citizens to the sea. This will transform audience development strategies across the culture sector to build sustainable audiences for culture and will establish Plymouth as a centre of excellence for creative/marine/environmental collaborations.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:**

The Box, Theatre Royal Plymouth, University of Plymouth, Arts University Plymouth, Real Ideas, Plymouth Sound National Marine Park, Ocean Conservation Trust

Civic Pride and Regeneration

Skills





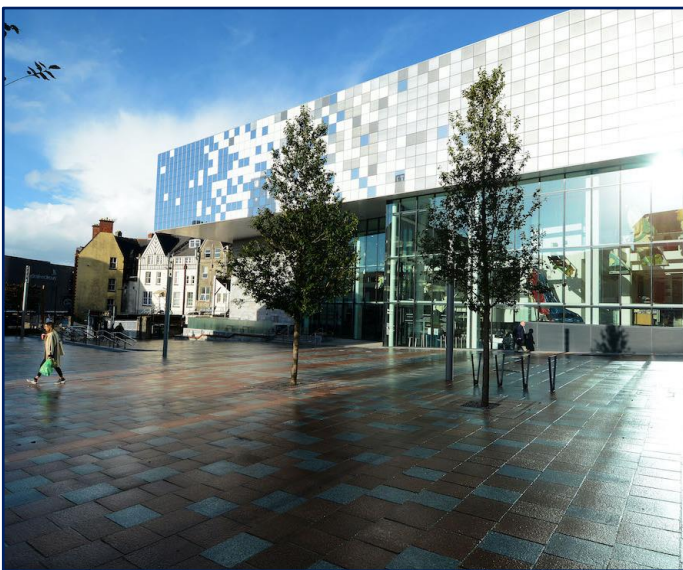
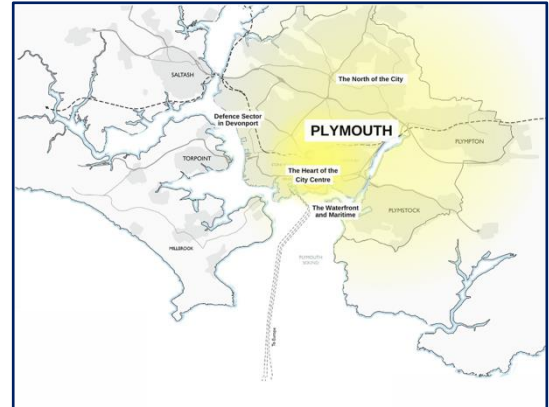
## Projects Pipeline:

### Investable Theme - The Heart of the City Centre

Without the infrastructure to attract new people to relocate to the city, we will not attract and retain sufficient people to meet the needs of defence and other growth projects such as FLOW. This includes new homes, health care facilities and a city centre which is attractive to single young people, family homes, retirement properties and affordable housing.

Plymouth has a long-term ambition to create a new 'Town within the City Centre' through a series of transformative investments that will deliver at least 10,000 additional homes in the city centre, however, the financial viability of developments remains a significant challenge. This attraction and retainment of the top talent is particularly important for high-growth sectors that rely on the recruitment of graduates and apprentices. To achieve this, the city centre should instil a sense of pride, safety and desirability as a place to live, work and visit.

The goal should be to deliver a liveable centre that supports at least 10,000 homes and provides the quality of experience to match the world class quality of the marine environment and reflecting the distinctive competitive strength of Plymouth as a location for marine based activities.



**Project area: Town within the city centre****▪ The Heart of the City Centre****Delivering the city centre masterplan**

**Project Description:** We will secure ministerial sponsorship and support for an ambitious city centre masterplan that leads to delivery of new and affordable homes at scale, and consideration of Plymouth in priority housing programmes, including by the New Towns Taskforce.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Homes England

Civic Pride and Regeneration

**Plymouth Heat Network**

**Project Description:** We will procure a Development Partner to invest in, deliver, operate and expand a zonal heat network, starting with an initial phase into the City Centre, harnessing a significant waste heat source, and intended to provide heating and cooling services to buildings in this area. New heat network zoning regulations are being introduced nationally (under the Energy Act 2023), where heat networks have been assessed to be the lowest cost, low carbon heat solution. Construction of the initial phase is intended to start later in 2026 and will take a number of years to complete, with the first heat to buildings anticipated from 2028. Heat networks have been identified as a low/no regret technology for heat decarbonisation, core to the future net zero transition and meeting our national net zero trajectory. In Plymouth, this heat network offers the potential for up to 5% reduction in the city's carbon emissions. This will bring in significant green investment and green skills and jobs.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth City Council are working closely with the Department of Energy Security & Net Zero, who are supporting this process. A range of key stakeholders have been engaged in the City Centre as potential heat customers.

Sustainable Growth



Productive Growth and High Value Jobs

**Investing in our priority sites**

**Project Description:** We will secure priority site investment to include additional funding for the Civic Centre, working with City College Plymouth to develop a Blue / Green Skills Centre. We will also work on the acquisition of sites and master planning at Armada North.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** City College Plymouth, Homes England

Civic Pride and Regeneration



Skills



**Project area: Town within the city centre**

▪ **The Heart of the City Centre**

**Regenerating the West End**

**Project Description:** We will regenerate the West End of the city centre to build on the momentum created through the delivery of the recently commenced Community Diagnostics Centre to improve access to health care in the city centre.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

University Hospitals Plymouth NHS Trust

Civic Pride and Regeneration

Inclusive Growth



**Developing a Joint Vehicle**

**Project Description:** We will develop a Joint Venture (JV) vehicle with government to accelerate land acquisition, infrastructure funding and housing delivery.

**Lead organisation:** Plymouth City Council

**Partners and other key stakeholders:**

Homes England

Civic Pride and Regeneration



**Project area: Cultural and community place-making****▪ The Heart of the City Centre****Improving our public realm**

**Project Description:** We will undertake public realm improvements, including completing Armada Way and Brunel Plaza, as well as contributing to building climate resilience for the businesses in the city centre

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth City Centre Company, British Land

Civic Pride and Regeneration

Sustainable Growth

**Creating Culture and Creative Clusters**

**Project Description:** We will create Culture and Creative Clusters to improve the visibility of the sector and enable businesses to cluster to benefit from proximity to skills, customers and knowledge. Clusters will form around existing anchor organisations including

- 1) Culture Cluster around The Box and Universities
- 2) Performance Cluster around TRP extending from the Guildhall to the Millennium
- 3) CreaTech Cluster around Market Hall and
- 4) Production Park around TR2.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:**

The Box, Theatre Royal Plymouth, Real Ideas, Arts University Plymouth, University of Plymouth, Plymouth City Council

Civic Pride and Regeneration

Productive Growth and High Value Job

**Establishing a Creative and Cultural Business Support and Investment programme**

**Project Description:** We will establish a Creative and Cultural business support and investment programme to support creative businesses in the clusters to start and grow. The programme will be tailored to the sector needs and focus on every stage of business development with improved access to finance.

**Lead organisation:** Plymouth Culture

**Partners and other key stakeholders:**

University of Plymouth, Arts University Plymouth, Real Ideas, Creative UK, Plymouth City Council

Civic Pride and Regeneration

Productive Growth and High Value Jobs





**Project area: Cultural and community place-making****▪ The Heart of the City Centre****Growing the night-time economy**

**Project Description:** We will establish a Night-Time Economy (NTE) office and appoint an officer to create a NTE strategy in collaboration with city stakeholders as a key component of city centre regeneration.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:**

Plymouth Music CIC, Business Improvement Districts, Theatre Royal Plymouth, University of Plymouth, Plymouth City Council and Destination Plymouth

Civic Pride and Regeneration

**Empowering our community sector**

**Project Description:** We will empower community groups and social enterprises to be resilient and lead lasting change in communities. We will do this by creating a Land Exchange to reduce barriers to community ownership of local assets, attract investment and implement the Community Right to Buy; and by strengthening community infrastructure to address local needs and opportunities.

**Lead organisation(s):** Community Economic Development Trusts

**Partners & other key stakeholders:**

Plymouth Social Enterprise Network; Plymouth Octopus Project; Plymouth Culture; Nudge Community Builders; Real Ideas; Four Greens Community Trust, Millfields CEDT, Wolseley Trust, Plymouth City Council and local communities

Civic Pride and Regeneration



Inclusive Growth

**Project area: City image and brand****▪ The Heart of the City Centre****Repositioning the city's image and brand**

**Project Description:** We will maintain support for the work to improve the perception of Plymouth as a place to live, work, invest, study

**Lead organisation:** Destination Plymouth

**Partners & other key stakeholders:**

Plymouth City Council, Plymouth Growth Board partners

Civic Pride and Regeneration



Skills

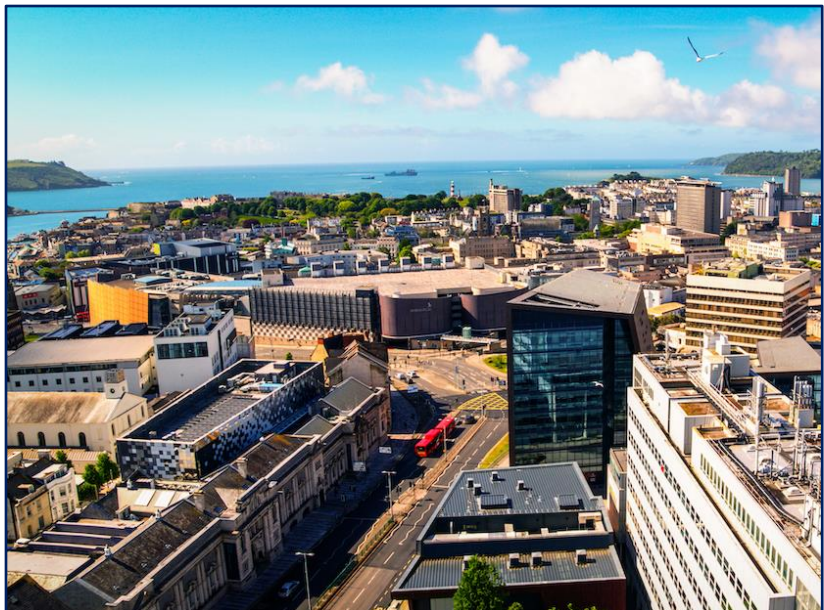
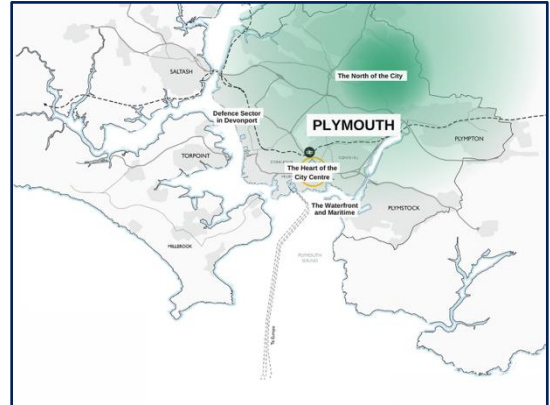


## Projects Pipeline:

### Investable Theme - The North of the City

The north of Plymouth plays an important role in the city's economic landscape; it serves as a location for key institutions such as Derriford Hospital, Plymouth Marjon University and Plymouth Science Park. It is also a hub for our manufacturing sector, which represents a vital key sector of the city's economy. Focusing investment in this area is essential to support the growth of these industries, ensuring they can continue to thrive and attract highly skilled workers.

By enhancing infrastructure and facilitating the development of innovation and expansion, we can strengthen these institutions within a national and global context. Positioning Plymouth at the forefront for healthcare, research and manufacturing will not only boost the local economy but also generate more balanced, sustainable and fair growth across the city, particularly in communities that are struggling.



## Project area: Plymouth Heat Network

▪ The North of the City

**Plymouth Heat Network**

**Project Description:** We will procure a Development Partner to invest in, deliver, operate and expand a zonal heat network, to provide heating and cooling services to buildings in the Derriford zonal area. New heat network zoning regulations are being introduced nationally (under the Energy Act 2023), where heat networks have been assessed to be the lowest cost, low carbon heat solution. Heat networks have been identified as a low/no regret technology for heat decarbonisation, core to the future net zero transition and meeting our national net zero trajectory. In Plymouth, this heat network offers the potential for up to 5% reduction in the city's carbon emissions. This will bring in significant green investment and green skills and jobs.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth City Council are working closely with the Department of Energy Security & Net Zero, who are supporting this process. A range of key stakeholders have been engaged in the Derriford area as potential heat customers.

Sustainable Growth



Productive Growth and High Value Jobs



## Project area: Growing the health-tech, life science and healthcare sectors

▪ The North of the City

**Growing the health-tech, life science and healthcare sectors**

**Project Description:** We will reimagine Plymouth Science Park as part of a city-wide and regional eco-system, including the Health-tech & Life Sciences Accelerator Facility, transforming Plymouth Science Park into a thriving ecosystem that attracts and retains a diverse range of high-quality tenants. This will be delivered under the strapline of "innovation starts here". STEM Innovation will be embedded in the culture of the tenants we seek to attract to Plymouth Science Park.

**Lead organisation:** Plymouth Science Park

**Partners & other key stakeholders:**

University Hospitals Plymouth NHS Trust (Derriford Hospital), University of Plymouth, Plymouth City Council, Tech South-West and other major stakeholders

Productive Growth and High Value Jobs



Sustainable Growth



**Project area:** Strengthening supply chains for University Hospitals Plymouth NHS Trust

▪ The North of the City

## Strengthening supply chains for University Hospitals Plymouth NHS Trust

**Project Description:** We will work with the University Hospitals Plymouth NHS Trust to support their supply chain specifically around construction, working with Building Plymouth and others. This aligns with the Construction Taskforce project set out under the skills theme.

**Lead organisation:** University Hospitals Plymouth NHS Trust

**Partners & other key stakeholders:** Building Plymouth and supply chains

Productive Growth and High Value Jobs

Skills



**Project area:** Supporting our manufacturing sector

▪ The North of the City

## Supporting our manufacturing sector (city-wide)

**Project Description:** We will develop a dedicated support programme for the city's manufacturing sector, to enable the successful businesses and wider sector to grow from its established roots. This includes addressing the lack of industrial space, skills gaps and the ageing demographic of skilled workers in manufacturing, while encouraging and supporting innovation. We will work with businesses to foster the cross-pollination of ideas, services and skills across the sectors (not just with defence) wherever possible, thus enhancing the city's competitive edge with potential for ground-breaking work.

**Lead organisation:** Plymouth Manufacturers' Group

**Partners & other key stakeholders:** Plymouth City Council, Plymouth Science Park, National Composites Centre and wider HVM Catapult Network, Innovate UK, FE & HE anchor institutions, other relevant Training Providers, PASD Freeport, Careers Hub, Devon Chamber of Commerce (LSIP), other sector specific support bodies as necessary, Make UK, SWMN

Productive Growth and High Value Jobs

Skills





**Project area: Supporting our tech sector**

▪ The North of the City

**Supporting our tech sector (city-wide)**

**Project Description:** We will create a campaign, linked to the city brand, to encourage the creation of new digital and tech businesses (relocation and growth) with a focus on innovation and generating IP. This will support a growing CreaTech sector and underpin innovation across all sectors. Key technology domains for Plymouth to focus interventions on will be cybersecurity, visualisation and AI.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:**

University of Plymouth, Real Ideas, Digital Plymouth, Destination Plymouth, Plymouth City Council

Productive Growth and High Value Jobs

Skills

**Project area: Supporting our start-ups and entrepreneurs**

▪ The North of the City

**Supporting our start-ups and entrepreneurs (city-wide)**

**Project Description:** We will work with partners and stakeholders to facilitate start up and entrepreneurial support. This includes ongoing support of the 'Find it in Plymouth' platform, The Cube and, potentially, dedicated commissioned provision.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Devon Chamber of Commerce, University of Plymouth, Plymouth Science Park, commissioned providers

Productive Growth and High Value Jobs

Inclusive Growth



## Projects Pipeline:

### Investable Theme - Skills

Skills and workforce development is a cross-cutting pillar within the Economic Strategy. We must ensure that the city has the workforce it needs to meet future and current growth. The opportunities identified in the Investable Themes will grow the economy. We must work with our residents, skills providers and employers to ensure everyone has equal opportunity and employers can draw upon a committed and qualified workforce.

The projects below are designed to meet these needs through an approach that reaches out across the city and beyond. This can be defined as a skills escalator. The city needs to provide firm educational foundations for our local children, train/upskill our adults and retain the talent that comes into the city through our academic institutions and armed forces.



**Project area:** Reinforcing our Pre 16 education system to meet future workforce needs

▪ Skills

## Accelerating the local belonging framework

**Project Description:** We will accelerate the local belonging framework to increase inclusion. This includes enhanced transition for some children and young people at KS 2 to 3, KS 3 to 4 and KS 4 to 5. In addition, we will deliver an inclusive leadership & de-escalation training.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholder(s):**

Place-based Working Group

Inclusive Growth

Skills



## Investing in Early Help

**Project Description:** We will support families who do not or no longer meet the threshold for a statutory intervention. Early help and early interventions will be provided from early years through to adolescence, and support will be provided to parents, children or whole families.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Multi-agency partners

Inclusive Growth

Skills



Project area: Supporting and building the capacity of our Post 16 providers

▪ Skills

### Levering existing resources to address skills priorities

**Project Description:** We will work with the strategic skills leads and employers to create a formal partnership / taskforce to lever existing resources to focus on the city's skills priorities.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers Network, Plymouth City Council, employer representatives

Skills



Inclusive Growth



### Building provider capacity

**Project Description:** We will maintain support and advocate for the growth of our FE and HE anchor institutions, specifically in their requests for funding; while supporting our ITPs to increase their capacity to meet the growth needs that will arise through the GAP.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers' Network, Plymouth City Council

Skills



Inclusive Growth





Project area: Supporting and developing the current and future workforce

▪ Skills

### Developing skills brokerage

**Project Description:** We will explore a 'single approach' with partners to skills brokerage, while continuing to support Skills Launchpad Plymouth, Building Plymouth and other partners working to increase the breadth and depth of the talent pipeline.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers' Network, DWP, employer representatives, local VCSE organisations

Skills

Inclusive Growth



### Enhancing cultural education

**Project Description:** We will develop the Cultural Education Partnership to create a Creative and Cultural Sector partnership that can champion and support creative pathways into the creative industries and wider creative economy. This will support the cultural capital of young people, evolving a workforce for the future economy which embeds and values creativity and innovation.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** Plymouth Cultural Education Partnership, Plymouth City Council

Skills

Inclusive Growth



### Increasing the number and quality of work experience

**Project Description:** We will work with partners to increase the number and quality of Work Experience opportunities, including Supported Internships and Supported Apprenticeships.

**Lead organisation:** Plymouth City Council

**Partners and other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers' Network, Careers Hub, DWP, employer representatives, local VCSE organisations

Skills

Inclusive Growth



## Project area: Talent retention

## ▪ Skills

**Retaining graduates**

**Project Description:** We will work with FE and HE anchor institution partners to improve student experience and build civic engagement to increase student commitment to the city, contributing to graduate retention.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Destination Plymouth, Plymouth City Council

Skills

Civic Pride and Regeneration,  
Productive Growth & High Value Jobs

**Retaining veterans**

**Project Description:** We will work with the Armed Forces covenant and organisations supporting ex-service personnel to support veterans to overcome challenges and access opportunities, including work with Up and around the military covenant focusing on careers transitions.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Armed Forces Covenant, FE & HE anchor institutions

Skills

Inclusive Growth, Productive Growth  
& High Value Jobs

**Building recruitment events**

**Project Description:** We will work with FE & HE providers to develop / build on annual sector-focused recruitment events where students meet employers as they approach the end of their studies.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, DCTPN, Destination Plymouth, Plymouth City Council, employer representatives

Skills

Inclusive Growth, Productive Growth  
& High Value Jobs



## Project area: Support for economically inactive people and NEET young people

▪ Skills

**Supporting those furthest from the labour market**

**Project Description:** We will ensure that Plymouth receives an allocation of funding that meets the needs of the city from Get Britain Working. This includes the new Connect to Work programme and to be a pilot area for new initiatives, such as the Youth Guarantee and National Youth Strategy.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

DWP, NHS, voluntary and community sector partners

Inclusive Growth

Skills



## Project area: Construction and aligned skills

▪ Skills

**Establishing a Construction Taskforce**

**Project Description:** We will establish a Construction Taskforce, to look at the best way to drive the construction market to respond to the huge demand in Plymouth and across the region. The taskforce will need to work with Building Plymouth and other key stakeholders in the sector and could lead to a construction summit.

**Lead organisation:** Homes England

**Partners and other key stakeholders:**

Building Plymouth, University of Plymouth, City College Plymouth, Babcock, University Hospitals Plymouth NHS Trust, Plymouth City Council

Skills

Inclusive Growth, Productive Growth & High Value Jobs

**Adopting new modes of construction**

**Project Description:** We will work with partners to attract investment into new and accelerated modes of construction to meet increased demand for housing in the city and beyond.

**Lead organisation:** Building Plymouth

**Partners & other key stakeholders:**

Homes England, University of Plymouth, City College Plymouth, Babcock, University Hospitals Plymouth NHS Trust, Plymouth City Council

Sustainable Growth

Civic Pride and Regeneration, Skills



## Underpinning area: Adapting to climate change

### Accelerating efforts to deliver a green estate

**Project Description:** We will lead the way to ensure that we embed net zero in to all aspects of new build and retrofit within our estate, sharing and encouraging best practice with other estate owners in the city. We are committed to climate adaptation and building resilience in our infrastructure and processes.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth Growth Board partners, Building Plymouth

Sustainable Growth

Civic Pride and Regeneration



### Enabling Plymouth Climate Adaptation

**Project Description:** We will produce a Climate Adaptation Plan to ensure that Plymouth develops suitable strategies, particularly to address / adapt to projected sea level rise.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

University of Plymouth, Plymouth Sound National Marine Park, Plymouth Growth Board partners

Sustainable Growth

Civic Pride and Regeneration





## Monitoring

The projects set out in this Delivery Plan are all in train. Some are already underway, some are about to start and some are in development. The intention is to have a single programme management system under the Economic Strategy, but to keep this light touch. We do not want to introduce an additional layer of bureaucracy for projects as many will already have monitoring requirements in place from funders.

We will, however, engage and work with all project lead organisations to monitor progress against the PES KPIs, ensure that social value is embedded into delivery and remains aligned to the key pillars. We will also produce a funding pipeline for all projects to ensure that they are financially viable. A funding pipeline will also enable us to identify gaps in funding and potential funding sources for projects in development. Lead organisations and partners will be responsible for securing and being accountable for funding.

We will report on a Pillar basis to the Plymouth Growth Board, provide regular updates to both Scrutiny and Cabinet and work closely with the GAP programme management team.

Finally, we will remain open to new opportunities, so the Delivery Plan will be flexible adjusting to both changing need and changing policy.

## Regional Partnership Working


As a city, we are stronger when we work with our regional partners. We work closely with colleagues in neighbouring authorities, as well as our local Members of Parliament and the skills and innovation eco-system across the South West peninsula.

Plymouth is critical to the regional economy. The city has an extensive Travel to Work Area and our Functional Economic Area has reach beyond the city's boundaries in to Cornwall and Devon. As a result, there are a number of projects within this Delivery Plan, including PASD Freeport and GAP, that have a wider footprint than Plymouth. This is also reflected in the business and innovation ecosystem and the work carried out by our academic and research institutions across the South West.

Ultimately delivering growth is a collaborative effort, so we will continue to work closely with business and the voluntary and community sector across Plymouth and beyond to ensure that our city, our region and our country is stronger and more resilient in the future.

# EQUALITY IMPACT ASSESSMENT – PLYMOUTH ECONOMIC STRATEGY 2024-2034, INCLUDING PART 2 DELIVERY PLAN

## SECTION ONE: INFORMATION ABOUT THE PROPOSAL

<b>Author(s):</b> The person completing the EIA template.	Mike Page	<b>Department and service:</b>	Economic Development – Economy and Investment	<b>Date of assessment:</b>	19 February 2025
<b>Lead Officer:</b> Head of Service, Service Director, or Strategic Director.	Amanda Ratsey	<b>Signature:</b>		<b>Approval date:</b>	19 February 2025
<b>Overview:</b>	<p>The current Local Economic Strategy was approved in March 2024. This updated document includes a slight revision to numbers and the addition of the Delivery Plan as Part 2. The Delivery Plan is shaped around Investable Themes:</p> <ul style="list-style-type: none"><li>• Defence Sector and Devonport</li><li>• The Waterfront and Maritime</li><li>• The Heart of the City Centre</li><li>• The North of the City</li></ul> <p>Skills is a cross-cutting theme that is integrated within the strategy.</p> <p>The process of project identification has drawn upon the pipeline work developed in September 2024, individual aims presented to Scrutiny in October 2024 alongside projects that have been developed through the Growth Alliance Plymouth work in November / December 2024. Projects have been consulted with and approved by Plymouth Growth Board. The Delivery Plan builds on this by identifying a lead organisation, a short description, key partners / stakeholders and alignment to the Pillars within the Plymouth Economic Strategy. This will form the basis of delivery and monitoring from April 2025.</p>				
<b>Decision required:</b>	Cabinet to agree the revised Plymouth Economic Strategy (attached) with the addition of the Delivery Plan and delegate final approval to the Leader of the Council.				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

<b>Potential external impacts:</b> Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	<b>Yes</b>		<b>No</b>	X
<b>Potential internal impacts:</b> Does the proposal have the potential to negatively impact Plymouth City Council employees?	<b>Yes</b>		<b>No</b>	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 three)	<b>Yes</b>		<b>No</b>	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	No adverse impact anticipated.			

**SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT**

<b>Protected characteristics (Equality Act, 2010)</b>	<b>Evidence and information (e.g. data and consultation feedback)</b> Data is taken from: the Census for 2021 and <a href="https://www.plymouth.gov.uk/understanding-our-communities">Understanding our communities   PLYMOUTH.GOV.UK</a>	<b>Adverse impact</b>	<b>Mitigation activities</b>	<b>Timescale and responsible department</b>
<b>Age</b>	<p>In 2021 children and young people 17 and under accounted for 19.5 per cent of the Plymouth population. The percentage of 20-24 year olds (8.0 per cent) is higher than that found in England as a whole (6.0 per cent).</p> <p>The proportion of the working-age (16-64 year old) population in Plymouth is 64.1 per cent - higher than that in the South West (60.7 per cent) and England (63.0 per cent). 18.5 per cent of people in Plymouth are aged 65 and older which is comparable with the England average (18.4 per cent) but lower than the South West average (22.3 per cent).</p>	No adverse impact	No action required	No action required



<p><b>Care experienced individuals</b> (Note that as per the Independent Review of Children's Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>On the 31st March 2023 there were 500 children in our care. Demographic data indicates that there were 274 boys and 226 girls, 107 (21%) were 16 years and over, 221 (44%) aged 10 -15, 93 (19%) aged 5-9, 57 (11%) aged 1-4 and 22 (4%) under 1 year old. The majority 468 (94%) were white, nine were from mixed or multiple ethnic groups, nine were Black African, Caribbean, or Black British and eleven from other ethnic groups. Nine (2%) were unaccompanied asylum-seeking children. These proportions are broadly comparable with the data for all English Local Authorities (<math>\pm 2\%</math>), except for those aged 10-15 years (+6%), 16 years plus (-5%) and unaccompanied asylum-seeking children (-7%).</p> <p>Abuse or neglect (78%) was the most common category of need, a significantly higher proportion than for all English Local Authorities (65%). Parental illness or disability (7%), or Child disability (5%), Absent Parenting (3%), Family in Acute Distress (2%) or Family Dysfunction (4%) were the other recorded categories. A full care order was in place for 319 (64%), interim care orders covered another 103 (21%), there were 27 (5%) placement orders and 50 (10%) voluntary agreements. These proportions are broadly comparable with the data for all English Local Authorities data (<math>\pm 2\%</math>), with the exception of full care orders (+7%) and voluntary agreements (-9%).</p>	No adverse impact	No action required	No action required
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	<p>The rate of children in our care per 10,000 children aged under 18 years is 96 which is significantly higher than the England figure of 71 and more than our previous peak of 95 in 2021. We took 185 children into our care in 2023, significantly less than we did in 2018 (213) which was our peak year in the last 5 years. We have taken more children per 10,000 into care every year in the last 5 years than the all England rate, but the difference has grown smaller since our peak year in 2018 (+51%) and was (+35%) in 2023. Last year 177 children left our care, the highest figure since 2018, we consistently have more children leaving care than the England rate.</p>			
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<b>Disability</b>	<p>In Plymouth the Census records that just over 57,000 our residents met the Equality Act definition of disability, 12.1 percent (32,394) of residents whose day-to-day activities were limited a little and 9.4 percent (25,001) whose day-to-day activities were limited a lot. Disabled people make up a greater proportion of our resident population that is the case for the Southwest region or England. Over a quarter of households in the City (33,487) included at least one person with a disability and nearly 1 in 10 (9,636) included 2 or more.</p> <p>Disabled people are more likely to live in the City's more deprived wards. Around a quarter of residents in our 4 most deprived wards, St Peters and the Waterfront, Devonport, Honicknowle and St Budeaux, meet the Equality Act definition of a disability, compared with around 15 to 20 percent of those living in more affluent areas such as Compton, Plymstock Radford, Peverell and Plympton Chaddlewood. Residents in our most deprived wards are nearly twice as likely to say their day-to-day activities are limited a lot.</p>	No Adverse impact	No action required	No action required
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<b>Gender reassignment</b>	<p>The 2021 Census found that 94.2 per cent (205,959) people aged 16 years and over in Plymouth have a gender identity the same as their sex observed and registered at birth compared to 93.5 per cent in England and Wales. Just over 5 per cent chose not to respond. The remaining 0.5 per cent (1,221) have a gender identity different from their sex observed and registered at birth. This is identical to the England and Wales rate.</p> <p>There is very little data to draw on when looking to provide a local Plymouth picture of gender identity issues, particularly as LGBT+ is the commonly used acronym to describe a number of different groups; Lesbian, Gay, Bisexual describe sexual orientation, (who you are emotionally, romantically or sexually attracted to), and Trans to describe gender identity, (whether an individual identifies that they are male or female or some other gender which does not fit into binary terminology). The ‘+’ refers to those with a sexual orientation or gender identity which does not easily fit into the standard terms LGBT. As information is often grouped together under LGBT+ it makes it difficult to identify issues relating just to gender identity and to separate out any supporting data.</p>	No adverse impact	No action required	No action required
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<b>Marriage and civil partnership</b>	As of the 2021 Census, 42.5% of Plymouth residents were Married or in Civil Partnerships. 37.0% of residents have never married in Plymouth, 2.74% are separated, 11.40% are divorced and 6.33% are widowed. Nationally, the proportion of adults Married or in Civil Partnerships has declined over the last decade and was 46.9% in 2021.	No adverse impact	No action required	No action required
<b>Pregnancy and maternity</b>	Fertility rates in England and Wales have been in overall decline over the last decade. The latest total fertility rate* nationally for 2023 was 1.44. In Plymouth, the total fertility rate* for 2023 was 1.25. *total fertility rate is the average number of live children that a group of women would bear if they experienced the age-specific fertility rates of the calendar year throughout their childbearing lifespan.	No adverse impact	No action required	No action required

<b>Race</b>	<p>In 2021, 94.9 per cent of residents in Plymouth identified their ethnic group as White, a decrease from 96.1 per cent in the 2011 Census. Across the country, in 2021, 81.7 per cent of usual residents in England and Wales identified their ethnicity as White, a decrease from 86.0 per cent in the 2011 Census.</p> <p>2.3 per cent of Plymouth residents identified their ethnicity as Asian. This is the second largest ethnic community within Plymouth and has increased from 1.5 per cent of the population in 2011. 1.8 per cent of residents are from a mixed/multiple ethnic background. The proportion of people who identified themselves in both the Black (1.1 per cent) and from an ethnic group not listed on the Census form also increased.</p>	No adverse impact	No action required	No action required
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<b>Religion or belief</b>	<p>In Plymouth, the most common response to the 2021 Census religion question was “No Religion” with 48.9 per cent (129,338 people), a rise of 16 per cent from 2011. 42.5 per cent of the population (112,526 people) described their religion as Christian, a 15.7 per cent decrease (36,391 people) since 2011. Despite this “Christian” remained the biggest faith group in the City. There are 3,474 people (1.3 per cent) who describe themselves as “Muslim”, the second largest faith group, followed by Buddhists where there are 1,018 (0.4 per cent) people in this faith group.</p> <p>15,695 (5.9 per cent) did not answer the question in the Census 2021. Those who answered “Other religions”, which includes a very wide range of beliefs, represents 1,527 (0.6 per cent) of the population.</p>	No adverse impact	No action required	No action required
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<b>Sex</b>	<p>In Plymouth, females account for 51 per cent and males 49 per cent of the population (reflecting the England split of 50.7 per cent and 49.3 per cent). The overall Female/Male percentage split has been very consistent over the last 40 years. Of significance, there are:</p> <ul style="list-style-type: none"> <li>• More 'working age' females (87,200) in Plymouth compared to working age males (85,400)</li> <li>• More females '65+' (26,600) in Plymouth compared to males (22,300)</li> <li>• Less 'under 15' females (21,200) in Plymouth compared to males (22,200)</li> </ul>	No adverse impact	No action required	No action required
<b>Sexual orientation</b>	<p>88.95 per cent of people aged 16 years and over in Plymouth identify their sexual orientation as straight or heterosexual compared to 89.4 per cent in England and Wales. 4.45 per cent of people aged 16 years and over in Plymouth describe their sexual orientation as lesbian, gay, bisexual, or use another term to describe their sexuality. This compares to 3.3 per cent in England and Wales. Of these:</p> <ul style="list-style-type: none"> <li>• 2.06 per cent (4,509) are bisexual (England and Wales 1.3 per cent)</li> <li>• 1.97 per cent (4,297) people are gay or lesbian. (England and Wales 1.5 per cent)</li> <li>• 0.42 per cent (924) have another sexual orientation (England and Wales 0.3 per cent)</li> </ul>	No adverse impact	No action required	No action required



SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No adverse human rights implications are anticipated.	Not applicable. This will be reviewed and updated if or when any adverse impacts arise as a result of the project.	Not applicable.

**SECTION FIVE: OUR EQUALITY OBJECTIVES**

<b>Equality objectives</b>	<b>Implications</b>	<b>Mitigation Actions</b>	<b>Timescale and responsible department</b>
<b>Work together in partnership to:</b> <ul style="list-style-type: none"> <li>• promote equality, diversity and inclusion</li> <li>• facilitate community cohesion</li> <li>• support people with different backgrounds and lived experiences to get on well together</li> </ul>	There are no anticipated direct negative implications to this objective.	Not applicable. This will be reviewed if in the case that any adverse impacts should arise during delivery.	March 2026. Economic Development
<b>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</b>	There are no anticipated direct negative implications to this objective.	Not applicable. This will be reviewed if in the case that any adverse impacts should arise during delivery.	March 2026. Economic Development
<b>Build and develop a diverse workforce that represents the community and citizens it serves.</b>	There are no anticipated direct negative implications to this objective.	Not applicable. This will be reviewed if in the case that any adverse impacts should arise during delivery.	March 2026. Economic Development
<b>Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.</b>	There are no anticipated direct negative implications to this objective.	Not applicable. This will be reviewed if in the case that any adverse impacts should arise during delivery.	March 2026. Economic Development

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# Plymouth Economic Strategy 2024 -2034: Part 2 Delivery Plan

## Project details

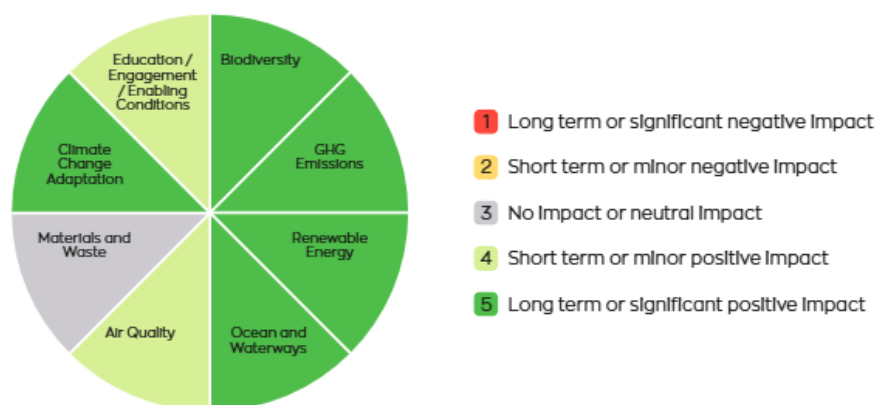
### Assessment author

Mike Page

### Project summary

The Delivery Plan for the Plymouth Economic Strategy sets out the 55 projects that will be developed / delivered over the next 3 years

## Summary of assessment



The Delivery Plan is an early stage list of projects to be delivered under the Plymouth Economic Strategy. As capital projects come forward for delivery, each and every one will undertake an individual Climate Impact Assessment as part of the approval process.

The assessments contained within this summary are focused on the overall impact of the Delivery Plan as a whole, reflecting on the positive impact made by the 16 Sustainable Growth projects.

## Assessment scores

### Biodiversity

#### Score

(5) Long lasting or extensive positive impact



### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

The primary impact on biodiversity will be delivered through the support for the Plymouth Sound National Marine Park project. However, many of the infrastructure projects within the plan will include measures to improve existing habitats and increase the diversity of species through land and estate improvements.

### Mitigatory measures applied:

Any short term impact of building work, will be offset by the long term benefits to the environment, including habitat protection / restoration and measures to increase species diversity / return

## GHG Emissions

### Score

(5) Long lasting or extensive positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

There are a number of infrastructure projects that are based upon net zero, including port operations (installation of net zero shore power and FLOW), the installation of heat networks in the city centre and north of the city, the 'greening' of the Council's estate and introduction of physical adaptations to build climate resilience. The range of innovation projects, including at the Freeport and technology driven projects will also implement net zero and reduce GHG.

### Mitigatory measures applied:

Any short term impact of building work, will be offset by the long term benefits of net zero measures within projects.

## Renewable Energy

### Score

(5) Long lasting or extensive positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

Within the plan, we are focusing on support for Floating Offshore Wind (FLOW) and the installation of ground source heat networks in the city centre and north of the city. As a result, we will be increasing both the provision and delivery of renewable energy within Plymouth

### Mitigatory measures applied:

There is no option to say N/A as the two projects listed are renewable energy projects

## Ocean and Waterways

### Score

(5) Long lasting or extensive positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

The Delivery Plan supports the work of the Plymouth Sound National Marine Park, the installation of net zero within port operations and a commitment to sustainable fishing. The overall impact will improve marine/aquatic habitats while reducing the pollutants in the water.

### Mitigatory measures applied:

As the projects listed above will increase the quality of the water in our oceans and waterways, there are no additional mitigations, other than to ensure that infrastructure projects adjacent to these areas does not cause any harm.

## Air Quality

### Score

(4) Short term or limited positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

While the infrastructure projects in the Delivery Plan are designed to have a positive net zero / environmental impact, the ability to measure an improvement in air quality is indirect. The embedding of 'green' measures within public realm improvements, the Council's estate and the adaptation to meet climate resilience will have a longer term impact.

### Mitigatory measures applied:

Any short term impact of building work, will be offset by the long term benefits to the environment

## Materials and Waste

### Score

(3) No impact or neutral impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

There are no specific waste management projects within the Delivery Plan, though we will be using low carbon materials and committing to new low carbon modes of construction.

### Mitigatory measures applied:

We will ensure that infrastructure / building works incorporate relevant and appropriate waste management procedures

## Climate Change Adaptation

### Score

(5) Long lasting or extensive positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

Many of the projects within the Delivery Plan have a net zero approach to tackle climate change. There are two specific projects within the plan that focus on adaptation to climate change - accelerating efforts to deliver a green estate and enabling climate adaptation in Plymouth. This includes new build / retrofit and plan development, specifically to address projected sea level rise

### Mitigatory measures applied:

The adapting to climate change projects, will have a positive impact on the delivery of the other infrastructure projects within the plan

## Education / Engagement / Enabling Conditions

### Score

(4) Short term or limited positive impact

### Score justification

Of the 55 projects in the Delivery Plan, 16 support the Sustainable Growth pillar, which focuses on net zero and environmental enhancement.

There is a specific commitment to education through Plymouth Sound National Marine Park and the infrastructure improvements will increase local people and businesses engagement with climate friendly initiatives. However, this is primarily an economic plan, so it's positive impact on behaviour is more limited.

### Mitigatory measures applied:

Any short term impact of building work, will be offset by the long term benefits of net zero measures within projects.

# Cabinet



Date of meeting: 10 March 2025  
Title of Report: **Plymouth Ports Strategy**  
Lead Member: Councillor Tudor Evans OBE (Leader)  
Lead Strategic Director: David Draffan (Service Director for Economic Development)  
Author: Iain Mackelworth  
Contact Email: [Iain.mackelworth@plymouth.gov.uk](mailto:Iain.mackelworth@plymouth.gov.uk)  
Your Reference: IM27022025  
Key Decision: No  
Confidentiality: Part I – Official

## Purpose of Report

This report presents the Plymouth Ports Strategy and seeks approval for the Strategy as a key theme within the Plymouth Economic Strategy 2024-2034.

## Recommendations and Reasons

Cabinet notes the key findings and approves the Plymouth Ports Strategy.

*Reason: Plymouth ports play a fundamental role in the economy of Plymouth and the life of the city. The Plymouth Ports Strategy sits underneath the Plymouth Economic Strategy 2024/2034. Having a dedicated Strategy for the ports acknowledges the importance of the ports in the economy and life of the city and provides a framework for co-ordinated action.*

## Alternative options considered and rejected

To not approve the Plymouth Ports Strategy. In this instance the Council would rely on existing policies and strategies. However, the work undertaken has demonstrated the vital importance of the ports to the economy. Having a dedicated Port strategy is a recognition of the important role they play and provides the foundation and framework for future Council activity and support.

## Relevance to the Corporate Plan and/or the Plymouth Plan

The Plymouth Ports Strategy sits under the Plymouth Plan and the Plymouth Economic Strategy and provides further insight into the role of Plymouth's ports in helping to deliver the city's vision for growth, as set out in the Plymouth Plan and Plymouth Economic Strategy.

## Implications for the Medium-Term Financial Plan and Resource Implications

The Plymouth Ports Strategy itself does not have any implications for the Medium-Term Financial Plan. Any initiatives, programmes or projects stemming from this will be subject to individual decisions.

## Legal Implications

Completed by Liz Bryant/LB

There are no legal implication arising directly from the Port Strategy itself. Any projects or programmes arising from the strategy will be considered individually for legal implications.



### Carbon Footprint (Environmental) Implications

The Strategy itself does not carry any environmental implications, as any projects will be subject to individual decisions. It is noteworthy, that the Plymouth Ports Strategy identifies opportunities to decarbonise port operations as well as the potential role of the ports in supporting the transition to net zero.

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

The Strategy itself does not carry any other implications. Any projects stemming from the Plymouth Ports Strategy will be subject to individual decisions.

### Appendices

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	Plymouth Ports Strategy – Briefing Note							
B	Plymouth Ports Strategy							
C	Equalities Impact Assessment							

### Background papers

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 <a href="#">Part 1 of Schedule 12A of the Local Government Act 1972</a> by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
None							

### Sign off:

Fin	OW.24 .25.037	Leg	LS/0000 1312/1/ AC/25/ 2/25	Mon Off	N/A	HR	N/A	Assets	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: David Draffan											
Please confirm the Strategic Director has agreed the report? Yes. Date agreed: 24 February 2025											

	<p>Cabinet Member approval: Councillor Tudor Evans OBE (Leader) approved by email.</p> <p>Date approved: 26 February 2025</p>
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# PLYMOUTH PORTS STRATEGY

## Appendix A – Briefing Paper



### Introduction

This report provides an overview of the Plymouth Ports Strategy.

Plymouth City Council secured funding from the Shared Prosperity Fund to undertake a study to understand the economic contribution of Plymouth's ports and develop a strategy to support the future development including the transition to net zero and the creation of 'green jobs'. The Strategy covers the four harbours in the City of Plymouth, Devonport, Cattewater Harbour, Sutton Harbour and Millbay which is owned and operated by Associated British Ports. Within these harbours there are numerous other significant marine operations and facilities.

The study has engaged with the harbour authorities to develop a detailed understanding of their existing operations and plans for future growth and with a range of stakeholders including port operators, marine businesses, key agencies involved in the management of the marine environment and locally active research institutions.

### Summary of Findings

The first phase of work resulted in a baseline report which identified Plymouth's existing and considerable strengths in the marine sector in terms of infrastructure, research and development capabilities, skills and the marine supply chain. The ports of Plymouth are a thriving and highly evolved eco-system, supporting a diverse variety of marine businesses and are the cornerstone of the city's economy and also of regional and national significance. Some of the key findings of this work are illustrated in Appendix I and can be summarised as follows:

- The ports underpin a marine and defence sector which employs 20,100 FTEs, representing 18% of the Plymouth workforce and 22% of the GVA of the city. Also, wages in this sector are well above the local and national average;
- More people work in marine employment in Plymouth than in any other Local Authority in England;
- The strength of Plymouth's ports is their diversity. Whilst Devonport underpins the economic contribution of the ports and the marine sector to the city there is also a significant leisure sector, vessel manufacturing and servicing and freight operations.
- Plymouth is a leading light on marine technology, manufacturing and engineering which greatly enhance Plymouth's competitive edge in sectors with high growth potential such as autonomous vessels, Floating Offshore Wind and alternative fuels.

In addition to these strengths and opportunities the work has identified several weaknesses and threats including:

- The ports are operating at or close to capacity and opportunities for expansion are limited;
- The number and size of the wharves and the depth of water in key locations restrict the number and size of vessels against a backdrop of increasing vessel sizes;
- There are infrastructure and environmental constraints which will need to be addressed to support future growth and the transition to net zero.

The Plymouth Ports Strategy, for the first time, documents and provides an insight into the broad range of activity which the Council is already undertaking to support Plymouth's ports, as well as



providing a framework for further co-ordinated action. At the heart of the Strategy is a strategic vision which recognises and celebrates the qualities of Plymouth's ports and advocates for change based on evolution, building on current strengths to ensure that the ports continue to thrive and to capture the expected growth in what is a highly dynamic and globally competitive sector.

Building on the data, themes and research conducted through the baseline work and stakeholder engagement the strategy identifies six opportunities which should provide a focus for the Council's future work with the harbour authorities, port operators, marine supply chain and stakeholders:

1. Invest in and develop maritime skills as a key enabler of future growth and to anchor the benefits of this growth in local communities;
2. Preserve space for the ports through further detailed work to determine future requirements;
3. Maintain Plymouth's expertise in innovation in marine autonomy, clean propulsion and digital ocean technology;
4. Foster communication and collaboration to promote Plymouth's ports and to identify and drive forward new initiatives;
5. Support investment in infrastructure to ensure that the ports remain competitive;
6. To recognise the significant role that the ports can play in preparing for net zero and the opportunity and benefits that this could deliver in productivity and job creation.

Supporting the future growth in Plymouth's ports underpins the growth in the wider marine sector which has the potential to create an additional 2,600 graduate level and highly skilled jobs by 2030.

### **Next Steps**

The nature of ports is changing worldwide and investment will be required to ensure that Plymouth maintains its current market presence and capabilities. Whilst the Council does not play a direct role in Port operations, it can and should play a significant role in supporting the future development and growth of the ports through advocacy, leadership, co-ordination and the creation of a supportive policy environment.

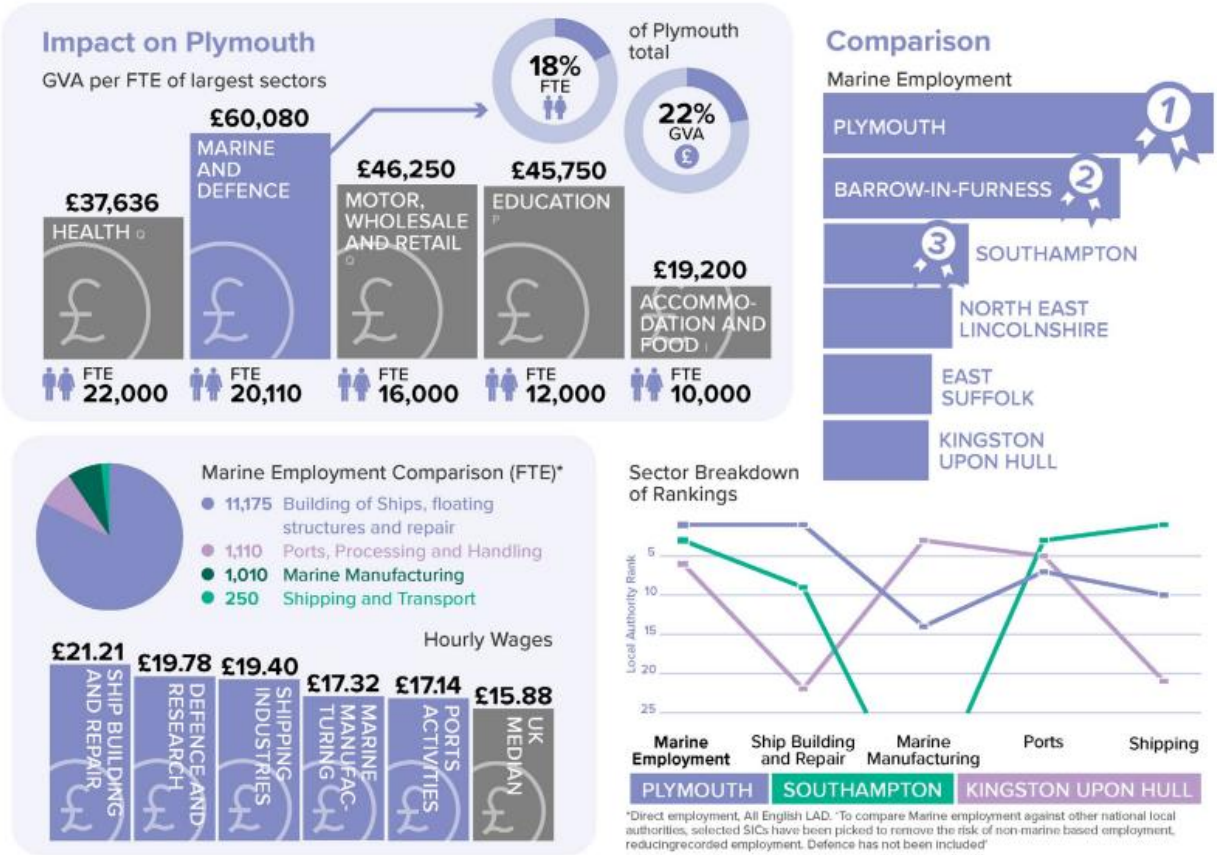
In summary, the strategy represents a starting point, a recognition of the vital role of Plymouth's ports in the economy and the life of the city and a call for co-ordinated action to ensure that the ports continue to thrive for the benefit of Plymouth and the wider regional and national economy. Flowing from this, there are four 'asks' of government to support the Council in its current and future work in support of Plymouth's ports:

1. Recognition of the importance of Plymouth's ports and the fundamental role they play in the local economy and their significance for the wider regional and national economy.
2. Supporting marine skills development programmes.
3. Government funding for infrastructure development to ensure that Plymouth's ports are ready to play a role in the transition to net zero.
4. Support with the development of new regulations to support research and development for autonomous vessels.

Appendix I.

Catalyst for Growth

The Ports are a major employment sector in Plymouth and the highest maritime employer in England, supporting productive and high-wage roles across a wide range of maritime industries.



▲ Source: Mott MacDonald

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# Plymouth Ports Strategy

February 2025



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Revision	Date	Originator	Checker	Approver	Description
P01	09/09/2024	Harry Felgate	Ben Mason, Wayne Dyer	Simon Power	First issue for client review
P02	01/10/2024	Walter Li	Harry Felgate	Ben Mason	Updated following client review
P03	02/10/2024	Walter Li	Harry Felgate	Ben Mason	Updated following external stakeholder review
P04	16/10/2024	Walter Li	Harry Felgate	Ben Mason	Updated following external stakeholder review
P05	05/11/2024	Walter Li	Harry Felgate	Ben Mason	Final issue
P06	26/02/2025	Walter Li	Harry Felgate	Ben Mason	Reissue for Cabinet Approval

Information class: Standard

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# PLYMOUTH PORTS STRATEGY

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January 2025

# 1 Introduction

## 1.1 Aim

The overall aim of this Plymouth Ports Strategy is to understand the ecosystem of the ports and identify opportunities to maximise the future economic contribution of Plymouth's harbours to the city, support the transition to net zero and create green jobs.

## 1.2 Objectives

The objectives of this strategy are:

- To provide greater understanding of the different ports, how they interact, their strengths and weaknesses.
- To help Plymouth City Council officers and politicians to articulate the total contribution of the ports to Plymouth's economy.
- To develop a clear vision for the future of the ports.
- To identify opportunities and initiatives which could assist in delivering this vision, which Plymouth City Council could facilitate or champion.





## 1.3 Background

Plymouth's Economic Strategy (2024-2034) aims to leverage the city's distinctive assets, including its significant naval base, vibrant manufacturing and engineering sector, and emerging creative industries. The strategy is designed to drive investment and development, fostering a skilled workforce and economic prosperity for the region.

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

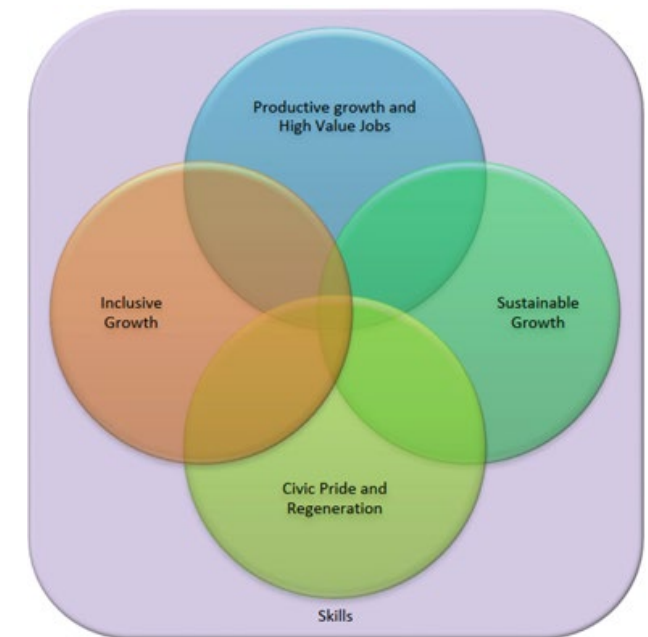
### Plymouth's Economic Strategy vision

*Delivering increased prosperity through sustainable and inclusive growth.*

### Plymouth's Economic Strategy aim

To deliver this vision and aim, there is a focus on four interlocking pillars as shown adjacent. In addition, there are cross-cutting pillars of skills and workforce development, and digital technologies. These overlapping and intertwined pillars are the starting point for this economic strategy for Plymouth ports.

Figure 1.1 Plymouth Economic Strategy – four interconnected pillars

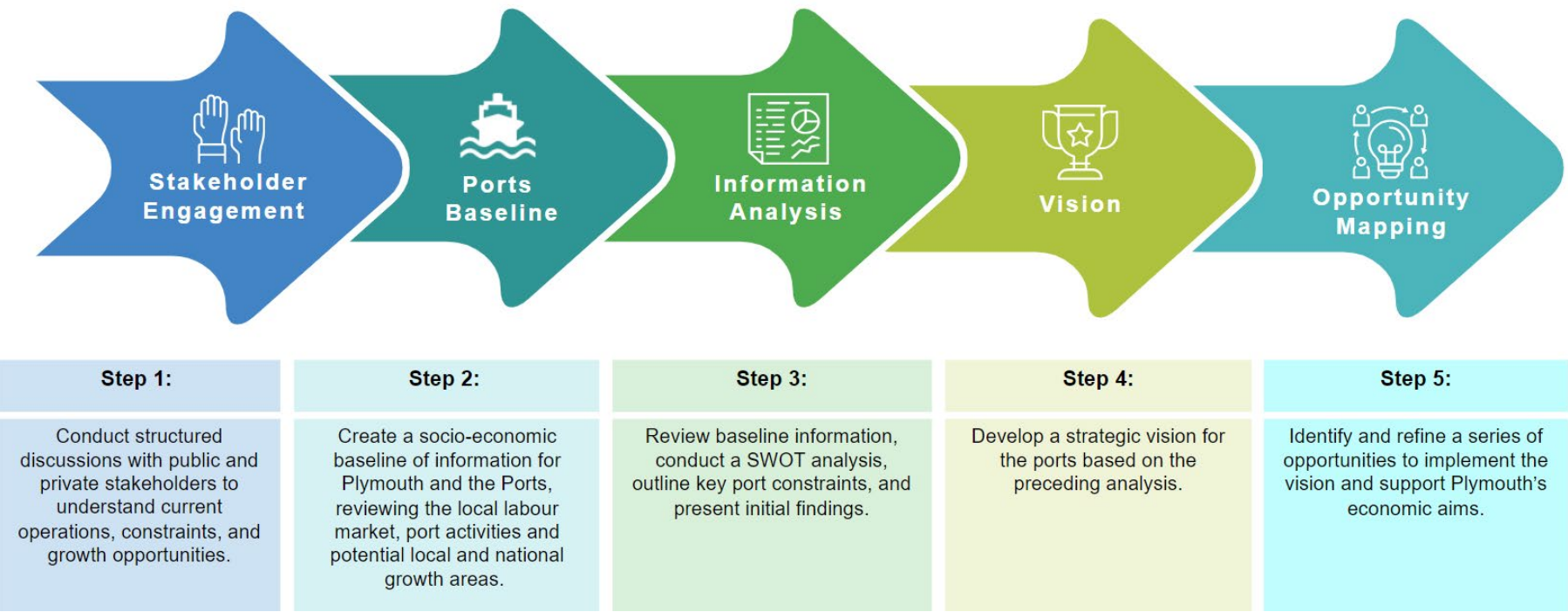


▲ Source: Plymouth Economic Strategy 2024 (Plymouth City Council)

# 1.4 Methodology

This document has been prepared by Mott MacDonald for Plymouth City Council, using funding from the Shared Prosperity Fund. The study was undertaken from February to September 2024. The main steps of the project methodology are shown below.

Figure 1.2 Project Methodology



▲ Source: Mott MacDonald

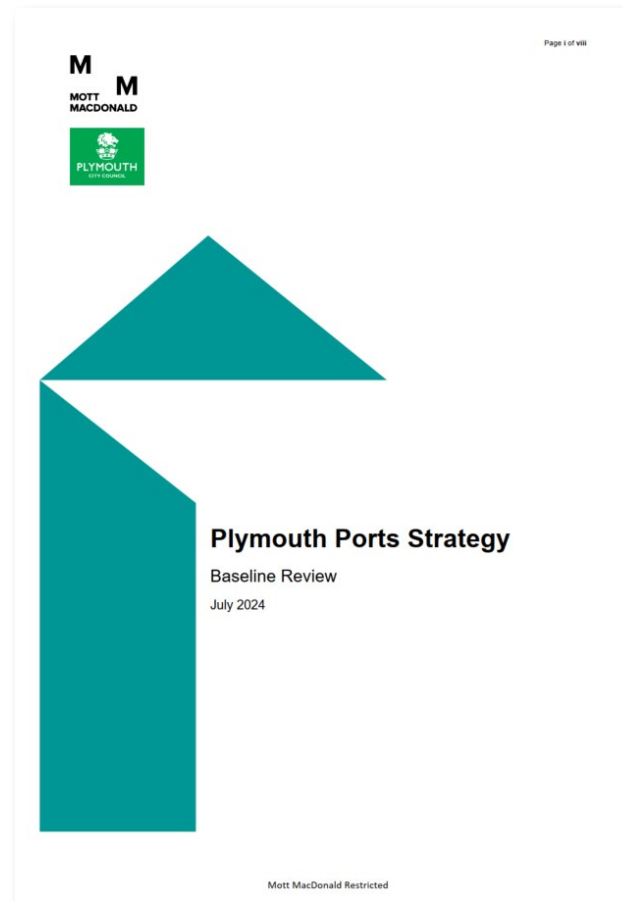




## 1.5 Baseline Review

In July 2024, a Baseline Review was completed to record the baseline evidence which has informed this strategy through an understanding of the role of the ports and their impact in Plymouth and the wider region.

This analysis was informed by engagement with key stakeholders, including Harbour Authorities, port operators and others. Their insight was combined with a review of previous publications and independent research.



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▲ Source: Mott MacDonald

## 1.6 Stakeholder Engagement

The project has engaged with numerous key stakeholders to gather knowledge of the port operations, their interfaces, constraints, opportunities and current initiatives. This has comprised meetings, structured interviews and an online questionnaire, comprising the following stakeholders:

- Plymouth City Council, including Economic Development, Planning, Transport.
- Turnchapel Wharf (Yacht Havens Group).
- Associated British Ports (ABP).
- Cattewater Harbour Commissioners.
- Sutton Harbour Group.
- Celtic Sea Power.
- Oceansgate.
- Victoria Wharf/Group.
- Plymouth National Marine Park.
- King's Harbour Master (KHM).
- Brittany Ferries.
- Maritime UK South West.
- Plymouth Fishing & Seafood Association.
- Interfish.
- Princess Yachts.
- Mayflower Marina.
- The Crown Estate.
- Offshore Renewable Energy Catapult.
- Devon and Plymouth Chamber.
- Destination Plymouth.
- Plymouth Growth Board.
- University of Plymouth.
- Pantaenius UK Limited.
- Tamar Estuaries Consultative Forum.





## 2 Plymouth Ports Today

### 2.1 Description

#### Port Extents and Operations

The Dockyard Port of Plymouth is under the statutory control of the KHM. The port serves HMNB Devonport, the largest naval base in Western Europe and land user in Plymouth. Devonport has several strategic roles supporting the continuous deterrent and striking capabilities, as well as being home to submarine refit facilities, the Maritime Operating Base and Royal Navy training.

Within the Dockyard Port of Plymouth there are multiple commercial and recreational uses. Cattewater is home to several commercial wharves handling fuel, feed, cement, and clay in and out of the South West. Millbay Docks, which is owned and operated by ABP, handles a range of cargo and is home to Brittany Ferries who operate regular services between Plymouth and Europe. Meanwhile, Sutton Harbour is the base for Plymouth's fishing fleet. The recreational sector includes multiple marinas, water access points, and clubs, catering to sailors, rowers, pleasure boats, canoeists, divers, surfers, and swimmers. Events hosted in the Sound range from offshore powerboat Grand Prix and local races to international sailing championships.

The Plymouth Sound has multiple designations to protect its diverse and nationally important habitats. These include marine conservation zones, special protection areas, and areas for seagrass conservation, leading to the area being selected as the UK's first National Marine Park.

There are four main harbour authorities in Plymouth:

- King's Harbour Master.
- Associated British Ports.
- Cattewater Harbour Commissioners.
- Sutton Harbour Group.

The primary harbour authority is the KHM, who operate the port under the 1865 Dockyard Ports Regulation Act and the associated Dockyard Port of Plymouth Order 2020. Within this area are the three separate statutory harbours: ABP, Cattewater Harbour Commissioners and Sutton Harbour Group.

For the purpose of this strategy, the definition and extents of Plymouth Ports is illustrated in the figures below.

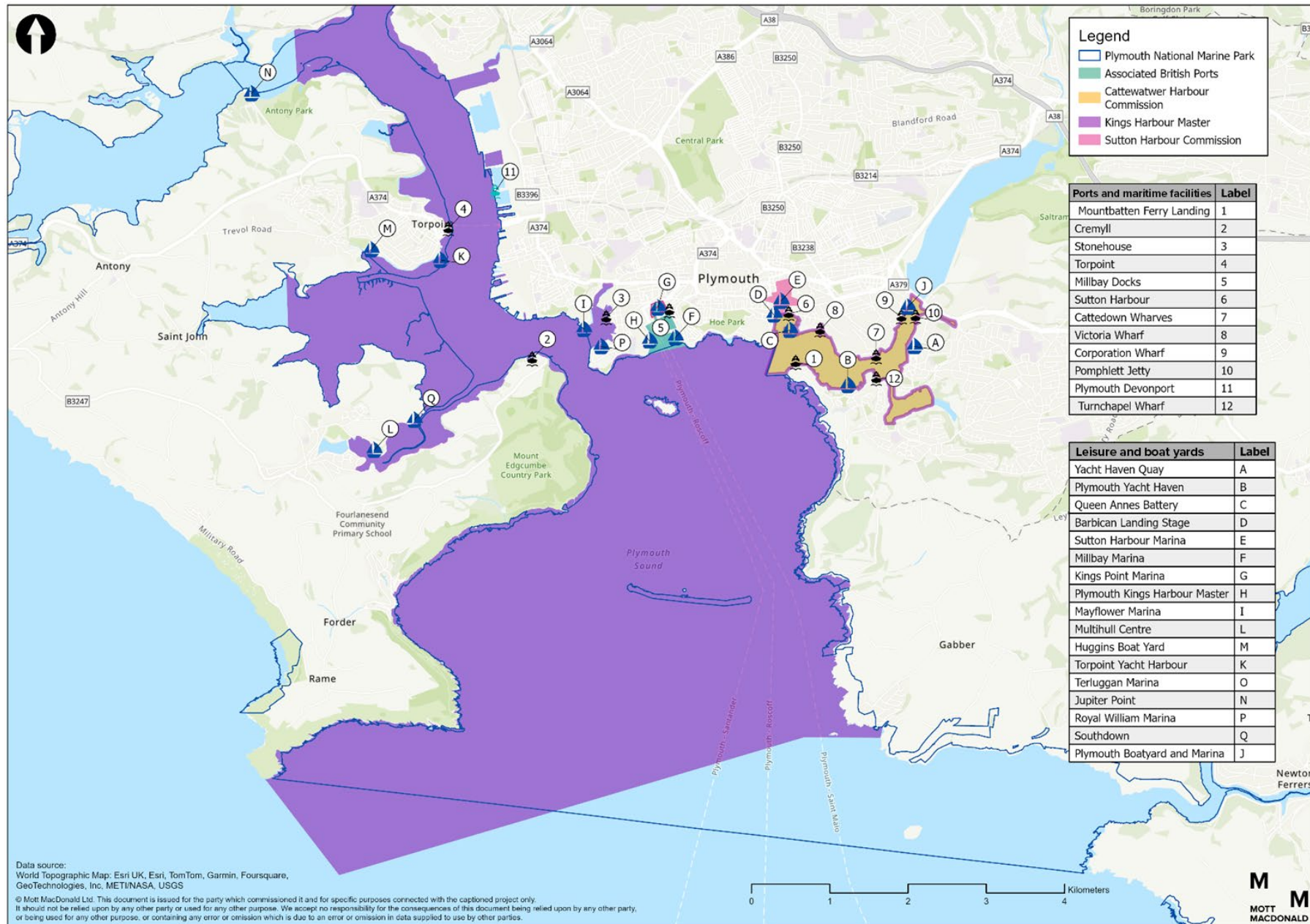
- Figure 2.1 presents a map of the geographic areas associated with the harbour authorities, together with primary port assets (such as wharves) and marinas.
- Figure 2.2 presents the key landowners in the area.

Three infographics summarise key findings and statistics for the baseline stages in the figures below.

- Figure 2.3 presents the Strength in Diversity within the ports.
- Figure 2.4 presents Heritage and Landscape located in Plymouth.
- Figure 2.5 presents the ports as a Catalyst for Growth, and outlines the economic impact maritime and defence employment has on Plymouth.



Figure 2.1 Plymouth Ports - Geographic areas and maritime assets



▲ Source: Mott MacDonald



**Figure 2.2 Plymouth Ports – Land ownership and employment areas**

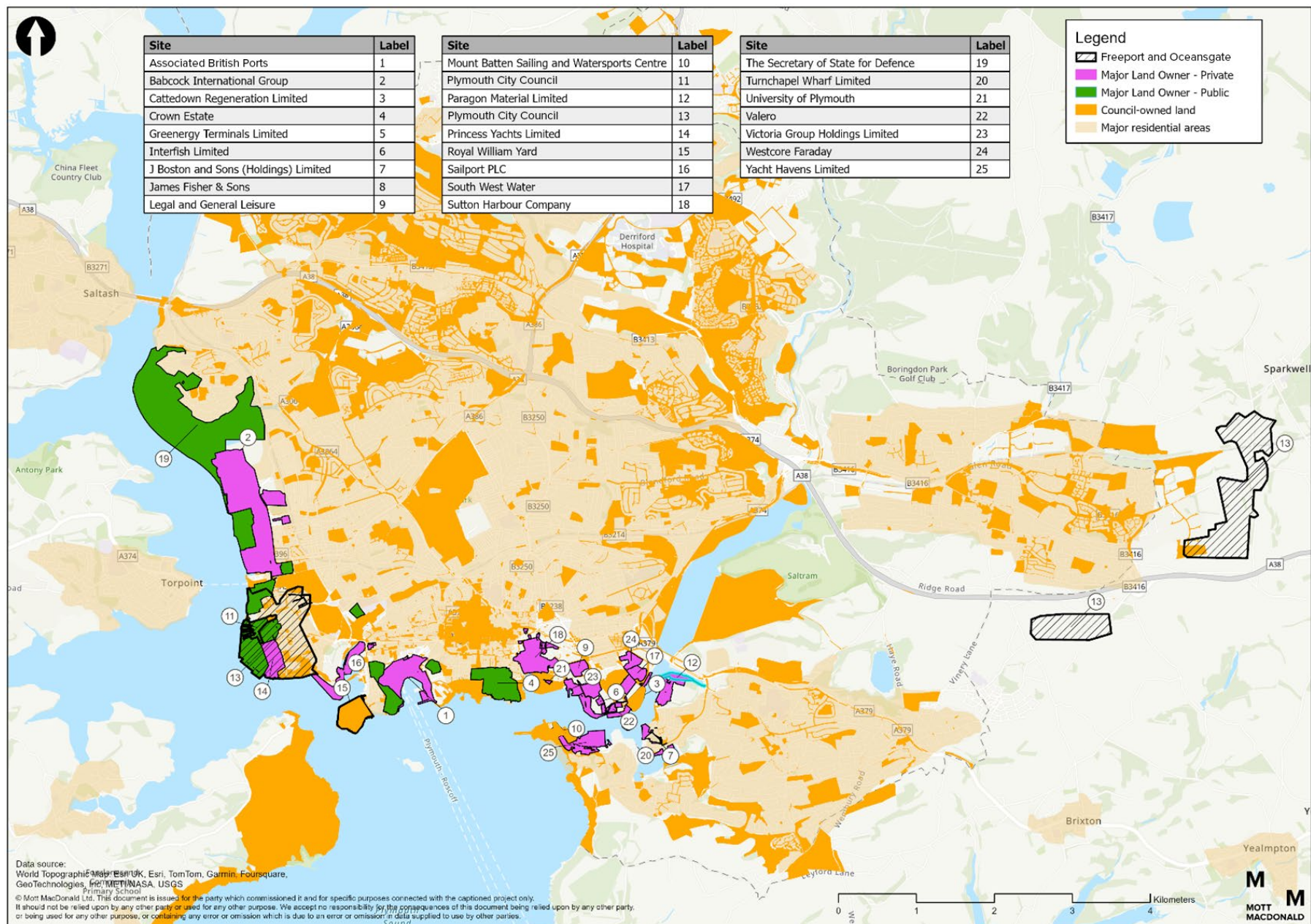
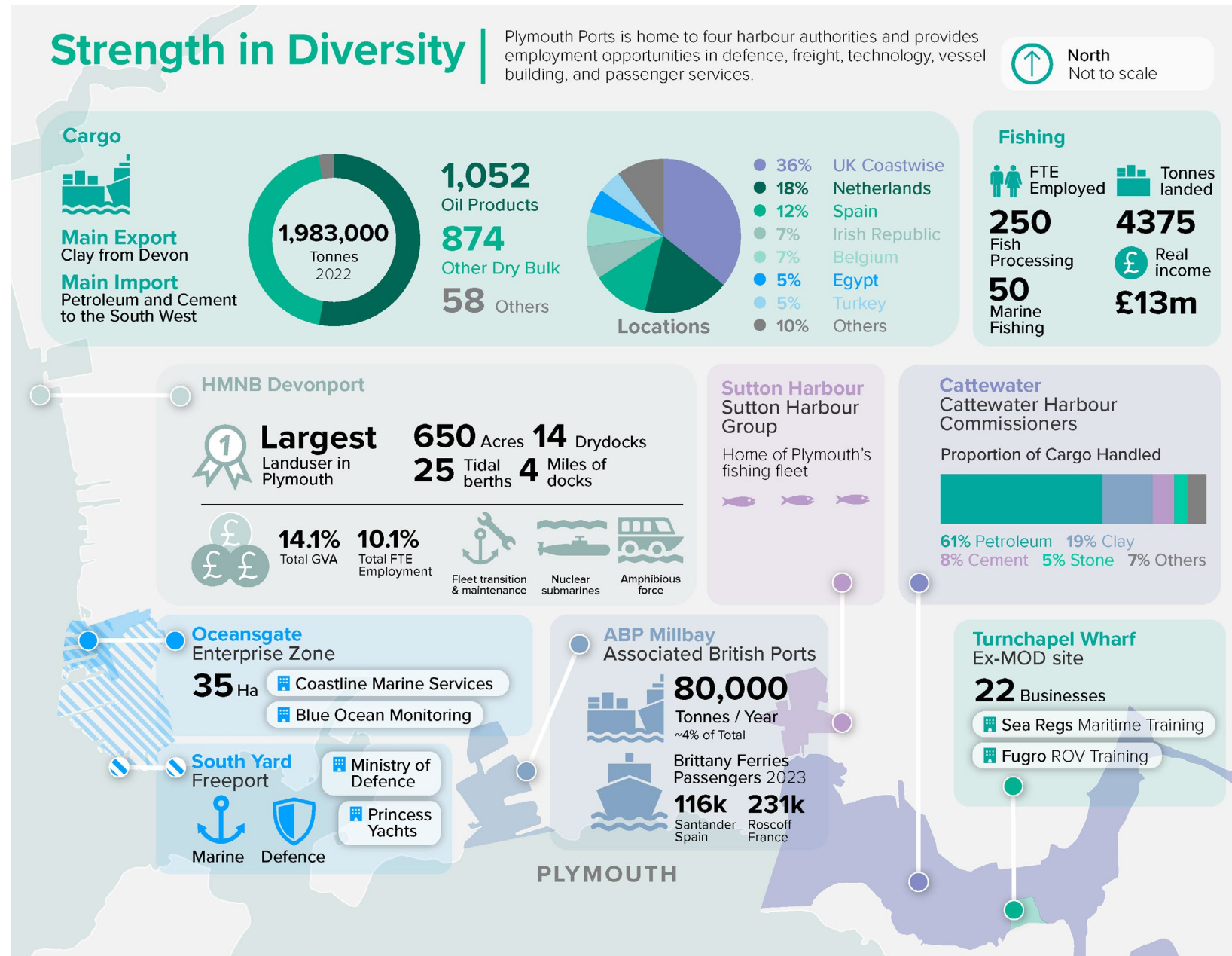






Figure 2.3 Strength in Diversity



▲ Source: Mott MacDonald



Figure 2.4 Heritage and Landscape

## Heritage and Landscape

Plymouth boasts centuries of maritime heritage, which has become a key attraction for visitors. Coupled with this, the unique environmental setting in the Sound and Tamar adds to its appeal and supports conservation research.

### Environmental Designations



**6402** Ha  
Special Area of Conservation



**1955** Ha  
Special Protection Area



**1530** Ha  
Marine Conservation Zone



**4** Ha  
Seagrass Potential Area

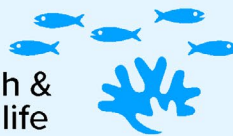
### Plymouth Sound National Marine Park



**UK's 1<sup>st</sup>**  
National Marine Park

**1000+**

Species of fish & other marine life



**£11.6m**  
National Lottery funding to...



Monitor & Document Biodiversity



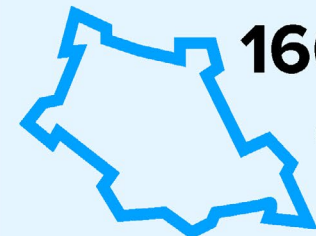
Habitat Reservation



Business Diversification

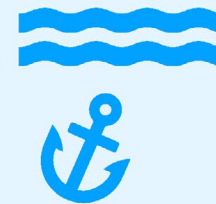
### Heritage

**750+** Listed buildings  
**25** Grade I Listed



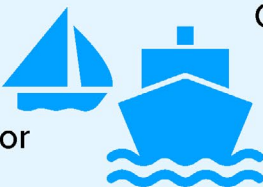
**1660s**  
Royal Citadel

**1691**  
Coronation sank in its wreck site



### Leisure

**1400**  
Gold Anchor berths



Cruise liners booked

2018

4

5

**12**

pandemic 2021

7

2023

**12**



visitors (2019)

**5.2m**

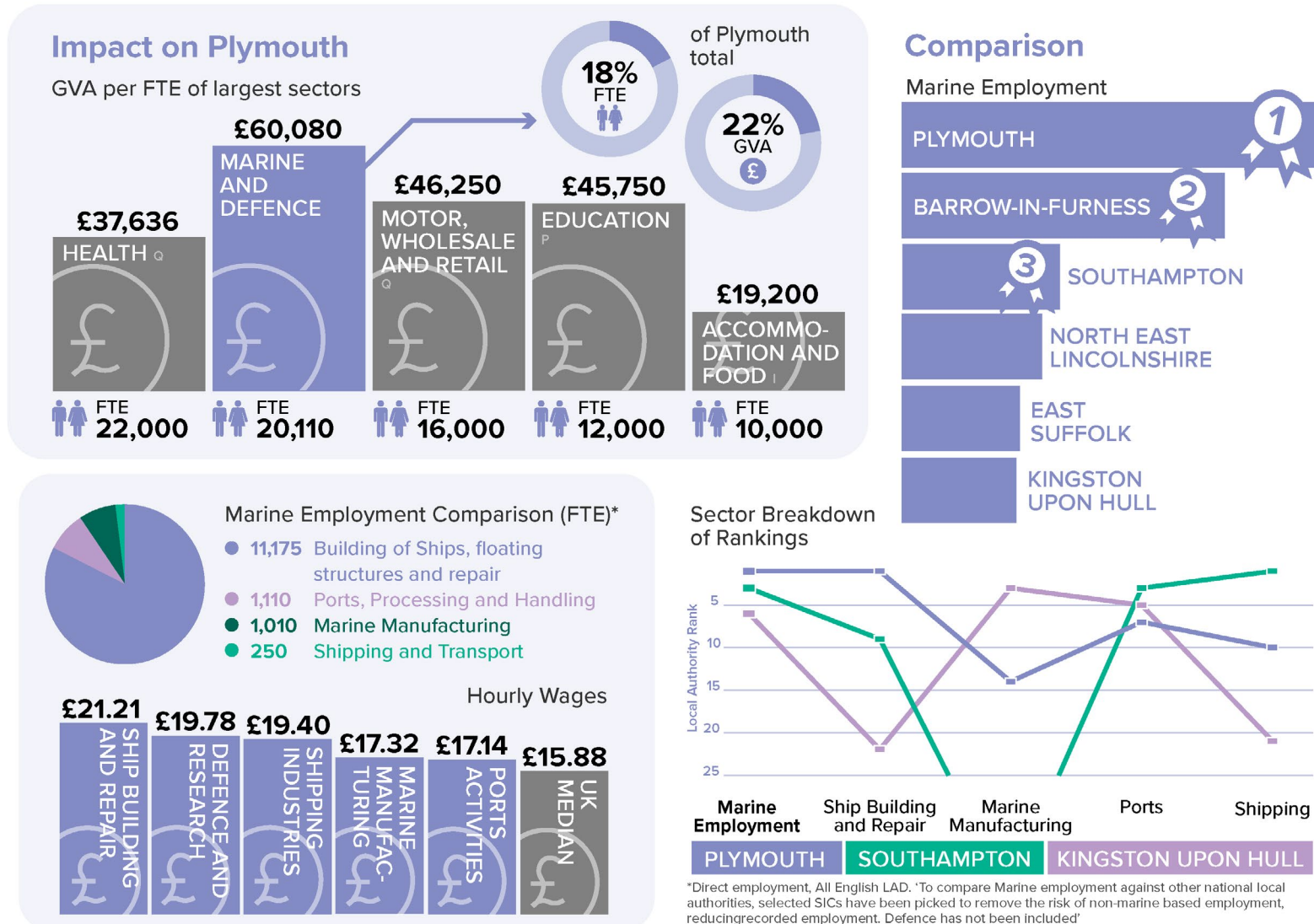
local economy worth  
**334m** per year



Figure 2.5 Catalyst for Growth

## Catalyst for Growth

The Ports are a major employment sector in Plymouth and the highest maritime employer in England, supporting productive and high-wage roles across a wide range of maritime industries.





## 2.2 Analysis

The Plymouth ports have been analysed from an economic and socioeconomic perspective to understand their strengths, weaknesses, opportunities, and threats. This baseline understanding has developed through a combination of desk study research and stakeholder feedback. The diversity of the port ecosystem means that not all findings are applicable to every geographic area or component part, but there are some recurring themes which help to build a composite picture.

### Strengths

**Depth and Diversity of Maritime Employment:** Plymouth has the highest marine employment of local authorities in England, well-represented across shipping, port services, marine manufacturing, shipbuilding, and repair. This diverse employment base supports a robust local economy and creates an adaptable local market to new opportunities.

**A Complimentary Ecosystem:** The ports and support businesses form a diverse and complementary ecosystem rather than a highly competitive commercial environment. Relationships between different harbour authorities and port operators are generally amicable and stronger where there are operational benefits.

**Strengths in Manufacturing:** Vessel manufacture, supply, repair, servicing, and decommissioning are concentrated in Plymouth. These roles typically offer higher than average median wages, sustaining skilled workers and supports local prosperity.



"Plymouth's successes come from its regional maritime hub status, with short sea and ferry traffic, an attractive waterfront for leisure activities and close relationship between defence, commercial and academic organisations"

**Maritime Legacy:** Plymouth has advantages due to the nautical history and training organisations, either through the University of Plymouth or companies based in Plymouth like SeaRegs.

**Devonport:** HMNB Devonport is the largest naval base in Western Europe. Investment in UK defence supports both Devonport and businesses in the area, bringing long-term, skilled employment to Plymouth.





**Benefits of the Plymouth Sound:** The Sound has good natural and physical assets, a natural harbour and sheltered water with deep water access to the English Channel and Atlantic. The Sound is home to the world's first 5G ocean-based marine testbed, used for advanced applied autonomy, smart ports, and environmental monitoring.

**Robust Freight Market:** Bulk minerals import and export, and importing fuel, remain important backbone cargoes for the ports. China Clay is an important commodity, which is globally recognised for its quality.

**Leading on Technology:** A robust marine supply chain and skills in autonomous vessels, engineering and the mobilisation of vessels create a draw to Plymouth. This enhances the port's competitive edge and positions the area for future growth

**Principal Institutions:** There are several leading maritime, research and conservation institutions located in Plymouth, such as the Marine Biological Association, Marine Institute at the University of Plymouth and Plymouth Marine Laboratory. Plymouth hosts the largest number of marine scientists anywhere in the UK.

**Leisure and Recreation:** Plymouth boasts a growing maritime visitor economy with strong international connections. Key attractions include the Mayflower Steps, Barbican and National Aquarium. Plymouth has a well-established marine leisure sector with around 1,400 gold anchor berths, hosts major sailing events and is a growing cruise destination, with 12 cruise ship bookings in 2023 and a target to increase it to 30.



**“The ferry port at Millbay ensures Plymouth operates as an international city. The hosting of international events like Sail GP, and presence of heritage in Sutton Harbour is important to tourism in the area”**

**Environmental and Cultural Assets:** Plymouth has many historical assets with over 750 listed buildings including the Royal Citadel built in late 1660. Plymouth has a wealth of environmental assets, with seven Sites of Special Scientific Interest, numerous areas with conservation designations and two National Landscape areas nearby.





## Weaknesses

**Vessel Size Restrictions:** Vessel size is limited in the Cattewater area and Sutton Harbour due to physical constraints. In the Cattewater area, vessels are limited to a maximum length of 150 metres due to vessel turning, while Sutton Harbour has width restrictions due to double lock gates (12 metres wide), and is constrained by the lock bore that is made of cast concrete. Dredging is essential to prevent silting, which would reduce the working depth of the port. In addition, wharf sizes are insufficient for larger vessels. While Millbay can accept larger vessels, a degree of vessel size restriction still exists, albeit less significant for current operations.

**Devonport Primacy:** Access to the port is regulated with limited access during Royal Navy ship or submarine movements. Although managed well, this can disrupt commercial operations, with 50-60 moves a year that restrict access for a full tide (12 hours).

**Restrictions on Movement:** Parts of the port experience restricted water depth during low tide, affecting the ability and windows for larger vessels to navigate. The weather, manoeuvrability of ships and need for skilled tug assistance can also limit the port's operational flexibility.

**Working Capacity:** All individual ports operate near capacity, although the constraints are different for each. Constraints include wharf length and availability, berths or storage and laydown capacity. Expanding active berths is costly and would require grant funding, as operators cannot fund expansion privately. Quay and laydown space around Plymouth Ports is limited due to other development, with some prime areas having non-marine uses. Much of the land available is "behind the wire" and operated by the MoD, restricting access and the types of business that can utilise the area.

**Unified Voice:** A lack of a single voice for the ports hinders development ambitions. Collaborative public-private efforts are needed for investment and space, and to advocate on behalf of the ports on the national stage.



**"We as both a city and a collection of ports need to act with one voice when it comes to the overall development and lobbying central Government for grant funding and financial aid."**

**Location Challenges:** Plymouth's location in the South West, further away from other urban populations, creates challenges. For freight, there is a perception that Plymouth is too distant for haulage companies, and Portsmouth and Poole have been more successful in increasing freight. Large events may also favour locations closer to London due to faster travel links.



**Communication Levels:** The ports have developed organically with limited strategic collaboration between constituent elements. While partnerships are growing such as the Tamar Estuaries Consultative Forum, Cruise Ship Partnership etc., not all operators are members and smaller operators can miss out on opportunities. This lack of coordination can hinder overall efficiency. Operators are aware of port activities but vary in communication with other stakeholders. Initiatives like the Freeport have different levels of engagement among operators.

**Funding and Viability Challenges:** Plymouth's low industrial and office values necessitate grant funding to bridge viability gaps. The issue can be exacerbated on waterfront sites (e.g., Millbay) as they are more likely to have complex below-ground infrastructure or contamination, adding to the challenge and any additional land ownership complexities that arise due to the Duchy of Cornwall ownership.

**Blast Zones:** There are three major safety hazards in the area which create management requirements at Devonport, Cattewater and the east bank of the Tamar. However, this is typical for port related uses.

**Historical Deprivation:** Historic deprivation in the UK is typically higher in port areas (73 of 170 LSOA are in the top 30% of deprived places). There are wider issues with low-wage employment, long-term sickness, and high economic inactivity.

**Electricity Grid Constraints:** There is a lack of shore power in some areas of Plymouth, as the capacity for power is inconsistent, with localised and spatial constraints. This impacts on-site investment in lower carbon technologies, such as cranes and renewable energy generation. Upgrading shore power is expensive and involves the National Grid.



**“Poor electricity infrastructure will hold back electrification of marine leisure vehicles and will impede progress toward Net Zero. Upgrades need the right balance between environmental protection, commercial necessities, and cost.”**



## Opportunities

**Employment Growth:** Employment areas like the Plymouth and South Devon Freeport, Devonport and Turnchapel bring new investment to Plymouth and can help to leverage private investment. Targeted sectors in marine, technology and defence align with existing strengths and support future economic growth.

**Marine Technology:** The work of Oceansgate, Marine Business Technology Centre and the Smart Sound has made Plymouth a leader in marine autonomy, robotics and AI. Plymouth has the opportunity to bring together public and private organisations in this space to take advantage of major future growth areas.

**Local Training and Maritime Supply:** Educating and training locals for maritime roles is crucial. There are several ongoing initiatives, such as the Blue Green Skills initiative, Devonport and Interfish's training support for crew development that are upskilling residents, creating opportunities to reduce unemployment and grow the local area skills.

**Defence Investment:** Increased investment in UK defence capabilities will support long-term and skilled employment in Devonport, bringing significant opportunity for local training and supporting businesses located in Plymouth.

**Floating Offshore Wind:** A strong skills base exists to support growing FLOW activities. This could increase testing, part manufacturing and vessel mobilisation, although no Plymouth-specific strategy has been created.



**“The emerging floating wind market in the Celtic Sea brings the potential for spin-off services to support operations. This can combine with the Freeport, to attract new businesses into the area”**

**Cruises:** As the number of cruise ships calling at Plymouth grows, there is a potential to increase visits and turnaround calls, generating greater economic impact through visitor stays, increased spending and area recognition. Integration of current attractions would ensure visitors create local benefits, and cruises out of traditional holiday periods can support business during off-peak times.

**Green Fuels:** Plymouth is well positioned for the growth of clean fuels. There are increased imports of HVO fuels which can act as a bridge to cleaner fuels and the city leads on hydrogen technology with multiple stakeholders investigating hydrogen bunkering, and the Carlton Power facility at Langage. While the demand remains uncertain for hydrogen there are several regulatory trends that will increase the importance of clean fuels. Overall, Plymouth is well-positioned as a leader in sustainable energy for the maritime sector.

**Minerals:** Growth in the mineral sectors, such as tungsten, would create synergies with the ports. This can diversify and strengthen the local economy by providing jobs at different stages on the supply chain and providing a robust export market in Plymouth.

**National Marine Park:** The establishment of the National Marine Park has brought funding to Plymouth and enhanced the visitor experience. The park can continue to support leisure opportunities by improving key waterside assets, promoting marketing and engagement activities, and enhancing access to the waterfront for both residents and visitors.

**Freight Growth:** Although import and export are significant port activities, there is a relatively low total 'over the quay' activities for the length of the operational coastline due to competing uses. Nationally, there is an opportunity to increase shipping freight and take goods off roads, reducing emissions and congestion although this could have a localised impact within Plymouth.





## Threats

**Freight Competition:** With limitations in wharf sizes and the upward trend in ship size, there is a risk of competition from other larger ports like Bristol or Southampton. A lack of container handling facilities limits the type of cargo the port can receive compared to other ports.

**Development Conflict:** Residential, commercial, and industrial uses are concentrated around the ports. Development has reduced the available commercial land and restricted development around some ports and add pressure on existing infrastructure and transport links. Neighbouring port operations can create conflicts over air quality, noise and views.

**Conflict at Sea:** The multiple uses can create conflict in the sound, the primacy of Devonport could be a threat of commercial operations, if they require reliable access to port facilities. Limited harbour berths lead to competition between recreational and fishing vessels, which can reduce the future stability of fishing in Plymouth.



**“A sensitive approach has to be taken. Any commercial needs of the shipping companies, fish market etc need to consider the other local businesses operating on that site and the tourist appeal.”**

**Competition for Green Growth:** Competition from other ports in the UK and Europe for marine growth areas, such as offshore wind, will require significant investment. There is national competition from larger ports and container ports for future funding and cargo, especially the race to decarbonised infrastructure.

**Decarbonisation Challenges:** Coordinating infrastructure, understanding the demand for clean fuel, and managing costs are all hurdles. Plymouth's demand for vessels and power is dispersed, therefore it lacks an obvious central investment location. The timing and content of domestic regulation are still uncertain due to the delayed Clean Maritime Plan refresh, which would aid investment timelines.

**Network Congestion:** There are constraints in the local transport networks which cause congestion. Port-related vehicle movements can exacerbate the problem, especially during peak seasons, leading to issues around Millbay and the A374 which provides a primary connection between Cattewater and the A38. The lack of a rail freight hub or active rail connections exacerbates transport issues, increasing congestion and costs. PCC have plans and business cases for highway improvements which could ease the issues on the A374. However, there has been limited cross checking against potential growth in the ports and their future access needs.

**Environmental Constraints:** Plymouth Sound and Estuaries Special Area of Conservation can constrain the design of port expansion plans. Localised environmental constraints include the Blue Elvin granite at Sutton Harbour and SSSI.



**Changing Freight Types:** A high proportion of Cattewater import is petroleum, which will decrease in the long term. A longer-term decrease in petroleum import could release industrial land, but also there has been an increase in the importance of hydrotreated vegetable oil fuel or alternative fuel sources.

**Fishing Sustainability:** Sub-optimal or closure of fish market facilities limits the opportunity for local sales and fish to become a larger part of the visitor economy. Landed catch is currently transported to other markets.

**Ferry Passengers:** There is a slow but steady decline in short sea passenger movements across all routes, due to competition from other modes, from 20.5m nationally in 2012 to 15.1m in 2023. Plymouth routes have not seen the same decline and returned to pre-Covid levels in 2023. Ferry passenger levels impact the local economy and businesses that support accommodation or the onward movement of passengers.





## The Case for Intervention

Plymouth Ports are a major economic contributor in the city, the South West and nationally. The diverse variety of functions presents a resilient and productive ecosystem which is greater than the sum of its parts. Plymouth's maritime sector is a cornerstone of its local economy, with significant strengths in engineering, technological innovation and research.

However, the nature of ports is changing worldwide, and Plymouth will need to evolve to maintain and grow their market presence and capabilities. The diversity of the ports necessitates some targeted intervention – a “one size fits all” approach is not appropriate. In some areas, a more strategic approach is needed to overcome port weaknesses and realise the full potential of major opportunities.

There is a clear need to articulate what makes the Plymouth Ports special and align existing strengths with future prospects. To this end, an overall strategic vision has been prepared to provide a ‘distinctly Plymouth’ direction for the future. This was prepared in dialogue with Plymouth City Council to capture a shared vision for the future of the ports.

A summary of the case for intervention is as follows:

- Ports are economically valuable to the city, region and wider UK. In Plymouth marine and defence comprises 20,110 FTEs and £1,214m of GVA (2021).
- Defence at Devonport has historically been a core maritime sector. The Ports are also now used for freight, vessel manufacturing, technology and training.
- The Ports are nearing capacity and face limitations in physical space for future expansion. The potential conflict between uses and coastal regeneration presents a long-term risk to heritage industries.

- ‘Business as usual’ could lead to a decline in port operations. There is competition for national and international ports for growing freight demand and pressure to decarbonise.
- Strategic planning and coordinated investment are needed to maintain the vibrancy and diversity of the ports and to enable future growth.
- There are emerging maritime growth areas in Plymouth in autonomy, alternative fuels, robotics and conservation. These are supported by world-leading institutions.
- There are exciting opportunities and potential growth for Plymouth Ports, supported by a wide range of public and private stakeholders.



Figure 2.6 Economic Impact

## Economic Impact

The growth of the maritime industry in Plymouth will support high-productivity employment creating public and private benefits, and catalyse further employment due to maritime multipliers.

### Creating Employment

FTE Growth  
2021-2030

**5,283 FTE**  
OBR Forecast

**8,173 FTE**  
Local Forecast

**32%**  
Job growth in  
marine sectors

**21,110**  
Marine

**82,673**  
Other Sectors  
→ **+7%**  
5,537

**+12%**  
2,636

**£60,080**

**GVA per FTE**  
(Maritime and Defence, 2021)

**£158m**

Potential GVA growth from  
maritime FTE

### Multipliers UK-wide level



Direct FTE



Indirect FTE



Induced FTE

**Maritime Sector**

**2.57** **1.12**

**Shipping**

**6.84** **2.75**

**Ports**

**0.57** **0.33**

**Leisure Marine**

**0.63** **0.31**

**Marine Engineering & Scientific**

**1.13** **0.58**

Employment in specific industries will support wider local employment growth through;  
**Indirect Jobs** - supported in industries that supply inputs to Ports  
**Induced Jobs** - supported by direct and indirect Ports employees through spending wages on goods and services.

Source: Cebr (2022) The economic contribution of the UK Maritime Sector

### Supporting Growth in the Marine Sectors

**2,600 + 2,800 + 1,400 = 6,800**

**Direct FTE**

**Indirect FTE**

**Induced FTE**

**Total FTE**

Assuming the new job split follows the current split, growth at a national level

### Increasing Productivity

With growth in productivity Plymouth can support:



Higher  
Profitability



Higher  
Wages



More Tax  
Revenue



Economic  
Growth

### More Productive Sectors

Greater productivity growth



### Benefits of Agglomeration

**Matching** different type of  
work to the right employer



**Learning** and  
knowledge spillover  
for similar business



OECD research suggests  
**+10%** Employment  
Density

**+0.9-1%**  
Productivity

**Sharing** the values  
of fixed costs







## 3 Vision for Plymouth Ports

### 3.1 Vision

#### **Plymouth Ports: A thriving maritime ecosystem within Britain's ocean city**

Plymouth is Britain's Ocean City – the sea defines the unique history of the city and has shaped its culture, its heritage, and its people over generations.

The Plymouth Ports will continue as an international maritime hub, honouring centuries of living and working at sea while being industry leaders in marine innovation, maritime autonomy, and vessel engineering.

The ports' unique blend of maritime activities will support a diverse range of skills and jobs fostering inclusive economic growth for local people.

Successful evolution will build upon current strengths, experience and versatility while implementing sustainable changes towards net-zero in operations and infrastructure. This will allow Plymouth to contribute to alternative fuels, short-sea shipping, and floating offshore wind developments in the region.

Devonport has a unique and crucial role in supporting the UK's national defence capability and Plymouth will maximise the benefits of its long-term investment.

The natural and historic environment will be celebrated and protected, supporting Plymouth's status as the first National Marine Park.



# 4 Supporting Thriving Ports

## 4.1 The Opportunities for Supporting Thriving Ports

Building on the preceding analysis and vision statement, six opportunities have been identified to support thriving ports in Plymouth.

The opportunities connect to data, themes and research conducted through the baseline work and stakeholder engagement. They represent a focus that will support economic growth and employment opportunities for residents.

These opportunities are partially overlapping, but are considered distinct enough to focus on the benefits of each. Each of these opportunities is explored in the following section, including:

- The potential rewards that these opportunities offer.
- A description of what the high-level requirements are to realise these opportunities.
- Spotlight boxes to describe a key topic or growth areas associated with the opportunity.
- A list of initiatives and projects underway.
- Further ideas to explore which could provide beneficial outcomes and synergies.

Figure 4.1 Opportunities to Support Thriving Ports



▲ Source: Mott MacDonald





## 4.2 Opportunity 1: Develop Local Skills

### The rewards of local skills

Developing local maritime skills can:

- Drive employment in high-wage and productive jobs, creating stable employment in Plymouth.
- Reskill the adult population to re-enter the workforce, reversing trends of economic inactivity.
- Raise living standards and create opportunities for Plymouth residents to stay in the city.

### What is required?

1. A wider range of educational programmes catering to different starting points and skill sets, aiding local accessibility and supporting the transition to maritime employment.
2. Working with the Plymouth Employment and Skills Board to engage with employers and training providers and identify relevant training needs in the sector.
3. The city needs to create a 'skills escalator' that embeds lifelong learning to deliver the workforce supply to meet employer need and demand.

### How will this support thriving ports?

Thriving ports provide employment opportunities in specialised, high-paying sectors such as water transport, ship, and structure building and specialist manufacturing. Creating jobs in the ports industry has significant multiplier effects, as it supports industries around the ports and stimulates spending in the area, leading to more leisure and recreational services.

Employment in the ports industry requires both specialised and non-specialised training, and the educational programme should reflect this. Maintaining and growing local skills is essential to creating a resilient labour market, that can support new business and emerging maritime growth areas.

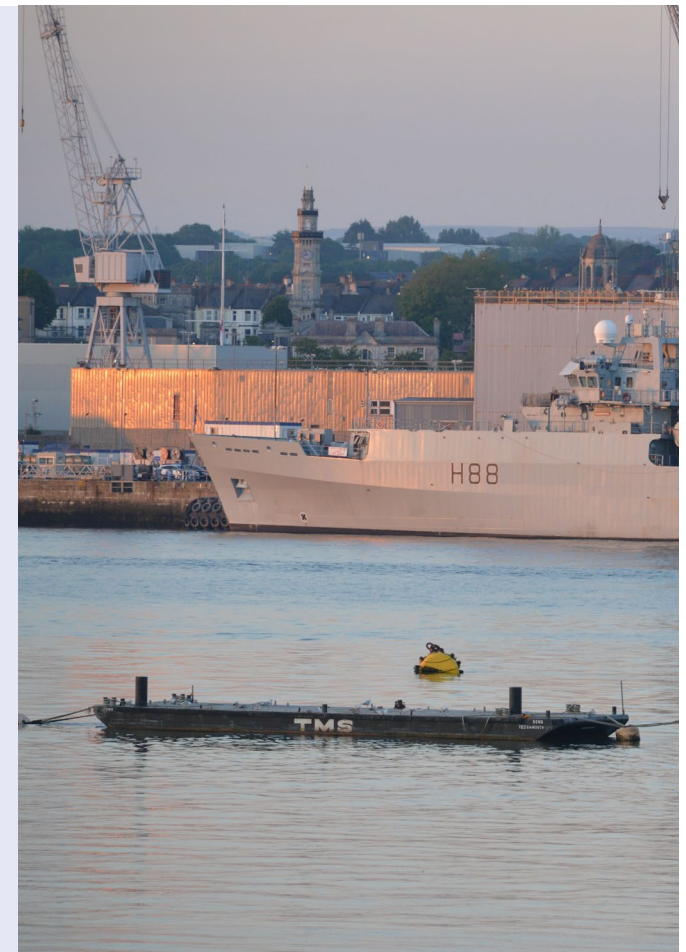
The navy and the dockyard are integral parts of Plymouth's history and current port ecosystem, playing a central role in the development of maritime skills in the area. A large, 'anchor' employer such as Devonport provides a consistent pathway for local residents to enter maritime employment and help maintain a high level of skills in the area. The challenge is to maximise the benefits of Devonport for the local population while minimising the outflow of opportunities outside of Plymouth.

The experience, knowledge and diversity of skills present in Plymouth are identified by businesses as a unique draw to the area and will provide the basis for supporting thriving ports. A diverse range of training, created by understanding the skills that employers will need, will maximise the benefits of this opportunity.

### Spotlight on... Devonport

Babcock has secured a £750 million contract to enhance submarine capabilities at the Devonport. The 7,300-person workforce will remain largely stable due to the investment; however, due to an ageing workforce, significant recruitment is planned, supported by an early careers programme and adult upskilling within the City College. This includes:

- A minimum of 100 graduates and 160 apprentices into Babcock's Early Careers programme per annum.
- Continued hiring from the external workforce up to 500 p.a. into permanent roles.
- Introduction of adult upskilling to resourcing of up to 100 per annum including a new Bootcamp model co-designed with City College Plymouth.



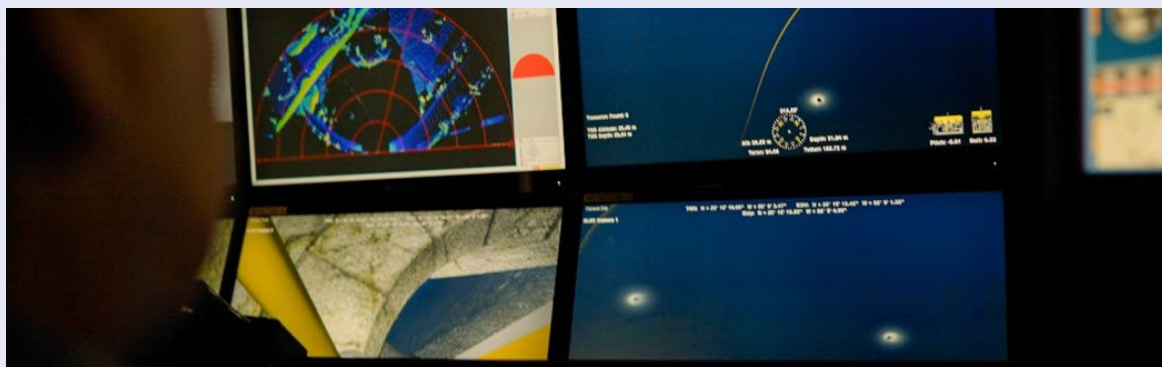


### Spotlight on... Skills and Workforce development

Skills and workforce development is a cross-cutting theme of the four pillars in the city's Growth Plan. There is a specific skills commitment and action in each pillar relevant to this strategy:

- Productive Growth and High Value Jobs – ensuring the local training offer meets employer needs in our higher value sectors;
- Inclusive Growth – maintaining and growing our reach and engagement across the city;
- Sustainable Growth – placing the transition to net zero at the heart of economic planning;
- Civic Pride and Regeneration – reinforcing the sense of pride that local people have in their city.

This is shaping a refresh of the Skills 4 Plymouth plan that will also align with this Opportunity, alongside the Local Skills Improvement Plan.



### Spotlight on... Maritime Education

Plymouth has a range of educational and research providers, covering higher education, skills plans and specialist marine training.

- Higher Education Providers: 3 universities (Two gold and one silver rated) with more than 23,000 students. The University of Plymouth is home to the Marine Institute which produces world-leading research.
- Further education at City College Plymouth, which includes the Blue-Green Skills Hub which focuses marine and environmental sectors.

- Independent training providers, including Discovery College and members of the Devon and Cornwall Training Provider Network, provide a range of accredited and unaccredited training programmes to meet the needs of local people and employer demand
- Private specialist training providers such as SeaRegs and Fugro Global Training Centre (ROV Course) have benefited from the range of existing skills and coastal locations. Interfish is providing local apprenticeships to train fishing crews.



## Initiatives and projects underway and in development

**Blue Green Skills Hub:** A significant project to create a world-class city centre Blue/Green skills hub educating 2,000 students from Level 1 to Level 6 supporting 16-18 programmes, adult re-skilling, apprenticeships, and higher education. The hub covers a wide range of marine and maritime skills including green energy, associated technologies, green construction and nuclear.

The City Council took a decision to reacquire the Civic Centre from Urban Splash and the Council is currently working with City College Plymouth to explore the potential of locating the Blue Green Skills Hub in the lower ground floors of the Civic Centre.

**Skills Launchpad Plymouth:** An online and face to face service launched in 2020 to support local people and connect businesses with local opportunities in skills, training, education, careers and jobs. Over 50,000 people have received support since the launch. This is complemented by the Sector Skills Partnerships linking people with vacancies in: construction, health and social care and the visitor economy.

**Lifelong Learning:** Funding from the Adult Education Budget supports adult learners across the city, delivered by City College Plymouth and On Course South West alongside commissioned sub-contractors. On Course South West, for example, has supported over 5,000 adult learners.

## Further ideas to explore

**Monitor Devonport:** Pro-active engagement with Devonport at a senior level and maintain relationships to maximise benefits for Plymouth. This could include maintaining links between the University, city college and local schools during the Babcock training or ensuring the local supply chains are used when available.

**Ports Skills Review:** Continued engagement with port operators and Plymouth stakeholders to identify upcoming skills gaps, either due to an ageing workforce or changing demand. Where the operators do not have their training programme or have been struggling to fill gaps in their workforce these would be identified as skills gaps and feed back into initiatives similar to the Skills 4 Plymouth Plan.

**A skills escalator:** Incorporate lifelong learning to ensure an adequate supply of workforce to meet the needs and demands of employers. This system could complement the skills review process to guarantee that existing programs are equipping workers with the necessary quantity and quality of skills required by employers.





## 4.3 Opportunity 2: Maintain Plymouth's Expertise and Innovation

### The rewards of maintaining Plymouth's expertise and innovation

Maintaining Plymouth's expertise and innovation can:

- Create high value roles within Plymouth, a city with multiple innovation sectors.
- Support onward employment in the region, to create a regional technology hub and draw in investment.
- Strengthen links and visibility of leading institution locations in Plymouth.

### What is required?

1. Enable quality working space to develop in key waterside locations, which have historically helped to drive maritime innovation.
2. Continue to raise the profile of Plymouth's innovation by connecting institutions and stakeholders across multiple projects and sectors.
3. Create new and incorporate changes in the regulatory environment in innovative industries, such as maritime autonomy.

### How will this support thriving ports?

Plymouth has a growing reputation for science and innovation, with strengths in health, manufacturing, and defence. Developments in Plymouth over the past decade such as Smart Sound Plymouth and the innovation support service have created three leading areas of excellence: marine autonomy, clean propulsion and digital ocean technology.

Incorporating technological expertise and innovation within Plymouth Ports helps to further diversity employment beyond the traditional port industries. This creates resilience to shocks in demand and technology and innovation can create synergies with other activities such as freight, fishing, defence and conservation.

High tech jobs associated with innovation have the potential for large place-based employment multipliers. For every one job created in this sector it is estimated that an additional 1.9 jobs can be created in the local area, potentially supporting a supply chain throughout Plymouth.

Creating the right employment space for technology and innovation can help grow existing businesses and attract new entrepreneurs. There is strong demand in Plymouth, as evidenced by the commercial portfolio owned and managed by the council. The Freeport can help support the ports by increasing the number of jobs in the area through the regeneration of South Yard, growing existing businesses through tax breaks, and supporting a wider volume of business and imports due to the low tariffs on goods.



### Spotlight on... The Plymouth and South Devon Freeport

The Plymouth and South Devon Freeport is comprised of three core freeport sites. One of these, South Yard, is adjacent to the existing Oceansgate Enterprise Zone. This site will focus on marine and defence sectors, attract start-ups, SMEs with growth plans and new areas of development from larger companies. An early success story is the production of Jackal 3 in South Yard.

The Innovation Service at the Freeport which is currently in development would help increase the visibility of Plymouth by bringing together large, end users of technology with the developers of innovations to align market needs with opportunities within the Freeport.

The Freeport aims to create 3,584 additional jobs and provide a step forward in hydrogen, with a Green Hydrogen Electrolyser being developed by Carlton Power at a second site in Langleigh.



### Spotlight on... Autonomy

Maritime autonomy (data analytics, artificial intelligence, sensor technology and robotics) is a major emerging technology trend predicted to create a £103 billion market by 2030, with the South West the centre of the UK market.

Plymouth has a growing and nationally recognised cluster in marine autonomy and marine artificial intelligence around navigation systems. Plymouth is home to the Future Autonomous at Sea Technologies (FAST) Cluster, including Thales' Maritime Autonomy Centre and the University of Plymouth Autonomous Marine Systems (AMS) Research Group. The Plymouth Marine Laboratory is also leading in this sector, launching a first-of-its-kind Autonomous Data Buoy into the Sound in 2021.



## Initiatives and projects underway and in development

**Oceansgate:** Oceansgate occupies a 35-hectare site and has been a key regeneration site since 2016, providing phased delivery of office and industrial space. Oceansgate 3.1 will feature Innovation “Barns”, large industrial units while will supporting innovation within the Freeport South Yard tax site.

### **Plymouth and South Devon Freeport**

**Innovation Service:** Innovation service funding will support a dedicated lead for this activity within the Freeport team and will also support fractional posts (knowledge exchange managers) within the University of Exeter and the University of Plymouth.

**Ocean Futures:** The organisation aims to bring together public and private partners, drawing on an ecosystem of SMEs and micros alongside assets from across the South West. In Plymouth this includes the Marine Biological Association, Oceansgate, Plymouth Marine Laboratory, PASD Freeport, University of Plymouth Marine Institute, QinetiQ and Thales.

### **Maritime Regulatory Innovation Framework**

**(MRIF):** Led by Plymouth City Council, in partnership with the Maritime and Coastguard Agency, University of Exeter, University of Plymouth and Plymouth Marine Laboratory. Through innovation and collaboration, the project will deliver a brand new set of regulations that will define a new class of prototype vessel. The regulations will be road tested on real vessels with a range of stakeholders and put the UK in the leading role as an international centre for maritime zero emissions and autonomous vessel innovation and manufacturing.

**University-led Initiatives:** The University of Plymouth has been involved in several other significant initiatives: The Zero Emission Network of Workboats (£5.4m), Supergen Offshore Renewable Energy Impact Hub (£3.4m), The Electric Seaway project (£3.2m) and the Maritime Launchpad Partnership.

## Further ideas to explore

### **Autonomous vessel centre of excellence:**

Turnchapel Wharf is already recognised nationally as a centre of excellence for training and autonomy. The development and growth of an autonomous vessel centre of excellence could bring together commercial activities in Plymouth and link to potential uses in the defence sector as a driver of future economic growth. This could be a physical cluster or people network. The centre could support close engagement with the University of Plymouth, utilising their expertise and research in the area. It could also include external marketing of Plymouth’s capabilities.

## 4.4 Opportunity 3: Invest in Infrastructure

### The rewards of improving port infrastructure

Investing in infrastructure can:

- Deliver employment in industries like freight and fishing that are a core part of local culture and provide routes into employment.
- Strengthen freight activity, which can create synergies with the ongoing development of the port.
- Enable the movement of a wider range of goods, creating new markets in Plymouth and resilience against changing trends.

### What is required?

1. Ensure the wharfs and berths are of sufficient quality and support multipurpose uses.
2. Identify and preserve sufficient hinterland space to support storage and processing.
3. Understand the funding landscape and direct operators towards funding opportunities as they arise.

### How will this support thriving ports?

The findings from stakeholder engagement and baseline review have consistently shown there is potential for growth within Plymouth Ports. Many port areas are working at capacity and have invested in a series of lower-cost interventions to increase capacity, such as new loading facilities, storage, shore power and wharf maintenance.

The next stage of growth would require a larger intervention, due to a series of spatial and funding constraints within the ports area. This includes the size, length and weight capacity of wharfs, as well as port operational areas required for processing, storage and any associated maintenance and engineering works. Investing in infrastructure will support the modernisation of the ports and mean it will not lose ground on local competition and larger national ports in Bristol and Portsmouth. With the level of freight expected to increase, there is an opportunity for growth in Plymouth.

Investment in infrastructure can support the ports by efficiently using all the space available, helping to avoid some of the ongoing competition for space at the ports. New infrastructure can also be designed flexibly for different types of goods or developing sectors, to create new direct and indirect employment opportunities at the ports whilst increasing the overall resiliency of Plymouth to changing external trends.

Integration of wider infrastructure requirements would allow for complimentary investment, or the potential for dual uses. There are further challenges around the ports in connectivity, flood defence and drainage infrastructure, as the Port functions as part of the Critical Drainage Area. Long-term challenges include increasing coastal flood risk in some low-lying coastal areas.



## Initiatives and projects underway and in development

**Dredging study:** An investigation is being conducted to widen the area in Cattewater, dredging it to a depth of 5 metres to accommodate larger vessels for navigation. Additionally, there have been investigations to dredge specific areas in Sutton Harbour (e.g. Sheppard's Wharf area) to create more mixed-use deep water berths and increase the overall available berthing area.

**Millbay Freight:** Over £7.3m of public and private funding to enhance freight capability at the port by replacement of the Western Wharf and introduction of new fenders. Delivery of the improvements will be led by ABP as part of wider investments outlined in Section 4.7 that will improve freight turnaround and meet the Freeport's export and net zero ambitions.

**Cattewater Feasibility Study:** A feasibility study for unused space in Cattewater focused on the space adjacent to Victoria Wharf, with the intention of providing additional berthing and cargo storage. The will include site investigation works to better understand development constraints.

### Spotlight on... Freight Demand

The Department for Transport UK port freight traffic forecasts (2019) estimated a long-term growth in freight tonnage – 39% higher in 2050 compared to 2016. The rise is due to an overall increase in goods and because shipping, has the lowest carbon per kilometre of freight. The South West Freight Strategy states:

*The decarbonisation agenda is driving a mode shift away from long distance road haulage and towards the use of coastal shipping for carrying bulk materials domestically.*

Currently, 77% of domestic freight is moved by road. However, this has disadvantages, especially in the South West due to pollution, congestion (due to the limited route choice) and challenges recruiting and retaining HGV drivers. A modal shift to vessel freight would increase demand, and has policy support from the Plymouth & South West Devon Joint Local Plan:

*Supports the expansion of port activities in Plymouth with modernised and accessible port infrastructure and safeguarding the existing port infrastructure. (Policy SPT8)*







## (Continued)

**Turnchapel Wharf:** Turnchapel has ongoing initiatives, including the possibility of installing a large test tank for testing autonomous and remote-controlled vessels and investing in a hydrogen bunkering facility.

**Pomphlett Jetty:** RIG is looking to develop Pomphlett to recycle dredging and mining waste with the clean aggregate sold back to the construction sector. A potential £30m investment to create a multi-modal port facility, which will increase port capacity for heavy bulk cargo, including modern container loading and unloading facilities and create a new mineral process plant.

**Transport Improvements:** Marsh Mills (A374) Business Case is in development including the removal of a low bridge on Embankment Road which currently restricts movement of high sided vehicles to and from Cattewater.

## Further ideas to explore

**Demand Assessments:** Development assessments for discrete growth opportunities, such as increasing local export of clay and tungsten, container port feasibility, hydrogen and green fuels acceleration, hydrogen bunkering or development of a test tank for autonomous vehicles. Assessments would identify requirements such as proximity to the quayside, depth requirements and supporting land infrastructure (shore power, HGV access, blast zones etc.), leading to common, “no regrets” infrastructure investments that support a range of operators and businesses.

**Funding Support:** Following on from the demand assessments, or through alternative stakeholder engagement a long list of infrastructure options would form. Support could then take different forms but should support further phases of work to enable a meaningful step forward. Support to aid in the delivery of works could include business case development or more development options to provide connection with potential public funding options. The Crown Estates is a major landowner in the area and one potential funding route due to increased investment activity.



## 4.5 Opportunity 4: Preserve Space for Ports

### The rewards of preserving space

Clear spatial planning can:

- Strengthen the planning and policy standing of the ports to set them up for future success.
- Create growth by identifying opportunities in port areas and building confidence for investment in these new spaces.
- Reduce conflicts between uses to enable longer-term planning and more unified directions in the area.

### What is required?

1. A supportive policy environment and spatial plan which balances the constraints and opportunities of different land uses.
2. Localised masterplan resolution of 'hot spots' with competing demand for uses, such as port operations, housing regeneration and public access to the waterfront.
3. Identification of underused land that could better serve the ports and optimal placement of council tenants to serve the maritime economy.

### How will this support thriving ports?

A Port Planning Study would benefit a wide range of port operators and stakeholders by providing greater confidence in the allocation of land and marine areas. Key to this exercise is building a common understanding of which port-related areas will be maintained, repurposed, or expanded.

Creating confidence for investors will be a result of clear policy and spatial planning and avoiding ongoing uncertainty around potential restrictions for sites. Presenting the spatial understanding will enable private operators to make informed decisions on growth and minimise the burden on the development management process.

Understanding future port demand in more detail will inform spatial requirements, such as additional commercial land, freight vehicle access and other infrastructure. Demand will be a composite picture of different growth areas, such as high-tech innovations, floating offshore wind, and short-sea shipping. There are also likely to be changes in demand for bulk cargo, passenger and leisure vessels and fishing.

By testing spatial scenarios and their outcomes, a clearer set of priorities could be developed to reach an acceptable compromise and benefit multiple stakeholders.



### Spotlight on... planning policy

The Plymouth & South West Devon Joint Local Plan 2014-2034 was adopted in 2019 and reviewed in March 2024. This includes several policies which relate to the port, including the Devonport Naval Base and Plymouth's waterfront.

*Safeguarding the port functions and the area's key role in providing key infrastructure and land to support the priority marine employment sector, particularly for those sites with deep water berths. This will include defence, port, fishing, marine industries and research, and marine recreation (Policy PLY20)*

Plymouth City Council continue to develop evidence which will support the future Local Plan.

The Marine Management Organisation (MMO) is responsible for the marine plan of the south west inshore and south west offshore. The latest plans were published in June 2021.

### Initiatives and projects underway and in development

**Cattewater Masterplan** led by the Cattewater Harbour Commissioners, is developing spatial concepts for the future of the area surrounding the Cattewater. the future of their port areas. This includes findings from stakeholder engagement and studies into future economic trends, to provide an understanding of the opportunities and constraints over the next 25 years.

**Fish Market Feasibility Study** is underway involving the Plymouth Fishing & Seafood Association, Sutton Harbour Group and Plymouth City Council, working together to fully understand the viability of operating a fish market in Plymouth.

### Further ideas to explore

**A Ports Planning Study** could be considered to provide a greater level of detail for terrestrial areas than the Local Plan. Targeted scenario testing could help to understand trade-offs and build consensus between different stakeholders, including the council, port operators, landowners and developers.

**Digital Data** could be collated and made available, such as via Plymouth's Open Data website platform. This could include survey information and key marine asset information. A visual and spatial understanding of the interface between terrestrial land and the marine environment could benefit multiple stakeholders.



## 4.6 Opportunity 5: Foster Communication and Collaboration

### The rewards of communication and collaboration

Communication and Collaboration can:

- Efficiently target opportunities with the ports, to increase investment and create growth,
- Reduce the long-term conflict between different uses by making early decisions in conflict areas.
- Increase the visibility of the ports, improving internal understanding in Plymouth and improving external marketing.

### What is required?

1. Continued activity by Plymouth City Council as facilitator and advocate for the city at a regional and national level.
2. Key individuals who champion the role of the ports, build people networks and act as a signpost for collaborative relationships.
3. Forums and groups in which stakeholders can meet to share knowledge, experience and opportunities, such as active investment opportunities.

### How will this support thriving ports?

The Plymouth Ports thrive due to the diverse range of uses, which provide a resilient and unique port economy. These uses, while often being complimentary, can create risk of missed opportunities or conflicts without clear communication. Different organisations will have overlap in their growth plans and future prospects, and the congested port area is well understood.

Strengthening communication and collaboration would benefit a wider range of port operators and stakeholders by providing opportunities to work together and access expertise, including knowledge within Plymouth City Council. Creating a clear understanding of the role of wider initiatives, such as the Plymouth and South Devon Freeport and Crown Estates SME Accelerator, would benefit some operators who aren't currently engaged. The council has a role to play in promoting the ports to other public bodies, such as in regional transport plans, environmental plans and national infrastructure

planning for modal shift. A strong network who can clearly articulate the economic benefits and potential of the ports will help to make the case for investment.

An active network of forums and port interest groups can provide clear entry points and invitation for smaller businesses and stakeholders to contribute to the future of the ports. The council can continue engagement with stakeholders and groups to disseminate information, such as the forthcoming £1.8bn ports investment in the Green Prosperity Plan and changes to policy. From the engagement in this study, there is a large stakeholder appetite to strengthen joint working on future growth opportunities.

### Spotlight on...Working Together

#### Tamar Estuaries Consultative Forum

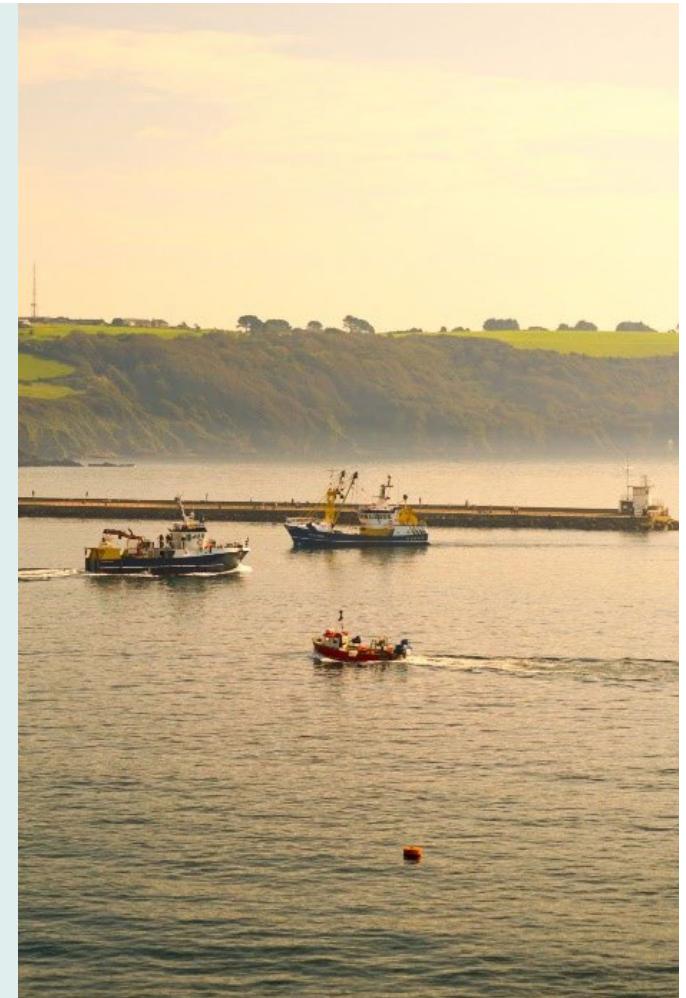
The Tamar Estuaries Consultative Forum (TECF) is a collaborative partnership that brings together local stakeholders and Plymouth Council. They meet three times a year to manage the Plymouth Sound & Tamar Estuaries Marine Protected Area. The role of TECF includes:

- **Sustainable Management:** TECF ensures the sustainable management of the Plymouth Sound and Tamar Estuaries, balancing environmental protection with commercial, defence, and recreational.
- **Partnership and Collaboration:** The forum includes relevant authorities, working in partnership to address issues affecting the marine environment.
- **Advisory Role:** TECF provides a platform for discussing activities, incidents, and developments that may impact the marine environment. They meet to review progress and ensure a holistic management approach.

#### Cruise partnership

There is an existing 'cruise partnership' comprising Associated British Ports, Cattewater Harbour, King's Harbour Master, Plymouth City Council, two Business improvement districts and is led by Destination Plymouth.

The partnership jointly funds cruise development activity, a business development manager, proactively markets to the cruise sector, raises profile nationally and lobbies via Cruise Britain. In addition, the partnership works collaboratively to provide a great port welcome working with cruise volunteer and engages with local businesses.







## Initiatives and projects underway and in development

**Technology and Innovation Groups:** There are several existing groups. Although the Marine Business Technology Centre is now closed, the FAST Cluster and Oceans Future are active examples.

**Marine, Defence and FLOW Factsheets:**

Factsheets prepared by Plymouth Enterprise and Investment team, presenting key facts and organisations in each sector.



**Hosting Events:** The council have organised events to increase collaboration between businesses and market the local skills and experience. The city's second Floating Offshore Wind took place in 2024 to outline potential opportunities for Plymouth business.

**Embedding Ports within the Brand Narrative:**

Work is being taken by Plymouth to refresh the city brand narrative, and the ports will play a crucial role in this story, conducting specific perception research and developing a new brand narrative and creative content, which will be featured on the updated 'Britain's Ocean City' website. This platform will include sections on visits and links to key components of Plymouth's offering. The inclusion of ports in this section is an opportunity to align the narrative and consider how they can be represented on the new brand-led platform.

## Further ideas to explore

**Create Promotional Material:** Building on the factsheets, new brochures or pages in the Plymouth City Council website which showcase the breadth and depth of port activities and their contribution. This could include profiles and stories of success and key information on port assets for prospective developers and tenants. There are also opportunities for joint working to promote work being undertaken by Brittany Ferries to decarbonise their fleet.

**Targeted Training Sessions:** Targeted sessions or programmes where Plymouth City Council are knowledge owners. These could aid smaller operators, and those with less experience in public sector business cases and grant funding, development and planning, and planning for the effects of climate change

**Nominate Port Champions:** Create a small network of 'port champions', including individuals within PCC Economic Development to pursue the vision and opportunities in this strategy and maintain active engagement within the port community.



## 4.7 Opportunity 6: Prepare for Net Zero

### The rewards of preparing for Net Zero

Preparing for Net Zero can:

- Position the ports to take advantage of employment opportunities in FLOW and Green Shipping.
- Maximise readiness for grant funding opportunities.
- Ensure that the port is ahead of any net zero regulations, to avoid any disruptions to activities.

### What is required?

1. An informed direction of the role Plymouth can play in FLOW, and where these will be met.
2. A pipeline of potential projects/interventions, to allow rapid development of business cases when funding opportunities are announced.
3. An understanding for future regulation for all operators, and a direction of travel to meet these.

### How will this support thriving ports?

Preparing for net zero ports does not have a clear intervention pathway, as there is significant uncertainty in the timeline, regulations and the definition of a net zero port. However, it helps to distinguish between the decarbonisation of port sites and operations and the wider role in national decarbonisation.

At a port level, operators need to reduce their dependency on fossil fuels for equipment, buildings and vessels. For example, shore power enables the charging of small, electric vessels and supplies power to larger ones when docked to reduce engine use and emissions. Electric vessels may not be suitable for all industries with several alternative fuels such as LNG, HVO and hydrogen. Support for this transition will require storage sites and a clear plan for phasing. Port sites also include buildings, provision for road vehicles, cranes and mechanical equipment which all will

require site-specific decarbonisation measures, transitioning port operations in general to sustainable forms of power or propulsion.

Considering the wider economy and drive for net zero, ports represent a wider opportunity to reduce carbon from goods movement. Short sea shipping and green shipping corridors could move regional and international cargo flows from road to sea, reducing congestion and emissions. In addition, ports have a significant role to play in the wider energy transition, such as FLOW. While there is some uncertainty in the role Plymouth can play, it has strengths that map well into the requirements of FLOW; deep-water anchorage, existing employment in technology and autonomy, manufacturing of smaller parts, as well as historical strength vessel maintenance and mobilization which could create a hub for support vessels.



### Spotlight on... Net Zero Regulation

Recent regulation provides an overview of potential future changes, although there are no certain domestic targets. The 2023 International Maritime Organisation strategy expects:

*A gradual reduction of international shipping emissions. At least 40% by 2030, 70% by 2040 and net-zero GHG emissions from international shipping by 2050.*

The UK's 2021 Transport Decarbonisation Plan stated:

*Government's position to a commitment to move maritime to net zero "as soon as we can"; that Plan suggested that "such a transition may be possible in the 2040s"*

The 2019 Clean Maritime Plan was the UK's first pathway towards net zero, and planning for a:

*...move towards net zero through energy efficiency and innovation, with significant technological change from 2025 to 2035.*

Currently, domestic shipping does not have an emissions target, and there is a lack of clarity over maritime net zero regulation. This may be clarified by a refreshed Clean Maritime Plan, currently being produced by the Department for Transport.



### Spotlight on... Floating Offshore Wind

Floating offshore wind (FLOW) represents a significant growth opportunity for UK ports and the wider economy, with ORE Catapult estimating that the industry has the potential to deliver £43.6bn in UK gross value add (GVA) by 2050, creating more than 29,000 jobs in the process.

The main regional focus for FLOW is the Celtic Sea. A Regen study into FLOW concluded that:

*"There are evidently significant port capabilities in Plymouth, and it could be a good location to support the fabrication and manufacturing of FLOW components, as well its potential as a dock for FLOW vessels. The role of Plymouth could expand further if FLOW projects are developed off the south coast and in the western approaches to the English Channel"*

The University of Plymouth is actively involved, partnering to create the Cornwall Floating Offshore Wind Accelerator.



## Initiatives and projects underway and in development

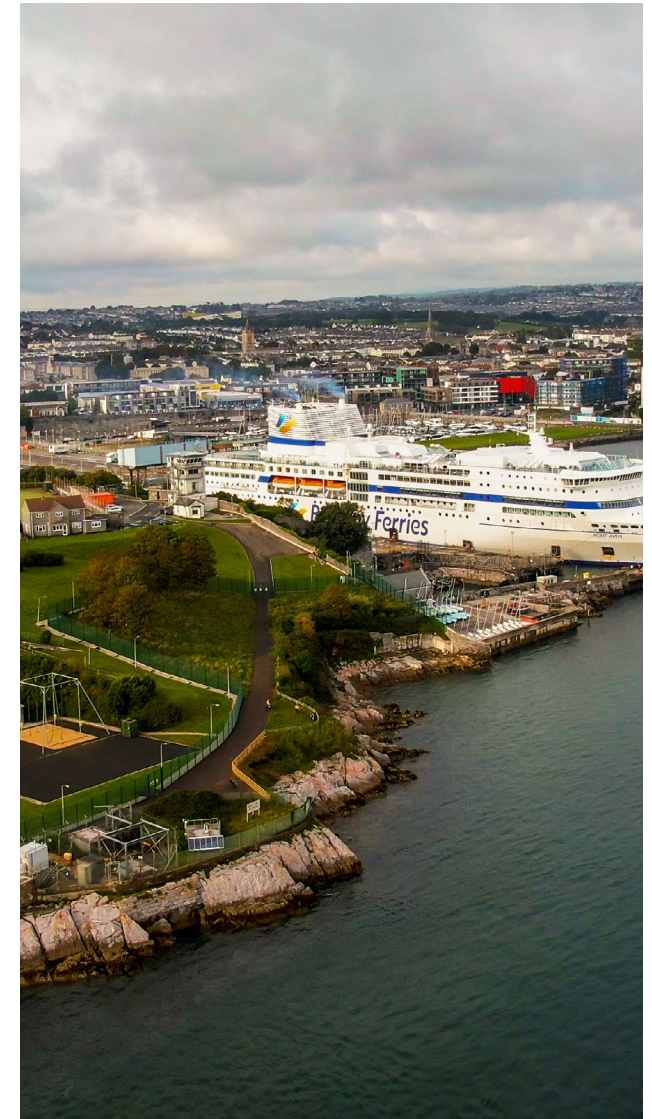
**Millbay Modernisation and Net Zero:** Over £23m of investment with both public and private funding to improve traffic management (more efficient disembarking and reduced processing times for freight), more check-in booths, and better passenger access. Additional investment is being sought to support the installation of shore power to move towards Net Zero.

**Plymouth Sound National Marine Park** led by Plymouth City Council, has £11.6m from the National Lottery Heritage Fund, part of which is being used to create a Digital Marine Park. This is planned to be a 'digital twin', which will provide insight into the heritage and nature of the area.

## Further ideas to explore

**Detailed ports decarbonisation study:** Work with groups such as Maritime UK, to understand how scalable decarbonisation strategies can be achieved at port operator level. Due to the structure of Plymouth Ports, there is no single large operator/harbour authority that can both invest significant capital and have a large enough number of vessels to service (aside from Devonport). Options within Plymouth therefore need to be scalable or shared between operators to ensure sufficient demand.

**Establish a green shipping corridor:** Consider the potential feasibility and merits of a green shipping corridor for Plymouth, focussed on specific routes and close collaboration. This could create the case for a business case similar to Clean Tyne.



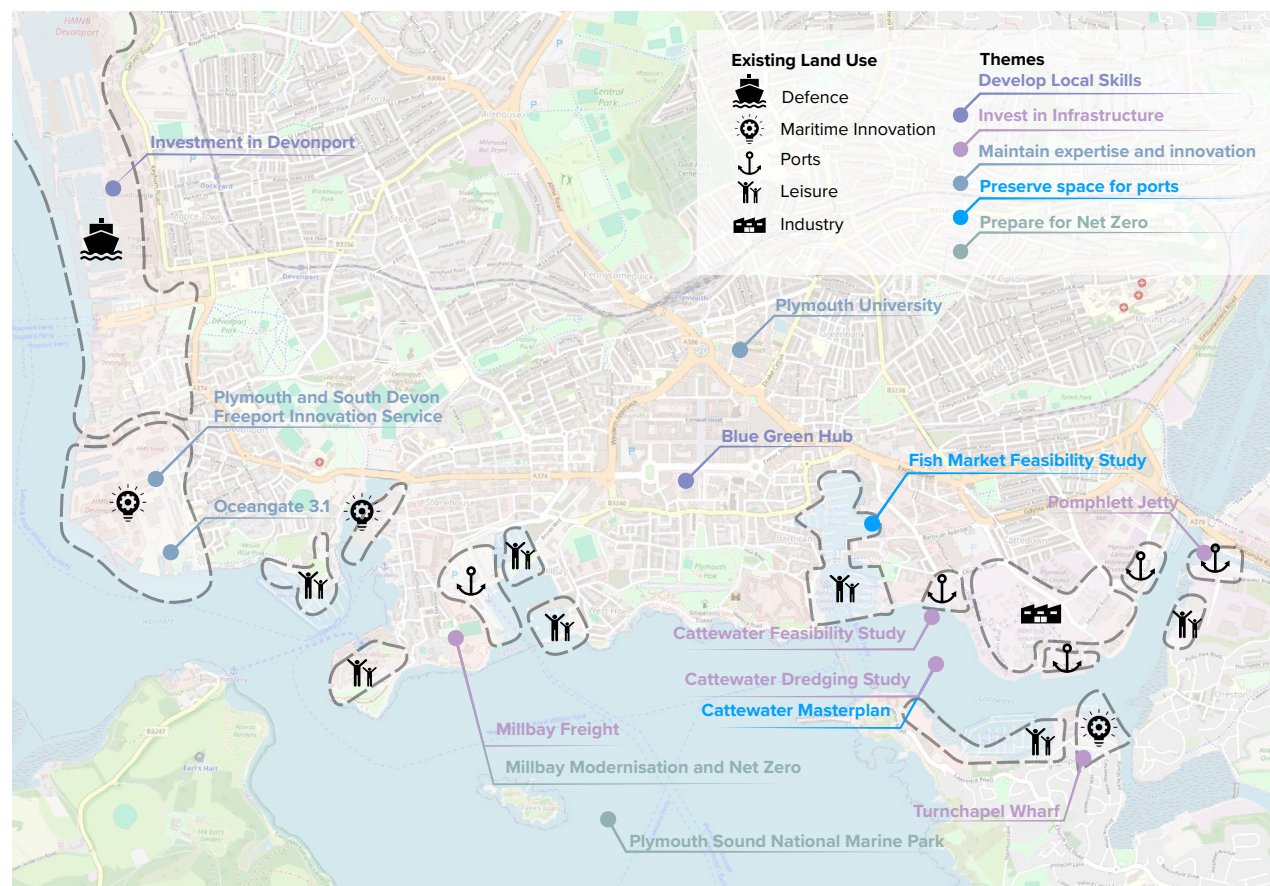




## 4.8 A Thriving Maritime Ecosystem

The graphic adjacent is an illustrative, spatial representation of Plymouth Ports and the initiatives underway and in development. This is intentionally conceptual, to show the diversity and breadth of opportunities in the area. It does not represent a masterplan or any statutory allocation of land use.

Figure 4.2 Plymouth Ports Underway Initiatives



▲ Source: Mott MacDonald | Map data from OpenStreetMap





## 5 Conclusion

The Plymouth Ports are a thriving maritime ecosystem within Britain's ocean city. When considered together, the ports are a major economic contributor in the city, the South West and nationally. They are diverse and productive, with major strengths in engineering, technological innovation and research. Marine and defence in Plymouth employs 20,110 full-time equivalent people and contributed £1.2bn of gross-value added in 2021.

However, the nature of ports is changing worldwide, and Plymouth will need to evolve to maintain and grow their market presence and capabilities. The diversity of the ports necessitates some targeted intervention – a “one size fits all” approach is not appropriate. In some areas, a more strategic approach is needed to overcome port weaknesses and realise the full potential of major opportunities.

This Plymouth Ports Strategy sets out a vision for the future which is ‘distinctly Plymouth’ and articulates what makes the Plymouth Ports special. It also identifies opportunities to support thriving ports and initiatives to maximise their benefits.


The future success of Plymouth Ports will be defined by its ability to maintain its unique blend of maritime activities, support a diverse range of skills and jobs, celebrate and protect its environment while implementing sustainable changes towards net zero. This will be achieved through collaboration and innovation, as Plymouth has demonstrated over generations.





# EQUALITY IMPACT ASSESSMENT – PLYMOUTH PORTS STRATEGY

## SECTION ONE: INFORMATION ABOUT THE PROPOSAL

<b>Author(s):</b> The person completing the EIA template.	Iain Mackelworth	<b>Department and service:</b>	Regeneration and Growth, Economic Development.	<b>Date of assessment:</b>	24 February 2025
<b>Lead Officer:</b> Head of Service, Service Director, or Strategic Director.	Matt Ward, Head of Regeneration and Growth	<b>Signature:</b>		<b>Approval date:</b>	25 February 2025
<b>Overview:</b>	Plymouth City Council secured funding from the Shared Prosperity Fund to undertake a study to understand the economic contribution of Plymouth's ports and develop a strategy to support the future development including the transition to net zero and the creation of 'green jobs'. The Plymouth Ports Strategy covers the four harbours in the City of Plymouth, Devonport, Cattewater Harbour, Sutton Harbour and Millbay which is owned and operated by Associated British Ports. Within these harbours there are numerous significant marine operations and facilities. The Plymouth Ports Strategy has revealed the vital role of Plymouth's ports in the economy and the life of the city. The Plymouth Ports Strategy represents a call for co-ordinated action to ensure that the ports continue to thrive for the benefit of Plymouth and the wider regional and national economy.				
<b>Decision required:</b>	It is recommended that Cabinet notes the key findings and agrees to approve the Plymouth Ports Strategy.				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

<b>Potential external impacts:</b> Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?	<b>Yes</b>		<b>No</b>	<b>X</b>
<b>Potential internal impacts:</b> Does the proposal have the potential to negatively impact Plymouth City Council employees?	<b>Yes</b>		<b>No</b>	<b>X</b>
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)	<b>Yes</b>		<b>No</b>	<b>X</b>
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	Any individual projects or programmes stemming from the Plymouth Ports Strategy will be subject to individual decisions.			

**SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT**

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback) Data is taken from: the Census for 2021 and <a href="https://www.plymouth.gov.uk/understanding-our-communities">Understanding our communities   PLYMOUTH.GOV.UK</a>	Adverse impact	Mitigation activities	Timescale and responsible department
<b>Age</b>	<p>In 2021 children and young people 17 and under accounted for 19.5 per cent of the Plymouth population. The percentage of 20-24 year olds (8.0 per cent) is higher than that found in England as a whole (6.0 per cent).</p> <p>The proportion of the working-age (16-64 year old) population in Plymouth is 64.1 per cent - higher than that in the South West (60.7 per cent) and England (63.0 per cent). 18.5 per cent of people in Plymouth are aged 65 and older which is comparable with the England average (18.4 per cent) but lower than the South West average (22.3 per cent).</p>	No adverse impact anticipated.		



<p><b>Care experienced individuals</b> (Note that as per the Independent Review of Children’s Social Care recommendations, Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>On the 31st March 2023 there were 500 children in our care. Demographic data indicates that there were 274 boys and 226 girls, 107 (21%) were 16 years and over, 221 (44%) aged 10 -15, 93 (19%) aged 5-9, 57 (11%) aged 1-4 and 22 (4%) under 1 year old. The majority 468 (94%) were white, nine were from mixed or multiple ethnic groups, nine were Black African, Caribbean, or Black British and eleven from other ethnic groups. Nine (2%) were unaccompanied asylum-seeking children. These proportions are broadly comparable with the data for all English Local Authorities (±2%), except for those aged 10-15 years (+6%), 16 years plus (-5%) and unaccompanied asylum-seeking children (-7%).</p> <p>Abuse or neglect (78%) was the most common category of need, a significantly higher proportion than for all English Local Authorities (65%). Parental illness or disability (7%), or Child disability (5%), Absent Parenting (3%), Family in Acute Distress (2%) or Family Dysfunction (4%) were the other recorded categories. A full care order was in place for 319 (64%), interim care orders covered another 103 (21%), there were 27 (5%) placement orders and 50 (10%) voluntary agreements. These proportions are broadly comparable with the data for all English Local Authorities data (±2%), with the exception of full care orders (+7%) and voluntary agreements (-9%).</p>	<p>No adverse impact anticipated.</p>		
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	<p>The rate of children in our care per 10,000 children aged under 18 years is 96 which is significantly higher than the England figure of 71 and more than our previous peak of 95 in 2021. We took 185 children into our care in 2023, significantly less than we did in 2018 (213) which was our peak year in the last 5 years. We have taken more children per 10,000 into care every year in the last 5 years than the all England rate, but the difference has grown smaller since our peak year in 2018 (+51%) and was (+35%) in 2023. Last year 177 children left our care, the highest figure since 2018, we consistently have more children leaving care than the England rate.</p>			
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<b>Disability</b>	<p>In Plymouth the Census records that just over 57,000 our residents met the Equality Act definition of disability, 12.1 percent (32,394) of residents whose day-to-day activities were limited a little and 9.4 percent (25,001) whose day-to-day activities were limited a lot. Disabled people make up a greater proportion of our resident population that is the case for the Southwest region or England. Over a quarter of households in the City (33,487) included at least one person with a disability and nearly 1 in 10 (9,636) included 2 or more.</p> <p>Disabled people are more likely to live in the City's more deprived wards. Around a quarter of residents in our 4 most deprived wards, St Peters and the Waterfront, Devonport, Honicknowle and St Budeaux, meet the Equality Act definition of a disability, compared with around 15 to 20 percent of those living in more affluent areas such as Compton, Plymstock Radford, Peverell and Plympton Chaddlewood. Residents in our most deprived wards are nearly twice as likely to say their day-to-day activities are limited a lot.</p>	No adverse impact anticipated.		
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<b>Gender reassignment</b>	<p>The 2021 Census found that 94.2 per cent (205,959) people aged 16 years and over in Plymouth have a gender identity the same as their sex observed and registered at birth compared to 93.5 per cent in England and Wales. Just over 5 per cent chose not to respond. The remaining 0.5 per cent (1,221) have a gender identity different from their sex observed and registered at birth. This is identical to the England and Wales rate.</p> <p>There is very little data to draw on when looking to provide a local Plymouth picture of gender identity issues, particularly as LGBT+ is the commonly used acronym to describe a number of different groups; Lesbian, Gay, Bisexual describe sexual orientation, (who you are emotionally, romantically or sexually attracted to), and Trans to describe gender identity, (whether an individual identifies that they are male or female or some other gender which does not fit into binary terminology). The '+' refers to those with a sexual orientation or gender identity which does not easily fit into the standard terms LGBT. As information is often grouped together under LGBT+ it makes it difficult to identify issues relating just to gender identity and to separate out any supporting data.</p>	No adverse impact anticipated.		
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<b>Marriage and civil partnership</b>	As of the 2021 Census, 42.5% of Plymouth residents were Married or in Civil Partnerships. 37.0% of residents have never married in Plymouth, 2.74% are separated, 11.40% are divorced and 6.33% are widowed. Nationally, the proportion of adults Married or in Civil Partnerships has declined over the last decade and was 46.9% in 2021.	No adverse impact anticipated.		
<b>Pregnancy and maternity</b>	Fertility rates in England and Wales have been in overall decline over the last decade. The latest total fertility rate* nationally for 2023 was 1.44. In Plymouth, the total fertility rate* for 2023 was 1.25. *total fertility rate is the average number of live children that a group of women would bear if they experienced the age-specific fertility rates of the calendar year throughout their childbearing lifespan.	No adverse impact anticipated.		



<b>Race</b>	<p>In 2021, 94.9 per cent of residents in Plymouth identified their ethnic group as White, a decrease from 96.1 per cent in the 2011 Census. Across the country, in 2021, 81.7 per cent of usual residents in England and Wales identified their ethnicity as White, a decrease from 86.0 per cent in the 2011 Census.</p> <p>2.3 per cent of Plymouth residents identified their ethnicity as Asian. This is the second largest ethnic community within Plymouth and has increased from 1.5 per cent of the population in 2011. 1.8 per cent of residents are from a mixed/multiple ethnic background. The proportion of people who identified themselves in both the Black (1.1 per cent) and from an ethnic group not listed on the Census form also increased.</p>	No adverse impact anticipated.		
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<b>Religion or belief</b>	<p>In Plymouth, the most common response to the 2021 Census religion question was “No Religion” with 48.9 per cent (129,338 people), a rise of 16 per cent from 2011. 42.5 per cent of the population (112,526 people) described their religion as Christian, a 15.7 per cent decrease (36,391 people) since 2011. Despite this “Christian” remained the biggest faith group in the City. There are 3,474 people (1.3 per cent) who describe themselves as “Muslim”, the second largest faith group, followed by Buddhists where there are 1,018 (0.4 per cent) people in this faith group.</p> <p>15,695 (5.9 per cent) did not answer the question in the Census 2021. Those who answered “Other religions”, which includes a very wide range of beliefs, represents 1,527 (0.6 per cent) of the population.</p>	No adverse impact anticipated.		
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<b>Sex</b>	<p>In Plymouth, females account for 51 per cent and males 49 per cent of the population (reflecting the England split of 50.7 per cent and 49.3 per cent). The overall Female/Male percentage split has been very consistent over the last 40 years. Of significance, there are:</p> <ul style="list-style-type: none"> <li>• More 'working age' females (87,200) in Plymouth compared to working age males (85,400)</li> <li>• More females '65+' (26,600) in Plymouth compared to males (22,300)</li> <li>• Less 'under 15' females (21,200) in Plymouth compared to males (22,200)</li> </ul>	No adverse impact anticipated.		
<b>Sexual orientation</b>	<p>88.95 per cent of people aged 16 years and over in Plymouth identify their sexual orientation as straight or heterosexual compared to 89.4 per cent in England and Wales. 4.45 per cent of people aged 16 years and over in Plymouth describe their sexual orientation as lesbian, gay, bisexual, or use another term to describe their sexuality. This compares to 3.3 per cent in England and Wales. Of these:</p> <ul style="list-style-type: none"> <li>• 2.06 per cent (4,509) are bisexual (England and Wales 1.3 per cent)</li> <li>• 1.97 per cent (4,297) people are gay or lesbian. (England and Wales 1.5 per cent)</li> <li>• 0.42 per cent (924) have another sexual orientation (England and Wales 0.3 per cent)</li> </ul>	No adverse impact anticipated.		

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No adverse impact anticipated.		

**SECTION FIVE: OUR EQUALITY OBJECTIVES**

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<b>Work together in partnership to:</b> <ul style="list-style-type: none"> <li>▪ promote equality, diversity and inclusion</li> <li>• facilitate community cohesion</li> <li>▪ support people with different backgrounds and lived experiences to get on well together</li> </ul>	No adverse impact anticipated.		
<b>Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.</b>	No adverse impact anticipated.		
<b>Build and develop a diverse workforce that represents the community and citizens it serves.</b>	No adverse impact anticipated.		
<b>Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.</b>	No adverse impact anticipated.		



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