

**Oversight and Governance**

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

Please ask for Hannah Whiting
T 01752 305155
E democraticsupport@plymouth.gov.uk
www.plymouth.gov.uk
Published 06 February 2024

GROWTH AND INFRASTRUCTURE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 14 February 2024
2.00 pm
Warspite Room, Council House

Members:

Councillor Bingley, Chair

Councillor Tuffin, Vice Chair

Councillors Carlyle, Gilmour, Goslin, McLay, Noble, Partridge, Raynsford, Salmon, Sproston, Stevens and Stoneman.

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

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

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

You can watch any of our webcast meetings on [YouTube](#). For further information on attending Council meetings and how to engage in the democratic process please follow this link - [Get Involved](#)

Tracey Lee

Chief Executive

Growth and Infrastructure Overview and Scrutiny Committee

1. Apologies

To receive apologies for non-attendance submitted by Councillors.

2. Declarations of Interest

Councillors will be asked to make any declarations of interest in respect of items on the agenda.

3. Minutes (Pages 1 - 22)

To confirm the minutes of the previous meeting held on 8 November 2023 and 22 January 2024.

4. Chair's Urgent Business

To receive reports on business which in the opinion of the Chair, should be brought forward for urgent consideration.

5. NZAP 2024-27: (Pages 23 - 100)

6. Plan for Homes 4: (Pages 101 - 124)

7. Economic Intelligence and Insight: (Pages 125 - 138)

8. Plan for Economic Growth: (Pages 139 - 168)

9. Tracking Decisions: (Pages 169 - 170)

10. Work Programme: (Pages 171 - 176)

Growth and Infrastructure Overview and Scrutiny Committee

Wednesday 8 November 2023

PRESENT:

Councillor Bingley, in the Chair.

Councillor Tuffin, Vice Chair.

Councillors Carlyle, Gilmour, Goslin, McLay, Noble, Raynsford, Salmon, Sproston, Stevens and Stoneman.

Apologies for absence: Councillor Partridge.

Also in attendance: Councillor Briars-Delve, Councillor Laing, Rosie Brookshaw-Williams (Democratic Advisor), Kat Deeney (Head of Environmental Planning), David Draffan (Service Director for Economic Development), Toby Hall (Project Manager), Amanda Lumley (Chief Executive, Destination Plymouth), Lauren Paton (Economic Development Officer), Anthony Payne (Strategic Director for Place), Amanda Ratsey (Head of Economy, Enterprise and Employment) and Hannah Whiting (Democratic Advisor).

The meeting started at 2.01 pm and finished at 3.46 pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

19. **Declarations of Interest**

Name	Minute Number	Reason	Interest
Councillor Raynsford	24	Had a share in Pennon South West Water (something customers were offered).	Disclosable Pecuniary
Councillor Goslin	22	Employed by the University of Plymouth, which was part of Destination Plymouth	Private

20. **Minutes**

The minutes of the meeting held on 13 September 2023 were agreed as a correct record.

21. **Chair's Urgent Business**

There were no items of Chair's urgent business.

22. **Destination Plymouth progress report on visitor economy and Visitor Plan**

Councillor Jemima Laing (Cabinet Member for Children's Social Care, Culture, Events and Communications), supported by David Draffan (Service Director for Economic Development) and Amanda Lumley (Chief Executive, Destination Plymouth), introduced the item and highlighted the following points:

- a) The Visitor Plan 2030 established a strategic growth direction for the economy and played a pivotal role in driving the recovery of the visitor economy in the city post-COVID-19;
- b) The Visitor Plan continued to act as a key strategy in growing and positioning the city's brand, amplifying the good work to date and positioned the city as a desirable place to live and work as well as visit;
- c) Plymouth's 'Britain's Ocean City' branding, developed in 2013, proved to be a great success nearly 10 years later, effectively altering the perception of the city for visitors;
- d) Destination Plymouth would work on further developing the original brand strategy to continue growing Plymouth's identity;
- e) The new mission would be to promote nationally, and internationally, Plymouth's position and reputation as Britain's Ocean City, working with key city partners and companies to market Plymouth in support of sustainable economic growth;
- f) The four main priority work streams would be Brand, Visitors, Growth Sectors and Partnerships;
- g) Destination Plymouth Limited had been accredited to bronze standard by The Green Tourism International Accreditation Scheme which set standards in line with UN sustainability goals;
- h) A new strategy was established to facilitate and support an increased number of third-party events in the city resulting in an uplift in the numbers of visitors attending events;
- i) Plymouth City Council's (PCC) marketing team secured support from Babcock International for Armed Forces Day and the Rehabilitation Triathlon and new sponsorship for the British Firework Championships from AECOM, Brittany Ferries, Plymouth City Bus and Moxy Hotel;
- j) An article in Timeout identified Plymouth as one of the top 14 most underrated destinations in the world;
- k) 10 cruise vessels were welcomed into Plymouth in 2023, doubling the numbers from 2022 and would be looking forward to 20 visits in 2024;

- l) Destination Plymouth had been working with PCC Employment and Skills team to secure funding from the Department for Work and Pensions (DWP) for a Skills Development Manager for the visitor sector;

In response to questions, it was explained:

- m) The Hotel Demand Study in 2022 identified a gap in the market for additional serviced accommodation, and conversations had been held with hotel developers to look at strategic part of the city to close that gap;
- n) 13 hotel projects were on the books, and 3 were delivered whilst 10 were yet to come;
- o) PCC events team had worked with services across the city to ensure safety for large events including encouraging the public to use the Park and Ride to disperse some of the pinch points;
- p) Destination Operations Group meets monthly and would review issues around pinch points to mitigate it and ensure measures are in place to relieve pressure;
- q) The Brand Development Group had a brand led web portal which acted as a one stop shop to promote Plymouth;
- r) The Brand Development Group had also worked on a brand toolkit and a talent attraction campaign for the city;
- s) Due to PR coverage Plymouth had reached 2.5 billion people in the past 12 months which equated to £62 million of advertisement, and this had been achieved with a budget of £36,000;
- t) Plymouth had not been a cruise destination due to various barriers which had since been broken down, causing more cruises to see Plymouth as a viable destination;
- u) 36% of Plymouth's visitors come from the London Holiday Market;
- v) 40 businesses had signed up to the Green Tourism Scheme and in the past 18 months, and over 20 of those had gained accreditation;
- w) The cruise sector had phased out vessels that had high carbon emissions and most had obtained scrubbed which would take the sulphides out of the atmosphere;
- x) Plymouth would aim to have Shoreside Power by 2030, meaning any vessels that would come into port, could be on green energy;
- y) When the New Rotterdam came into Plymouth, the crew went to the local fish market, bought fresh local fish and took it on board ship to

serve in their restaurant;

- z) Accessibility would be at the heart of planning the Live Nation Event for 2024;
- aa) Legal information had been given to all local residents regarding the Live Nation Event to ensure everybody would be communicated with prior to the event;
- bb) Housing and Provision of Accommodation work stream had been set up for ensure hotels are not filled up in the summer with temporary construction contracts;
- cc) Due to the COVID19 legacy and National Strategic Funds that went to support COVID19 emergencies, the Devonport Collections had not moved forward;
- dd) Work with the National Museum of the Royal Navy to have a naval heritage centre had stalled, contact from the Committee, might assist.

The Committee agreed to:

- 1. Continue to support the work of Destination Plymouth;
- 2. Support the transition to a broader remit growing and positioning the city's 'place' brand going forwards;
- 3. Recognise the continued significant achievements of the Destination Plymouth, Plymouth City Council and BID teams in supporting the sector and moving the brand strategy forwards;
- 4. Support the development of a citywide brand strategy to position Plymouth as a place to 'live, work and visit';
- 5. Write a letter to the Naval Base Commander to encourage them to work with the National Museum of the Royal Navy to have a naval heritage centre.

23. **Economic Intelligence and Insight**

Toby Hall (Project Manager for Economic Development) introduced the item and highlighted the following points:

- a) Total employee numbers had risen significantly since 2014 to 116,000 in the city in 2022, showing an increase of 8,000;
- b) Unemployment rates peaked during COVID;

- c) Pre-pandemic unemployment rates were above UK average in Plymouth but since August 2020 Plymouth had a lower than UK average unemployment rate;
- d) 3,500 job listings had been posted every month with a clear upward trend;
- e) In 2023 Plymouth had over 6,300 Enterprises which showed consistent growth despite the impact of the pandemic;
- f) Female wages had risen significantly in the past 5 years, starting to close the gap between male and female wages as male wages had remained stagnant, however there was still a gap between male and female wages;

In response to questions, it was explained:

- g) Tina Brinkworth's (Head of Skills and Post 16, Education, Participation and Skills) Skills and Education report would be added to the work programme;
- h) More information could be circulated to the Committee on the levels of earnings in Plymouth in comparison to the wider South West Region and UK.

24. **Water Quality**

Councillor Tom Briars-Delve (Cabinet Member for Environment and Climate Change), supported by Kat Deeney (Head of Environmental Planning), introduced the item and highlighted the following points:

- a) Due to having a Victorian 'combined sewage system' waste water from toilets and sinks and surface water from drains and gullies end up in the same system meaning would there be a large storm, dirty water would back up into homes or open spaces;
- b) A system had been introduced as a safety valve to release pressure into certain waterways, this had last been activated most recently at Eastern Kinds on 4 November 2023;
- c) South West Water had committed to reducing spills from overflows to an average of 20 per year by 2025 across the region;
- d) Agriculture estimated 75% of sediments polluting waters;
- e) The Climate Impact Assessment Wheel, including an aspect on ocean and waterways, had been launched and would be used for any business cases worth over £250,000 to consider the impact it would have on the ocean;

- f) Partnerships with PCC, South West Water and the Environment Agency had been created to align capital projects such as sustainable urban drainage;
- g) PCC had been lobbying South West Water for greater investment primarily through the Water Fit Programme to spend on strategic impactful projects;
- h) Recommended bringing Water Quality to Select Committee to further scrutinise the issue.

In response to questions, it was explained:

- i) Due to having the National Marine Park and being Britain's Ocean City, Plymouth would want to be at the forefront of South West Water's WaterFit programme;
- j) Good news stories for Plymouth: Innovative work happened with businesses regarding Marine Technology, Plymouth Sound had the first National Marine Park in the country, most sites had been rated good or excellent in the Bathing Quality Water Assessments;
- k) Working with South West Water, PCC would look at green and nature-based solutions to holding and cleaning large amounts of water as the historical solution was pipes and tanks;
- l) The Environment Agency classified Plymouth Hoe West and East as excellent.

The Committee agreed to:

- 1. Note the report;
- 2. Agreed to establish a Select Committee by March 2024 focused solely on Water Quality, inviting key stakeholders and user groups to provide evidence for consideration and review.

25. **Tracking Decisions**

The Committee agreed to note the tracking decisions document.

26. **Work Programme**

The Committee agreed to note its work programme.

This page is intentionally left blank

Growth and Infrastructure Overview and Scrutiny Committee

Monday 22 January 2024

PRESENT:

Councillor Tuffin, in the Chair.

Councillor Salmon, Vice Chair.

Councillors Carlyle, Gilmour, Goslin, Lugger, McLay, Noble, Partridge, Patel, Raynsford, Sproston, Stevens and Tuffin

Apologies for absence: Councillors Bingley and Stoneman.

Also in attendance: Councillors Evans OBE (via Teams), Briars-Delve, Coker and Laing, Richard Bara (Urban Designer), Paul Barnard (Service Director for Strategic Planning and Infrastructure), Nick Carter (Head of Housing and Regeneration), Liz Cole (Natural Infrastructure Officer), Alison Critchfield (Monitoring Officer), Ellie Firth (Head of Public and Partner Relations), Martin Ivatt (Regeneration and Placemaking Manager), Ross Jago (Head of Governance, Performance and Risk), Julie Parkin (Senior Lawyer), Anthony Payne (Strategic Director for Place), Helen Trenerry (Project Delivery Officer), Elliot Wearne-Gould (Democratic Advisor), Hannah Whiting (Democratic Advisor), Louise Bradley (Director, ECF), Will Hudson (Principal Engineer, Jubb), Lee Ferris (Director and Architect, Agora Architects) and Adam King (Managing Director, YGS Environmental Consultants).

The meeting started at 2.00 pm and finished at 4.33 pm.

Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

27. **Declarations of Interest**

No declarations of interest were made.

28. **Chair's Urgent Business**

There were no items of Chair's urgent business.

29. **Better Places Programme: Armada Way**

The following public representations were made:

The following representation was made by Mr Kilroy:
If no detailed SuDs designs and calculations have been done, how can we be sure that the scheme will have sufficient capacity to handle the roof run-off of any future development in the area?

The following representation was made by Ms Tarrant:
Why was no cost/benefit analysis done regarding the translocation of the 6 (now 4) trees, factoring in the chance of survival, which was considered poor by organisations such as Plymouth Tree People and the Woodland Trust, as well as the council's own Natural Infrastructure Officers?
The following representation was made by Mrs Steer:
If the plans can change to accommodate two trees, can be changed to accommodate all six trees?
The following representation was made by Mr Godefroy:
The Plymouth City Centre Company, representing the interests of all city centre businesses, recognises the value, importance and urgency of the significant investment planned for Armada Way. We would like to ask the Scrutiny Committee if it could give the scheme its full support for the sake of existing businesses, which have suffered financial losses due to the delays, and for future investment which will be vital for the regeneration of the city centre.
The following representation was made by Mr Thomas, although he was not present at the meeting:
The consultation material stated that "if we do not translocate the six trees then this proposed scheme is not possible" but this claim was not made about any other element of the design. How can you be sure that this statement did not influence people's responses?

The Leader of the Council introduced the item and highlighted the following:

- a) Thanks to the Committee for this consideration of the material and their important role in the decision-making process;
- b) Cabinet wanted to have an open and transparent process for Armada Way and so experienced and independent experts were commissioned to undertake the most recent consultation and engagement exercise;
- c) The consultation reflected the values of being democratic, taking responsibility, acting with fairness, and being cooperative, in the Corporate Plan;
- d) He advocated for pre-decision scrutiny on key decisions;
- e) The consultation exercise was not a vote or a referendum, and the project was not starting from nothing, and he was grateful for the generally positive responses received from local people and businesses on the scheme;
- f) The consultation and engagement had launched on 17 October 2023;
- g) They wanted the new scheme to:

- i. Recapture the scale and grandeur of Armada Way;
 - ii. Include more trees and greenery;
 - iii. Include a huge and exciting new destination play village for families;
 - iv. Help wildlife and nature;
 - v. Be water smart;
 - vi. Improve safety for all, especially women and young girls;
 - vii. Have more places to sit, relax and eat;
 - viii. Include a new cycling path for people of all abilities;
 - ix. Have plenty of pop-up spaces for retail, arts, culture, and entertainment;
- h) They had had to balance some polarising views on certain issues such as trees and cycling;
- i) They had carefully considered all views submitted via the consultation and engagement and had made changes to make the proposal even stronger;
- j) The overriding message from both residents and businesses had been alike and clear: “Just get on with it!”;
- k) The revised proposals would play a pivotal role in supporting new investment and development opportunities;
- l) Plymouth’s unique city centre deserved the best, for the people who lived and worked in Plymouth, and for future generations;
- m) The costs were still to be finalised and negotiated as part of the final construction contract and he would ensure that they got value for money.

Councillor Laing (Deputy Leader and Cabinet Member for Children’s Social Care, Culture, Events and Communications) added:

- n) Feedback from previous engagement exercises had been considered;
- o) They wanted to create a revised scheme that incorporated more trees and greenery, more recreational space, a large play area, improved pathways for walking and cycling, with a sustainable lifespan;
- p) Through the consultation they wanted to:

- i. Gain a deeper understanding of the aspirations of residents, businesses, and other stakeholders regarding Armada Way;
 - ii. Ensure a scheme was delivered that meets the long terms needs of people who work, live, shop, eat, play, and travel through it;
 - iii. To engage on what had been revised and offer 'true scope for influence';
 - iv. To balance and weight views, so no one group or individual had disproportionate influence;
 - v. Engage with a wider set of stakeholders, reaching those not previously engaged;
- q) The fact that Armada Way was being regenerated was not up for debate;
- r) The approach was legally robust and considered:
- i. Gunning principles;
 - ii. Localism Act 2011;
 - iii. Equalities Act;
 - iv. Plymouth's own Statement of Community Involvement;
- s) It was decided that Plymouth City Council would work with an independent consultation and engagement specialist (ECF), who had vast experience in the field, to offer public reassurance that the process would be different to what had happened before;
- t) The proposals and information were shared, and feedback was gathered through:
- i. A dedicated project website, email and phone number, and the website had 24,000 visitors and 1,568 subscribers;
 - ii. A survey hosted online, in hard copy and EasyRead format;
 - iii. 1-2-1 interviews with stakeholders;
 - iv. Four workshops with under-represented groups – including older people, parents and families, those with disabilities and young people;
 - v. The submission of formal written responses from groups and organisations;
 - vi. Those without access to the internet could also provide feedback through a dedicated phone number, as well as through hard copy

survey;

- u) To ensure that as many people as possible knew about the consultation and how to have their say, a robust publicity plan was developed – which included:
 - i. Social media posts by PCC and through digital advertising – and as the ECF report highlights, there were significant views – including over 2.2m impressions in the paid for advertising campaign;
 - ii. Emails to over 250 stakeholder contacts – made up of key businesses and organisations – including environmental groups – encouraging them to publicise via their networks and on their channels;
 - iii. Briefings with stakeholders, the local MP and councillors;
 - iv. Vinyls on hoardings along Armada Way;
 - v. Press releases and video sharing – including weekly updates and videos focusing on different areas in the proposals – including a SUDS (Sustainable Urban Drainage System) scheme explainer, the history of Armada Way, the cultural value of regenerating Armada Way;
 - vi. Hard copy materials in central library, indoor market and the Theatre Royal;
 - vii. Over 15,000 postcards distributed to businesses, schools, wellbeing centres, residential areas, shopping centres and to people along Armada Way;
- v) Cabinet Members and Council officers worked closely with ECF to help answer questions and provide clarifications and additional information for FAQ's;
- w) Over 1,500 people completed the survey.

Louise Bradley (Director, ECF) gave a [presentation](#) and highlighted the following points:

- x) There were 1503 survey respondents, 5 completed EasyRead surveys, 9 stakeholder interviews, 16 written responses from organisations and groups, 50 respondents who provided feedback via email/phone and 4 workshops conducted with older persons, younger persons, and people with disabilities;
- y) 96.4% of respondents were from PL postcodes;
- z) 40% of respondents were people aged between 55-74, 12% were aged 25-34;

- aa) 53% of respondents were female, and 96.5% of respondents had the same gender identity as the sex they were assigned at birth;
- bb) 71% of respondents did not have a health problem or disability that affected their day-to-day activities;
- cc) 87.6% of respondents identified as White and 2.6% of respondents identified as mixed or multiple ethnic groups, Asian or Black;
- dd) Design of the survey;
- ee) Approach to workshops, interviews and formal responses;
- ff) 871 respondents felt that the most important thing when making Armada Way a greener and more sustainable urban environment was that Armada Way would be a green space with trees, shrubs and wildflowers;
- gg) Findings relating to translocation were thematic and so could not be quantified, but some people felt that the cycle path could be moved to incorporate remaining trees and there was not sufficient evidence that the trees had to move to enable SUDS, some were concerned about the success rate of translocation and that it could be a waste of money, and if trees had to be moved, it needed to be done carefully in conjunction with experts and a maintenance plan;
- hh) Other feedback included:
 - i. SUDS being essential to manage the city's rainwater;
 - ii. Tree canopy was needed in the urban environment;
 - iii. Inclusion of plants for pollinators and edible plants for wildlife;
 - iv. Some species might have been unsuitable, and others suggested;
 - v. Reduce the amount of hard/grey space;
 - vi. Under planting to increase biodiversity;
 - vii. Requests for detail regarding long-term maintenance plan and funding;
- ii) With regards to the Play Village feedback included:
 - i. Those who were not interested in it were mainly older people and/or people who did not have young children;
 - ii. Parents and grandparents of young children, and the business community, were supportive, and many felt it would encourage them to use the city centre more as it would increase dwell time;

- iii. Important that there was plenty of seating and clear visibility to parents could see children, and that equipment catered for a diverse range of abilities;
- iv. Important to consider ways of deterring antisocial behaviour, especially in sheltered places;

jj) Feedback relating to pop-up spaces included:

- i. Desire for live music, creative performances, pop-up stalls and food outlets;
- ii. Encouragement for high quality traders, whilst making provision for regular local favourites;
- iii. Suggestion of street art installations;
- iv. Consideration was needed for the impact on walls, seating etc from skateboarding and parkour;

kk) Feedback relating to solar canopies, flexible spaces and seating spaces included:

- i. Solar canopies could be used for sheltered seating, bike racks and pop-up stalls;
- ii. Flexible spaces to sit, eat and relax;
- iii. Regular and varied seating types;
- iv. Request to keep 'flag blocks' as seats around the Sundial;

ll) In relation to the cycle path and mobility hub, the following was fed back;

- i. Concerns over width of the paths for passing spaces, crossing places, misuse by e-bike riders, unclear sightlines;
- ii. Desire for bike storage throughout to be made from durable materials;
- iii. Need for clear way marking of cycle path and education of its use;

mm) Lighting and CCTV feedback included:

- i. Concerns over light pollution for residents and wildlife;
- ii. Maintenance was essential;

- iii. CCTV would help address anti-social behaviour, monitor sheltered spaces and deter loitering;
 - iv. Could improve night-time economy and make people feel less vulnerable;
- nn) Suggestions were made in relation to supporting those with disabilities that included:
- i. Appropriate surfacing for people in wheelchairs, with mobility and/or vision issues;
 - ii. Inclusion of appropriate lighting for people who were sensitive to hard lights;
 - iii. Disability toilets and change facilities;
 - iv. Separation of the cycle path and pedestrian walkway to improve safety for people with disabilities;
 - v. Inclusion of seating and tables that catered for people in wheelchairs;
- oo) When given a list of statements to agree with regarding the scheme, the most popular were: it will make the city centre more welcoming; it will be a greener space; it will help businesses attract more customers;
- pp) Many felt it was important that there was a long-term maintenance plan with a ring-fenced budget;
- qq) Concerns around construction timelines and phasing.

Councillor Coker (Cabinet Member for Transport) added:

- rr) Plymouth City Council had been awarded a total of £58.8 million grant funding for the Plymouth Transforming Cities Fund programme in 2020 which totalled 31 projects, amounting to £117.1 million of investment in Plymouth;
- ss) The projects were originally due to be completed by March 2023;
- tt) The primary outcomes that the Council were aiming to deliver across the projects were:
 - i. A step change in local public and sustainable transport connectivity;
 - ii. Improved access to jobs;
 - iii. To reduce congestion;
 - iv. To improve air quality;

- v. To deliver housing;
- uu) Armada Way was one of the 14, Tranche 2 projects that made up the Plymouth TCF programme, the benefits of which would include:
 - i. A new cycle path to cater for cyclists of all abilities to a standard that delivered a step change in sustainable connectivity;
 - ii. Quality infrastructure that encouraged more people to walk, cycle, and shop locally, which would reduce congestion, reduce carbon footprints, and improve air quality;
- vv) Investment in the public realm, directly supported the ambition to bring substantial amounts of new residential development, and therefore more footfall, into the city;
- ww) Just over £4 million in grant money from the Transforming Cities Fund was being put into the Armada Way project;
- xx) Following a review of all TCF projects across the country, by Government, alongside a new national assurance process, the Department for Transport have advised that TCF funding must be spent by March 2025;
- yy) Funding had been received to install a cycle path in the city centre and to meet requirements, the cycle path had to meet the detailed guidance set out in the TCF LTN 120, and this scheme did this, which had been independently verified by AECOM and Active Travel England;
- zz) Throughout the length of the project, the Council had sought feedback from a wide range of stakeholders and industry experts;
- aaa) Four specific changes had been made to the cycle route to reflect comments from the consultation.

Councillor Briars-Delve (Cabinet Member for Environment and Climate Change) added:

- bbb) The scheme published in October 2023 was substantially different to previous proposals;
- ccc) A balanced compromise had been reached with regards to the remaining trees to help meet all of the schemes objectives;
- ddd) 153 trees had existed before, and this would increase to over 200 at the completion of the scheme;
- eee) The new trees would all be between 3.5-8 metres tall at the time of planting;

- fff) 39 of the remaining trees would be retained in the scheme, with only 4 trees needing to be translocated in order to implement the SUDS system;
- ggg) Nature was at the heart of the scheme with plants under the trees, reed beds in the stream, and large new areas of wildflowers as well as bird boxes, bat boxes and insect totems, that would be created from the previously felled trees;
- hhh) The aim was to achieve a biodiversity net gain of approximately 20%;
- iii) 10 changes had been made to the scheme following the consultation.

In response to questions it was explained:

- jjj) The correct decision process was for Cabinet to sign off the final decision on the scheme;
- kkk) Various disabilities had been considered within different aspects of the scheme;
- lll) The play village would include different equipment that was accessible for children of varying abilities, with a specific sensory area;
- mmm) Sensory needs and benefits had also been considered in relation to planting across the scheme;
- nnn) SUDS would help tackle issues such as sewer discharge into Plymouth Sound and flooding and had been designed to take on a large amount of rainfall and cope with expected increases in rainfall in the future due to the ongoing climate emergency;
- ooo) Some of the water from the SUDS would be used to irrigate the trees and rain gardens would help to filter the water and improve water quality;
- ppp) There would be an increase across the scheme in permeable and soft landscaping;
- qqq) Over the past 12 months, construction inflation costs had been running at 15-20% across the UK, and some elements were going above 20% because of world affairs such as the Israel-Hamas war in Gaza, war in Ukraine, the aftermath of Brexit and more having an impact on supply chains, and the Armada Way project inflation element had been estimated at £3-3.5 million;
- rrr) There had been a cost increase due to an increase in the scope of the project, estimated at £4.7 million;
- sss) Significant underground elements, not previously known about, had been uncovered in nearby streets of Old Town Street and New George Street;

- ttt) Legal costs for the scheme had increased;
- uuu) Once the scheme had been finalised and contract negotiations could be entered into, costs would be reduced wherever possible;
- vvv) Plymouth City Council's investment in the city centre was encouraging to private investors for future schemes, and improvements to the public realm, would hopefully lead to an increased footfall, benefitting multiple sectors;
- www) Destination Plymouth, Homes England and the Plymouth City Centre Company have all agreed that investment should increase footfall, including from the tourism sector;
- xxx) The £14 million for the previous scheme was a budget figure, not a tendered cost figure;
- yyy) Additional funding was to come from the existing capital programme, but other sources of income would be looked at for the project;
- zzz) A long term maintenance plan was being drawn up which would outline the funding and maintenance for 5 years, and the SUDS had been considered as part of that;
- aaaa) The new scheme and water features were as low maintenance as possible and Plymouth City Council were working with a water feature specialist and would inform the maintenance plan;
- bbbb) Renewable energy was important in the scheme to power the SUDS, but also to set an example for local people and businesses to be more sustainable;
- cccc) Other projects across the city would still be funded by the Climate Investment Fund;
- dddd) Significant amounts of risk were being costed into contracts across the capital programme;
- eeee) No guarantee could be given with regards to the final cost of the scheme as the costs had not been finalised and agreed and that the £36.8 million was an estimated maximum and it was hoped that the figure could be reduced;
- ffff) Trial pits would be carried out relatively quickly;
- gggg) The figure of £36.8 million was not out of keeping with other, similar, public realm schemes in other areas of the country;
- hhhh) The consultation that had taken place in February 2023 had been on the previous scheme;
- iiii) If the ongoing legal issues relating to the previous scheme caused an issue in spending the funding from the Transforming Cities Fund, the Council could

approach the Department of Transport to discuss other options to spend the funding;

jjjj) The Climate Impact Assessment assessed the scheme against 8 different categories and included information on materials and waste for the project;

kkkk) Materials would be recycled and reused wherever possible and new materials would need to be imported in some cases, but local materials would be considered where possible as well;

llll) The city centre would play a key role in the future of social and affordable housing in Plymouth, and would bring significant footfall to the area;

mmmm) The Plymouth Pear Tree was not included in the plans, although it had been looked into, but there were complications, including the need for a license to plant it, but it was deemed not suitable for the scheme, but other fruit bearing trees had been chosen for the scheme and would provide food for wildlife;

nnnn) 'Lollipop' Trees had been selected because they provided clear lines of sight, but there would be a wide range of different tree species planted;

oooo) The starting point for the new scheme was to try and retain all the remaining trees but it had not been deemed possible, so translocation had been considered a viable option;

pppp) The cost translocation of trees was expected to be around £100,000;

qqqq) Considerations had been made for the safety of both pedestrians and cyclists in the scheme;

rrrr) Once the scheme had been implemented, there would be a review of how the space was working for both pedestrians and cyclists;

ssss) Plaques relating to the trees would be kept clear of surrounding vegetation and adding braille to them to make them more accessible would be considered.

The meeting was adjourned from 4.05 pm to 4.17pm.

In response to further questions, it was explained:

tttt) Key stakeholders were reached out to, but some felt that they could express their views via the survey, or a written response, rather than through an interview;

uuuu) Numbers of people who did not complete the survey were low, but people could have skipped questions if they had wanted to, and incompletes were accepted;

- vvv) Some of the recommendations for improvement in relation to a review of the planned cycle routes had already been implemented into the new scheme;
- www) Walking and cycling improvements and connectivity of routes across the city, were a priority for the administration;
- xxx) With regards to the Climate Impact Assessment, equal weighting was given to each of the categories;
- yyy) The refurbishment of the interior of the public toilets on Armada Way, would be looked at as a separate project, to be developed in the future;
- zzz) Plymouth as a city was beginning to get noticed, for example in hidden gem articles in national newspapers, cruise ships visits were expected to increase, and other regeneration projects had taken place across the city; Plymouth deserved a first class regeneration that matched its ambition.

The Committee resolved to fully support the new scheme ahead of the scheduled Cabinet decision.

The Committee also resolved to thank the Cabinet Members, Officers and Members of the Public for their thorough report and contributions.

In addition, the Committee agreed to recommend to Cabinet that -

1. The City Centre Public Realm Board included cross-party membership;
2. The provision of waste bins should be of the combined litter and recycling type;
3. Further consideration should be given to the provision of outdoor gym equipment in the play area;
4. Further consideration should be given to how to improve community engagement in the project (e.g. community painting event for bird boxes);
5. The Cabinet would use best endeavours to ensure that the project was completed on time and within budget;
6. Cabinet should give consideration on how to assess overall economic impact of the project and to report back to an appropriate meeting of the Growth and Infrastructure Scrutiny Committee;
7. Further consideration should be given to improving the 1:1 replacement ratios for failed translocated trees;
8. Consideration of inclusion of braille on the plaques placed under trees.

For (12)

Councillors Carlyle, Gilmour, Goslin, Lugger, Noble, Partridge, Patel, Raynsford, Salmon, Sproston, Stevens and Tuffin.

Abstain (1)

Councillor McLay.

Against (0)

Absent/Did Not Vote (0)

Growth and Infrastructure Overview and Scrutiny Committee



Date of meeting:	14 February 2024
Title of Report:	Net Zero Action Plan 2024-2027
Lead Member:	Councillor Tom Briars-Delve (Cabinet Member for Environment and Climate Change)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Emmanuelle Marshall
Contact Email:	Emmanuelle.marshall@plymouth.gov.uk
Your Reference:	NZAP 2024/27
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

The report seeks the Scrutiny Committee's consideration of a draft Net Zero Action Plan (NZAP) 2024-2027 prior to the plan being taken to the City Council's meeting on 18 March 2024.

The NZAP is the City Council's climate action plan, which covers a three-year period and is rolled forward annually. It identifies actions to tackle the direct greenhouse gas emissions of the Council, with the aim of being a 'net zero' organisation by 2030. It also sets how the Council will use its influence to support the City-wide net zero agenda.

Recommendations and Reasons

1. It is recommended that the Growth and Infrastructure Overview and Scrutiny Committee support and endorse the Plymouth City Council Net Zero Action Plan 2024-2027

Reason: To ensure that the Council continues to play its part in helping Plymouth to become a net zero city by 2030, in accordance with the decision of the City Council on 18 March 2019 to declare a climate emergency (Minute 89 refers) and to prepare annual action plans through to 2030, as first agreed on 16 December 2019 (Minute 7 refers).

Alternative options considered and rejected

1. To not roll forward the NZAP and instead allow the current NZAP to run through until 2026 before reviewing it. However, this has been rejected because organisational responses to the net zero challenge grow over time and it is important that the Council is able to refresh and update its programme.

Relevance to the Corporate Plan and/or the Plymouth Plan

Policy GRO7 of the Plymouth Plan sets out that: 'The city will pursue the following approaches to deliver significant reductions in carbon emissions in Plymouth, aiming to achieve net-zero by 2030 ...' The NZAP sets out the City Council's commitment to support the implementation of this policy.

Implications for the Medium Term Financial Plan and Resource Implications:

Many actions in the NZAP can be delivered from existing resources and through adjustments to 'business as usual'. As a three-year plan, not every NZAP action will have full funding in place from day

one, but many do. The inclusion of such actions demonstrates a commitment to explore funding and delivery options over the three-year period of the plan, including grant applications.

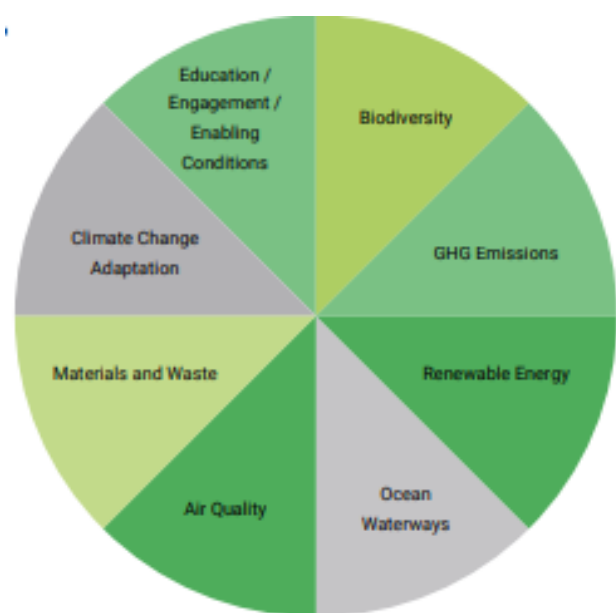
Financial Risks

The NZAP itself does not introduce financial risks. However, there may be some risks associated with specific actions and projects, depending on how these become funded and delivered. These will need to be considered in accordance with the relevant governance arrangements in place at the appropriate time.

Carbon Footprint (Environmental) Implications:

The driver and focus of NZAP is reducing both the Council's and the city's carbon footprint. A Climate Impact Assessment of the NZAP has been undertaken, which the outcomes of this assessment summarised in the chart below.

Given that the Net Zero Action Plan contains multiple individual initiatives, some of which will need to have their own climate impact assessments at decision-making stage, this assessment appraises the plan as a whole rather than its individual components. As a climate change mitigation plan, the Net Zero Action Plan focuses on initiatives that are intended to drive down the Council's emissions of greenhouse gases, guided by the Carbon Management Hierarchy (CMH). The CMH prioritises actions that avoid emissions in the first place, followed by those that reduce emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and removal is seen as the last resort for any residual emissions.



On this basis, the plan scores 5 for its positive and long-lasting impact on GHG emissions, renewable energy supply, air quality and supporting education, engagement and enabling conditions. The plan also supports waste reduction according to the waste hierarchy and supports biodiversity scoring 4/5. Neutral scores are selected for climate change adaptation and oceans and waterways, as significant work in these areas is predominantly being undertaken by the Council outside of this plan

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

Climate change affects every person and every sector of the community, and climate action is ultimately about creating a healthier, safer, more sustainable world for everyone. Climate action often brings co-benefits. For example, it can have benefits in relation to the impacts of high inflation and the cost-of-living crisis through supporting people and businesses reduce energy consumption.

Additionally, actions that reduce transport related carbon emissions (and associated particulates) will improve air quality and support healthier lifestyles, with associated health benefits.

However, not everyone has equal ability to take climate action and it is therefore important that the NZAP includes some key principles about how initiatives will be designed and delivered so that no one is left behind.

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	Net Zero Action Plan 2024-2027: Briefing Paper and Draft Plan							
B	Net Zero Action Plan 2023-2026 – Progress Report							
C	Equality Impact Assessment							
D	Climate 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 Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin CH 31.01. 24 1051	Click here to enter text.	Leg LS/00 0010 75/A C/1/2 /24	Click here to enter text.	Mon Off	Click here to enter text.	HR	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Anthony Payne (Strategic Director for Place)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 26/01/2024											
Cabinet Member approval: [electronic signature (or typed name and statement of ‘approved by email/verbally’)] Tom Briars-Delve ‘approved by email’ Date approved: 30/01/2024											

APPENDIX A**Net Zero Action Plan 2024-2027: Briefing Paper and Draft Plan: February 2024****Background**

1. On 18 March 2019, the City Council voted unanimously to declare a Climate Emergency and is so doing pledged to 'make Plymouth carbon neutral by 2030', committing also to work with other councils with similar ambitions.
2. On 16 December 2019, the City Council endorsed the first of a series of annual Corporate Carbon Reduction Plans (CCRPs) and Climate Emergency Action Plans (CEAPs), each covering a twelve-month period. CCRPs were to be about addressing the Council's direct and indirect emissions, and CEAPs were intended to be city-facing action plans, covering things the Council and its partners would do to help Plymouth become net zero.
3. At the same meeting, the Council noted that implementation of the CCRP and CEAP is to be overseen by the Strategic Director for Place as the appointed Senior Responsible Officer but integrated across every Council department through a Climate Emergency Board led by Corporate Management Team members that meets bi-monthly.
4. During 2022, a review of the Council's approach to climate strategy and action planning took place. This was done in consultation with the Cabinet Member for Climate Change and Governance and the main opposition leads. It reported to the Council's Climate Emergency Board in May 2022.
5. Key points arising included the following:
 - Whilst the annual action planning approach responded positively to the need for a delivery focus, the absence of a more strategic overview meant that it was difficult to explain a route-map to Net Zero and therefore to engage the wider city effectively in the agenda.
 - Whilst the twelve-month timescale for the CCRPs and CEAPs responded to having a clear focus on delivery, it could feel a bit disjointed, being difficult to present a clear narrative around the Council's overall approach and become more about activity than outcomes.
 - Whilst there were attempts to make the CEAPs genuinely city-wide and city owned plans, this had only been with limited success, suggesting we needed to reconsider how best to engage the wider city in the agenda.
 - Whilst the alignment of the CCRPs and CEAPs to calendar years had good logic from a communications perspective, this is out of kilter with budget planning which works to financial years.
6. As a result, the Climate Emergency Board endorsed a new approach which included:
 - Working with city partners on a Climate Emergency strategic narrative, embedded in the Climate Connections Plymouth website. [Home - Climate Connections Plymouth](#). This was launched at the Plymouth Plan Convention on 17 November 2022.
 - Encouraging the city (its individuals and its organisations) to respond to this strategic narrative with their own action plans and pledges.
 - Having a single integrated City Council action plan going forward (the NZAP), which would set out the Council's response to the strategic narrative. This would replace the CCRPs and CEAPs and include the things that the Council has direct control over and the things it is able to influence in the wider community. It would take a three-year time horizon and be set around financial years.

- Using the Climate Connections website as the vehicle for identifying the individual and organisational pledges and action plans, so that collectively they become Plymouth's response to the Climate Emergency. In effect, this is creating a genuinely city-owned climate emergency action plan by digital means.
7. On 27 March 2023, the City Council supported and endorsed a new style climate action plan for the City Council, the Net Zero Action Plan (NZAP) 2023-2026. CCRPs and CEAPs were prepared until 2022. The first Net Zero Action Plan became effective in April 2023. It has now been reviewed and a new version of the plan for 2024/27 has been drafted as a result.

Review of the Net Zero Action Plan 2023-2026

8. The annual review of the NZAP 2023-2026, and the process of drafting the Net Zero Action Plan 2024-2027 began in September 2023. A progress report on the NZAP 2023/26 is included in Appendix B of the report.
9. As of January 2024, out of the 89 actions the Council had committed to commence in this financial year, 66 have been started and activities are underway to achieve their respective targets, and 15 actions are already achieved. The activities that have been completed no longer appear in the 2024-2027 plan.

The draft Net Zero Action Plan 2024-2027

10. The NZAP focuses both on internal actions that address our direct and indirect emissions, and on our external and influencing actions to support the city in reducing its emissions. With known emissions of 6,312 tonnes CO₂e in 2022, the Council is directly responsible for less than 1% of direct emissions in Plymouth. According to the Climate Change Committee's Local Authorities and the Sixth Carbon Budget, Local Authorities influences about 30% of emissions locally.

The format of the NZAP 2024/2027 is consistent with that of the NZAP 2023-2026.

11. The NZAP is a digital plan, published on the City Council's website, and includes the following elements:
- A front-end, which sets out the overall purpose of the plan, how it relates to the Plymouth Plan, key principles, and an explanation of the overall strategic approach being taken by the City Council in order to play its part in the City's net zero agenda.
 - The action plan itself, organised around four key themes and a cross-cutting section on governance and delivery, identifying 29 strategic commitments that the Council will work towards over its three-year period.
 - For each strategic commitment, the following information is to be included:
 - A 2030 aspiration (where we are aiming to be in support of the net zero agenda)
 - Specific goals for the period 2024-27.
 - Specific actions relating to the strategic commitment, including when it is proposed they are undertaken in the three-year period of the plan.
 - Lead Service Director.
12. Behind the plan, there is a detailed worksheet with more information about the funding and delivery of each commitment and specifically named lead officers to support monitoring.
13. Annex 1 includes the draft text for the published front end of the NZAP. Annex 2 includes the draft NZAP worksheet from which the content of the published webpages will be derived.

Next steps

14. The NZAP will be considered by the City Council at its meeting of 18 March 2024. If formally supported and endorsed by the City Council, the NZAP will be proactively used to manage the Council's climate emergency response.
15. Alongside the coordination of the NZAP's implementation, there is the need for the development of a monitoring framework so that we are able to assess the carbon benefits arising from the specific measures. We are working towards the development of such a framework through our membership of the South-West Energy and Environment Group, which provides us access to research capacity at the University of Exeter's Centre for Energy and the Environment (CEE).

ANNEX ONE: DRAFT NZAP 2024-2027 FRONT END

What is the Net Zero Action Plan (NZAP)?

The Net Zero Action Plan (NZAP) is a three-year delivery plan, setting out the City Council's proposals to reduce its greenhouse gas emissions. It responds to the Net Zero Plymouth challenge set out in the [Climate Connections Plymouth](#) website and explains how the City Council will aim to play its part in delivering the [Plymouth Plan](#)'s policy aim that Plymouth achieve net zero by 2030.

The NZAP replaces the annual Climate Emergency Action Plans and Corporate Carbon Reduction Plans published since 2019.

Why do we need a NZAP?

On 18 March 2019, at a meeting of the City Council, councillors unanimously voted to declare a Climate Emergency, making a pledge to make Plymouth carbon neutral by 2030. This spirit of collaboration has continued through cross-party working on the climate emergency ever since.

This pledge exceeds the climate objectives of the UK, which are to achieve net zero by 2050, recognising the need for the 2020s to be a decade of urgent and accelerated action.

The City Council alone cannot ensure that Plymouth achieves net zero. For that to happen, every individual and organisation needs to play its part. However, it can do all in its power to make sure that it addresses its own emissions. This is why it is so important for the Council to put in place its own delivery plan for net zero.

Where are we now?

The table shows our measured emissions since 2019. These cover what are known as Scope 1 and 2 emissions¹. The NZAP will aim to accelerate the reduction of these emissions so that the Council is a net zero organisation by 2030.

Plymouth City Council Carbon Emissions (in T CO₂e)

Sector	2019	2020	2021	2022	Change from 2019 baseline
Council buildings	4,051	3,306	3,815	3,198	-21.1%
Vehicles / fleet / transport / equipment	1,545	1,744	1,584	1,691	9.4%
Roads and street furniture, including lighting and traffic lights	2,002	1,807	1,390	1,266	-29.0%
Staff and councillor travel / travel at work	326	218	218	157	-51.8%
Total (Tonnes of CO₂e)	7,924	7,075	7,007	6,312	-18.1%

¹ Scopes 1, 2 and 3 – are defined by an internationally accepted methodology for accounting for GHG emissions, the [Greenhouse Gas Protocol](#). Scope 1 emissions relate to the direct burning of fossil fuels by an organisation, for example fuel for transport or gas for heating. Scope 2 emissions relate to emissions from purchased or acquired electricity, steam, heat, and cooling. Scope 3 emissions relate to all other activities where emissions are generated by a third party on behalf of an organisation, for example across our supply chain.

We will continue to improve our understanding of the Council's scope 1, 2 and 3 emissions.

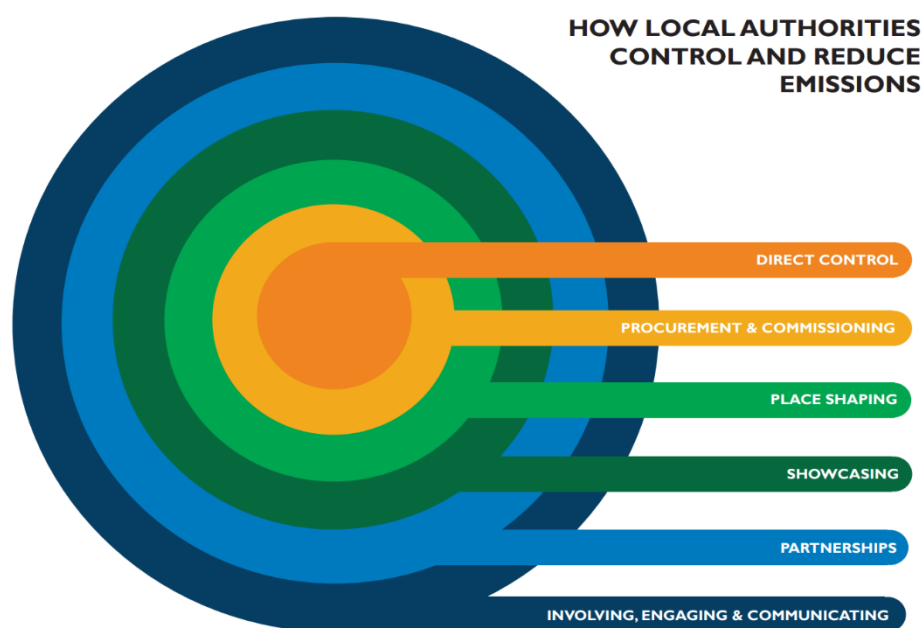
Data relating to city wide emissions is available in the <https://climateconnectionsplymouth.co.uk/wp-content/uploads/2023/07/Plymouth-Greenhouse-Gas-Monitoring-Report-2022-Accessible.pdf>

What does the NZAP cover?

The NZAP covers two main areas:

First, it includes action commitments to reduce emissions from the facilities we own and the services we deliver. With known emissions of 6,312 Tonnes CO₂e in 2022, the City Council is directly responsible for less than 1% of direct emissions in the city².

Second, it includes action commitments about how we will use our powers to help the city as a whole move towards net zero. According to the Climate Change Committee's '[Local Authorities and the Sixth Carbon Budget](#)', councils influence about 30% of emissions in their locality³. Ways in which councils can do this are illustrated in this diagram:



What is our overall approach?

The NZAP has been guided by what is known as the Carbon Management Hierarchy (CMH)⁴. This aims to give focus first to actions that avoid emissions in the first place, followed by those that reduce

■ ² Plymouth City Council Carbon emissions monitoring report, June 2022

■ ³ Louise Matrix Evans, 'Local Authorities and the Sixth Carbon Budget', an independent report for the Climate Change Committee, December 2020, p.3.

⁴ Notes on the Carbon Management Hierarchy (CMH).

Actions at the top of the hierarchy are prioritised as they have a more lasting impacts on reducing emissions overall.

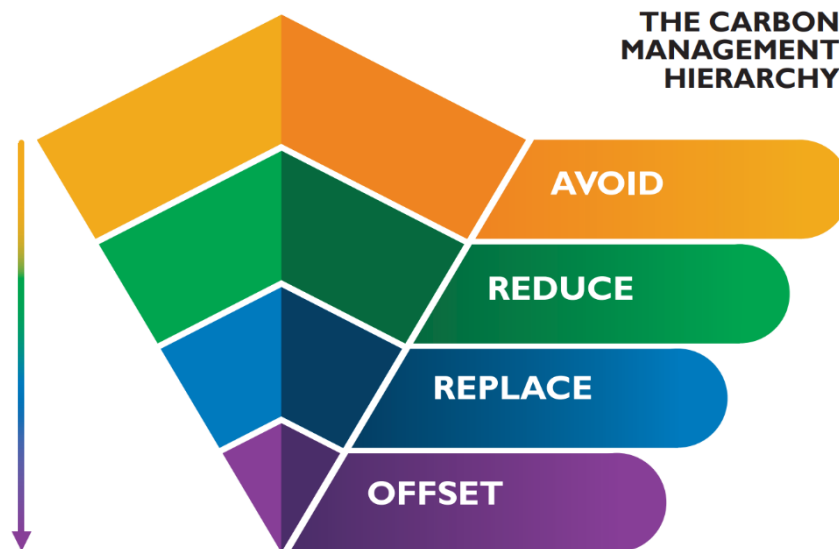
Avoid – rethink business strategy to avoid carbon intensive activities.

Reduce – Conduct our business more efficiently.

Replace – Replace high-carbon energy sources with low-carbon energy sources.

Offset – offset those emissions that cannot be eliminated by the above

emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and offsetting is seen as the last resort for any residual emissions.



What are our key priorities for net zero?

The [Plymouth Net Zero Challenge](#) identifies the key city priorities as being to:

- Cut our emissions from travel.
- Cut our emissions from construction and buildings.
- Deliver a step-change in low carbon energy generation.
- Consume responsibly and reduce our waste.
- Engage the whole city in the net zero mission.
- As a last resort, offset the GHG (greenhouse gases) emissions we can't stop.

The NZAP addresses these priorities by grouping action commitments under four themes:

- Transport
- Buildings, Heat and Power
- Consumption and Waste
- Behaviour change.

These are summarised in turn:

Transport

According to our June 2023 Corporate Emissions Monitoring Report, running our fleet of vehicles accounted for 26% of our known carbon emissions in 2022.

The decarbonisation of our fleet of small vehicles is already underway. Transitioning our fleet of larger vehicles presents technological, financial and organisational that require considerable forward planning.

According to the [Plymouth Greenhouse Gas Report](#), Transport accounted for 28% of our city's emissions in 2020. Tackling city transport emissions will require a shift in the uptake of active travel and public transport, as well as measures to replace petrol combustion vehicles with electric vehicles. The NZAP outlines policies and infrastructure proposals that support members of the public with making this change. Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on transport emissions.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Delivering mobility hubs, establishing an Electric Vehicle Car Club for Plymouth and pursuing funding opportunities for the introduction of Zero Emission Buses (T5)
- Continuing the replacement programme for our fleet of small vans and car fleet with EV alternatives (T3).
- Implementing the Electric Vehicle Charging Infrastructure Strategy for the City (T4)

Buildings, Power and Heat

In 2022, 49% of our corporate emissions were generated through electricity use in council buildings (29%) and to power roads and street furniture, including lighting and traffic lights (20%). Gas use to provide heat for our buildings generated 21% of our overall emissions.

Our actions will focus on the corporate buildings we use to deliver our services and the built infrastructure we maintain. We will take action to increase to its maximum the energy efficiency of our existing and future estate and to shift our energy demand to renewable energy. This also includes actions to minimise fugitive emissions and water consumption; actions to minimise carbon emissions from our repair and maintenance activities and actions to minimise carbon emissions from any new buildings we commission.

In 2020, about 28% of the city's greenhouse gas emissions were attributable to heating, and 17% of the emissions were associated with generating electricity for our buildings. The transition to net zero involves a shift towards renewable energy for heating (heat pumps and heat networks) and rapid large-scale insulation of private and commercial buildings across the city. We will act in support of the decarbonisation of power and heat in the city through our planning functions.

Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on buildings, power, and heat emissions.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Supporting the development of a low carbon energy generation and distribution infrastructure that will meet our future energy needs by developing a strategic heat network delivery programme for the city (BHP10).
- Maximising the opportunities for installing solar panels on more of our own assets, including delivering the Chelson Meadow solar farm (BHP3).

- Reducing the size of our corporate estate, improve the thermal energy efficiency of all remaining corporate workspaces and to work towards ending the use of fossil fuel heating (BHP1).
- Delivering schemes that support households in achieving greater energy efficiency and renewable energy generation (BHP9).
- Implement a new system of improved control and management of street lighting to reduce its emissions only where safe to do so (BHP4).

Consumption and waste

The actions in this category will fall into what are known as Scope 3 emissions. These are indirect emissions related to our activities. Our influence over these activities can be traced through a contract or partnership, or because they are generated in the conduct of our activities or whilst delivering our statutory duties.

We have influence over these emissions but cannot control them. Understanding and reporting upon these emissions is therefore more challenging. Our strategy in respect of these emissions is to control them at source, by taking measures to ensure our contractors and suppliers can demonstrate their commitment to net zero.

Go to [Climate Connections Plymouth](#) website for a summary of the city-wide picture on consumption and waste emissions.

Measures set out in the NZAP that have the greatest potential to reduce emissions substantially include:

- Using our purchasing power to reduce our consumption-related emissions and seek the highest possible standards of sustainability for our externally sourced supplies, services and works (CW1).
- Delivering a weekly kerbside food waste collection service to Plymouth households in line with Government legislation and guidance (CW4).

Behaviour change

Activities to promote positive working practices to minimise emissions associated with our everyday activities. These actions will support reductions in the transport, energy, consumption and waste sector.

According to the [Sixth Carbon Budget](#), while 41% of emission reduction required to achieve Net Zero will be technological, the remaining 59 % will include societal behavioural changes⁵.

What are the wider benefits from the Council taking climate action?

Tackling climate change is compatible with delivering many of the City Council's priorities, whilst also helping deliver savings through being more efficient in our operations and reducing our energy consumption.

Many of the activities detailed in this plan intend to bring about multiple co-benefits, so we do not have to make a choice between the climate and other critical issues such as economic inequality or

⁵ Committee on Climate Change, The 6th Carbon Budget the UK's Path to Net Zero, Figure B2.2 Role of societal and behavioural changes in the Balanced Net Zero Pathway (2035), p70, December 2020

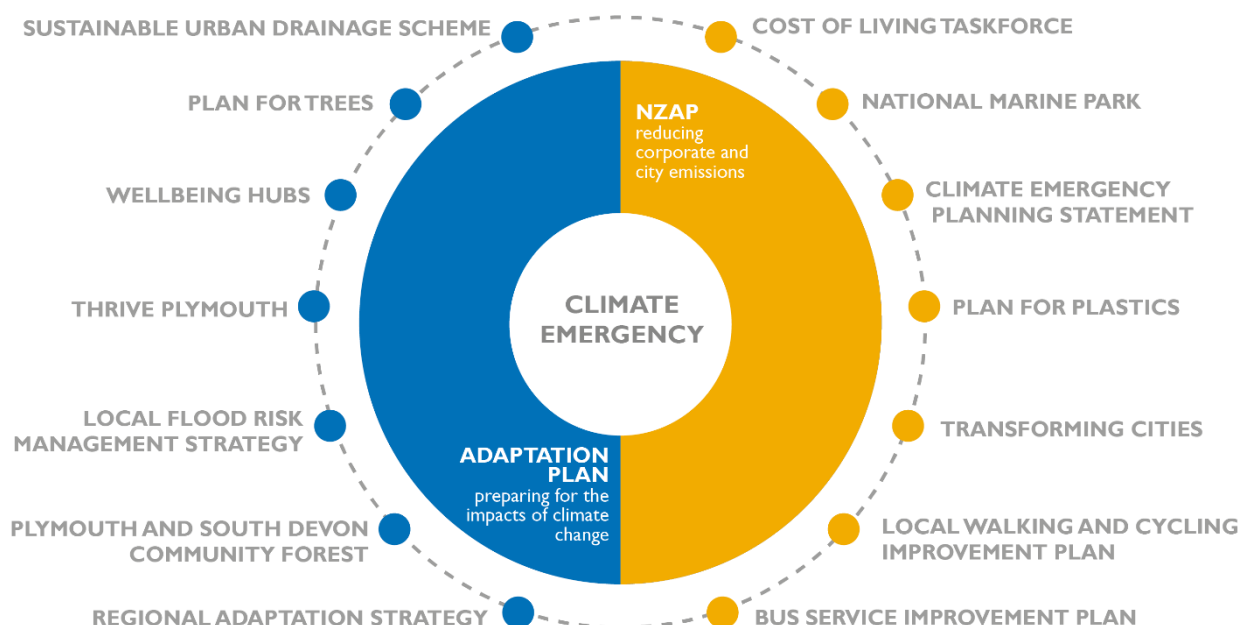
health and wellbeing. For example, through climate action, we can improve air quality and create places that have a positive impact on our wellbeing. By promoting active travel, we can bring about some positive health benefits. The creation of green jobs provides opportunities for our city's future prosperity. At a time of soaring inflation and cost of living crisis, actions to cut down our energy consumption and adopt renewable energy produced locally will help bring down the cost of keeping our homes warm.

What other initiatives and programmes will the NZAP complement?

The focus of NZAP is on how the Council will reduce carbon emissions. However, the Council is also committed to other initiatives and programmes to deal with the consequences of climate change and to improve health, wellbeing and environmental quality of the city overall. Some examples are given below:

- Through our Climate Emergency Planning Statement [Climate Emergency Planning Policy \(plymouth.gov.uk\)](https://plymouth.gov.uk), all new developments must consider the impacts of climate change, and include measures such as delivering at least 10 per cent biodiversity net gain, sustainable drainage, and soil protection.
- Through our City Change Fund [City Change Fund | PLYMOUTH.GOV.UK](https://plymouth.gov.uk), we support local projects that help tackle climate change and deliver a city that is more resilient to its effects.
- Through Thrive Plymouth [Thrive Plymouth | PLYMOUTH.GOV.UK](https://plymouth.gov.uk), we work to improve health and wellbeing and reduce health inequalities, including promoting healthy lifestyles. Associated behaviour changes not only complement the NZAP's aim to reduce emissions (for example, through encouraging active travel such as walking and cycling), but also create a more resilient population to anticipate impacts of climate change.
- Through our Cost of Living Taskforce [Cost of living | PLYMOUTH.GOV.UK](https://plymouth.gov.uk) we are working with partners across the city to support families and individuals to access support in making their homes more energy efficient, in reducing their use of energy, and in helping to manage finances when they struggling to pay gas and electricity bills.
- The [Plymouth Sound National Marine Park](https://plymouth.gov.uk) will encourage greater prosperity and engagement with our marine environment. Building on our current work and existing structures, it will support a new approach to how we value and work in harmony with the natural environment to deliver the greatest benefit for all. Our vision is for a National Marine Park that supports thriving businesses, connected communities and inspired visitors.
- The [Plymouth and South Devon Community Forest](https://plymouth.gov.uk) is an ambitious new project that will see hundreds of new trees planted across the city.
- The [Plymouth and South Devon Freeport](https://plymouth.gov.uk) is working with partners to deliver Net Zero emissions target significantly ahead of 2050. It will monitor emissions and actively drive decarbonisation with Freeport landlords and tenants. The Freeport designation and seed capital act as a catalyst in the delivery of a 10MW Green Hydrogen Electrolyser at Langage, a Pedestrian and Cycle Bridge across A38 connecting the 2 tax sites at Langage and Sherford and the Innovation Centre in South Yard. The significant opportunities in Net Zero Innovations with partners and business are key to achieving Net Zero and positioning Plymouth in growth sectors, like the supply and maintenance of Floating Offshore Wind in the Celtic Sea.
- Working in partnership with the Devon, Cornwall and Isles of Scilly Local Resilience Forum, helping develop the Devon, Cornwall and Isles of Scilly Adaptation Plan [Adaptation Plan – Devon Climate Emergency](https://plymouth.gov.uk) addressing the impacts of climate change. We will also work with local partners on a more detailed City Adaptation Plan and Climate Change risk assessment to help the Council prepare for and manage the impacts of climate change on the services it provides and on city's wildlife and natural environment.

This connectivity between wider plans and the Council's delivery programmes and plans for responding to the climate emergency is shown diagrammatically below.



The diagram is illustrative only and is not intended to be comprehensive.

How will we ensure that climate action is fair and leaves no one behind?

Taking climate action by reducing emissions to zero as rapidly as possible and putting in place plans to mitigate the worst impacts of climate change is the best way to bring about positive outcomes for all, including current and future generations, irrespective of age, race, disability, gender, sexual orientation or religion.

We need commitment from everyone, but we understand that we are not all equally able to act. Our role is also to ensure, whenever we can, that our city's transition to net zero is just and leaves no one behind.

To do so, we will appeal to government to ensure that the necessary resources are distributed to allow all people to make the transition to a more sustainable way of life. For example, we will continue to seek Government grants for home energy efficiency that can be redistributed to those most in need. We will be promoting green skills, training and jobs, to ensure there are good employment opportunities for all. We will continue to support transport solutions to widen access to mobility, mindful of the needs of vulnerable groups.

Our engagement activities will follow the principles set out in paragraph 2.1 of the City Council's [Statement of Community Involvement](#), and will promote equality and diversity.

In the delivery of all our actions, we will comply with the requirements of the Equality Act 2010.

How will we deliver the NZAP?

As a three-year delivery plan, not every measure identified in the NZAP is fully funded from day one. Some of the measures proposed are fully or partially funded; for example, because they can be delivered with existing staff resources or have grants or other funding already in place. Others will require further work to explore delivery options and funding opportunities. However, given the scale and urgency of the challenge, it is important that the plan is ambitious whilst also being within the bounds of realism, acknowledging the funding limits as well as the policy differences between the

Council's net zero target and that of national government. That is the balance we have sought to meet in putting this plan together.

In addition to the four key themes, a section of the NZAP sets out our overall approach to delivery and governance. This explains more about how we will work within the organisation and with partners to help move towards net zero.

Notes to accompany the NZAP.

The **Carbon Management Hierarchy (CMH)** is a prioritisation model in 4 steps (Avoid, Reduce, Replace and Offset). This model gives focus first to actions that avoid emissions in the first place, followed by those that reduce emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and offsetting is seen as the last resort or any residual emissions.

Indicators of **Impact** and **Cost** are presented for each strategic commitment to help guide and prioritise activity. Both are presented in terms of High/Medium or Low.

Impact – This is an indicator of the potential impact on emissions from the actions taken in the period. For corporate actions, the context is our known corporate emissions. For citywide influencing actions, the context is the city's emissions.

High impact actions, once completed in full, are likely to make a significant impact on corporate carbon emissions. Low-impact actions may only marginally impact carbon emissions in this period, but may present other advantages, such as facilitating emission reductions elsewhere.

We have further work to do on getting a complete understanding of all our corporate emissions, and this is reflected in the NZAP. This work will enable us to be more specific about our impact measures in future years.

Cost - This is an indicator of potential financial outlay (capital or revenue) needed to deliver the action commitment. It is based on assumptions when specific data is not available.

High-cost activities are those that are likely to require significant outlay in relation to other areas of spend, Low-cost activities are expected to be funded with normal service budget.

Key terminology:

Net Zero – An approach to minimise Greenhouse Gas emissions to as close to zero as possible, and then put in place offsetting measures to cancel out emissions that cannot be avoided.

Carbon Neutrality – Carbon neutrality is the same approach, and the phrase is often used interchangeably, but the expression may be misleading as focusing only on carbon, one of four greenhouse gases.

Scopes 1, 2 and 3 – are defined by an internationally accepted methodology for accounting for GHG emissions, the [Greenhouse Gas Protocol](#). Scope 1 emissions relate to the direct burning of fossil fuels by an organisation, for example fuel for transport or gas for heating, Scope 2 emissions relate to emissions from purchased or acquired electricity, steam, heat, and cooling. Scope 3 emissions relate to all other activities where emissions are generated by a third party on behalf of an organisation, for example across our supply chain.

GHG – Greenhouse gases, including Carbon Dioxide, Methane, Nitrous Oxide and Fluorinated Gases.

Offsetting – a carbon offset is a financial product serving to compensate for carbon emissions by investing in a project that will reduce future emissions or capture existing CO₂ from the atmosphere.

References:

- Plymouth City Council Carbon emissions monitoring report, June 2023
- [Plymouth City Council Carbon emissions monitoring report](#), June 2022
- TA Mitchell, ADS Norton, '[Plymouth Greenhouse Gas Reporting and Monitoring 2022](#)', University of Exeter Centre for Energy and the Environment, July 2023.
- L Matrix Evans, '[Local Authorities and the Sixth Carbon Budget](#)', an independent report for the Climate Change Committee, December 2020.
- [Greenhouse Gas Protocol | \(ghgprotocol.org\)](#)

ANNEX TWO: DRAFT NZAP 2024-2027 WORKSHEET

The colour coding is intended to make each theme of the Net Zero Action Plan easier to identify. Actions on a green background are new actions for the period 2024/27. The others are a continuation of the activities previously agreed in NZAP 2023-2026.

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHPI	Energy Management Portal in place by end of 2024/25, with a view to enhance our understanding of our energy consumption.	Reduce the size of our corporate estate, improve the thermal energy efficiency of all remaining corporate workspaces and end the use of fossil fuel heating.	BHPI B. Conduct a programme of business and operations energy audits for 75 properties to provide a detailed breakdown of energy use by building and use.	2024-26	Assistant Chief Executive
				BHPI C. Continue a programme of estate rationalisation based on energy efficiency and sustainability.	2024-27	Assistant Chief Executive
				BHPI D. Pursue funding opportunities to implement smart controls for heating across our remaining corporate estate and plan to increase the number of sites benefiting from smart heating controls.	2024-27	Assistant Chief Executive
				BHPI E. Pursue funding opportunities to deliver fabric-first heat retention measures across our remaining corporate estate and plan to increase the number of sites benefiting from energy efficiency measures.	2024-27	Assistant Chief Executive
				BHPI F. Plan to end the use of fossil fuels for heating in the period 2027/2030, through, for example, the installation of heat pumps across the estate or connection to low carbon heat networks.	2025/26	Assistant Chief Executive
				BHPI G. Conduct a review of EPC ratings for all our libraries and identify actions needed to improve their energy efficiency.	2024/25	Interim Strategic Director for People

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHP2	Inventory of power-consuming equipment in the City Council's estate with quantified action plan to reduce use by 2026.	Make the most efficient use of electricity across the City Council's estate. Make the most efficient use of electricity across the City Council's estate.	BHP2 A. Pursue funding opportunities to implement electricity-saving measures across our remaining corporate estate, such as LED lighting, smart controls, pump and fan replacements. Replace equipment and appliances as part of renewal cycle or where cost-savings allow.	2024-27	Assistant Chief Executive
				BHP2 B. Continue project to make further reductions to the carbon impact of our website, whilst maintaining a good level of customer service.	2024/25	Interim Strategic Director for People
Buildings, Heat and Power	BHP3	Produce the equivalent of 70% of our 2023 electricity needs by 2025 using solar energy.	Shift our electricity consumption to renewable energy.	BHP3 A. Increase the proportion of renewable electricity we produce through the delivery of a solar farm at Chelson Meadow by 2025.	2024/25	Strategic Director for Place
				BHP3 B. Maximise the opportunities for installing solar panels on more of our own assets and pursue funding opportunities to do so wherever possible.	2024-27	Assistant Chief Executive
				BHP3 C. Purchase renewable electricity from the proposed Chelson Meadow solar farm for a proportion of our activities and explore the options to purchase renewable electricity for the remainder.	2025/26	Assistant Chief Executive
Buildings, Heat and Power	BHP4	Achieve a 40% reduction in energy consumption for street lighting by 2026 (based on 2021 energy consumption figures).	Reduce the energy consumption needed to operate the public highway.	BHP4 A. Implement a new system of improved control and management of street lighting to reduce its emissions only where safe to do so.	2024-26	Strategic Director for Place
				BHP4 B. Deliver a rolling programme of maintenance of our street lighting to upgrade to 4th generation LED.	2024/25	Strategic Director for Place
				BHP4 C. Deliver a rolling programme of replacement of traffic signal heads to more economical alternatives.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				BHP4 D. Continue the programme of replacement of all illuminated traffic highland bollards to more economical alternatives.	2024-27	Strategic Director for Place
Buildings, Heat and Power	BHP5	Working with Local Council Roads Innovation Group, continue trials of new surfacing techniques to reduce carbon emissions, and seek to introduce new working practices when successful.	Reduce emissions from road development and maintenance.	BHP5 A. Continue to work with our supplier to implement a new methodology to account for and reduce emissions from highways maintenance.	2024/25	Strategic Director for Place
				BHP5 B. Continue to trial more economical road surfacing processes for road maintenance and pothole repairs.	2024/25	Strategic Director for Place
Buildings, Heat and Power	BHP6	Policy to guide how our corporate construction activity is delivered in place by 2025.	Strive to implement the highest possible standard of sustainability in the development of new council construction projects.	BHP6 A. Develop a policy to guide how all corporate construction activity (buildings and infrastructure) is commissioned and delivered, including prioritising refurbishment of existing buildings over new build where practicable, as well as aspiring to future net zero development.	2024/25	Strategic Director for Place
				BHP6 B. Continue to deliver the Eco-homes Programme and then showcase the resulting low carbon housing.	2024-27	Strategic Director for Place
Buildings, Heat and Power	BHP7	Planning policy framework for Net Zero embedded into next local plan by 2027.	Provide a policy framework that supports the decarbonisation of land use and buildings across the city.	BHP7 B. Ensure that the next iteration of the Joint-Local Plan puts at its heart the ambition to become a net zero location that is resilient to climate change, maximising opportunities within the context of any revised National Planning Policy Framework and planning reforms.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHP8	Significant progress towards ensuring that all the City Council's commercial properties have an Energy Performance Certificate of C or above by 2026, in support of national target to achieve this outcome by April 2027.	Facilitate a reduction in emissions from our commercial estate.	BHP8 B. Work positively with our commercial tenants to support and where possible facilitate improvements to energy efficiency of buildings, including signposting them to any grant funding opportunities.	2024-26	Strategic Director for Place
				BHP8 C. Collate a review of Energy Performance Certificates across the estate. Commission feasibility work to reach a minimum C rating by 2027 and exploring funding opportunities for required works and include annual updates on progress.	2024-26	Strategic Director for Place
Buildings, Heat and Power	BHP9	1293 households supported by 2026.	Continue to deliver schemes that support households in achieving greater energy efficiency and renewable energy generation, ensuring that poorer communities are not left behind.	BHP9 A. Develop and deliver programmes to improve energy efficiency of fuel poor homes and to support the increase of retrofit measures across all the city's housing stock, in partnership with Plymouth Energy Community and other partners.	2024-27	Strategic Director for Place
				BHP9 B. Work with specialist Disabled Facilities Grant contractors to reduce the carbon impact of adaptations.	2024-27	Interim Strategic Director for People
				BHP9 C. Build a greater understanding of the condition of the city's housing stock and its energy performance, so that targeted interventions can be identified and coordinated.	2024-27	Interim Strategic Director for People

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Buildings, Heat and Power	BHP10	7,500 MWh/a of heat supplied by new low carbon heat networks in Plymouth by end 2025/26.	Support the development of a low carbon energy generation and distribution infrastructure that will meet our future energy needs.	BHP10 B. Work with National Grid on increasing the capacity of the energy grid to shift to an economy that will be more reliant on electricity generation.	2024-27	Strategic Director for Place
				BHP10 C. Develop a strategic heat network delivery programme for the city, including the city centre/waterfront and Derriford areas, including the procurement of a delivery partner, aided through participation in the Government's Advanced Zoning Programme.	2024-27	Strategic Director for Place
				BHP10 D. Deliver heat network clusters at the Guildhall and Civic Centre, supplying the Theatre Royal, Combined Courts and Civic Centre Redevelopment with low carbon heat.	2024-27	Strategic Director for Place
				BHP10 F. Work with our partners in the Devon Climate Emergency to develop a Local Area Energy Plan.	2024-27	Strategic Director for Place
				BHP10 G. Using UK Shared Prosperity funding, create electricity access points for ice cream vans on the Hoe, to remove the need for diesel generators.	2024/25	Strategic Director for Place
				BHP10 H. Support the delivery of a 10MW Green Hydrogen Generation plant at Langage.	2026/27	Strategic Director for Place
Transport	TI	Work towards a reduction of 7% in our business travel by 2030.	Deliver corporate policies and initiatives that minimise travel and encourage	TI A. Review the impact on business travel of the Go Green Travel Plan and consider new options where appropriate to minimise our business travel.	2024-27	Service Director for Human Resources and Organisational Development

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
			the adoption of active travel and low carbon alternatives.	T1 C. Deliver schemes to support Council staff and Councillors in adopting low carbon business travel and travel to work. To include Electric Vehicle purchase scheme for staff, cycle to work scheme, facilities and infrastructure for cyclists and EV at our main corporate locations, as well as providing staff access to an electric car club and Beryl bikes for business travel.	2024-27	Service Director for Human Resources and Organisational Development
				T1 D.-Ensure contracts for health and care providers include a transport reduction clause where relevant for procuring services across Plymouth.	2024/25	Interim Strategic Director for People
Transport	T2	10% reduction in overall mileage for waste collection vehicles by end 2024/25 (from 2022/23 baseline).	Implement measures to optimise waste collection rounds to minimise vehicle mileage.	T2 B. Continue to implement smart ways of programming domestic waste collection activities to minimise vehicle mileage.	2024/25	Strategic Director for Place
				T2 C. Continue to implement smart ways of programming (Alloy system) for litter bins collection activities to minimise vehicle mileage.	2024/25	Strategic Director for Place
Transport	T3	Replace 5 more of our small vans and cars by electric alternatives in 2024/25 Replace 30% of our fleet by electric vehicles by end of 2026 (70 out of 220 vehicles), including 100% of our small fleet.	Implement a vehicle decarbonisation programme.	T3 A. Continue the replacement programme for our small vans and cars fleet.	2024/25	Strategic Director for Place
				T3 B. Seek opportunities to deliver trials of zero emission specialist vehicles within the Council fleet, such as refuse vehicles or road sweepers.	2024-27	Strategic Director for Place
				T3 C. Pursue funding opportunities to create charging substations to meet the increasing energy needs of the Council fleet.	2024-27	Assistant Chief Executive
				T3 D. Start phasing out the purchasing of new diesel vehicles and plan the replacement of the rest of the Council fleet to zero emission vehicles in the next period (between 2027 and 2030).	2025/26	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				T3 E. Replace existing library van for a low carbon alternative. (subject to availability of EV charging capacity in library premises and grant funding for EV charging point).	2025/26	Interim Strategic Director for People
Transport	T4	New Local Transport Plan prepared by 2027.	Provide a local policy framework that facilitates the decarbonisation of the transport system.	T4 A. Implement the Electric Vehicle Charging Infrastructure Strategy for the City, including establishing charging hubs at key destinations, on-street provision, and considering electric vehicle users in parking policy and infrastructure projects.	2024-27 (as part of a 10-year strategy to 2034)	Strategic Director for Place
Transport	T5	Delivery of the final 1.3 miles of improved cycling and walking routes by 2026 10 new or improved road crossing points by 2026 500 EV chargers by 2026 Support the expansion of the electric vehicle car club operating in Plymouth by 2026.	Contribute to providing public infrastructure needed to meet the city's low carbon transport needs.	T5 A. Deliver the mobility hubs to enable an increase in the number of journeys undertaken by ebikes and electric cars.	2024/25	Strategic Director for Place
				T5 B. Pursue funding opportunities to implement our Local Cycling and Walking Plan and to provide accessible, secure cycle storage options at key destinations and transport hubs.	2024-26	Strategic Director for Place
				T5 D. Support initiatives for investment in infrastructure for alternative fuels including hydrogen and biofuel to increase wider access and availability for the city's difficult to decarbonise transport.	2024-27	Strategic Director for Place
				T5 E. Support delivery of port infrastructure improvements to promote decarbonisation across Plymouth's four ports.	2024/25	Strategic Director for Place
				T5 F. Establish an Electric Vehicle Car Club for Plymouth.	2024/25	Strategic Director for Place
				T5 G. Continue to pursue all funding opportunities for the introduction of Zero Emission Buses (including minibuses) in accordance with the ambition set out within the Bus Service Improvement Plan.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Transport	T6	Deliver the Bus Service Improvement Plan + (BSIP+) programme by September 2025. Support the development of the strategic implementation plan for Peninsula Transport by end of 2024/25.	Co-produce decarbonisation plans and initiatives with partners from across the transport system.	T6 A. Pursue all funding opportunities to allow the delivery of the initiatives set out in the Plymouth Bus Service Improvement Plan.	2024-26	Strategic Director for Place
				T6 B. Continue to engage with the Peninsula Transport shadow Sub-national Transport Body to ensure alignment with the emerging regional transport strategy and the tools available, regionally, to support the decarbonisation of transport.	2024-26	Strategic Director for Place
Consumption and waste	CW1	Annual monitoring of consumption-related Scope 3 emissions. Contract managers to monitor the carbon impact of the services and goods they purchase.	Use our purchasing power to reduce our consumption-related emissions and seek the highest possible standards of sustainability for our externally sourced supplies, services and works.	CW1 B. Roll out the contract management toolkit to support the Council's contract managers in monitoring the effectiveness of our contracts in terms of carbon emissions commitments made by contractors.	2024/25	Assistant Chief Executive
				CW1 C. Roll out improvements to the Council's procurement approach so that it fully aligns with the Council's Net Zero ambition and embeds a contract award weighing for climate change.	2024/25	Assistant Chief Executive
				CW1 D. Engage with the Council's family of companies to support their plans for Net Zero.	2024/25	Strategic Director for Place
				CW1 E. Source recycled and refurbished equipment for our corporate operations needs where possible.	2024-26	Assistant Chief Executive
Consumption and waste	CW2	The Council has policies and facilities in place to cut down its waste to a strict minimum by end 2026.	Cut down our corporate waste and minimise the impact of waste that cannot be avoided.	CW2 A. Continue to encourage waste minimisation, reuse and recycling at all our premises, ensuring all waste streams are separated to maximise recycling opportunities.	2024-26	Assistant Chief Executive

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Consumption and waste	CW3	Reuse partnership established in 2024/25.	Develop greater adherence to the waste hierarchy, including taking a lead on supporting reuse within the city.	CW3 A. Establish a 'Reuse Partnership' by working with partners in retailing, housing associations, charities, education providers, and existing re-use businesses thereby stimulating the green economy, creating skilled jobs and affordable reusable items for householders.	2024/25	Strategic Director for Place
				CW3 B. Complete an evaluation of reuse initiatives in the city.	2024/25	Strategic Director for Place
				CW3 C. Develop a business case to implement a reuse shop in Plymouth.	2024/25	Strategic Director for Place
				CW3 E. Identify funding to support communities to increase the number of operating repair and reuse initiatives.	2024-26	Strategic Director for Place
Consumption and waste	CW4	Work towards the Plymouth Plan target of 65% recycling rate by 2034, with a goal to achieve 53% by 2030.	Work with residents to increase the city's household recycling rate.	CW4 A. Engage with communities to maximise opportunities for increasing recycling levels and compliance with our waste collection scheme.	2024-27	Strategic Director for Place
				CW4 C. Deliver a weekly kerbside food waste collection service to Plymouth households in line with Government legislation and guidance.	2026/27	Strategic Director for Place
				CW4 D. As a member of the Southwest Devon Waste Partnership, explore feasibility of developing carbon capture and storage at the Energy from Waste plant.	2025/26	Strategic Director for Place
				CW4 E. Work with Reuse partners to develop a wider culture of Reduce, Reuse and Recycle.	2024/25	Strategic Director for Place
				CW4 F. New Councillor Champion on waste to organise a round table on waste.	2024/25	Strategic Director for Place
				CW4 G. Provide offer for residents to encourage domestic composting.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				CW4 H. Update Plymouth City Council's Municipal Waste Strategy 2007-2030 to ensure consistency with Government Environment Act 2021.	2024-27	Strategic Director for Place
Behaviour Change	BC1	Provide a tailored programme of climate change training to 25% of our staff by end of 2026, including offering training to all members and senior managers.	Encourage our staff and members to adopt low carbon behaviours.	BC1 C. Deliver a comprehensive employee engagement programme on Climate Change, mitigation and adaptation, including Carbon Literacy training, supporting employees on energy saving behaviours, business travel and IT use, and on reducing consumption and waste.	2024-27	Service Director for Human Resources and Organisational Development
				BC1 D. Run engagement pilot with staff in Children Services and Commissioning to understand their transport needs and trial different transport methods.	2024/25	Director for Children's Services and Director for People
Behaviour Change	BC2	Achieve at least 50 members in the Who's Who section of Climate Connections by 2025. Deliver year on year increase in the number of users engaging with the Climate Connections website. Plymotion Team to visit 12,000 households across	Develop and deliver an inclusive programme of engagement with the community in collaboration with the Plymouth Net Zero Partnership.	BC2 A. Deliver a Plymouth Net Zero engagement plan in collaboration with the Plymouth Net Zero Partnership.	2024/25	Strategic Director for Place
				BC2 D. Deliver behavioural change programmes and energy advice services for individuals, communities and businesses in partnership with Plymouth Energy Community.	2024-27	Strategic Director for Place
				BC2 E. Keep the Climate Connections website up-to-date and well managed, as its custodian for the city, and deliver the next phase of improvements.	2024-27	Strategic Director for Place
				BC2 F. Continue to grow the network of Climate Ambassadors, community-based volunteers promoting the net zero agenda at a local level.	2024-27	Strategic Director for Place
				BC2 G. Work with the National Marine Park to raise awareness and explain the role of blue carbon in supporting the city's journey to net zero, including the development of the blue green economy.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
		the city by September 2025 and engage 3,720 residents by 2025.		BC2 H. Raise awareness of the Climate Emergency through the Planet Ocean Exhibition at The Box.	2024/25	Strategic Director for Place
				BC2 I. CATERED to pilot new approaches to promoting sustainable food choices.	2024/25	Interim Strategic Director for People
				BC2 J. Use provider forums and newsletter to engage with the domiciliary care and adult social care sector on Net Zero, to share good practice and invite contribution from providers to Climate Connection's Net Zero organisation pages.	2024/25	Interim Strategic Director for People
				BC2 K. Utilise family and wellbeing hubs to promote Net Zero, reaching out to our clients with energy efficiency help and advice (in partnership with PEC).	2024/25	Interim Strategic Director for People
				BC2 L. Encourage all schools in Plymouth to seek eco-school accreditation, or to participate in the Let's Go Zero Campaign.	2024-27	Director of Children's Services
				BC2 M. Promote Climate Ambassador schemes in schools and work towards organising a celebratory event to recognise good practice.	2024/25	Director of Children's Services
				BC2 N. Engage young people on Climate Change through the Youth Parliament and other forms of youth engagement, and the appointment of a voluntary youth advisor.	2024/25	Director of Children's Services
				BC2 O. Pilot neighbourhood-level climate action plans and community-led action.	2024/25	Strategic Director for Place
				BC2 P. Create a 'cities of service' approach to engaging with residents to create a 'social movement' of people who participate in practical activities to reduce emissions.	2024-26	Director of Public Health

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				BC2 Q. Collaborate, as part of the Food Plymouth Partnership and Network, on improving access to low carbon food choices and work towards achieving the Sustainable Food Places Gold award.	2024-27	Director of Public Health
				BC2 R. Develop a programme with the taxi trade to support the transition to Electric Vehicles including investigation of alternative funding mechanisms and collaborating on funding bids.	2024/25	Director of Public Health
				BC2 S. Encourage social enterprises and voluntary organisations in Plymouth to make energy efficiency improvements on their buildings through the Government's VCSE Energy Efficiency Scheme.	2024/25	Interim Strategic Director for People
				BC2 T. Offer advice and incentives to households within the Active Travel Social Prescribing pilot project area to encourage sustainable travel choices via our Plymotion initiative.	2024/25	Strategic Director for Place
				BC2 U. Continue to organise an annual engagement event on environmental issues with the library service.	2024/25	Interim Strategic Director for People
Behaviour Change	BC3	Net Zero action plan identified for top 50 business relationships and supported businesses by 2026 Recommendations from the Green Skills Action Plan are implemented by 2026.	Provide support for transition to a future net zero economy driving investment, increasing knowledge, skills and local capacity in the business community.	BC3 B. Deliver the plan for the city's economic transition to a low carbon economy as part of the overall economic development plan, with the Growth Board taking ownership of the agenda.	2024-27	Strategic Director for Place
				BC3 D. Continue to identify funding to establish further net zero support for the City's businesses.	2024-27	Strategic Director for Place
				BC3 E. Deliver the Net Zero Business Support programme funded by the Shared Prosperity Fund.	2024/25	Strategic Director for Place
				BC3 F. Promote the environment toolkit on the Plymouth Charter website and related events for businesses on Net Zero.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
				BC3 G. Deliver a marine innovation centre at Oceansgate to provide usable space for businesses to innovate in marine, defence, and net zero.	2025/26	Strategic Director for Place
				BC3 H. Provide energy efficiency advice to private landlords.	2024-27	Interim Strategic Director for People
				BC3 I. Stimulate the demand for jobs within the green economy through allocation of levelling up funding to low carbon initiatives.	2024/25	Strategic Director for Place
				BC3 J. Explore the future of green jobs in the Sustainable Growth chapter of Plymouth's new Economic Strategy.	2024/25	Strategic Director for Place
Governance and Delivery	GDI	Annual corporate greenhouse gas monitoring reports published, demonstrating progress towards net zero and providing evidence of the effectiveness of the Net Zero Action Plan.	Maintain the strategic overview and coordination of corporate carbon reduction, and a phased programme for introducing offsetting to deal with residual emissions.	GDI A. Develop a Council-wide emissions offsetting plan setting out the overall approach to addressing residual emissions from Council activities.	2024/25	Strategic Director for Place
				GDI B. Develop a performance framework for the Net Zero Action Plan, providing quantified measures where possible in order to track progress to net zero.	2024/25	Assistant Chief Executive
				GDI C. Collect performance data relating to the Council's greenhouse gas emissions and report this annually through the Climate Connections web site and on our corporate website.	2024-27	Assistant Chief Executive
				GDI D. Continue to provide strategic leadership of the climate emergency through the Council's Climate Emergency Board, which will maintain a strategic focus on the commitment to be a net zero organisation by 2030 by meeting at least 3 times a year.	2024-27	Strategic Director for Place
				GDI E. As part of the review of the Council's performance framework, add one Climate Emergency-related performance measure for each Council department.	2024/25	Assistant Chief Executive

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD2	Deliver year-on-year increase in externally funded climate emergency investment.	Deliver strategic overview of climate emergency-related budget pressures and funding opportunities.	GD2 B. Deliver the Climate Emergency Investment Fund to accelerate investment in corporate carbon reduction projects and climate emergency initiatives, secure external grant funding and reduce corporate energy costs.	2024/25	Service Director for Finance
				GD2 C. Keeping under active review all opportunities for external funding to support the Council's and City's net zero aspirations, including for example grants and developer contributions.	2024-27	Strategic Director for Place
				GD2 E. Continue to seek financial and in-kind contributions from partners and other external funding sources to enable the Plymouth Net Zero Partnership to deliver effective strategic leadership of the Plymouth's net zero emissions.	2024-27	Strategic Director for Place
				GD 2 F. Review our treasury practices, principles and schedules to determine what criteria to apply to our own investment, developing our Environmental, Social and Governance section to reflect our ambition to achieve Net Zero.	2024/25	Service Director for Finance
				GD2 G. Evaluate the financial risks and benefits of implementing Climate Municipal Bonds, including identifying a suitable renewable project with community interest.	2025/26	Service Director for Finance
Governance and Delivery	GD3	2 local carbon offset projects fully developed and receiving investment by 2026.	Develop local offsetting projects to provide options for the Council and others to meet their offsetting needs in the local area.	GD3 A. Utilise Ocean City Nature as the delivery mechanism for local offsetting, in collaboration with Plymouth Net Zero Partnership.	2024-26	Strategic Director for Place
				GD3 B. Continue to investigate potential for retrofit carbon code and deliver local housing retrofit carbon offsetting project.	2024-26	Strategic Director for Place
				GD3 C. Deliver Plymouth and South Devon Community Forest Woodland Carbon Credits project.	2024/25	Strategic Director for Place
				GD3 D. Develop carbon code for seagrass and deliver local seagrass blue carbon offsetting project.	2024-27	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD4	Corporate adaptation plan completed and rolled out into service business planning by end of 2024/25.	Manage the risks to the Council service delivery arising from the likely impacts of climate change.	GD4 A. Undertake an organisational review of potential corporate impacts of climate change and prepare and implement an Adaptation Plan and Climate Change risk assessment to help the Council prepare for and manage the impacts of climate change on the services it provides.	2024/25	Strategic Director for Place
				GD4 C. Use natural infrastructure and the 'healthy streets' process proactively to deliver climate-friendly projects, resilient spaces, healthy places and capture carbon.	2024-27	Strategic Director for Place
				GD4 D. Deliver the Council's Plan for Trees to improve the city's resilience to the effects of climate change, including cooling our streets in the summer, providing shelter from winds, reducing energy costs, slowing down water runoff, reducing flooding, filtering and absorbing pollution, improving air quality and tackling climate change through carbon sequestration.	2024-26	Strategic Director for Place
Governance and Delivery	GD5	Establish a Net Zero Partnership Board delivery plan by 2025.	Support effective City and Regional governance and action on the climate emergency.	GD5 A. Support the effective operation and growth of the Plymouth Net Zero Partnership in its city leadership role for the City's net zero agenda.	2024-27	Strategic Director for Place
				GD5 B. Work with regional partners on the Devon Carbon Plan and the Devon, Cornwall and Isles of Scilly Adaptation Plan.	2024-27	Strategic Director for Place
				GD5 C. Incorporate climate emergency-related questions into the City Survey in 2024.	2024/25	Assistant Chief Executive
				GD5 D. Encourage and support DELT in achieving a 'B Corporation' status, to certify its sustainability and low carbon credentials.	2026/27	Assistant Chief Executive
				GD5 E. Create a cross-party Sustainability Advisory Group to the Cabinet Member for Environment and Climate Change, to inform future actions.	2024/25	Strategic Director for Place

Theme	Ref.	Goals for the period 2024/27	Strategic Commitment	Actions	Year	Strategic Leader
Governance and Delivery	GD6	Public affairs activity is reviewed proactively to support the delivery of the actions set out in the Net Zero Action Plan where appropriate.	Continue to press government for flexibilities, powers and resources to enable the Council and its partners to deliver a net zero city, and one that is resilient to the effects of climate change.	GD6 A. Keep under review national policy and legislation relating to net zero, including identifying opportunities for influencing the Government through relevant public affairs activity as and when appropriate.	2024-27	Assistant Chief Executive

APPENDIX B: NET ZERO ACTION PLAN 2023/2026 – PROGRESS REPORT

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Buildings, Heat and Power	BHPI	A data-informed pathway for reduction in our fossil fuel demand is established by end 2023/24.	Reduce the size of our corporate estate, improve the thermal energy efficiency of all remaining corporate workspaces and end the use of fossil fuel heating.	BHPI A. Review and update the space temperature performance standard, considering different building types and uses to reduce heating to the lowest possible level whilst ensuring comfort levels are retained.	2023/24	Assistant Chief Executive	Completed	In winter 2022/23, we trialled reduction of heat setpoint to 19 degrees with minimal impact. The trial has continued through 23/24 working with vulnerable services (social care etc) to find a suitable operating temperature. The policy aims to set optimal heating temperatures alongside comfort whilst taking into account the use of the property.
				BHPI B. Conduct a programme of business and operations energy audits for 75 properties to provide a detailed breakdown of energy use by building and use.	2023-26	Assistant Chief Executive	Progressing on track	A series of trial assessments (6) have taken place to determine a baseline for reporting requirements. The intention is to gear this up during 24/25 to complete the majority of the corporate estate.
				BHPI C. Review the emissions benefits of our asset rationalisation programmes, including the planned closures of Windsor House and Midland House in 2023, and consider other options where appropriate.	2023-26	Assistant Chief Executive	Completed	Electricity consumption at Windsor House has dropped from 2021 when we emitted 220,899 kg of CO ₂ between Jan and July that year, to 42,776 kg for the same months in 2023. Data for gas consumption isn't available at present. Electricity consumption at Midland has dropped from 48,357 kg CO ₂ for the same months in 2021 to 5,020 kg for these months in 2023.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				BHPI D. Pursue funding opportunities to implement smart controls for heating across our remaining corporate estate.	2023-26	Director of Resources	Programmed to begin at a later date	We continue to monitor the market, currently there are no external funding opportunities. A new Building Management System contract is now in place for 2023 - 2030.
				BHPI E. Pursue funding opportunities to deliver fabric-first heat retention measures across our remaining corporate estate.	2023-26	Director of Resources	Programmed to begin at a later date	We continue to monitor the market, currently there are no external funding opportunities.
				BHPI F. Plan to end the use of fossil fuels for heating in the next period, through the installation of heat pumps across the estate or connection to low carbon heat networks.	2025/26	Assistant Chief Executive	Programmed to begin at a later date	As per BHPI B. A draft plan is in progress to set out the strategy for reducing fossil fuels within our buildings. This policy will become clearer following successful completion of BHPI B.
Buildings, Heat and Power	BHP2	Complete inventory of power-consuming equipment and appliances in the City Council's estate with quantified action plan to reduce use.	Make the most efficient use of electricity across the City Council's estate.	BHP2 A. Pursue funding opportunities to implement energy saving measures across our remaining corporate estate, such as LED lighting, smart controls, pump and fan replacements. Replace equipment and appliances as part of renewal cycle or where cost savings allow.	2023-26	Assistant Chief Executive	Progressing on track	Salix funding round 3c application in progress. Works to some high energy use buildings have taken place (Life centre LED, Multi Storey Carparks LED, Ballard etc.) Swim England funding application for Plymouth Active Leisure improvements. D2GRID funding successful for Theatre Royal Car Park.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Buildings, Heat and Power	BHP3	To produce the equivalent of 70% of our current electricity needs by 2024 using solar energy.	Shift our electricity consumption to renewable energy.	BHP3 A. Increase the proportion of renewable electricity we produce through the delivery of a solar farm at Chelson Meadow by 2024.	2023-26	Strategic Director for Place	Progressing on track	An installation contractor has been appointed alongside a team of specialists with the focus on addressing key risks, carrying out detailed site surveys and updating the designs, with a view to commencing construction in Summer 2024.
				BHP3 B. Maximise the opportunities for installing solar panels on more of our own assets and pursue funding opportunities to do so wherever possible.	2023-26	Assistant Chief Executive	Progressing on track	Theatre royal car park successful. Work to understand the solar estate is ongoing.
				BHP3 C. Purchase renewable electricity from the proposed Chelson Meadow solar farm for a proportion of our activities and explore the options to purchase renewable electricity for the remainder.	2024-26	Director of Resources	Programmed to begin at a later date	Reliant on delivery of the Chelson Meadow Solar Farm. Next energy procurement will include option for purchasing green energy.
Buildings, Heat and Power	BHP4	Achieve a 30% reduction in energy consumption for street lighting by 2026 (based on 2021 energy consumption figures).	Reduce the energy consumption needed to operate the public highway.	BHP4 A. Implement a new system of improved control and management of street lighting to reduce its emissions only where safe to do so.	2023/24	Strategic Director for Place	Progressing on track	The project commenced December 2023. The roll out has started. This is a two-year programme of installation of 30,000 street lanterns across the city.
				BHP4 B. Deliver a rolling programme of maintenance of our street lighting to upgrade to 4th generation LED.	2023/24	Strategic Director for Place	Progressing on track	Control stations for the Centralised Management System are now installed. The rollout of nodes commenced on the 8th January 2024. Replacement lanterns are being installed at the same time.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				BHP4 C. Deliver a rolling programme of replacement of traffic signal heads to more economical alternatives.	2023-26	Strategic Director for Place	Progressing on track	LED Traffic Signal Head upgrade being designed - Mova controllers will be fitted at cost by contractors to ease installation roll out.
				BHP4 D. Continue the programme of replacement of all illuminated traffic highland bollards to more economical alternatives.	2023-26	Strategic Director for Place	Progressing on track	Not all bollards to be replaced by non-illuminated as risk assessment carried out to identify units prior to replacement.
Buildings, Heat and Power	BHP5	New working practices from 2026.	Reduce emissions from road development and maintenance.	BHP5 A. Work with our supplier to implement a new methodology to account for and reduce emissions from highways maintenance.	2023/24	Strategic Director for Place	Progressing on track	We are still investigating a best-fit carbon calculator for Highways. The Road Safety and Transport Authority is supporting this activity.
				BHP5 B. Trial more economical road surfacing processes for road maintenance and pothole repairs.	2023/24	Strategic Director for Place	Progressing on track	3102k M2 area of surface dressing delivered this represents a saving of 35 Tonnes CO2 compared with traditional resurfacing technique (11.4kg CO2 / M2 saving). This new technology appears to reduce emissions to 1/10 of traditional maintenance methods.
Buildings, Heat and Power	BHP6	Policy in place by 2025.	Strive to implement the highest possible standard of sustainability in the development of new council	BHP6 A. Develop a policy to guide how all corporate construction activity (buildings and infrastructure) is commissioned and delivered, including prioritising refurbishment of existing buildings over new build where practicable, as well as	2023/24	Strategic Director for Place	Progressing on track	We have begun a literature review to understand policy within other councils and bodies and set meetings with relevant internal teams to feed into the policy.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
			construction projects.	aspiring to future net zero development.				
				BHP6 B. Showcase new low carbon housing schemes through our eco-homes programme.	2023-26	Strategic Director for Place	Progressing on track	Future funding requirements from the Eco-Homes programme to support net zero carbon development will be established over the next 6 months. £80k Eco-Homes funding has been allocated to support the delivery of 8 affordable housing units on the North Prospect Library site, which will be delivered to comply with the 'Future Homes' sustainability standard (incorporating air-source heat pumps, Solar, EV charging).
Buildings, Heat and Power	BHP7	Joint Local Plan review commenced by 2024.	Provide a policy framework that supports the decarbonisation of land use and buildings across the city.	BHP7 A. Implement the Climate Emergency Planning Statement to set ambitious standards of environmental performance for new builds, ahead of the implementation of the Future Homes Standard in 2025 and the review of the Joint Local Plan.	2023-26	Strategic Director for Place	Completed	The Climate Emergency Planning Statement (CEPS) was adopted in November 2022 and was introduced and applicable to applications submitted from 01/12/2022.
				BHP7 B. Ensure that the next Joint Local Plan puts at its heart the ambition for Plymouth and Southwest Devon to become a net zero location that is resilient to climate change, maximising opportunities within the context of any revised National Planning Policy	2024-26	Strategic Director for Place	Programmed to begin at a later date	A five-year review report of the current Joint Local Plan will be published in March 2024. However, the exact timings of the next iteration of the local plan are yet to be determined due to continuing uncertainties relating to the national planning reforms. While the Levelling Up and Regeneration Act is now in place all its associated

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				Framework and planning reforms.				secondary legislation and regulations are not due to be finalise until Autumn 2024.
Buildings, Heat and Power	BHP8	Significant progress towards ensuring that all the City Council's commercial properties have an Energy Performance Certificate of C or above by 2026, in support of national target to achieve this outcome by April 2027.	Facilitate a reduction in emissions from our commercial estate.	BHP8 A. Updating records of Energy Performance Certificates and implement measures to upgrade to a minimum E rating as required by Minimum Energy Efficiency Standards.	2023/24	Strategic Director for Place	Progressing on track	444 commercial properties require an EPC and 406 or 91% have been rated with the remaining 38 to be surveyed. Of the, 406 already rated, 100% have an EPC of E or above, complying with the April 2023 requirement and 52% have a rating of C or above, which would meet the April 2027 requirement.
				BHP8 B. Work positively with our commercial tenants to support and where possible facilitate improvements to energy efficiency of buildings, including signposting them to any grant funding opportunities.	2023-26	Strategic Director for Place	Progressing on track	Part of business as usual for the commercial property team.
				BHP8 C. Collate a review of Energy Performance Certificates across the estate. Commission feasibility work to reach a minimum C rating by 2027 and exploring funding opportunities for required works.	2024-26	Strategic Director for Place	Programmed to begin at a later date	We have sought project management support to lead this piece of work and hope to have the initial results back by Q3 2024.
Buildings, Heat and Power	BHP9	1293 households supported by 2026.	Continue to deliver schemes that support households in achieving greater energy	BHP9 A. Develop and deliver programmes to improve energy efficiency of fuel poor homes and to support the increase of retrofit measures across all the city's housing	2023-26	Strategic Director for Place	Progressing on track	Through the Social Homes Decarbonisation Fund, Livewest have improved 58 social homes in Furse Park, Barne Barton. Plymouth Community Homes (PCH) have improved 24 flats in Alcester Close.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
			efficiency and renewable energy generation, ensuring that poorer communities are not left behind.	stock, in partnership with the Plymouth Energy Community and other partners.				The Sustainable Warmth Fund has supported 189 homes to provide heating. HUG2 grant aims to support 162 homes by 31st March 2025. LiveWest have been granted Social Homes Decarbonisation Fund wave 2.1 funding to support a further 125 social homes in Barne Barton.
				BHP9 B. Continue to lobby for more ambitious national retrofit programmes for households and businesses.	2023-26	Strategic Director for Place	Progressing on track	Meetings have been held with the Department for Energy Security and Net Zero (DESNZ) and their consultants for Sustainable Warmth and a response has been provided to DESNZ on how to improve their retrofit grant schemes to work better in practice.
Buildings, Heat and Power	BHP10	7,500 MWh/a of heat supplied by new low carbon heat networks in Plymouth by end 2025/26.	Support the development of a low carbon energy generation and distribution infrastructure that will meet our future energy needs.	BHP10 A. Review opportunities arising from the Waterfront Local Energy Plan to deploy renewable energy generation to meet future needs.	2023/24	Strategic Director for Place	Completed	Opportunities incorporated into plans for heat network roll out going forward, including through Heat Network Zoning Pilot and Advanced Zoning Delivery Pilot work, together with delivery options.
				BHP10 B. Work with National Grid on increasing the capacity of the energy grid to shift to an economy that will be more reliant on electricity generation.	2023-26	Strategic Director for Place	Progressing on track	The work is ongoing through our liaison meetings with National Grid Electricity Distribution (local and national staff), to explore and exchange information on heat pump projects, electrification of transport, etc.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				BHPI0 C. Continue to engage in the UK Government's Heat Network Zoning pilot as one of 28 towns and cities participating, which should lead to legislation in 2024, improving the market conditions further for investment in heat networks.	2023-26	Strategic Director for Place	Completed	The Heat Network Zoning Pilot work has been completed but Plymouth has now been shortlisted (one of 19 cities) as part of the Advanced Zoning Delivery Pilot run by Department for Energy Security and Net Zero (DESNZ).
				BHPI0 D. Deliver heat network clusters at the Guildhall and Civic Centre and bid for Green Heat Network funding to deliver a heat network in Millbay, using the schemes to showcase low carbon heat network to residents.	2024/25	Strategic Director for Place	Progressing on track	The Civic District Energy Scheme was approved as a Business Case in November 2022, with Green Heat Network Fund confirmed in May 2023. The discussions with the three heat off takers are progressing, with a procurement for delivery to be launched early in 2024.
				BHPI0 E. Working with the private sector, explore wider roll out of heat networks, and in particular linking to the Energy from Waste plant and other sources of renewable or waste heat.	2024-26	Strategic Director for Place	Progressing on track	Delivery options for heat network roll out have been reviewed with a recommendation to engage with the private sector through a procurement over 2024/25. If Plymouth is shortlisted by Department for Energy Security and Net Zero (DESNZ) through the Advanced Zoning Delivery Pilot (AZP) then there will be significant resources available to support this. The AZP work has highlighted large waste heat sources at Southwest Water Central Plant and the Energy from Waste plant.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Transport	T1	Pathway for the reduction of our business travel emissions established by March 2024.	Deliver corporate policies and initiatives that minimise travel and encourage the adoption of active travel and low carbon alternatives.	T1 A. Review the emissions benefits of the Go Green Travel Plan and consider new options where appropriate to minimise our business travel.	2023-26	Assistant Chief Executive	Progressing on track	Colleagues in the Low Carbon team review mileage every six months and report on whether emissions have decreased or increased. The promotion of the pilot of beryl bikes for business travel is supportive of this. HR liaised with colleagues in Transformation and Facilities on securing grants to improve facilities for cyclists at Ballard House and car charging points at Crownhill Court.
				T1 B. Continue to support and enable digital options for home working, meetings and training, through The Way We Work programme, whilst keeping under review wellbeing and other impacts.	2023-26	Assistant Chief Executive	Progressing on track	Enhancements to the digital infrastructure are being delivered by the transformation team. Further enhancements to some meeting rooms are planned. New employees who have the ability to be 'flexible workers' should still be having a conversation with their line management and decide on their working arrangements, including homeworking. This policy is due to be reviewed.
				T1 C. Deliver schemes that support Council staff and Councillors in adopting low carbon business travel and travel to work. (Electric Vehicle staff purchase scheme, Cycle to work scheme, ensure showering, changing and storage facilities are available at our main corporate locations, ensure sufficient	2023-26	Assistant Chief Executive	Progressing on track	Promotion of cycle to work scheme takes place from time to time. Analysis of risks associated with the proposed Electric Vehicle Leasing Scheme are being considered, prior to the launch. Electric vehicle charging points are installed at Ballard - access and control sits with Facilities Management. Improvements to showers, storage, etc sit with Facilities Management. A

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Transport				access to Electric Vehicle charging facilities for employees, investigate providing corporate access to an electric car club and Beryl bikes for business travel).				scheme that will allow employees to use Beryl bikes for work travel at a subsidised price is intended to launch at the start of the new year.
				T1 D. Ensure contracts for health and care providers comply with reduction of use of transport by inserting a transport reduction clause into all relevant contracts for procuring services across Plymouth.	2024/25	Strategic Director for People	Programmed to begin at a later date	The opportunities to implement this will come around as part of the re-tendering schedule in 2024/25.
	T2	10% reduction in overall mileage for waste collection vehicles by end 2024/25 (from 2022/23 baseline).	Implement measures to optimise waste collection rounds to minimise vehicle mileage.	T2 A. Removal of physical constraints to access, e.g. through back lane lining and effective enforcement measures.	2023/24	Strategic Director for Place	Progressing on track	By end of March 2024, we will have completed by restricting parking at 15 locations in Devonport Ward which impact on waste collection vehicle access.
				T2 B. Continuing to implement smart ways of programming domestic waste collection activities to minimise vehicle mileage.	2023-25	Strategic Director for Place	Progressing on track	External support commissioned to review and optimise collection rounds which will reduce mileage and associated emissions. route optimisation work is underway with a working plan to implement changes during 2024.
				T2 C. Continuing to implement smart ways of programming (Alloy system) for litter bins collection activities to minimise vehicle mileage.	2023-25	Strategic Director for Place	Progressing on track	This is a rolling programme of improvement of the scheduling of activity across Street Scene and Waste services. Litter bins have migrated to the Alloy system and next step is to ensure collections are further optimised.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Transport	T3	To replace 30% of our fleet by electric vehicles by end of 2026 (70 out of 220 vehicles), including 100% of our small fleet.	Implement a vehicle decarbonisation programme.	T3 A. Replace an additional 24 small vans and cars by electric alternatives in 2023/24.	2023/24	Strategic Director for Place	At risk of failing to deliver in this NZAP period	As of December 2023, 2 new EV vans are in service. An additional 7 EV vans are purchased and awaiting delivery. Another 7 are being ordered as of December 2023. The 8 additional vehicles necessary to meet our target of 24 will not be purchased in 23/24 as there are no vehicles meeting our specific needs are not available on the market currently. We also need additional charging infrastructure to aid the increase in the number of vehicles. Vehicle availability and delivery lead times are also extended, and their price is likely to increase.
				T3 B. Seek funding opportunities to deliver trials of zero emission specialist vehicles within the Council fleet, such as refuse vehicles or road sweepers.	2023-26	Strategic Director for Place	Progressing on track	Trial of Dennis Eagle Electric Refuse Collection Vehicle in April 2023, Trial of Electric Skip truck in August 2023. Both trials now complete, the vehicles performed really well, and the technology has moved forward, there are solutions available, but cost is more than double currently.
				T3 C. Pursue funding opportunities to create charging substations to meet the increasing energy needs of the Council fleet.	2023-26	Assistant Chief Executive	Progressing on track	Charge stations for 23/24 identified, we are likely to require internal capital funding to install these.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				T3 D. Start phasing out the purchasing of new diesel vehicles and plan the replacement of the rest of the Council fleet to zero emission vehicles in the next period (between 2027 and 2030).	2025/26	Strategic Director for Place	At risk of failing to deliver in this NZAP period	This action requires considerable funding to be in place to start adding new charging infrastructure at Prince Rock and Chelson Meadow to start removing diesel vehicles. The majority of electric alternative are double the cost Dennis Refuse trucks are currently around £180k with the EV being £420k, we currently operate 62 Heavy Goods Vehicles that would need to be replaced in the coming years.
Transport	T4	Electric Vehicle Charging Infrastructure Strategy published by end 2023; New Local Transport Plan adopted by March 2024.	Provide a local policy framework that facilitates the decarbonisation of the transport system.	T4 A. Create and deliver an Electric Vehicle Charging Infrastructure Strategy for the City, a plan to promote the uptake of electric vehicles, including establishing charging hubs at key destinations and on-street provision, as well as considering electric vehicle users in parking policy and infrastructure projects.	2023/24	Strategic Director for Place	Progressing on track	External consultants have been commissioned to produce an Electric Vehicle Charging Infrastructure Strategy (EVCIS) for the city. Work to produce the EVCIS is currently underway and has informed the Council's Local Vehicle Infrastructure Fund bid (submission date: 30/11).
				T4 B. Review Plymouth's Local Transport Plan, setting out proposals for management, maintenance and enhancement of the city's sustainable transport network leading to quantifiable carbon reduction.	2024/25	Strategic Director for Place	Programmed to begin at a later date	Awaiting the publication of national guidance which sets out how Local Transport Plans should be updated. This has been delayed and, until published, our Local Transport Plan is up to date and can be found within our adopted Joint Local Plan and Plymouth Plan.
Transport	T5	500 EV chargers by 2026 2.65km of new or	Contribute to providing public infrastructure	T5 A. Deliver the mobility hubs to enable an increase in the number of journeys	2023-25	Strategic Director for Place	Progressing on track	Electric Vehicle charge points have been installed at a further 9 locations during 2023 with support

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
		improved cycling and walking routes, 6 new or improved road crossing points, 10 new contraflow cycle lanes, 75 new secure cycle parking spaces.	needed to meet the city's low carbon transport needs.	undertaken by ebikes and electric cars.				from the Transforming City Fund. Over 500 e-bikes are in operation across Plymouth, available for hire at over 100 locations.
				T5 B. Pursue funding opportunities to implement our Local Cycling and Walking Plan and to provide accessible, secure cycle storage options at key destinations and transport hubs.	2023-26	Strategic Director for Place	Progressing on track	The Council secured £209k in 2022 to deliver and develop walking & cycling initiatives in 2023. For the first six months of 2023 we have secured £104k to continue these initiatives.
				T5 C. Pursue funding opportunities to further develop the city's electric charging infrastructure.	2023-26	Strategic Director for Place	Progressing on track	Funding has been secured from the government's Local Electric Vehicle Infrastructure programme which is being used to prepare an electric vehicle strategy for Plymouth and to deliver on the strategy.
				T5 D. Support initiatives for investment in infrastructure for alternative fuels including hydrogen and biofuel to increase wider access and availability for the city's difficult to decarbonise transport.	2023-26	Strategic Director for Place	Progressing on track	Plymouth City Council have a co-ordination function for this action. We have engaged with companies across Plymouth to support initiatives, although these will need to be led on by market forces. Plymouth City Council are also currently considering a bid to the Department for Transport's Zero Emission Bus Regional Area 2 Fund, which if successful would see Zero Emission Buses and associated infrastructure introduced in Plymouth.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Transport	T6	Bus Service Improvement Plan approved by June 2023; Regional decarbonisation strategy for transport approved by September 2023.	Co-produce decarbonisation plans and initiatives with partners from across the transport system.	T6 A. Deliver the initiatives in the Bus Service Improvement Plan to improve Plymouth's public transport's resilience, capacity and connectivity to ensure it is available, reliable and affordable for everyone, through the establishment of an Enhanced Partnership.	2023-26	Strategic Director for Place	Progressing on track	Our statutory Enhanced Partnership has now been formed with the first meetings of both the Enhanced Partnership Forum and Enhanced Partnership Board taking place in September 2023, with subsequent meetings of both groups in December 2023. We have completed a refresh of our Bus Service Improvement Plan, working with the Department for Transport, which was published in December 2023. We are hopeful that this rewritten Plan will be successful should future funding be made available. In the interim we have been successful in securing Bus Service Improvement Plan Plus funding for the next 2 years which will enable us to implement some of the revenue-funded proposals set out within the Bus Service Improvement Plan. Proposals are currently being put together for this funding, with a view to delivery commencing in spring 2024.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				T6 B. Continue to work with Peninsula Transport to produce a regional decarbonisation strategy for transport including developing a carbon baseline for transport for each Local Authority.	2023-26	Strategic Director for Place	Progressing on track	The Bus Service Implementation Plan refresh was signed off by the Cabinet Member in December 2023. The government's Quantified Carbon Reduction guidance is still not published. Peninsula Transport have completed the Regional Decarbonisation Strategy. (Carbon Transition Strategy in May 2023, Technology and Zero Emission Vehicle Study in Sept 2023).
Consumption and waste	CWI	A corporate Net Zero policy for the purchase of goods and services is in place and being implemented by all service areas by end 2023/2024, delivering significant progress towards addressing consumption-related Scope 3 emissions at source by 2026.	Use our purchasing power to reduce our consumption-related emissions and seek the highest possible standards of sustainability for our externally sourced supplies, services and works.	CWI A. Revise the capital business case process to ensure decarbonisation is a consideration for all capital projects whatever the planned level of spend.	2023/24	Assistant Chief Executive	Completed	The Climate Impacts Assessment has been incorporated within the capital mandate process for business cases over £200k.
				CWI B. Put in place a toolkit to support the Council's contract managers in monitoring the effectiveness of our contracts in terms of carbon emissions commitments made by contractors.	2023/24	Assistant Chief Executive	Completed	The Social value contract management templates have been created and are ready for roll out. The use of these templates will be mandatory where social value is included in a procurement activity.
				CWI C. Continue to develop the Council's procurement approach to fully align it with the Council's Net Zero ambition and introduce a contract award weighing for climate change.	2023/24	Assistant Chief Executive	Progressing on track	Endorsement of the proposed implementation approach secured from Climate Emergency Board on 22nd August. Endorsement from Cllr Penberthy received November 23. Final step is to present proposal to Cllr Briars-Delve for approval. If approved, work to commence with Climate Impact Assessment Team to

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								build roll-out of award weighting into their training programme.
				CWI D. Engage with the Council's family of companies to support their plans for Net Zero.	2023/24	Assistant Chief Executive	Progressing on track	Engagement with Delt is complete. The Delt board have committed to working towards B Corp status. Work to understand other members of the family of companies remains to be completed.
				CWI E. Source recycled and refurbished equipment for our corporate operations needs where possible.	2023-26	Assistant Chief Executive	Progressing on track	This policy needs further discussion with Procurement and the Soft Facilities Management team.
Consumption and waste	CW2	The Council has policies and facilities in place to cut down its waste to a strict minimum by end 2026.	Cut down our corporate waste and minimise the impact of waste that cannot be avoided.	CW2 A. Continue to encourage waste minimisation, reuse and recycling at all our premises, ensuring all waste streams are separated to maximise recycling opportunities.	2023-26	Assistant Chief Executive	Progressing on track	A reuse programme was undertaken when the Council vacated Windsor House and is being mirrored with the Midland House decant. Furniture and other items were offered initially to other corporate sites, project teams, schools etc, then to staff to have at home and finally to the to the third sector. Remaining items were recycled where possible. A benchmarking process is being undertaken so that we can monitor the amount of waste being removed from our buildings, split into categories. Data collection was finalised at the end of October. The benchmarking data will be analysed to ensure that building users can recycle their waste and remove barriers to recycling where possible. A recycling campaign is being

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								worked up for domestic waste. This is to be extended to support internal waste and commercial waste opportunities. To consider the option to extending the recycling stations in sites that have catering facilities.
Consumption and waste	CW3	Reuse partnership established by 2024.	Develop greater adherence to the waste hierarchy, including taking a lead on supporting reuse within the city.	CW3 A. Establish a 'Reuse Partnership' by working with partners in retailing, housing associations, charities, education providers, and existing re-use businesses thereby stimulating the green economy, creating skilled jobs and affordable reusable items for householders.	2023/24	Strategic Director for Place	Progressing on track	Development of Terms of Reference (TsoR) for the 'Partnership' is underway and will be complete by end of March 2024. An evaluation of current reuse initiatives within Plymouth (see CW3.B below) will generate a stakeholder list and the TsoR will be socialised with key stakeholders with a view of joining partnership. This will continue into 24/25.
				CW3 B. Complete an evaluation of reuse initiatives in the city.	2023/24	Strategic Director for Place	Progressing on track	A dedicated resource with appropriate skillset needs to be assigned to this project. This will be progressed next year (2024/25), and a suitable allowance placed in the budget to account for the additional expenditure.
				CW3 C. Develop a business case to implement a reuse shop in Plymouth.	2023/24	Strategic Director for Place	Programmed to begin at a later date	A feasibility study proved inconclusive, and this will be challenging to progress until a location and capital funding can be identified. The business case should demonstrate that such an initiative represents value for money and discussion are ongoing with Devon County Council, who have been

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								operating such a facility successfully for some years. A dedicated resource with appropriate skillset needs to be assigned to this project.
				CW3 D. Support the delivery of a food waste reduction programme in collaboration with Food Plymouth.	2023/24	Strategic Director for Place	Progressing on track	We have an ongoing relationship with Food Plymouth who are delivering a strategy for the city called Sustainable Food Places. Food Plymouth have successfully achieved a silver award of the sustainable food places in November. Further work is needed to develop initiatives related to minimizing food waste, that we hope to collaborate on with Food Plymouth. The period of time needed to deliver this action needs to be extended, but the prospects are very encouraging.
				CW3 E. Identify funding to support communities to increase the number of operating repair and reuse initiatives.	2023-26	Strategic Director for Place	Progressing on track	A dedicated resource with appropriate skillset needs to be assigned to this project. This will be progressed next year (2024/25), and a suitable allowance placed in the budget to account for the additional expenditure.
Consumption and waste	CW4	Establish an informed pathway for the uptake of recycling towards the Plymouth Plan target of 65%	Work with residents to increase the city's household recycling rate.	CW4 A. Engage with communities to maximise opportunities for increasing recycling levels and compliance with our waste collection scheme.	2023/24	Strategic Director for Place	Progressing on track	Delivery of this action is interlinked with CW4 B.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
		recycling rate by 2034 (and its impact on emissions), by the end of 2023/24		CW4 B. Deliver a behaviour change programme for residents promoting the Reduce, Reuse and Recycle waste management hierarchy, in order to minimise the impact of the waste we collect as a statutory function.	2023-26	Strategic Director for Place	Progressing on track	Design work for a Citywide campaign including a leaflet, social media materials and stickers for Recycling Bins has been completed and currently under review prior to finalisation. Elements of the campaign include options for reducing and reusing waste.
				CW4 C. Develop proposals to move towards a kerbside food waste collection service to Plymouth households in line with pending Government legislation and guidance.	2025/26	Strategic Director for Place	Programmed to begin at a later date	The plan to move to kerbside food collections moves a step closer with clarity from Department for Environment, Food and Rural Affairs on capital funding to deliver weekly mandatory food waste collections by April 2026. The total is less than we believe we need, based on WRAP report and we are appealing against the final settlement. Moreover, further clarity is required from central government on the scale of new burdens revenue funding to operate the service – fuel, waste disposal etc. Whilst there are opportunities for carbon reduction and potentially lower charges for waste disposal there will be very significant costs involved in requirements for elements such as new fleet, additional staff and containers.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				CW4 D. As a member of the Southwest Devon Waste Partnership, explore feasibility of developing carbon capture and storage at the Energy from Waste plant.	2025/26	Strategic Director for Place	Programmed to begin at a later date	We have regular updates from MVV on their development in carbon capture technology – a new and emerging technology which will take time to develop. During meetings with the managing director of MVV on 25 January, it was suggested that there may be no ability to retrofit to the Devonport site.
Behaviour Change	BCI	Achieve silver accreditation for carbon literacy by training 15% of staff by 2026, including offering training for members and senior managers.	Encourage our staff and members to adopt low carbon behaviours.	BCI A. Equip our Green Champions with the skills and resources they need to champion the net zero agenda in their service areas.	2023/24	Assistant Chief Executive	Progressing on track	HR will share with Green Champions the work taking place to support green travel, such as the pilot of beryl bikes for business travel and the promotion of electric car leasing scheme (Tusker) if/when it goes live.
				BCI B. Through the Optimising Our Assets Programme, implement sustainable digital practices informed by the evidence collected through the roll-out of the programme.	2023/24	Director of Resources	Completed	Website carbon emissions now reduced to 0.29g of CO2 per page view. Ongoing work to continue to reduce emissions through further redesign of our content.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				BC1 C. Deliver a comprehensive employee engagement programme on Climate Change, mitigation and adaptation, including Carbon Literacy training, supporting employees on energy saving behaviours, business travel and IT use, and on reducing consumption and waste.	2023-26	Assistant Chief Executive	Progressing on track	Promotion of the Green Travel Policy is still active, with beryl bikes and cycle scheme being promoted. Carbon literacy training is underway, and an e-learning being developed in partnership with the Low Carbon team. We have reached a total of 128 members of staff trained, 94 of which have sought and achieved accreditation. This figures also includes senior managers and elected members.
Behaviour Change	BC2	Year-on-year step change of engagement in the Climate Connections website.	Develop and deliver an inclusive programme of engagement with the community in collaboration with the Plymouth Net Zero Partnership.	BC2 A. Deliver a Plymouth Net Zero engagement plan in collaboration with the Plymouth Net Zero Partnership.	2023/24	Strategic Director for Place	Progressing on track	A £2.9M bid was prepared and submitted to Innovate UK in partnership with the PNZP to help deliver more effective collaboration and engagement in the city around net zero. This included funding for a city-wide engagement platform. Unfortunately, this was unsuccessful. Opportunities to take elements of the bid forward are being explored.
				BC2 B. Develop a local climate change training course for Plymouth in consultation with community groups, including climate ambassadors, for adoption and delivery by the community.	2023/24	Strategic Director for Place	Completed	In June 2023 we delivered two sessions of Carbon Literacy for Community Groups to Climate Ambassadors and to Community Builders. We now have access to this toolkit for delivery of carbon literacy in the community.
				BC2 C. Introduce local low carbon schools' pledges on the Climate Connections website.	2023/24	Director for Children's Services	Progressing on track	This aspect of work is reliant on the progress of the Climate Connections website, which is in development, at present, pending

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								consultation with schools (Schools Consultation Meeting took place - 09/11/23, but with very low engagement. However, feedback was valuable and instructive to the future direction in NZAP 2024, e.g. collaboration with and promotion of the Eco-Schools Development Programme). Communications to schools regarding sustainability and Net Zero continues via the Health & Wellbeing in Education monthly briefings and forms an aspect of scrutiny with the 'Health and Wellbeing in Education Audit' (to be introduced in 2024).
				BC2 D. Deliver behavioural change programmes and energy advice services for individuals, communities and businesses in partnership with PEC. Taking lessons from the Local Government Association behavioural insights programme, continue to seek funding to launch additional interventions.	2023-26	Strategic Director for Place	Progressing on track	We have secured funding and are working with Plymouth Energy Community, Devon County Council and community energy providers to deliver a Local Energy Advice Service for hard-to-reach households. We continue to share insights from the Local Government Association Behavioural Insights programme but are yet to secure funding to launch additional interventions.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				BC2 E. Keep the Climate Connections website up-to-date and well managed, as its custodian for the city, and deliver the next phase of improvements.	2023-26	Strategic Director for Place	Progressing on track	Climate Connections is continually being improved. The development of a new section to profile organisations in the city and their activities is in progress. We have recruited an environmental communications officer to help with management and increasing the profile and reach of Climate Connections.
				BC2 F. Continue to grow the network of Climate Ambassadors and deliver a citywide climate conference.	2023-26	Strategic Director for Place	Progressing on track	Climate Ambassadors recruitment is ongoing. We delivered an engagement event in partnership with the University of Plymouth and Global Plymouth on 23rd September 2023. Climate Ambassadors also contributed to the delivery of several initiatives since, including a poetry competition and a series of lectures at the university in the Autumn 2023.
				BC2 G. Work with the National Marine Park to raise awareness and explain the role of blue carbon in supporting the city's journey to net zero, including the development of the blue green economy.	2023-26	Strategic Director for Place	Progressing on track	Since the creation of the NZAP the Plymouth Sound National Marine Park has progressed a number of initiatives linked to supporting the net zero target: 1. Formal sign off from the National Marine Park Board of a blue/green economy workstream, supported by the Growth Board, 2. Signing a Memorandum of Understanding with Refinance Earth and re-wired earth to collaborate on a Plymouth City-wide net zero

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								funding initiative, 3. Embedding innovative carbon finance in the National Lottery Heritage Fund bid, 4. Supporting the planting of more sea grass through the lottery Horizons project (subject to funding approval), 5. Involvement/engagement with the aquaculture enterprise zone development pilots.
				BC2 H. Deliver a Climate Emergency outreach programme at The Box.	2024/25	Strategic Director for Place	Programmed to begin at a later date	The Planet Ocean exhibition will open at The Box on 16th March 2024. This exhibition will focus on climate emergency and will include an inclusive programme of engagement with the community and visitors.
Behaviour Change	BC3	Net Zero action plan identified for top 50 business relationships and supported businesses. All fund appraisals assessed for net zero impact. Recommendations from the Green Skills Action Plan	Provide support for transition to a future net zero economy driving investment, increasing knowledge, skills and local capacity in the	BC3 A. Put in place a Green Skills Action Plan, a strategy to expand low carbon skills and capacity for each sector of the Plymouth economy.	2023/24	Director for Children's Services	Completed	This was completed and approved by the Employment & Skills Board in Q1 2023/24.
				BC3 B. Create and deliver plan for the city's economic transition to a low carbon economy as part of the overall economic development plan and add to the Growth Board agenda.	2023-26	Strategic Director for Place	Completed	No comment supplied; action marked as complete.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Governance and Delivery		are implemented by 2026.	business community.	BC3 C. Ensure net zero is part of all technical appraisals for funds within Council responsibility such as Freeport and Shared Prosperity Fund.	2023-26	Strategic Director for Place	Completed	The Freeport technical appraisals and the Shared Prosperity Funding applications both now have sections on net zero.
				BC3 D. Identify funding to establish further net zero support for the City's businesses.	2023-26	Strategic Director for Place	Completed	A contract was awarded week commencing 16 October for the delivery of net zero support for city businesses, funded by the Shared Prosperity Funding.
	GDI	Annual corporate Greenhouse Gas monitoring reports published, demonstrating progress towards net zero and providing evidence of the effectiveness of the Net Zero Action Plan.	Maintain the strategic overview and coordination of corporate carbon reduction, and a phased programme for introducing offsetting to deal with residual emissions.	GD1 A. Develop a Council-wide emissions offsetting plan setting out the overall approach to addressing residual emissions from Council activities.	2023/24	Strategic Director for Place	Programmed to begin at a later date	We anticipate commencing this activity once further work has been completed on the city council's corporate emissions (anticipated spring 2024).
				GD1 B. Develop a performance framework for the Net Zero Action Plan, providing quantified measures where possible in order to track progress to net zero.	2023-25	Assistant Chief Executive	Progressing on track	This is dependent on the outcome of GD1C, which is still ongoing. Work is underway with the Southwest Energy and Environment Group to establish a more detailed greenhouse gas baseline, a set of trajectories to Net Zero and refine some of the performance indicators in the NZAP to ensure we can monitor its effectiveness. Delivery of this action has been impacted by staff absence and also by issues relating to data quality and accessibility. Whilst this has slowed down the project, it is still being pursued and the greenhouse gas baseline established before the end

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								of the calendar year 2023. This action has recently been reallocated to a new member of the performance team.
				GD1 C. Collect performance data relating to the Council's greenhouse gas emissions and report this annually through the Climate Connections web site and on our corporate website.	2023-26	Assistant Chief Executive	Progressing on track	A report on the Council's greenhouse gas emissions in the calendar year 2022 went to the Climate Emergency Board on 20 June 2023. As well as providing overall figures for emissions, the report also made recommendations on necessary improvements to the way emissions are monitored and made recommendations to deliver a new performance framework. The Southwest Energy and Environment Group has been commissioned to review and establish a new baseline for our emissions for the year 2022/23, which will serve as the basis for a new performance framework. This work is nearly complete.
				GD1 D. Continue to provide strategic leadership of the climate emergency through the Council's Climate Emergency Board, which will maintain a strategic focus on the commitment to be a net zero organisation by 2030 by meeting at least 3 times a year.	2023-26	Strategic Director for Place	Completed	The Council's Climate Emergency Board meets 3 times a year to review progress towards our commitment to achieve Net Zero.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
Governance and Delivery	GD2	Climate Decision Tool rolled out across organisation by 2023 and new green finance options actively pursued and secured.	Deliver strategic overview of climate emergency-related budget pressures and funding opportunities.	GD2 A. Complete the Climate Decision Wheel pilot and then roll this out in a phased way to help ensure all key decision making takes climate considerations into account.	2023/24	Strategic Director for Place	Progressing on track	This is now called the Climate Impact Assessment (CIA). The CIA tool is live and has been launched with a suite of training guidance and videos. Guidance is also being offered to teams on an ad hoc basis as required.
				GD2 B. Continue to use of the Climate Emergency Investment Fund to help the Council move towards net zero.	2023-26	Strategic Director for Place	Progressing on track	Priorities agreed with Cabinet Member; 22/24 allocations are being monitored; next step is for officers to put forward their submissions for 24/25 allocations.
				GD2 C. Keeping under active review all opportunities for external funding to support the Council's and City's net zero aspirations, including for example grants and developer contributions.	2023-26	Strategic Director for Place	Progressing on track	Plymouth City Council is part of a consortium that has been awarded £1.4m by Department for Energy Security and Net Zero in June 2023 to deliver retrofit advice and services to hard-to-reach homes through a Local Energy Advice Demonstrator.
				GD2 D. Keeping under review environmental financing opportunities and products that could be utilised or developed in Plymouth, including local offsetting schemes that others are able to invest in.	2023-26	Strategic Director for Place	Progressing on track	Ocean City Nature (OCN), the strategic mechanism and programme for innovative financing has been set up. The Habitat Banking Vehicle, the first investment fund under the programme is established and first investment received from Plymouth City Council. This is supporting development of carbon related schemes.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				GD2 E. Continue to seek financial and in-kind contributions from partners and other external funding sources to enable the Plymouth Net Zero Partnership to deliver effective strategic leadership of the Plymouth's net zero emissions.	2023-26	Strategic Director for Place	Progressing on track	Letters inviting contributions for 2023/24 were sent in August 2023.
Governance and Delivery	GD3	2 local carbon offset projects fully developed and receiving investment by 2026.	Develop local offsetting projects to provide options for the Council and others to meet their offsetting needs in the local area.	GD3 A. Undertake a review of options for delivery and governance of local offsetting options, in conjunction with the Plymouth Net Zero Partnership.	2023/24	Strategic Director for Place	Completed	Ocean City Nature (OCN) has been agreed as the vehicle and programme lead. Different funds within the programme will have different relevant leads but will be managed as a portfolio.
				GD3 B. Investigate potential for retrofit carbon code and deliver local housing retrofit carbon offsetting project.	2023/24	Strategic Director for Place	Programmed to begin at a later date	Plymouth City Council is reviewing the opportunity for a carbon credit offsetting scheme to be delivered through businesses paying into a scheme supporting local residential retrofitting. It is also reviewing the possibility of offering Lendology to Plymouth residents, with capital being topped up from business carbon credit offsetting funds.
				GD3 C. Deliver Plymouth and South Devon Community Forest Woodland Carbon Credits project.	2023-26	Strategic Director for Place	Progressing on track	Finance Earth procured to deliver green carbon fund work. Phase 1 work is due to complete by the end of March 2024 at which point likely that the programme will be incorporated into UK Nature Accelerator with the opportunity to access the investment fund supported by the Department for

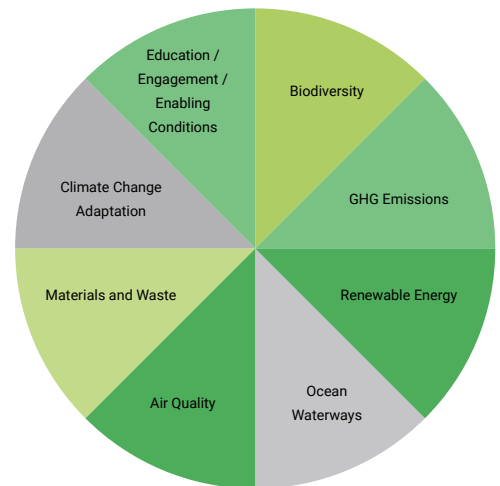
Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								Environment, Food and Rural Affairs.
				GD3 D. Develop carbon code for seagrass and deliver local seagrass blue carbon offsetting project.	2023-26	Strategic Director for Place	Progressing on track	Department for Environment, Food and Rural Affairs funded work on Blue Carbon phase I complete. This included primary scientific work on carbon capture rates and financing model. This work is included in the NMP Horizons bid and will continue if that funding is secured. Further funding also being sought for development.
Governance and Delivery	GD4	Corporate adaptation plan completed and rolled out into service business planning by end of 2024.	Manage the risks to the Council service delivery arising from the likely impacts of climate change.	GD4 A. Undertake an organisational review of potential corporate impacts of climate change.	2023/24	Strategic Director for Place	Progressing on track	Colleagues in services areas most affected by climate change have been identified and consulted in the development of the Regional Action Plan developed by the Climate Impacts Group.
				GD4 B. Prepare and implement an Adaptation Plan and Climate Change risk assessment to help the Council prepare for and manage the impacts of climate change on the services it provides.	2023/24	Strategic Director for Place	Progressing on track	The Devon Cornwall and Isles of Scilly Regional Adaptation Strategy, adopted in October 2023, provides the basis for the adaptation risk assessment. Work to ensure all service areas have understood and feed into the local risk assessment began in November 2023.
				GD4 C. Use natural infrastructure and the 'healthy streets' process proactively to deliver climate friendly projects, resilient spaces, healthy places and capture carbon.	2023-26	Strategic Director for Place	Progressing on track	Progressing city centre projects with advice from Healthy Streets audit. Using the mechanism to appraise existing condition for Transforming Cities Fund projects. Working with Thrive Plymouth team on neighbourhood programme.

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
				GD4 D. Deliver the Council's Plan for Trees to improve the city's resilience to the effects of climate change, including cooling our streets in the summer, providing shelter from winds, reducing energy costs, slowing down water runoff, reducing flooding, filtering and absorbing pollution, improving air quality and tackling climate change through carbon sequestration.	2023-26	Strategic Director for Place	Progressing on track	The delivery plan has been reviewed and refreshed by the steering group. Delivery actions still being undertaken from previous through actions of the Community Forest, Poole Farm, Ash Die back response, etc.
Governance and Delivery	GD5	Action and Advisory groups for Plymouth Net Zero Partnership in place for all key themes, and Regional Adaptation Plan endorsed, by start of 2024.	Support effective City and Regional governance and action on the climate emergency.	GD5 A. Support the effective operation and growth of the Plymouth Net Zero Partnership in its city leadership role for the City's net zero agenda.	2023-26	Strategic Director for Place	Progressing on track	Ongoing support for partnership; three Executive Board meetings scheduled for 23/24; appointment made to jointly funded post of Net Zero Partnership Coordinator, commenced in December 2023.
				GD5 B. Work with regional partners on the Devon Carbon Plan and the Devon, Cornwall and Isles of Scilly Adaptation Plan.	2023-26	Strategic Director for Place	Progressing on track	We continue to work proactively with regional partners on the Devon Carbon Plan and the Devon, Cornwall and Isles of Scilly Adaptation Plan. We are active members on the Devon Climate Emergency Response Group (DCERG) and the Devon Climate Emergency Tactical Group (DCETG). We are also part of the Climate Impacts Group (CIG) who are leading on the production of the regional Adaptation Plan and the Devon Local Area Energy Planning

Theme	Ref.	Goals for the period 2023/26	Strategic Commitment	Actions	Year	Strategic Leader	Status update	Monitoring notes
								Group (DLAEPG) who are exploring a county wide local area energy plan.
Governance and Delivery	GD6	Public Affairs are reviewed proactively to support climate emergency lobbying.	Lobby government for flexibilities, powers and resources to enable the Council and its partners to deliver a net zero city, and one that is resilient to the effects of climate change.	GD6 A. National policy and legislative proposals are kept under continuous review, with opportunities for lobbying and influencing undertaken through relevant public affairs activity as and when appropriate.	2023-26	Assistant Chief Executive	Progressing on track	Plymouth's climate emergency asks of government have been reviewed and refreshed in July 2023 to ensure that they reflect national policy and legislative proposals / changes. These were fed into an event held by the Blueprint Coalition on the 12 July at which the Director for Place as President of ADEPT spoke, and a following discussion was held on the policy change needed to accelerate local climate action. The Cabinet Member for Environment and Climate Change also wrote to the Parliamentary Under Secretary of State (Minister for Water and Rural Growth) on the 11 December 2023 regarding new burdens funding for food waste recycling collections and seeking clarity as to whether this would cover costs associated with introducing electric refuse collection vehicles and associated charging infrastructure. As a member of the Key Cities network officers attended a 3Ci (Cities Commission for Climate Investment) workshop in January 2024 to hear about the national net zero project pipeline that they are developing.

This page is intentionally left blank

Net Zero Action Plan 2024/27 FINAL



Assessment ID: NET491

Assessment Author: Emmanuelle Marshall

Assessment Initial Summary:

The Net Zero Action Plan is the city council climate change mitigation action plan. It covers a three year period and is rolled forward annually. It identifies actions to tackle the direct greenhouse gas emissions of the Council, with the aim of being a 'net zero' organisation by 2030. It also sets how the Council will use its influence to support the city-wide net zero agenda.

Assessment Final Summary:

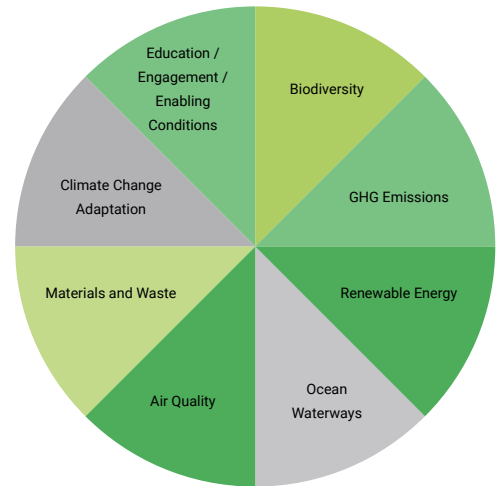
Given that the Net Zero Action Plan contains multiple individual initiatives, some of which will need to have their own climate impact assessments at decision-making stage, this assessment appraises the plan as a whole rather than its individual components. As a climate change mitigation plan, the Net Zero Action Plan focuses on initiatives that are intended to drive down the Council's emissions of greenhouse gases, guided by the Carbon Management Hierarchy (CMH). The CMH prioritises actions that avoid emissions in the first place, followed by those that reduce emissions. Lower in the hierarchy are actions to replace high carbon energy sources with low carbon alternatives, and removal is seen as the last resort for any residual emissions.

On this basis, the plan scores 5 for its positive and long lasting impact on GHG emissions, renewable energy supply, air quality and supporting education, engagement and enabling conditions. The plan also supports waste reduction according to the waste hierarchy and supports biodiversity scoring 4/5. Neutral scores are selected for climate change adaptation and oceans and waterways, as significant work in these areas is predominantly being undertaken by the Council outside of this plan.

Biodiversity Score: 4

Biodiversity Score Justification: With a priority of climate mitigation (avoiding emissions followed by reducing emissions), the NZAP focuses on ensuring that carbon remains sequestered in existing biodiversity and green spaces through policy frameworks (BHP6, BHP7). Consideration of biodiversity is also built into the governance and delivery programmes for adaptation (GD4c., GD4d.) with support for natural infrastructure and the application of healthy streets principles as well as delivering the Council's Plan for Trees. The NZAP also includes creating an investment framework to support the increase of local biodiversity that will ultimately help to balance residual emissions in the city. Wider scale biodiversity enhancement is not the

Net Zero Action Plan 2024/27 FINAL



primary aim of the NZAP as this work is undertaken elsewhere in the Council.

Biodiversity Score Mitigate: No

GHG Emissions Score: 5

GHG Emissions Score Justification: The primary goal of the Net Zero Action Plan is to reduce emissions of greenhouse gases within the Council and across the city. It will do so by tackling the causes of emissions identified with a focus on key emission sources: buildings and power (BHP 1-10), transport (T1 to T6) and consumption and waste (CW1-4). The plan is a programme of transformation of how the Council's services are delivered and where the Council can leverage influence in the city to reduce emissions as much as possible and as fast as possible. Activities are supported by a broad programme of engagement and behaviour change (BC1-3). Work is continually underway to gain a more precise understanding of the carbon impacts of Council initiatives as well as identifying new and emerging opportunities for emissions avoidance and reduction.

GHG Emissions Score Mitigate: No

Renewable Energy Score: 5

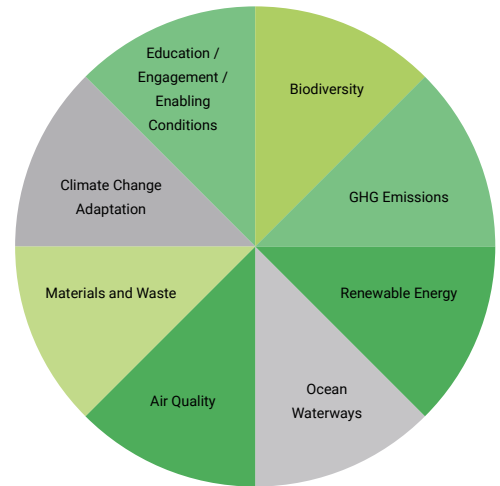
Renewable Energy Score Justification: The plan is anticipated to increase the provision of renewable energy in Plymouth (BHP10). Notably, it includes two significant projects: the development of a solar farm at Chelson Meadow (BHP3a.) and the delivery of a strategic heat network programme (BHP10c.). The NZAP also encourages other actors in the city to support the development of renewable energy even further. In particular, the Council is committed to working with the wider region on the development of a Local Area Energy Plan (BHP10e.).

Renewable Energy Score Mitigate: No

Ocean and Waterways Score: 3

Ocean and Waterways Score Justification: This project is not anticipated to have negative impacts on water quality or aquatic habitats. The Net Zero Action Plan is supportive of, and

Net Zero Action Plan 2024/27 FINAL



coherent with initiatives to improve the marine environment, by working in concert with the National Marine Park and with the Building Resilience in Communities project.

Ocean and Waterways Score Mitigate: No

Air Quality Score: 5

Air Quality Score Justification: The aims of reducing greenhouse gas emissions and improving air quality are highly compatible. By encouraging active travel, and public transport, the NZAP will have the co-benefit of driving down the emissions of other air pollutants. Several initiatives in the plan encourage walking and cycling (T5) and the adoption of public transport (T6) or car clubs. Where the use of private vehicle cannot be avoided, the plan encourages the adoption of Electric Vehicles by encouraging the development of the necessary charging infrastructure (T5)

Air Quality Score Mitigate: No

Materials and Waste Score: 4

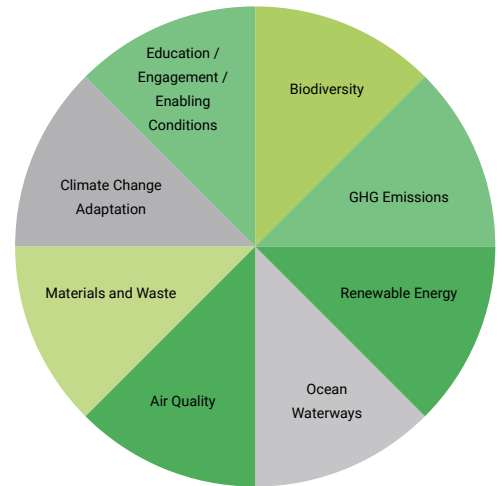
Materials and Waste Score Justification: The Net Zero Action Plan includes a number of actions designed to reduce our waste (CW). The plan encourages the adoption of the waste hierarchy, which first and foremost, promotes a reduction in overall volumes of waste through reuse (CW3), and recycling (CW4) when waste cannot be avoided entirely. Included in the plan is the development of a food waste collection programme (CW4).

Materials and Waste Score Mitigate: No

Climate Change Adaptation Score: 3

Climate Change Adaptation Score Justification: The Net Zero Action Plan focuses primarily on initiatives that are intended to drive down the Council's emissions of greenhouse gases i.e. mitigation. Nonetheless, it is recognised that it is also necessary to put in place initiatives that make the city more resilient to the impacts of climate change i.e. adaptation. The NZAP is encouraging and supportive of climate adaptation actions and awareness raising (BC1c.) and (BC2c.). The Council is also committed to the development of a corporate adaptation plan. Other

Net Zero Action Plan 2024/27 FINAL



significant adaptation projects are in progress outside of the NZAP.

Climate Change Adaptation Score Mitigate: No

Education / Engagement / Enabling Conditions Score: 5

Education / Engagement / Enabling Conditions Score Justification: The NZAP includes an extensive section on Behaviour Change (BC). It includes a suite of internal engagement activities designed to support colleagues with reducing emissions from the Council's business operations (BC1). It also includes commitments to engage more effectively with the Community (BC2) in a way that is consistent with principles of climate justice and the Council's duty in respect of equality and diversity.

Education / Engagement / Enabling Conditions Score Mitigate: No

Wheel Key

■ Long lasting or severe negative impact	■ Short term or limited negative impact	■ No impact or neutral impact	■ Short term or limited positive impact	■ Long lasting or extensive positive impact
---	---	---	---	--

EQUALITY IMPACT ASSESSMENT – NET ZERO ACTION PLAN

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): This is the person completing the EIA template.	Emmanuelle Marshall	Department and service:	Strategic Planning and Infrastructure, Development Planning	Date of assessment:	25/01/2024
Lead Officer: Please note that a Head of Service, Service Director, or Strategic Director must approve the EIA.	Paul Barnard	Signature:	Paul Barnard	Approval date:	25/01/2024
Overview:	<p>This Equality Impact Assessment (EIA) is a strategic assessment of the Council's Net Zero Action Plan. Given that the Net Zero Action Plan contains multiple individual initiatives, some of which will need to have their own EIAs at decision-making stage, this equality impact assessment appraises the plan as a whole rather than its individual components. This EIA will be reviewed on an annual basis to ensure it remains up to date.</p> <p>The Net Zero Action Plan (NZAP) is a three-year delivery plan, setting out the City Council's proposals to reduce greenhouse gas emissions in order to achieve the Plymouth Plan's policy aim for Plymouth to achieve net zero by 2030. First, it includes strategic commitments to reduce emissions from the facilities we own and the services we deliver. Second, it makes commitments as to how we will use our influence to help the city as a whole move towards net zero.</p>				
Decision required:	Support and endorse the Plymouth City Council Net Zero Action Plan 2024-2027.				

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

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

Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section two)	Yes	✓	No	
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	The NZAP is not anticipated to have adverse impacts of service users, communities, residents or staff. However, due to the strategic nature of the document, this impact assessment has been conducted. The NZAP contains multiple initiatives which will be the object of individual Equality Impact Assessments (EIA) when they reach the decision-making stage.			

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department
Age	<p>Plymouth</p> <ul style="list-style-type: none"> 16.4 per cent of people in Plymouth are children aged under 15. 65.1 per cent are adults aged 15 to 64. 18.5 percent are adults aged 65 and over. 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. 22.3 per cent are aged 65 and over. 	<p>Actions in the plan are not anticipated to affect our service delivery, or to have adverse impacts on staff, residents or service users on the grounds of age.</p> <p>As climate change becomes a reality, it will bring in major challenges in the future which may negatively affect the younger generation. The Net Zero Action Plan is a means to mitigate these anticipated negative impacts.</p>	Any impacts on people from different age groups which cannot be foreseen at this stage will be picked up by EIAs conducted when individual proposals reach decision-making stage.	EIAs will be completed as proposals develop and are brought forward. This is where appropriate mitigations and timeframes will be identified for our activities.

	<p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(Data sourced from the 2021 Census)</p>			
<p>Care experienced individuals</p> <p>(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>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19–21-year-old care leavers are not in education, employment or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>	<p>Actions to reduce emissions are not intended to reduce services provided to individuals with experience of care.</p>	<p>Any impacts on care-experienced individuals which cannot be foreseen at this stage will be included in EIAs conducted when individual proposals reach decision-making stage.</p>	<p>EIAs will be completed as proposals develop and are brought forward. This is where appropriate mitigations and timeframes will be identified for our activities.</p>

Disability	<p>9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem.</p> <p>12.2 per cent of residents in Plymouth have their activities limited 'a little' because of a physical or mental health problem (2021 Census)</p>	<p>Actions to reduce emissions are not intended to reduce services provided to users and residents with disabilities. Some of the activities proposed in the NZAP will promote active travel and public transport, which may present challenges for residents and service users with disabilities, for example those with mobility or sight impairment, whose needs will be considered on a project-by-project basis.</p>	<p>This is mitigated by the design and delivery of individual projects, which will be subject to EIA as and when proposals reach decision-making stage.</p>	<p>Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote fair access.</p>
Gender reassignment	<p>0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as trans women (2021 Census).</p>	<p>Actions in the plan are not anticipated to impact service delivery for trans and non-binary individuals, nor are they anticipated to have adverse impacts on trans and non-binary staff, residents or service users.</p>	<p>Any impacts on trans on non-binary people which cannot be foreseen at this stage will be picked up by EIAs conducted when individual proposals reach decision-making stage.</p>	<p>Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.</p>
Marriage and civil partnership	<p>40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married.</p> <p>0.49 per cent of residents are, or were, married or in a civil partnership of the same sex. 0.06 per cent of residents are in a civil partnership with the opposite sex (2021 Census).</p>	<p>Actions in the plan are not anticipated to have adverse impacts on staff, residents and service users who are married or in a civil partnership.</p>	<p>Any impacts on people who are married or in a civil partnership which cannot be foreseen at this stage will be addressed when individual proposals reach decision-making stage.</p>	<p>Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.</p>

Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate for Plymouth in 2021 was 1.5.	Actions in the plan are not anticipated to affect services provided to mothers and pregnant women, nor are expected to have adverse impacts on mothers and pregnant women.	Any impacts on mothers and pregnant women which cannot be foreseen at this stage will be addressed when individual proposals reach decision-making stage.	Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.
Race	<p>In 2021, 94.9 per cent of Plymouth's population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black.</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity.</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth.</p>	Actions in the plan are not anticipated to have adverse impacts on staff, residents or service users on grounds of ethnicity.	Any impacts on people from different ethnic groups which cannot be foreseen at this stage will be addressed by EIAs conducted when individual proposals reach decision-making stage.	Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.
Religion or belief	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>	Actions in the plan are not anticipated to have adverse impacts on staff, residents or service users on religious grounds.	Any impacts on the ground of religious beliefs which cannot be foreseen at this stage will be addressed when individual proposals reach decision-making stage.	Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).	Actions in the plan are not anticipated to have adverse impacts on staff, residents or	Any impacts on different gender groups which cannot be foreseen at	Individual EIAs will identify appropriate mitigations and timeframes and reasonable

		service users on gender grounds.	this stage will be addressed when individual proposals reach decision-making stage.	adjustments made to promote inclusion.
Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term.	Actions in the plan are not anticipated to have adverse impacts on staff, residents or service users on grounds of sexual orientation.	Any impacts on the ground of sexual orientation which cannot be foreseen at this stage will be addressed when individual proposals reach decision-making stage.	Individual EIAs will identify appropriate mitigations and timeframes and reasonable adjustments made to promote inclusion.

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	<p>As far as can reasonably be foreseen, the proposals in the Net Zero Action Plan are respectful of the fundamental rights and freedoms that everyone in the UK is entitled to, as laid out in the Human Rights Act. Due to its strategic nature, it is not possible at this stage to assess all the implications of each individual actions.</p> <p>Our role is to ensure, whenever we can, that our city's transition to net zero is just and leaves no one behind.</p>	<p>Our engagement activities will follow the principles set out in paragraph 2.1 of the City Council's Statement of Community Involvement, and will promote equality and diversity. These conversations will help us continually improve our climate action plans to ensure they continue to be inclusive.</p> <p>The delivery of the actions of the NZAP will comply with the requirements of the Equality Act 2010. When they reach the decision-making stage, the individual initiatives proposed in this plan that require an Equality Impact Assessment will be assessed individually.</p>	2024-2027 – Climate Emergency Board

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Celebrate diversity and ensure that Plymouth is a welcoming city.	Plymouth City Council is committed to celebrating the diversity of the city, but this responsibility is outside the boundaries of the Net Zero Action Plan. The NZAP is not intended to have adverse impacts on this agenda. Taking climate action by reducing emissions to zero as rapidly as possible and putting in place plans to mitigate the worst impacts of climate change is the best way to bring about positive outcomes for all, including current and future generations, irrespective of age, race, disability, gender, sexual orientation or religion.	Not applicable	Not applicable
Pay equality for women, and staff with disabilities in our workforce.	Plymouth City Council is committed to promoting equality and the fair treatment of its workforce. As an employer, we have a clear policy of paying employees equally for the same or equivalent work regardless of gender or disability. The Council operates a comprehensive job evaluation scheme to ensure that rates of pay are fair and are based wholly on the role being undertaken. This is outside of the scope of the Net Zero Action Plan.	Not applicable	Not applicable
Supporting our workforce through the implementation of Our People Strategy 2020 – 2024	Our People Strategy 2020 – 2024 sets out our approach towards ensuring that the Council's workforce can adapt and meet the ever-changing needs of the Council and our residents. The NZAP ensures that staff are trained in carbon literacy and	Delivery of a staff engagement programme and staff training.	2024 and then ongoing.

	supported to adopt low carbon behaviours in support of the transition to Net Zero		
Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.	The Council is committed to reducing and tackling hate crime. This is outside the scope of the Net Zero Action Plan.	Not applicable	Not applicable
Plymouth is a city where people from different backgrounds get along well.	The Council is committed to promoting cohesion within the city. This commitment is outside the boundaries of the Net Zero Action Plan.	Not applicable	Not applicable

This page is intentionally left blank

Growth and Infrastructure Overview and Scrutiny Committee



Date of meeting:	14 February 2024
Title of Report:	Plan for Homes 4
Lead Member:	Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development, and Communities)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Nick Carter (Head of Housing and Regeneration)
Contact Email:	nick.carter@plymouth.gov.uk
Your Reference:	NJC 1
Key Decision:	Yes
Confidentiality:	Part 1 - Official

Purpose of Report

This report sets out our approach to the development of Plan for Homes 4, to reinforce our overall ambition to deliver 5,000 new homes over the next five years.

Building more homes for both social rent and affordable homeownership is a corporate priority. Plymouth is in the midst of an unprecedented housing crisis and needs more homes to meet our identified housing needs.

The current Plan for Homes 3 has provided a housing delivery framework since 2019 and has delivered many successes. Yet despite our strong track record of achievement, we need to do more.

Plan for Homes 4 will move us into the next stage of delivery as it seeks to continue, and wherever possible accelerate, existing activity, as well as identify and bring forward new initiatives. We need to respond to our many housing challenges of increasing housing needs, homelessness and temporary accommodation, poor housing conditions and energy efficiency of existing homes, and the need for more homes.

Plan for Homes 4 sets out six housing themes of activity to address these challenges: affordable housing; market housing; private rented housing; partnerships; supported and specialist housing; with a cross cutting theme of climate action.

We are keen for the Growth and Infrastructure Overview and Scrutiny Committee to gain an understanding of our housing needs and challenges and to recognise some of our achievements to date, but primarily to help identify potential housing initiatives and further action that we can develop and deliver in partnership with key delivery and funding partners in Plan for Homes 4..

Recommendations and Reasons

1. To note the report

Reason: To support understanding of our housing needs, challenges, and Plan for Homes 3 achievements. To consider housing themes and identify potential new housing initiatives as part of developing Plan for Homes 4.

Alternative options considered and rejected

1. Continue with existing Plan for Homes 3 activity. This has primarily been aimed at maintaining levels of housing delivery and estate regeneration in increasingly difficult housing market conditions. It has had much less focus on the wider aspects of housing that include tackling homelessness and improving conditions in the private rented sector. It is considered that a more holistic and comprehensive programme of initiatives across the wider housing agenda is required to better respond to our challenges and housing needs.

2. Leave the private sector to deliver more homes. Past experience of the general failure to of the market to build at sufficient delivery rates indicates that this would be insufficient to meet the city's needs and will not provide the range and mix of new and affordable homes required. A more direct and interventionist approach is required.

3. Do nothing. This option would not address the issues identified. In the context of the ongoing delivery shortfall against meeting affordable housing needs and the increased costs of temporary accommodation, this option is discounted.

Relevance to the Corporate Plan and/or the Plymouth Plan

Policy HEA8 of the Plymouth Plan - Meeting local housing needs aims to ensure that everyone has access to a decent, safe and affordable home, which is suited to their needs, promotes health and is located in a community where they want to live.

Policy GRO3 of the Plymouth Plan - Accelerating the delivery of new homes aims to implement a range of initiatives in a 'Plan for Homes' to ensure that a proactive approach is taken to driving and accelerating the delivery of the new homes needed to meet the City's growth aspirations.

Policy GRO7 of the Plymouth Plan - Reducing carbon emissions and adapting to climate change aims to pursue approaches to deliver significant reductions in carbon emissions in Plymouth, aiming to achieve net-zero by 2030.

Corporate Plan priority to build more homes for social rent and affordable home ownership.

Implications for the Medium Term Financial Plan and Resource Implications:

1. There is a balance of funds from Plan for Homes 3 that is available to be carried forward into Plan for Homes 4 – current estimate of £2,625,961 summary below;

Income

- RTB Receipts: £7,000,000 (original allocation March 2019)
 - RTB Receipts: £2,652,000 (generated post August 2019)
 - SI06 funds for affordable housing received from various schemes: £802,361
 - PCC land receipts recycled: £82,600
 - Repayment of dev loan and any surplus from Broadland Gardens: £3,840,000 (current estimate)
- Total income: £14,376,961

Expenditure

- We have spent £4,440,000
- We have committed £3,450,000 (by Portfolio Holder decision)
- We have allocated £3,861,000 (to develop and support pipeline projects)

Total expenditure: £11,751,000

Balance available to c/f into Plan for Homes 4 = £2,625,961

2. On 11th December 2023 Cabinet approved the Business Case to allocate £10,000,000 for the purchase of temporary accommodation for homeless households into the Capital Programme funded by service borrowing.

3. At this stage there is no identified additional capital ask of Plymouth City Council.

4. We will be working to maximise investment from other sources including our partnership working with Homes England, bids to Government funding pots, investment from our Housing Association partners, future S106 contributions for affordable housing and future capital receipts from agreed PCC land disposals.

Financial Risks

We are currently forecasting that there will be no further RTB receipts able to fund Plan for Homes 4, as the remaining RTB receipts will be set off against the existing asbestos liability with PCH, until these obligations are fully met in 2028/29.

Carbon Footprint (Environmental) Implications:

Climate action is proposed to be a cross cutting theme for Plan for Homes 4 in support of our aims to reduce carbon emissions and improve the energy efficiency of homes.

Plan for Homes 4 will contribute towards the delivery of the Council's Net Zero Action Plan (NZAP) to reduce emissions in the city through encouraging and enabling large scale uptake of retrofit insulation, and renewable/low carbon energy generation equipment and infrastructure to existing buildings, and promoting other energy demand reduction measures. Also promoting and supporting exemplar low carbon development that adopts higher design and construction standards.

A climate impact assessment will be completed to accompany the Plan for Homes 4 Cabinet report in March 2024.

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.*

[Click here to enter text.](#)

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	Plan for Homes 4 Background Report							
B	Plan for Homes 4 – Presentation Slides							

Background papers:

*Add rows as required to box below

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

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

Sign off:

Fin	CH 02.02. 24.12 30	Leg	LS/00 0010 75/2/ AC/2/ 2/24	Mon Off	Click here to enter text.	HR	Click here to enter text.	Asset s	Click here to enter text.	Strat Proc	Click here to enter text.
Originating Senior Leadership Team member: Paul Barnard											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 05/02/2024											
Cabinet Member approval: Councillor Penberthy verbally Date approved: 01/02/2024											

Growth and Infrastructure Overview and Scrutiny Committee

Appendix A: Plan for Homes 4 – Background Report

1.0 Plan for Homes 4 - 2024/2029

1.1 This report supports our approach to the development of Plan for Homes 4, reinforcing our overall ambition to deliver 5,000 new homes in the city over the next five years.

1.2 Building more homes for both social rent and affordable home ownership is a corporate priority. Plymouth is in the midst of an unprecedented housing crisis and needs more homes to meet our identified housing needs. Building the right homes, in the right place, at the right price, while creating great places to grow up and grow old, is necessary for Plymouth's citizens to thrive. And without a new and improved supply of the right homes, the economic and physical regeneration of the city will be constrained.

1.3 The Plan for Homes programme has provided our housing delivery framework for the past nine years (2014/15 to 2022/23), with an ambition to deliver a rolling programme of 5,000 homes (gross) over the following five years.

1.4 Over the nine years of the Plan for Homes programme we have delivered 7,183 homes of which 1,873 (24%) have been provided as affordable homes (65% rented and 35% low cost home-ownership).

1.5 Over the first five years of the programme we delivered 5,563 homes, of which 1,529 (27%) were affordable. Over last five years we have delivered 4,725 homes, of which 1,037 (22%) were affordable (this reflects the last two years of challenging delivery, with 2021/22 being the lowest since records began) In the last year to 18 months there has been some recovery in affordable housing delivery with a current forecast of around 200 new affordable homes being delivered in 23/24.

1.6 Despite this overall strong track record, in recent years housing delivery in Plymouth has reduced (like many other towns and cities) due to macroeconomic and local challenges affecting housebuilding. Plymouth faces some unique challenges to housing delivery due to higher build costs and relatively low housing values in the city, which makes it more difficult to deliver complex, brownfield schemes that involve significant upfront costs, and increases the gap funding and subsidy required to make development viable.

1.7 In addition our housing needs are increasing as a result of a number of challenges faced in recent times (i.e. Covid, War in Ukraine, rising inflation, cost of living crisis, lack of affordable housing options across tenures) which have significantly impacted on the housing market and peoples ability to meet their day to day needs, including their housing needs; resulting in a significant increase in both homelessness and the use of temporary accommodation in Plymouth.

1.8 Plan for Homes 4 will be developed to respond to our housing needs and delivery challenges to provide the next stage of delivery. It is considered that a more holistic and comprehensive programme of initiatives across the wider housing agenda is required to better respond to our challenges and housing needs. The need to accelerate existing activity as well as identify and bring forward new initiatives. Our activity must also address a cross cutting theme climate action, to support delivery of our Net Zero Action Plan (NZAP), including help to reduce carbon emissions and improve the energy efficiency of homes.

1.9 Discussion at Growth and Infrastructure Overview and Scrutiny Committee on 14th February 2024 is part of its development.

2.0 Housing Needs

2.1 Our housing needs are increasing, with the latest Devon Home Choice headline figure of total households in need at 8,597 on the Devon Home Choice Register (Jan 24), of which 1351 are in high banding priority need. At the same time the number of available social housing lets has also declined, reducing by 36% over the last 5 years. 874 social housing units let in 2022/23 represents only 4.6% of the total stock and demonstrates the current static nature of the social housing stock in Plymouth. In 2022/23, the number of households in significant need of an affordable home (Band B and C) outstripped supply by 2575.

2.2 The private rented sector historically provided a supply of lower cost housing options, but that is no longer the case as private rented accommodation has become increasingly expensive and much less available over the last year or so, with landlords either exiting the market or rents being increased to unaffordable levels.

2.3 Homelessness has also increased significantly, and we have been facing unprecedented demand since the Pandemic. Approaches by households concerned about their housing has increased year on year, from 2402 approaches in financial year 2019/20 to 3405 in 22/23 (a 42% increase) and a projected 4300 approaches in 2023/24 (a 79% increase). In the last 9 months we have had an average of 173 homelessness applications per month (30% increase on 2019/2020).

2.4 The impact of the increased demand and reduced access to housing across all tenures means that people are in temporary and supported accommodation for much longer periods and there has been a 158% increase in the demand for temporary accommodation since 2019/20. We have 342 households in temporary accommodation of which 167 are families. In addition, there are a further 181 households in B&B of which 29 are families as existing temporary accommodation becomes silted up. This has created an in year service budget pressure of £2.4million and demand is forecast to continue to increase.

2.5 As of 2nd January 2024 there are 1365 Plymouth households on the Devon Home Choice Register with accessibility needs. This includes 1365 people with a level of mobility needs requiring minimum or no steps and/or wheelchair accessible properties.

2.6 A Specialist and Supported Housing Needs Assessment is underway. This will support identification of gaps in provision. The scope for the assessment is specific cohorts with support and/or other needs around physical disabilities; learning disabilities and associated conditions; young people; older people; mental health; and homelessness. It will include identification of gaps, contexts and trends to inform the plan for future provision.

3.0 Housing Delivery Challenges

3.1 Overall housing delivery numbers are falling, with a year on year decline since 2018/19 due to unprecedented market disruption caused by combination of Brexit, Covid, war in Ukraine, high build cost inflation, increasing interest rates, freezing of Local Housing Allowance, supply chain challenges, availability of skilled labour. Delivery numbers hit rock bottom in 2021/22, although affordable housing numbers are starting to bounce back.

3.2 Development viability is a major challenge to delivery. Unlocking previously developed brownfield sites in low value areas with high costs is very challenging, resulting in the need for significant subsidy.

Plymouth is heavily reliant on brownfield land for housing delivery whilst neighbouring authorities possess many high value greenfield sites.

3.3 Limited capacity results in us being reliant on too few SME contractors / builders, which impacts on supply chains and overall development capacity. Also Housing Associations are needing to divert more of their resources away from new development to increasing investment in their existing homes to improve energy efficiency, and tackle poor conditions associated with damp and mould.

3.4 The need to unlock the City Centre's future potential as a place people choose to live, focusing on delivering a wide range of homes and an overall diversification of uses. The need for significant investment in homes and placemaking to continue to repurpose and revitalise the city centre to meet the evolving needs and demands of residents.

3.5 The need to reduce carbon emissions and improve the energy efficiency of homes, to accelerate an improved housing offer for low and zero carbon new homes and provide energy efficient retrofits of existing homes as well as improve standards, especially of Private Rented Sector homes in Plymouth.

4.0 Plan for Homes - achievements

4.1 Our housing needs and delivery challenges require a continued credible response. Part of that response has been our Plan for Homes Programme, which has provided a delivery framework for Council action and partnership working. The activity and achievements highlighted below identify many successes;

4.2 Over the nine years of the Plan for Homes Programme we have delivered 7,183 homes of which 1,873 (24%) have been provided as affordable homes.

4.3 Through our Plan for Homes Programme we have released 48 council owned sites that are planned to deliver 1,550 new homes of which 1,022 are to be affordable homes (66%) - demonstrating the value of PCC site releases to increase supply of much needed affordable housing. Of which, 28 sites have been completed delivering 1,045 homes, of which 627 are affordable (60%). These figures exclude Council owned land at West Park Hill (allocated in the Joint Local Plan for in the order of 400 homes) as the site has not currently been released.

4.4 Working in partnership with Plymouth Community Homes to complete the acquisition of 86 vacant ex-MOD homes for affordable family housing. This will make a significant contribution to meeting the needs of many families in housing need in the city.

4.5 We have secured £2.485million of Land Release Funding and Brownfield Land Release Funding from DLUHC to help de-risk and gap fund 15 council owned sites.

4.6 We have secured £250,000 revenue funding from Homes England to support work on opportunities to unlock brownfield and development land. We have also worked with Homes England and our Plymouth Housing Development Partnership (PHDP) to secure Affordable Housing Programme investment between 2015/16 to 2022/23 of around £50m.

4.7 385 long term empty properties (over 6 months empty) have been brought back into occupation, and we currently have a range of enforcement cases using Compulsory Purchase Order powers as well as financial assistance loans being pursued.

4.8 Working in partnership with PHDP members is supporting the continuation of large-scale estate regeneration projects for the transformation of priority neighbourhoods with around £450m investment to support delivery of 2,924 new homes.

4.9 Devonport's regeneration programme is almost complete (circa 600 demolitions replaced by 1,500 new homes) and continuing the significant estate regeneration of North Prospect by Plymouth Community Homes (800 demolitions replaced by around 1,100 new homes) completing March 2024.

4.10 Regeneration at Barne Barton has commenced on both the Clarion Housing and Sanctuary Housing regeneration sites (first phases of 150 plus 60 demolitions have been completed to date). Planning permissions have been granted for 328 replacement homes.

4.11 Delivering innovation, schemes include Service Veterans Self Build, Passivhaus – low carbon affordable housing, Extra Care housing, RentPlus, bungalows and accessible housing, plus plans for Energiesprong net zero carbon model working with Plymouth Energy Community Homes and Livewest.

4.12 Partnership working with Homes England and DLUHC on interventions for bringing homes into the city centre and seeking to create the right conditions and

confidence for the private sector to invest and deliver the wider regeneration of the city centre.

4.13 Co-ordination of the Plymouth Housing Development Partnership, a key delivery vehicle of 11 developing Housing Associations in the city, with a focus on affordable housing and regeneration priorities. We have established two Housing Partnership Agreements with PCH and Livewest to lever in increased investment for new affordable homes in the city.

4.15 We have allocated £1.5m and identified six site opportunities that could deliver our Eco Homes Programme commitment of 250 new low carbon / net zero carbon homes, including a first Net Zero Carbon Energiesprong project at Kings Tamerton for 70 affordable homes.

4.16 Veterans Housing is being delivered at Stirling House, the first homes completed which has seen nine service veterans in housing need involved in the construction of 25 self-contained affordable homes to rent, with up to 12 of the homes to be lived in by the veterans themselves. The scheme is due to complete by end of March 2024

4.17 We are building well designed sustainable homes as a Council for first time in 40 years. Our pilot scheme will complete in Spring 2024, with plans to develop a pipeline of future sites to drive improvements in the standard and sustainability of new homes of all tenures. Also, at Douglass House we have directly delivered two specialist bungalows for adults with learning disabilities.

5.0 Plan for Homes 4 – the next stage of delivery

5.1 Despite our strong track record of achievement we need to do more. We need to respond to our many housing challenges of increasing housing needs, homelessness and temporary accommodation, poor housing conditions and energy efficiency of existing homes, and the need for more homes.

Plan for Homes 4 will move us into the next stage of delivery as it seeks to continue and accelerate existing activity, as well as identify and bring forward new initiatives.

Plan for Homes 4 currently sets out six housing themes of activity to address these challenges: affordable housing; market housing; private rented housing; partnerships; supported and specialist housing; with a cross cutting theme of climate action.

We are keen for the Growth and Infrastructure Overview and Scrutiny Committee to input into its development. To gain an understanding of our housing needs and challenges and to recognise some of our achievements to date, and primarily to help identify potential housing initiatives and further action that we can develop and implement in partnership with key delivery and funding partners in a new Plan for Homes 4.

PLAN FOR HOMES 4

2024-2029



PLAN FOR HOMES REFRESHED



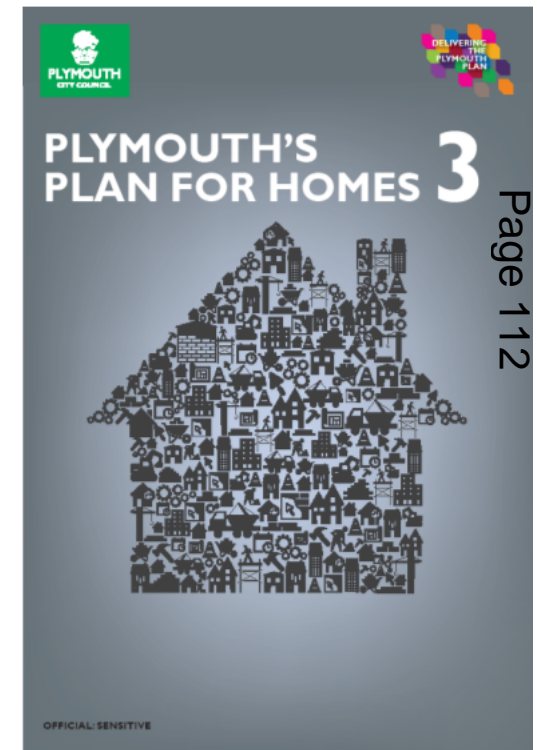
PLYMOUTH
CITY COUNCIL



2013



2016

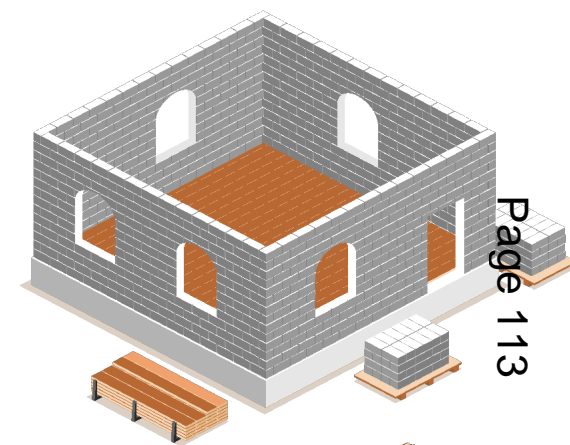


2019

PLAN FOR HOMES 1-3 RECAP ACHIEVEMENTS TO DATE



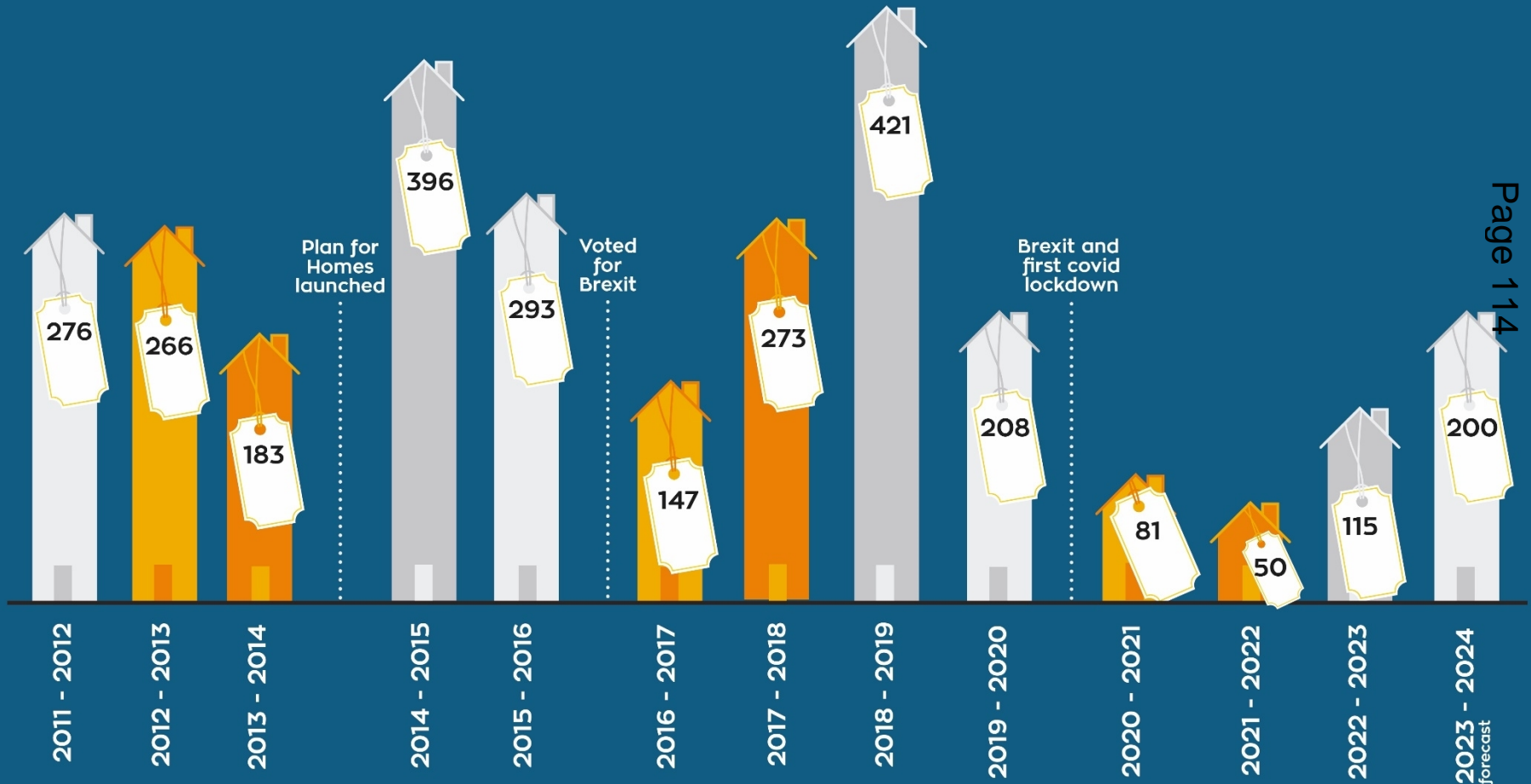
- **7581** homes delivered over full 9 years of Plan for Homes delivery (2014/15- 2022/23)
- **1980** Affordable Homes built over same time (26%)
- **48 Council sites released** to date under Plan for Homes 1-3 to deliver 1550 new homes of which 1022 (66%) are affordable
- **1045 homes built so far** on 28 sites of which 627 are AH (60%)
- **Innovation** - Service Veterans, Passivhaus, Learning Disability, Extra Care, RentPlus, downsizing bungalows, Self and Custom Build, community led housing, accessible housing, emergency respite homes
- **Plymouth Growth Dividend** – New Homes Bonus of £45m since 2014



Affordable Homes Delivery

number of affordable dwellings...

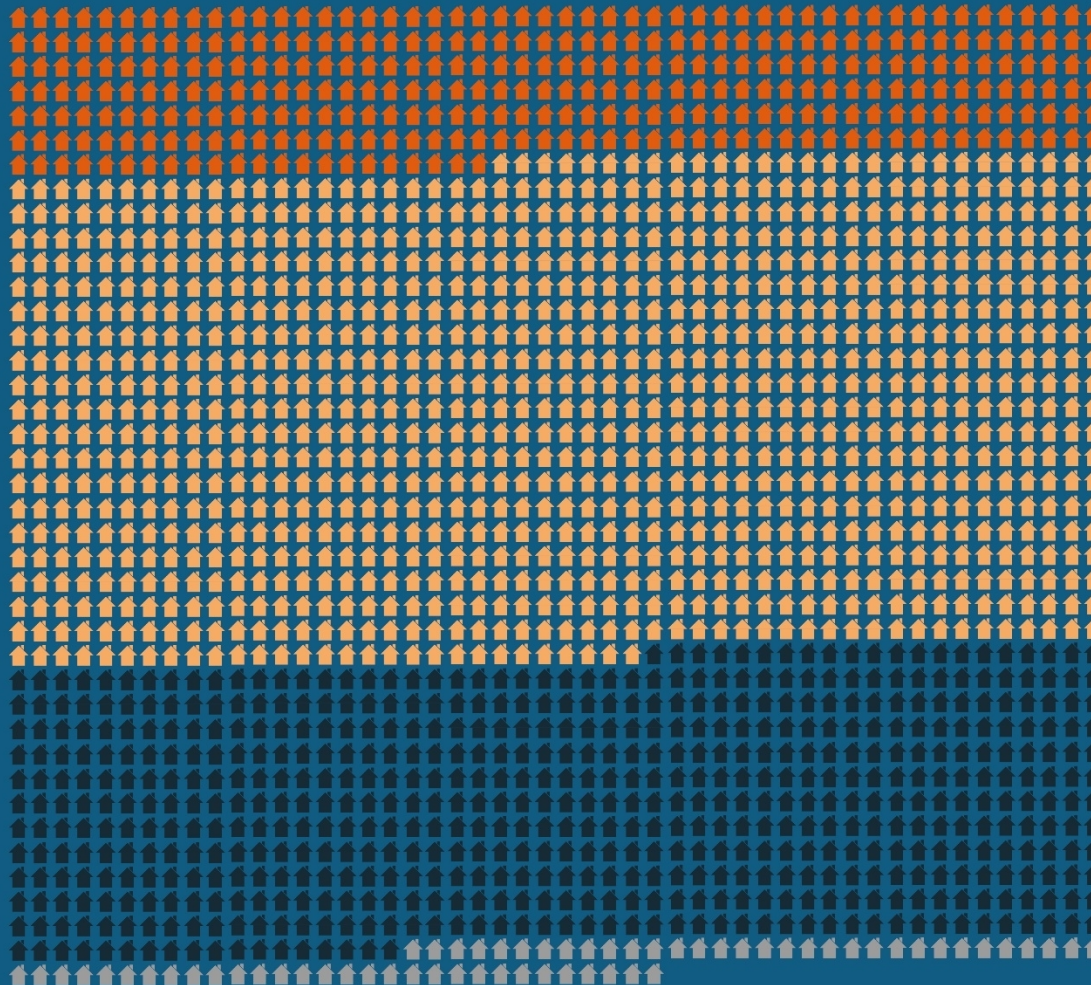
Plan for Homes



Affordable Homes Delivery

1,980 affordable homes delivered, of which...

Plan for Homes - 2014 to 2022/2023



322 were social rented

1007 were affordable rented

589 were shared ownership or other affordable home ownership

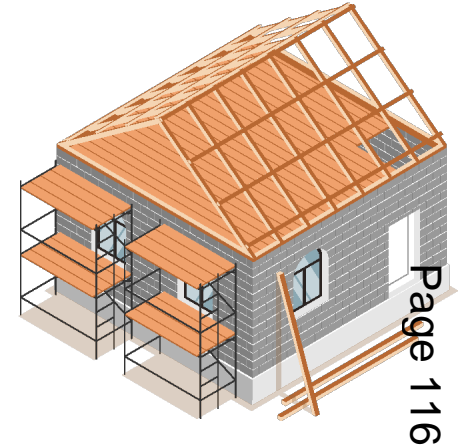
62 were other homes

29 were wheelchair user homes across all of the above

PLAN FOR HOMES 1-3 RECAP ACHIEVEMENTS TO DATE



- **Estate Regeneration** - £450m+ of investment in 2,924 new homes in Devonport, North Prospect and Barne Barton
- **Council building homes** for first time in 40 years
- **Secured £2.485m Land Release Funding** from DLUHC to support 337 new affordable homes
- **Empty Homes** - 385 long term empty properties brought back into use over 9 years
- The annual **EH Reviews** have resulted in £14.4m of NHB that would otherwise have not been received
- **Enabled Hillcrest bulk purchase** of 86 homes in 2023 for Affordable Homes from MOD- partnership with PCH and Homes England



NELSON PROJECT: VETERANS SELF-BUILD PROJECT IN PARTNERSHIP WITH LIVESTEST



HOW STREET: SUPPORTED HOUSING ADULTS WITH LEARNING DISABILITY IN PARTNERSHIP WITH BCHA



PLYMOUTH
CITY COUNCIL



NORTH PROSPECT REGENERATION PARTNERSHIP WITH PCH



PLYMOUTH
CITY COUNCIL



STIRLING PROJECT: VETERANS SELF-BUILD PROJECT IN PARTNERSHIP WITH LIVEWEST



PRIMROSE PARK: PASSIVHAUS ECO-HOMES PROJECT IN PARTNERSHIP WITH PCH



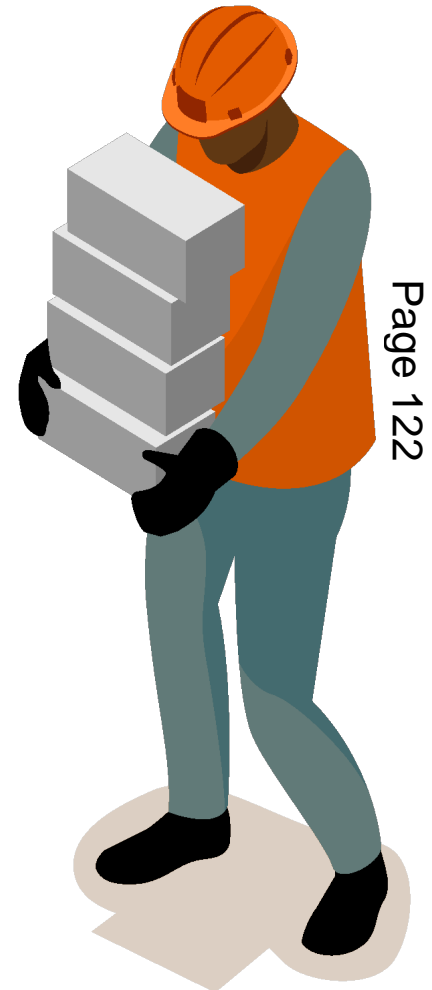
PLYMOUTH
CITY COUNCIL



SIX THEMES AND KEY CHALLENGES



- **Supported and Specialist Accommodation** – especially homelessness and temporary accommodation
- **Affordable Housing** - how to increase delivery in face of major viability and capacity challenges on brownfield sites
- **Market Housing** - unlock stalled sites to accelerate delivery, focus on city centre regeneration
- **Private Rental Sector** - poor conditions/lack of supply/affordability/uncertainty for landlords and tenants
- **Partnerships** - ensure we have the right partners to invest and deliver, including building a key partnership with Homes England and DLUHC
- **Climate action** – a cross cutting theme to deliver reduced carbon emissions and more energy efficiency homes



PLAN FOR HOMES 4 QUESTIONS AND DISCUSSION



This page is intentionally left blank

Growth and Infrastructure Overview and Scrutiny Committee



Date of meeting: 14 February 2024

Title of Report: **Plymouth Economic Intelligence and Insight**

Lead Member: Councillor Tudor Evans OBE (Leader)

Lead Strategic Director: Anthony Payne (Strategic Director for Place)

Author: Toby Hall and Lauren Paton

Contact Email: Toby.Hall@plymouth.gov.uk or Lauren.Paton@plymouth.gov.uk

Your Reference: Click here to enter text.

Key Decision: No

Confidentiality: Part I - Official

Purpose of Report

To provide an update to members of the scrutiny panel on Plymouth's economic data and trends. Members are asked to note the report.

Recommendations and Reasons

To provide an update on economic trends for Plymouth, including key economic metrics linked to growth. Members are asked to note the report.

Alternative options considered and rejected

1. No Alternative options considered and rejected; this is a paper for noting

Relevance to the Corporate Plan and/or the Plymouth Plan

Economic insight and intelligence helps inform sound decisions. This report provides an update on key trends and economic insight. This will directly contribute to the corporate plan objective to drive:

Green Investment, Jobs, Skills and better education.

Implications for the Medium Term Financial Plan and Resource Implications:

A prosperous and functioning economy for the city impacts on the Council's business rates and associated income. By monitoring economic trends, it will help the Council make informed financial decisions

Financial Risks

This is an update report for noting. There is no direct financial risk.

Carbon Footprint (Environmental) Implications:

Some economic growth can have a negative carbon impact. Not all growth is good growth, so it is important we gather insight and intelligence. The Council is focused on well paid jobs with high

productivity which look to capitalise the economic growth in net zero opportunities. This report has no negative carbon foot print impacts.

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

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

The data provided includes data on equality and information on gender pay gap.

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	Plymouth Economic Intelligence and Insight							

Background papers:

*Add rows as required to box below

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

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

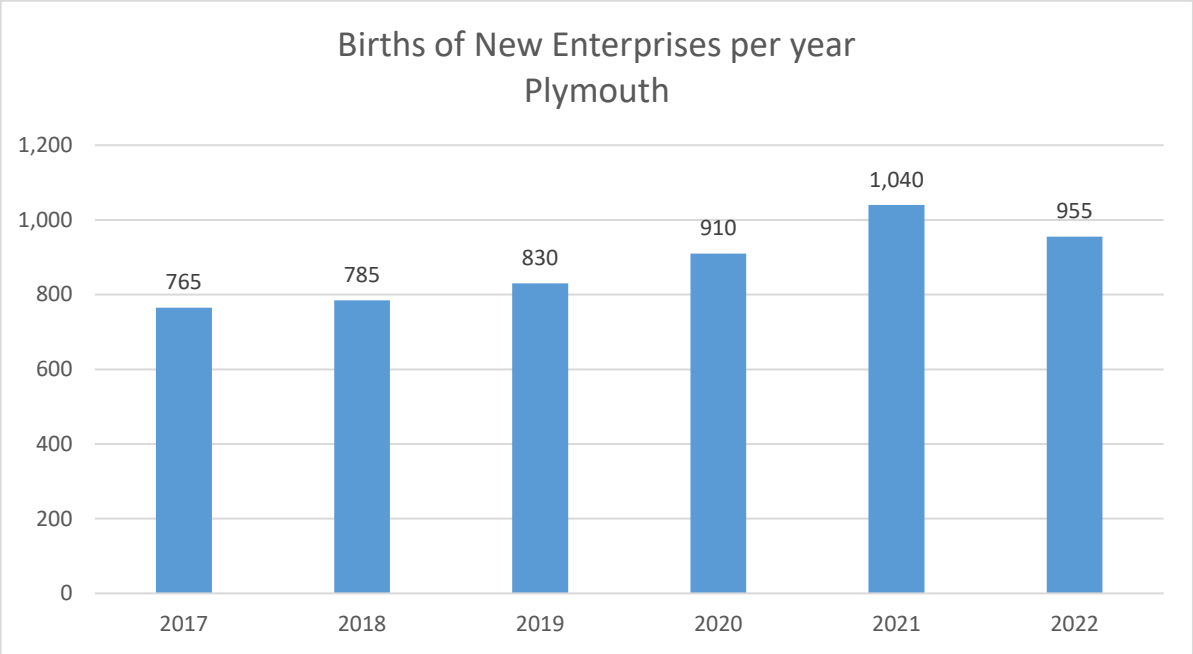
Sign off:

Fin	N/A	Leg	N/A	Mon Off	NA	HR	NA	Assets	NA	Strat Proc	NA
Originating Senior Leadership Team member: Anthony Payne											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 02/02/2024											
Cabinet Member approval: Councillor Tudor Evans OBE Date approved: 02/02/2024											

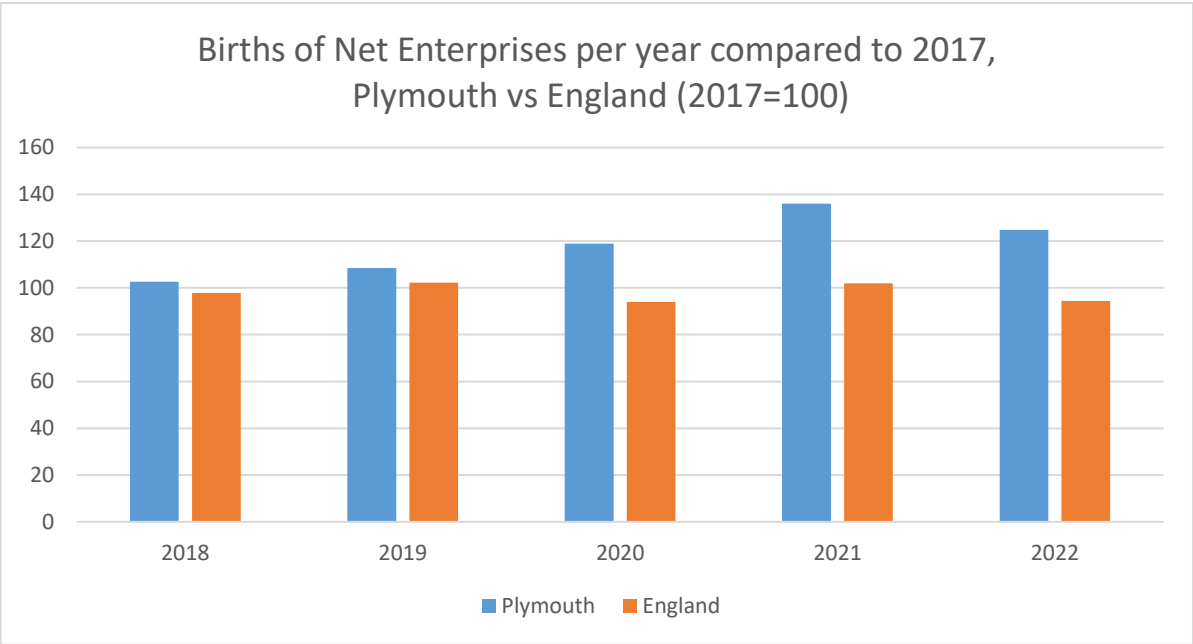
Plymouth Economic Intelligence Update



1.1. Plymouth Business Economy

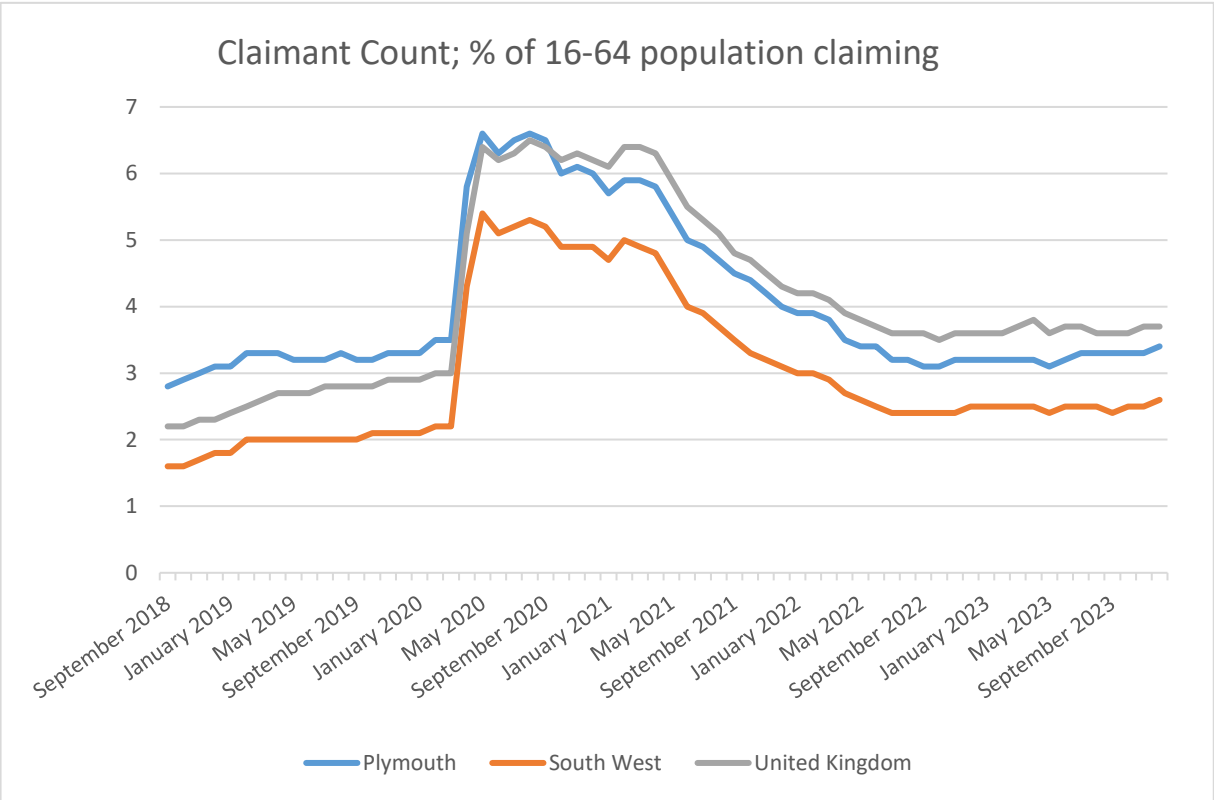


Historically, the births of new enterprises per year have been low in Plymouth. Partly due to the structural make-up of the city, with large organisations in Defence, Health and Public Sector, there have been low number of new enterprises starting up. However, more recent data has shown the numbers of births of new enterprises has been rising relatively quickly.

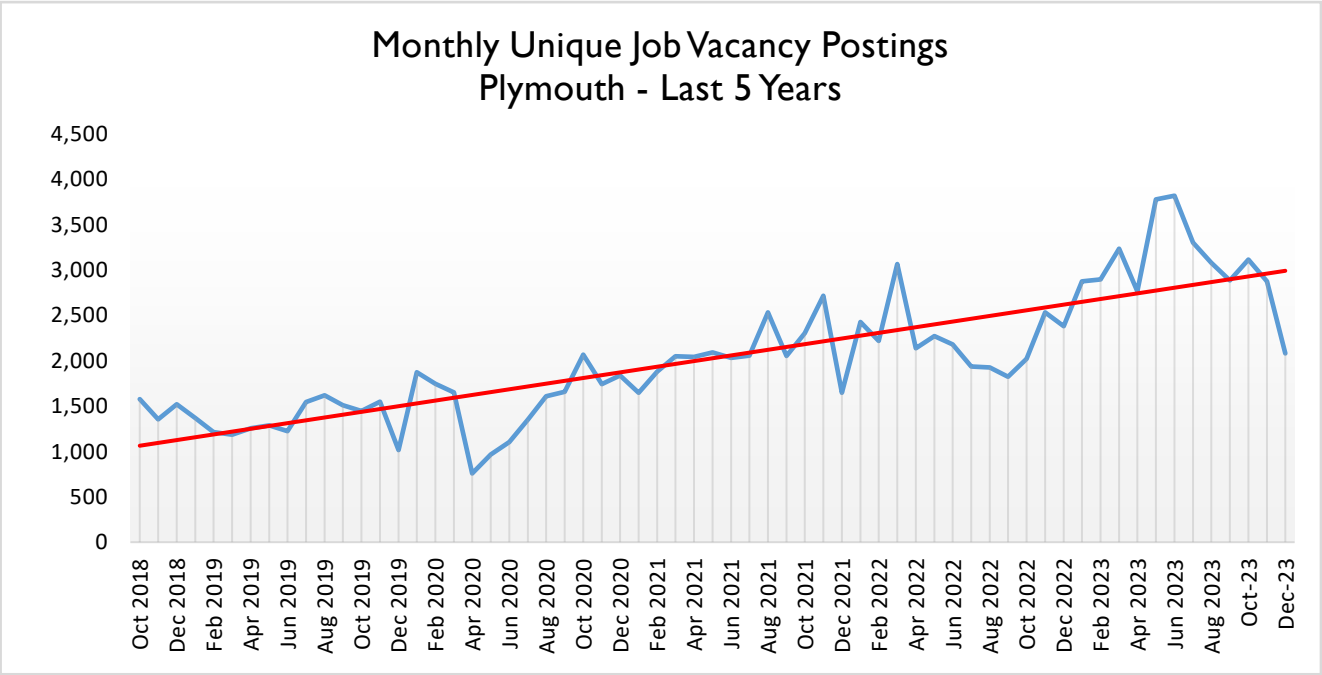


This graph compares the growth in births of new enterprises in England to Plymouth. Treating 2017 as the index value 100, we can see in Plymouth that the births in 2021 were 35% higher than in 2017 and in 2022 there were almost 25% more. However, England has seen a reduction, with the level in 2022 only 94% of 2017. This highlights the growth in the enterprise start-up rate in Plymouth when compared to England.

1.2. **Plymouth Labour Market**



The unemployment rate, as shown by the claimant count, has recovered strongly from the Covid-19 pandemic. Plymouth is now at an almost full-employment position with unemployment of only 3.4%. Nationally, we are seeing a similar picture with a very tight labour market.

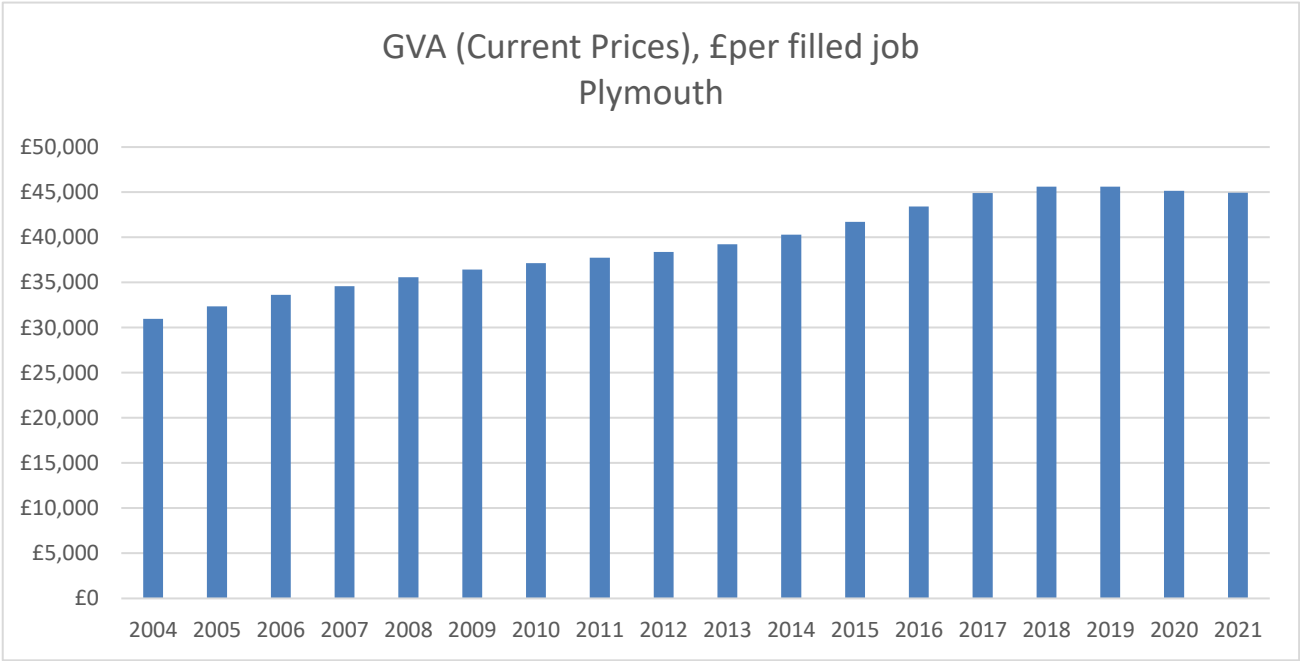


The number of unique job vacancy postings remains on trend for significant growth. The summer of 2023 showed some of the highest levels of job vacancies postings on record for Plymouth. The latest figure for December 2023 did show some contraction with 2,000 job vacancy postings, however this is likely due to the seasonal variation in recruitment and we do not expect this to signify a change in direction of the broader trend.

These vacancies are across many different sectors and skills levels but we are seeing a concentration growing in the Healthcare industry particularly. The table below shows a breakdown of the top 5 career areas in Plymouth. Healthcare and Education hold the top 2 positions and account for 8,000 unique job postings over the last year.

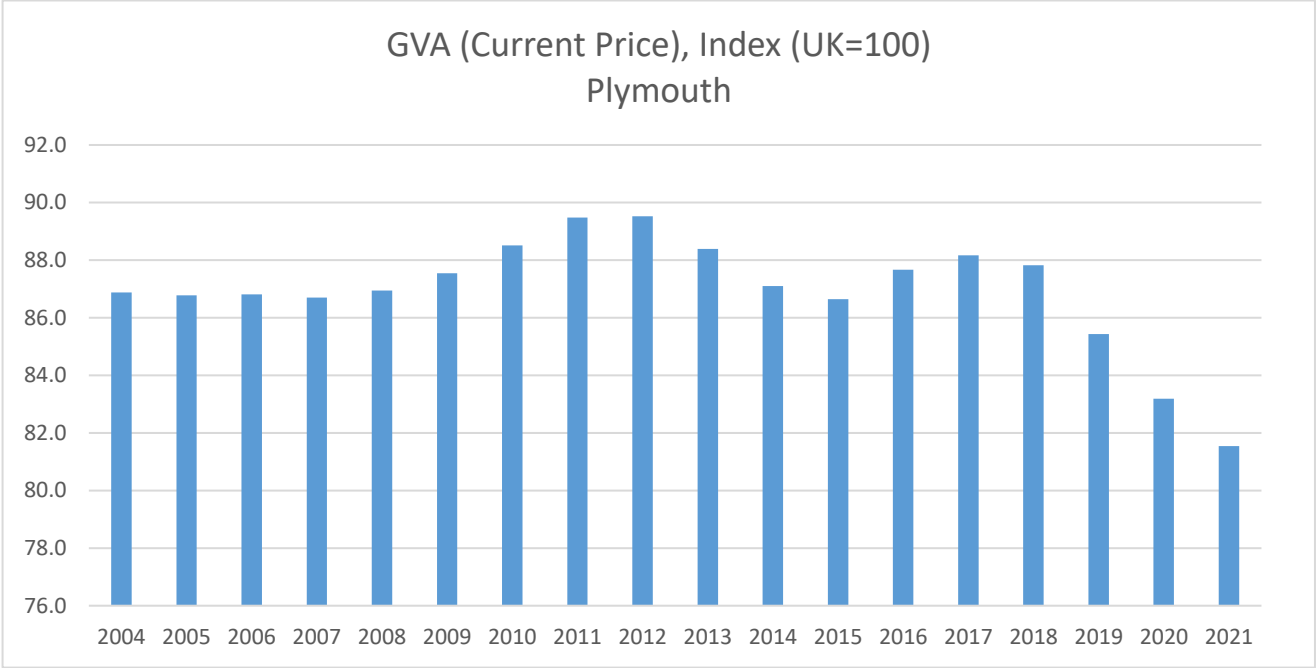
Career Area	Number of unique job postings (Jan 2023 – Dec 2023)
Healthcare	4,621
Education and Training	3,396
Business management and Operation	2,950
Hospitality, Food and Tourism	2,942
Engineering	2,736

1.3. **Plymouth Productivity**



Plymouth’s productivity can be measured in a number of different ways.

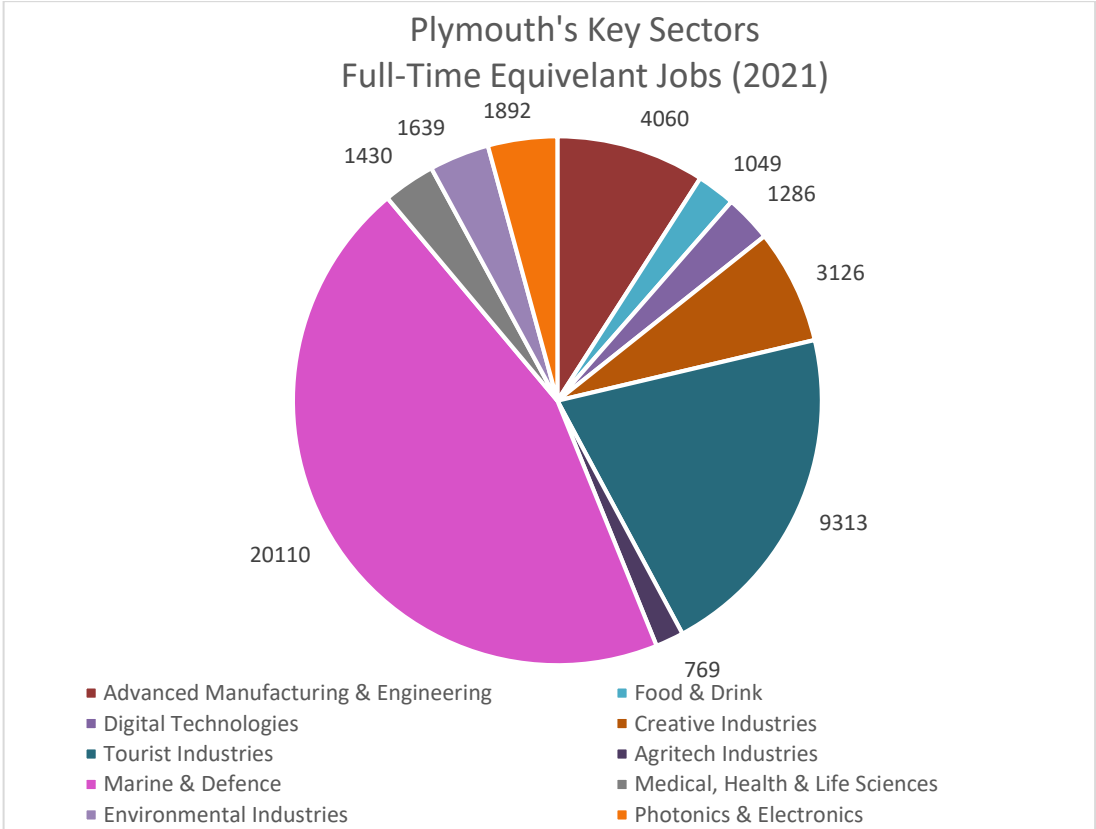
Starting by presenting the GVA per filled job which measures the value in £GBP in Plymouths economy. Presenting this we can see the clear growth in value over the period. Increasing from approximately £30,000 per filled job in 2004 to £45,000 in 2021. However, what is also clear is the significant slow down seen from 2017 until 2021, in which the data looks to have flattened. We can see that for the last 5 years of data, the value of productivity has remained at approximately £45,000 per filled job.



Presenting productivity using a different measure we can compare Plymouths performance to the average for the UK. The data above is presents the GVA per hour worked as an index value with the UK representing the 100 position. This indicates the difference between the productivity of Plymouth and the UK each year.

Looking back we can see that in 2004, Plymouth approximately 87% as productive per hour worked as the UK. The fluctuated considerably but saw positive trends to 2012, a dip and then another increase to 2017. However, there has been a very notable decline in this measure in the last 5 years. The measure for 2021 finding Plymouth only 81.5% as productive as the UK per hour worked.

1.4. Sector Breakdown



Source: Plymouth AMORE Regional Economic Model – **Key Sectors account for 40% of Plymouths Economy.**

The key sectors account for 40% of Plymouth's total economy, the residual 60% of the economy is made up of a combination of other sectors; these key sectors are a subset that we focus on.

As shown in the chart above, of Plymouth's key sectors (which account for 40% of Plymouth's entire economy) there is a very large percentage of Full-time Equivalent (FTE) jobs within the Marine and Defence sector; the number of FTE jobs in the marine and defence sector is equivalent to more than twice the number of FTE jobs in the next biggest key sector. The second and third largest key sectors being tourism and advanced manufacturing & engineering which account for a 9,000 FTE jobs and 4,000 FTE jobs respectively.

Below we have focused on one of our fastest growing and most valuable key sectors:

Advanced Manufacturing and Engineering:

- 4,060 FTE jobs (2021)
- £328m GVA (2021)
- £80,880 GVA per FTE (2021)

Sector	Plymouth % Change for FTE Jobs 2011-2021	GB % Change for FTE Jobs 2011-2021	Plymouth % Change for GVA 2011-2021	GB % Change for GVA 2011-2021
Advanced Manufacturing and Engineering	25.20	0.69	78.46	4.44

Plymouth has seen massive growth in both FTE job numbers and GVA within the Advanced Manufacturing and Engineering sector over the last decade - this large level of growth far outweighs that seen at the national level.

This key sector has a very high GVA per FTE, considerably above the city average of approximately £55,000, which also suggests it is highly productive.

The city hosts a number of specialist organisations within the Advanced Manufacturing and Engineering sector. Some examples include; Plymouth Manufacturers' Group (PMG) and South West Manufacturing Advisory Ltd (SWMAS). There are also significant opportunities to develop skills for this sector through the University of Plymouth and City College Plymouth and their specialist schools and facilities.

Advanced Manufacturing and Engineering organisations are also able to capitalise on the places and initiatives the city has to offer, with world-class environments such as Plymouth Science Park and the considerably opportunities of Plymouth and South Devon Freeport.

This page is intentionally left blank

Plymouth Economic Intelligence Brief – February 2024



Lauren Paton
Economic Development Officer
Plymouth City Council

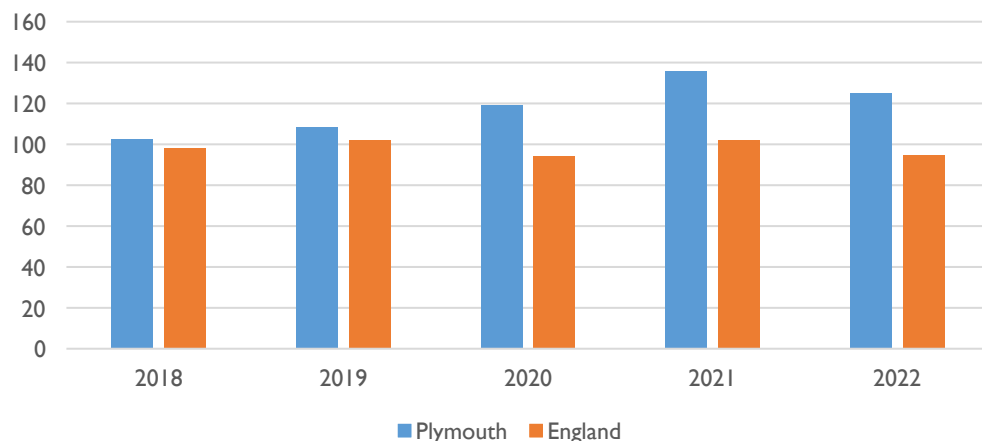
Toby Hall
Project Manager
Plymouth City Council

Business Economy: Enterprise Start Ups

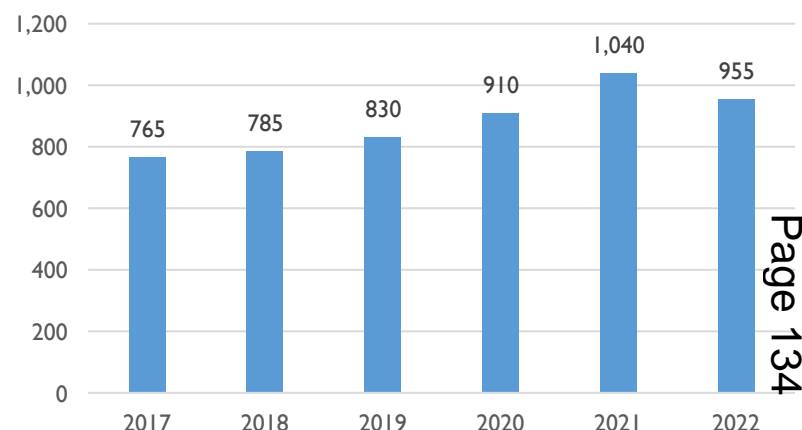


- The number of births of new enterprises in Plymouth has risen significantly from 2017 to 2022.
- The births of new enterprises per year has historically been low in Plymouth but in the last few years, has seen relatively high growth.

Births of Net Enterprises per year compared to 2017,
Plymouth vs England (2017=100)



Births of New Enterprises per year
Plymouth

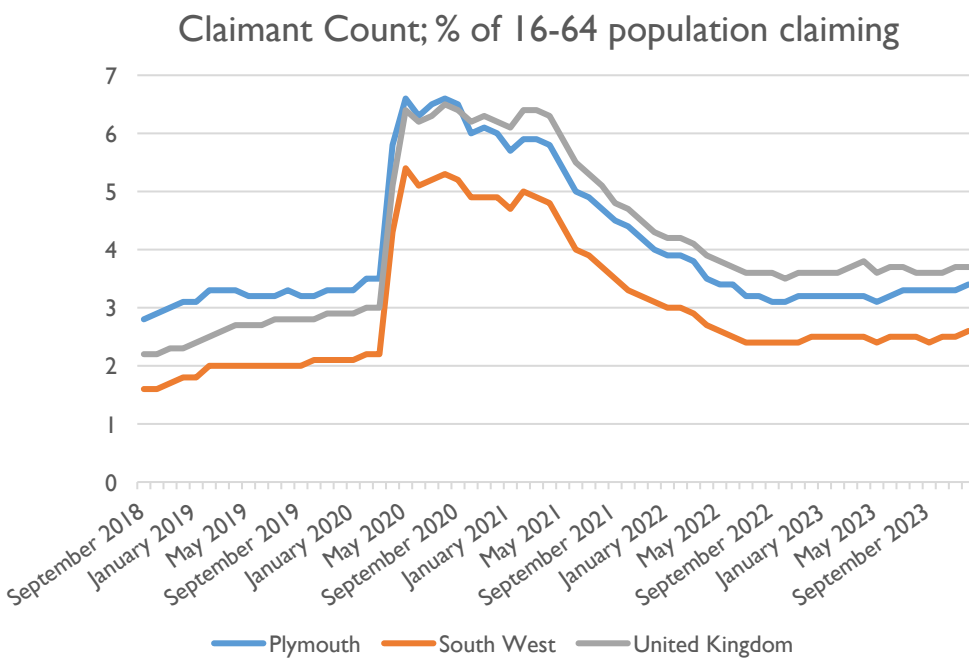
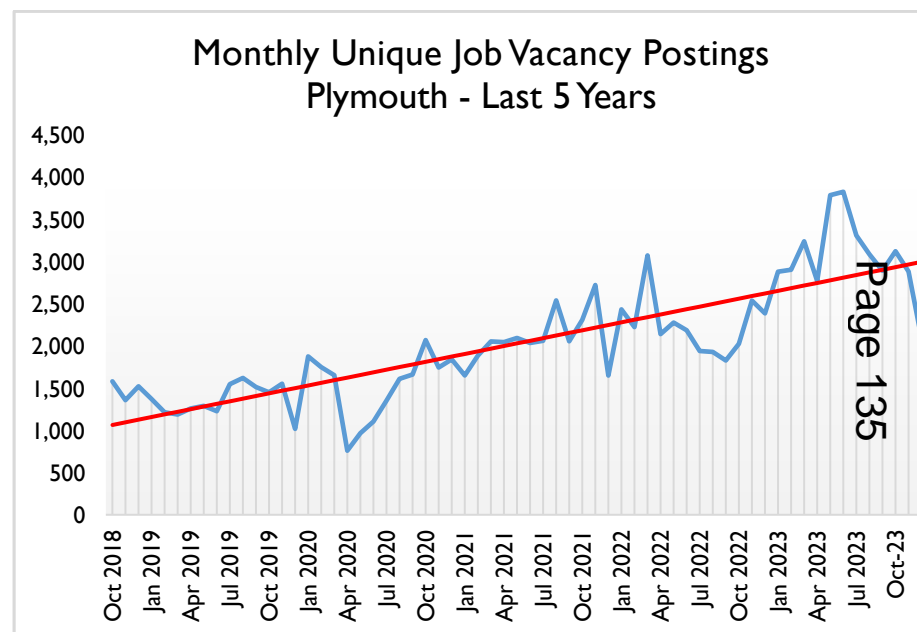


- This graph compares the growth in births of new enterprises in England to Plymouth.
- Treating 2017 as the index value 100, we can see in Plymouth that the births in 2021 were 35% higher than in 2017 and in 2022 there were almost 25% more. However, England has seen a reduction, with the level in 2022 only 94% of 2017.

Labour Market : Job Vacancies and Unemployment



- The number of unique job vacancy postings is on a steady increase; the average per month has nearly doubled since 2018.
- There appears to have been a dip in vacancies in December 2023. It is likely this is due to seasonal variation rather than a reduction in the trend.



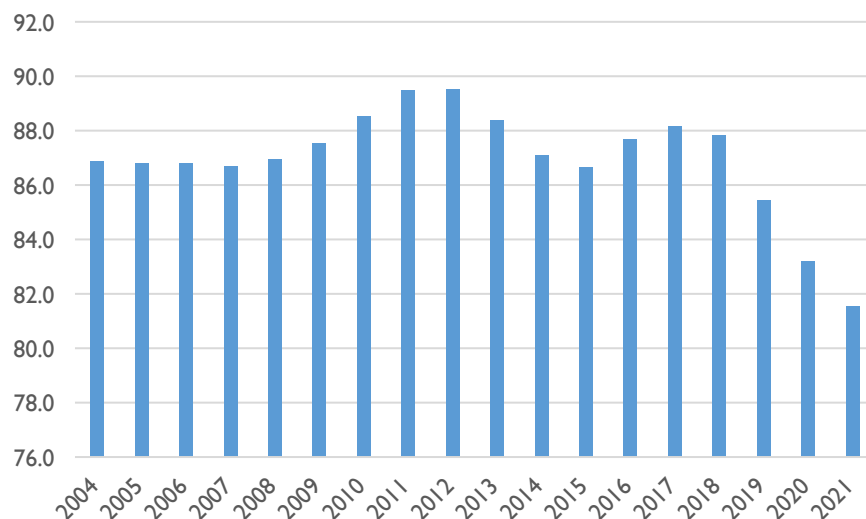
- The Claimant Count shows that Plymouth's unemployment rate remains lower than the UK average up to the latest data for December 2023.
- The unemployment rate remains relatively low at 3.4% in Plymouth.

Productivity

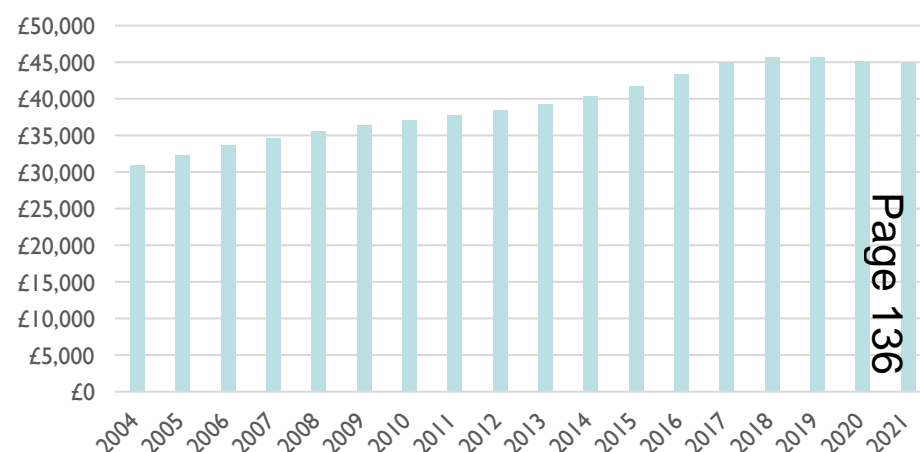


- One measure of productivity is the GVA per filled job, measured in £GBP, shows the significant increase from 2004 until 2016 and then the apparent flat lining seen since then.
- The £per filled job has hovered at approximately £45,000 since 2017.

GVA (Current Price), Index (UK=100)
Plymouth



GVA (Current Prices), £per filled job
Plymouth



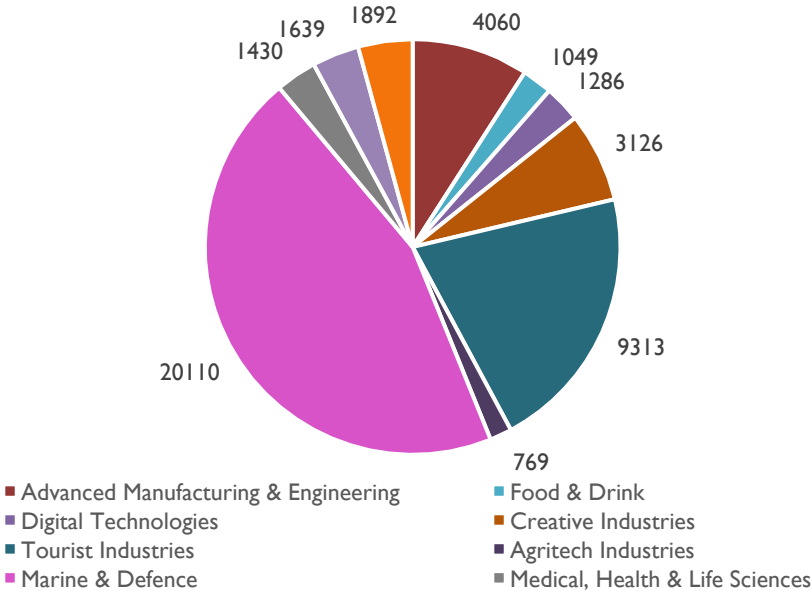
- Comparing Plymouths productivity with the UK, we use the GVA per hours worked.
- Reviewing as an index value with UK=100, we can see that Plymouth was closing the productivity gap, reaching almost 90% of the UK productivity in 2012 but has since reduced significantly with 2021 at only 81.5% of the UK average.

Plymouth Key Sectors:

Advanced Manufacturing and Engineering



Plymouth's Key Sectors
Full-Time Equivalent Jobs (2021)



Pie chart of Plymouth’s Key Sectors – these account for **40%** of the entire economy of the city.

Advanced Manufacturing and Engineering Sector:

- 4,060 FTE jobs (2021)
- £328m GVA (2021)
- £80,880 GVA per FTE (2021)

This key sector has experienced significant growth over the last decade:

- 25% more FTE jobs (GB growth only 0.7%)
- Almost 80% GVA growth (GB at only 4.4%)

Sector	Plymouth % Change for FTE Jobs 2011-2021	GB % Change for FTE Jobs 2011-2021	Plymouth % Change for GVA 2011-2021	GB % Change for GVA 2011-2021
Advanced Manufacturing and Engineering	25.20	0.69	78.46	4.44

This page is intentionally left blank

Growth and Infrastructure Overview and Scrutiny Committee



Date of meeting:	14 February 2024
Title of Report:	Plan for Economic Growth Refresh - Report
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	David Draffan, Amanda Ratsey, Julia Blaschke, Toby Hall and Lauren Paton
Contact Email:	Toby.Hall@plymouth.gov.uk or Lauren.Paton@plymouth.gov.uk
Your Reference:	Click here to enter text.
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

Presenting progress on the refresh of the Economic Strategy and future governance arrangements for the Growth Board for consideration.

Recommendations and Reasons

The Committee is asked:

1. To endorse the approach on the Economic Strategy including the production of 4 delivery plans and governance arrangements;
 - Phase one – March 2024. Vision, Analysis of the main underlying competitive advantages and strengths of Plymouth, opportunities for strategic connections across regions, growth over the next 10 years.
 - Phase two – post March 2024 and - Plymouths top public and private sector investment priorities.
2. To add the 4 delivery plans to the Scrutiny work programme.

Reasons: Due to folding in of Local Enterprise Partnerships (LEPs) in April 2024 the Council needs to refresh its plan.

Alternative options considered and rejected

1. Do not refresh Plan for Economic Growth – Our previous Local Economic Strategy was developed in 2014 and is out of date now. As part of the folding in of Local Enterprise Partnerships (LEPs), Government has asked for Local Authorities to produce an economic strategy. As such, doing nothing is not an alternative option.
2. Refresh Plan for Economic Growth later – The folding in of the LEP is subject to a tight schedule, with folding in planned for April 24. The deadline for completing is currently September 2025. As such, it is vital that this work is done in time for this.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Strategy 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 has asked for a refreshed economic strategy. The Economic Strategy will underpin the Plymouth Plan.

Implications for the Medium Term Financial Plan and Resource Implications:

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

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 one of the pillars of the Plan will support regenerative growth and therefore aims to create positive implications for Plymouth's carbon footprint.

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

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

The Strategy itself does not carry any other implications. Any projects stemming from the Plan for Economic Growth 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	Plan for Economic Growth Refresh - Report							

Background papers:

**Add rows as required to box below*

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

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

Sign off:

Plan for Economic Growth – Refresh



Context and Reason for Update:

The current Plan for Economic Growth ([Delivering Economic Growth 2020-2025](#)) was written pre-pandemic. A brief refresh of the plan in 2020 added the relevant documentation and strategies of the time including the six 'Flagships' and Resurgam. The plan was built on solid logic and well-reasoned economic evidence but is now noticeably out-of-date. We are not looking to throw-out this plan but to evolve it, updating the evidence base and projects and realigning to more current challenges and aims and objectives.

Anticipating a national focus on the climate emergency and reaching net zero, we are incorporating this agenda throughout the plan. As innovation and sustainability is important to the city, we want to make sure that Plymouth is positioned most appropriately, in order to see the maximum gains of new potential funding.

This Strategy is a successor to the Plan for Economic Growth 2020 and the Local Economic Strategy 2014, it will continue to be led by the Plymouth Growth Board and managed by Plymouth City Council's Economic Development Department. Refreshing this Plan has been driven by several reasons:

- With the folding-in of Heart of the South-West Local Enterprise Partnership (LEP) functions, Plymouth has the latest economic evidence and a refreshed strategic direction to achieve growth for the city. This is a government requirement.
- Since the release of the previous Plan, an enormous amount has been achieved. Through a refresh, we can look to the future and build on this momentum.
- To integrate the strategic direction of the Plymouth Plan and South-West Devon Joint Local Plan into our economic growth.
- To align with issues such as climate change and net zero.
- To provide co-ordination support and alignment for other plans and strategies such as the Plymouth Visitor Plan, Plymouth Culture Strategy, Green Skills Action Plan.
- To present a clear direction and ambition for the city in terms of its economic growth.

It is logical to establish a strategic framework, based on research and an evidence base and establish, before producing a ranked list of investment proposals. The first phase aims to be completed by 31 March 2024. Phase two can then be developed starting in April 2024, which will involve developing pipeline documents of public and private sector investment priorities around our four 'Key Pillars'.

When considering the update of this plan, we are ensuring that we are aligning with the other plans and strategies developed, this includes building on the regional economic policies Build Back Better and the Local Industrial Strategy. In approaching this, we have engaged across the Council and incorporated the suggestions of the stakeholders and experts. In addition, we have worked with the team updating the Joint Local Plan to ensure consistency with this document.

Proposed Plan Structure:

Due to the timelines surrounding the Economic Strategy update, we have split this document into a clear two- phase approach.

Phase 1 - Update to the evidence base and economic context for Plymouth. Identifies the city's economic objectives and Key Pillars. Set our high-level governance arrangements.

Phase 2 – Develop Plymouth's top public and private sector investment priorities in 4 delivery plans, one for each Key Pillar, working with the Plymouth Growth Board.

The document will have clear messaging about the current state of the economy and its ambitions; with clear linkages to the highlighted opportunities and threats to the city and evidenced through extensive contextual analysis. The overall plan for economic growth broad structure:

- Intro – objective and vision
- Achievements and Economic USP's and what is unique about our economy what strengths are we building on
- Opportunities for strategic direction across the region
- Rational for pillars
- The 4 pillars (2 – 4 pages each)
 1. Productive Growth/high value jobs
 2. Inclusive Growth
 3. Sustainable Growth
 4. Civic Pride and Regeneration
- Governance
- Outputs and measures of success and impacts

Accompanying this proposed strategy document, we would look to develop separate pipeline documents – Plymouth's top public and private sector investment priorities. These could be updated more frequently (three years) and would provide a set of deliverables to achieve the objectives set out in the plan.

A summary of the emerging strategy is set out over the page.

Introduction:

Plymouth is a significant urban centre located in the south-west and, as 'Britain's Ocean City', few places can rival its rich cultural, natural and built assets. The city has a population of almost 268,000, a real economic output of over £5.4 billion and a growing workforce of almost 120,000 people. Over the past ten years and with the development of the Plymouth and South Devon Freeport, social enterprise city status, the first National Marine Park in the UK, and (alongside significant development and cultural place making) Plymouth has received clear endorsement of its opportunities. 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; an engineering sector employing 20% of the workforce; one of only 16 critical care teaching hospitals in the UK and the associated Plymouth Science Park.

Vision

Britain's Ocean City, one of Europe's most vibrant waterfront cities.

Aim

Delivering increased prosperity through sustainable and inclusive growth.

Plymouth's Economic Strategy looks to refresh and update these previous documents whilst aligning with the strategic vision of the Plymouth Plan and Plymouth and South West Devon Joint Local Plan. It builds on work undertaken by the Local Enterprise Partnership, the Great South West and the neighbouring local authorities. It will focus on identifying the successes and challenges facing the city, building on the achievements of the previous plans, whilst 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 strengths which are nationally significant:

- Port City with a population of 267,000.
- Largest Naval Base in Western Europe.
- Strong research and innovation base in HE and research institutions.
- SMART Sound, designed for testing and development of pioneering scientific sensors and platforms.
- Large teaching hospital, 48,000 people per week.
- 3 universities with distinct portfolios, 23,000 students.
- A Government High Potential Opportunity in Marine Autonomy.
- Science Park with 1100 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 Box).
- £1bn development and regeneration pipeline.
- Highest density of manufacturing employment in South England - 13%.

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 County Combine 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 South West – network of marine businesses covering the Great South West area.
- South West Health Alliance.
- Plymouth and South Devon Freeport.
- Plymouth Sound National Marine Park.

What has already been achieved:

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

- Delivers £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 City Centre Health hub.
- Secured City Deal, Oceansgate, Marine Enterprise Zone Plymouth and South Devon Freeport, Innovate UK maritime and marine launchpad
- Opened the £47 million Box and 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 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 fairer and greener future for Plymouth.
- completed 10 direct developments at Oceansgate Langage, Derriford and Plymouth Science Park phase 5
- Created a £220m property regeneration fund.
- Brought major events to the City including MTV and Sail GP
- Secured renewals for City Centre and PWP BIDS
- £25m sport led regeneration project at Brickfields with Plymouth Albion, PAFC 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.

Our Approach:

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

1. Productivity and high-value jobs
2. Inclusive Growth
3. Sustainable Growth and
4. 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 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 growth board member. Each of the delivery plans will be brought to Scrutiny and the Growth Board with final sign off at Cabinet.

The Strategy will work across agencies and partnerships and business networks in the city, including:

- Devon and Plymouth Chamber of Commerce
- Federation of Small Businesses
- Plymouth Culture
- Destination Plymouth
- National Marine Park
- Plymouth Manufacturers Group
- Digital Plymouth
- Inclusive Economy Group
- Employment and Skills Board
- Building Plymouth

SWOT Analysis:**Strengths**

- Growing workforce with more full-time employees in the city.
- Highly developed bedrock sectors of Marine, Defence, Manufacturing and Health.
- Marine Autonomy cluster.
- Lower than national average unemployment rate.
- Developed Higher/Further Education sector with 3 universities in the city.
- Significant improvement in numbers of individuals with no qualifications – lower than national average.

Weaknesses

- Overall population growth is slow.
- There is 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% of LSOAs in the top 2 deciles for index of multiple deprivation (IDM).
- Strategic approach to support businesses adapt to Climate Change.

Opportunities

- Floating Offshore Wind Technology (FLOW).
- Net Zero port development .
- PSNMP.
- Freeport.
- Heat networks.
- Naval Base Investment.

Threats

- Tight labour market and rising numbers of job vacancies could lead to the economy overheating.
- Automation/Artificial Intelligence.
- Shifting Global Macroeconomics.
- Changing Landscapes (LEP fold-in).
- Climate Emergency – cost to the economy.



Plymouth has a population of
267,000
Aged 0-15
46,000
Aged 65+
50,000



116,000
employee jobs
in 2022



Low unemployment
rate of only
3.8%



High levels of economic
inactivity in Plymouth

Almost
15,000
people economically
inactive due to long-term
sickness



Over
3,600
people in Plymouth live in
the **1%** most deprived
areas in England

Over
46,000
people in Plymouth live in
the **10%** most deprived
areas in England



Significant demand for
new workers in Plymouth,
consistently over
3,000
job vacancies across a
diverse range of sectors



6,325
businesses across
the city



New Opportunities for Growth over the next 10 years:

Whilst Plymouth has strong economic foundations due linked to the blue economy. The 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 to increase the share of 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 the following are disruptive opportunities for the city.

Green growth – Opportunities **Floating Offshore Wind**, particularly around marine Autonomy and surveying, the University of Plymouth Cyber Ship, Training Opportunities at Turnchapel and port deployments from Cattewater represent significant opportunities for Plymouth to capitalise on supply chain opportunities linked to the Celtic Array. **Community Heat initiatives and local energy production** are likely to increase in popularity as energy security and the environmental cost of fossil fuels become more of an issue. The shift towards net zero is likely to require a shift in the types of businesses and the skills needed to 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 and nuclear.

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

Health care – As Plymouths population ages, more people will require care support and they will consume more health support. Plymouth 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 tech will become more advanced.

City Centre and place making - In order to attract people to study, live and work in the city we need a vibrant City Centre. 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 economy towards more uses which attract foot fall and vibrancy. The perception of the city includes building a more positive image of the City Centre.

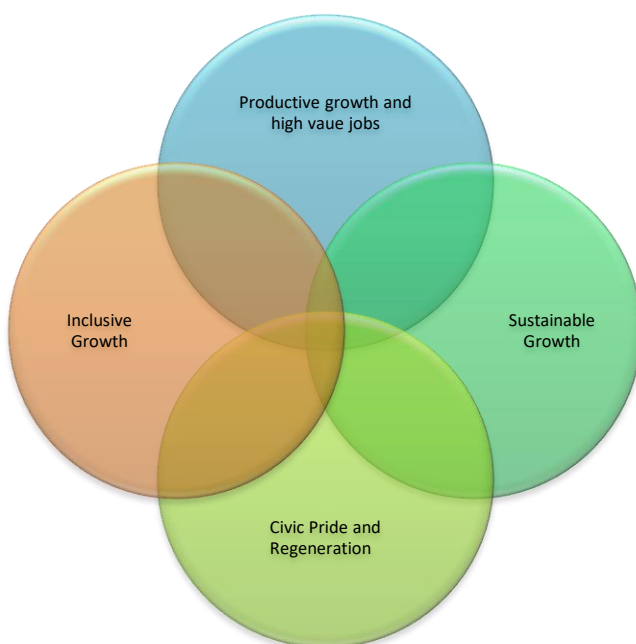
Digital – All sectors will increasingly be built on digital platforms, this maybe digital trading, manufacturing, communication or systems. As the workforce becomes increasingly dominated by digital natives, it is key that Plymouth has the digital infrastructure including cyber security to continue to support business growth.

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

Importance of Ports - Plymouth has four different ports each have a different function. Together, they provide international connectivity, opportunities to trade and support the defence and fishing sector. Strategically the ports are key elements to the Cities economic success.

A Proposed Way Forward:

Building on Plymouth's economic assets, and looking at the challenges, we have identified four pillars of activity within an economic eco-system. Skills and workforce development and digital technologies are cross cutting in all the pillars. These are not separate pillars which operate in isolation, they overlap and are intertwined. Where activity contributes multiple pillars, it has greatest impact on the city. We will aim to focus activity where the four pillars all support each other and work together.



The interlinking Four pillars are listed below with an evidence base setting out the rationale for their focus.

1. Productive Growth and High Value Jobs.

The relationship between productivity growth and better jobs is generally accepted. Plymouth as a tight labour market and needs better paid roles to shift the 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% of the national figure and remained at around this level up until 2017. Since 2017, productivity has decreased consistently, dropping 88.2% in 2017 to just 81.5% in 2021. Without growth in GVA it is hard to address wage rates.
- Plymouth and the South West have consistently held annual gross pay figures below the national average. Despite the 12% 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% 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.

2. 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 opportunities that make the most of their talents.

- Plymouth also has a significantly higher proportion of economically inactive residents due to long-term sickness; residents being long-term sickness accounts for 35.0% of economically inactive residents in Plymouth. In comparison, the national average is 25.8%.

3. Sustainable Growth

Sustainable growth is growth which does not negatively impact the environment, and will help to drive a green economic revolution. Plymouth's economic strength in the "blue" sectors has businesses" is at the forefront of economic development. Sustainable growth (does not negatively affect the environment) will be a priority, building on Plymouth's marine or blue economy.

4. Civic Pride and regeneration

The combination of a tight labour market (i.e. constant population numbers and high job vacancies) and the city's aging demographics means that it is important to continue to attract new residents, students and workers into the city.

- Plymouth's population has remained relatively constant since the turn of the century; the average population growth being just 3.19% between 2011 and 2021. When compared to a national population growth rate for England of 6.49% across the same time period, it is clear to see that Plymouth's population is not following the national trend.
- Plymouth's has aging population, before 2016, the number of children (aged 0-15) exceeded the number aged 65+ However, beyond 2016 the number of people aged 0-15 has fallen below the number aged 65+.
- 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 in 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 and stay and attract investment.

National guidance on economic strategies:

Government has published guidance on folding in LEPs, which includes minimum requirements for economic strategies:

- Analysis of the main underlying competitive advantages and strengths of your area, as well as opportunities for strategic connections across regions
- Opportunities for growth over the next 10 years, and your vision for what would happen if these opportunities were successfully grasped in this period. Outputs and measurables should include the base line data and targets for growth.
- Your top public and private sector investment priorities - this has to be in the pipeline documents and will be reviewed on a 3-year rotation, but looking at the guidance this will need to be accelerated.

Pillar I. Productive growth and high value jobs

Plymouth has comparatively high employment rates. We are home to three Universities and four internationally renowned research institutions each with their research and innovation strengths. We have a plethora of strategic assets, from the Plymouth and South Devon Freeport to the Plymouth Science Park and our port facilities. Yet our productivity and our wages lack behind national averages.

Through this pillar we will focus on driving economic output by focussing where we have natural economic competitive advantages in our key sectors whether clusters, specialisms, knowledge base, assets or skills.

1.1 Our sectors

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

1.1.1 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. We will support the Marine sector by:

- Developing the Plymouth and South Devon Freeport.
- 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.
- Supporting 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 Government's vision for HMNB Devonport, we will work with Government to deliver the through-life maintenance of the Type 26s and Type 31s and retain a significant footprint of Royal Marines in the city.

In addition, we will support the wider defence sector through fostering the Southwest Regional Defence and Security cluster (SWRDC) and working with our strategic partners in Plymouth to design and embed social value activity across their processes.

1.1.2 Advanced Manufacturing

Not only is Plymouth a globally recognised centre for Marine Autonomy, but we also have the largest manufacturing base in the South of England. 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.

1.1.3 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 GSW. 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 tech sector, as a subset of the wider health sector, employs currently 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 tech innovation ecosystem, building on our key innovation facilities, such as the Plymouth Science Park and 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 and DDRC HealthCare, to enable continued innovation and clinical trials in digital delivery, AI, and automation.

1.1.4 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 degrees immersive dome – the first of its kind in Europe. We will work 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, Plymouth University and the Arts University.

1.2 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 enable all businesses to grow, attract new businesses, as well as encourage new businesses to start-up and grow.

In the last 5 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 which has supported 239 student and graduate businesses with a turnover of £3.3m. We will support start-ups by providing the right conditions to grow including incubation space and supporting initiative 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 Combined Authority to identify opportunities to deliver at scale.

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 University of Plymouth, Plymouth Science Park and the Freeport to create an innovation hotbed where we support high growth businesses and create high value jobs linked to the science of the University.

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

1.3 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 and compliments our key local skills strategies, including the updated Skills 4 Plymouth Plan, Local Skills Improvement Plan and the Plymouth & 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 high value sectors, such as STEAM.
- 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 high value sectors through sector skills partnerships and sector skills academies.
- Working 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 and working through multi-agency bodies, such as Plymouth Growth Board and the Plymouth Employment and Skills Board.

Pillar 2. Inclusive Growth

Growing Plymouth's productivity should grow a prosperous economy that reduces inequality and improves social mobility for all the residents. We will pilot new ways of working to change engrained issues. The aim of this pillar is to increase equality and the economic conditions that work for everyone. We know this has been stubbornly difficult to achieve. We will develop new partnerships and approaches, pulling in different expertise from across the pillars and from a variety of agencies:

1. **Targeted focus** – putting our resources into the geographic areas and groups which are the most disadvantaged in the economy.
2. **Good Growth Business Models** - Helping our businesses to make Plymouth a better place for everybody, focusing on “good growth”.
3. **Accessing employment opportunities** - Working with individuals and employers to overcome skills barriers which affect access to employment opportunities.

2.1 Targeted Focus

Plymouth is ambitious 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% in England. These LSOAs are home to 3,617 residents (1.4% of the total Plymouth population).
- Plymouth has 28 LSOAs in the most deprived 10% in England. These LSOAs are home to 46,075 residents (17.6% 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, including health issues, caring responsibilities experience and skills to 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, people with caring responsibilities and care leavers. 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.
- We will work across different partnerships to trial new ways to tackle some of these sticky and difficult issues.
- There will be a focus on digital inclusion, to ensure people have access to services and ability to access knowledge, expertise and education.
- We will actively pursue creative use of the apprenticeship levy to allow Plymouth to imaginatively use the levy to support young people in disadvantaged neighbourhoods.
- Plymouth has strong links to the armed forces, veterans have key skills, so we will actively support businesses to embrace the armed forces covenant.

2.1.1 People with Caring responsibilities

People with caring responsibilities need good quality, reliable and accessible work. This has historically focussed on women but this is changing. It increasingly effects both men and women caring for children, elderly relatives, and friends and neighbours. Accessibility to good quality, part time, flexible work is particularly important. 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.

2.1.2 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 muscular skeletal issues and mental health. Plymouth currently has **15,900 people** not in employment due to long-term sickness which is 9.33% of the working population (GB average is 5.65%). 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. 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.

2.2 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:

2.2.1 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*”.

2.2.2 Social Value

The ‘Social Value Model’ requires a minimum of 10% 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 impact on the city. This tool kit for good growth will be measurable and evidence based it needs to work across all 4 pillars.

2.2.3 Better Buying

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

2.2.4 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.

2.2.5 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

2.3 Accessing Employment Opportunities Skills and Workforce Development:

To ensure everyone benefits from economic growth, we need to ensure 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 communities, both communities of place and communities of interest. This will involve an increase in outreach delivery and sustaining / growing our cross-sector community-based provision. This includes supporting the Employment Skill Board and the Chamber led Local Skills Improvement Plan.

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.

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.

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 support careers advice and guidance in schools to raise aspirations and awareness of opportunities in the City.
- 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 programme.

Pillar 3. Sustainable Growth**Scope**

For Plymouth to be a city attracting investment and maintaining a highly skilled workforce it needs to both have and project a sustainable economy. The city needs to promote its sustainable credentials - how it is shifting to a low carbon economy and restoring the environment. This 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 and consider it important for employers to act on environmental issues, and 59% would remain longer with environmentally responsible employers.

In 2019, Plymouth City Council declared a status of ‘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 expertise is internationally recognised and it is the second carbon neutral university in the UK. We have geographic advantages in supporting Offshore wind production and as a port City have considerable opportunities around clean shipping.

The Economic Strategy will focus resources on the following elements:

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

3.1 Attracting New Investment into the City focused on new energy production.

We will target inward investment and growth activity on businesses linked to Net Zero opportunities within energy production - looking specifically at:

3.1.1. 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:

- 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.

3.1.2 Hydrogen Fuel Cell Technology

Hydrogen fuel provides a potential to provide low carbon fuel for shipping, HGV’s and buses. We will build on the £20 million investment in the Plymouth and South Devon Freeport to build a 10MW green Hydrogen Electrolyser providing a clean source of power.

3.1.3 Heat Networks

Plymouth has been a successful in becoming a pilot for the government's Heat Network Zoning Pilots. The heat networks opportunity in the UK is expected to amount to between £60 and £80 billion. Plymouth is an early adopter of this technology and likely roll out areas will include business districts. Plymouth will seek to capitalise on the innovation through:

- Developing financial models which maximise the economic multiplier effect through the adoption of local ownership models.
- Innovative uses of financial models to reinvest in net zero innovation and local skills.
- 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.

3.1.4 Solar Energy Generation

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

3.1.5 Other Forms of Energy Generation – Wave, Geothermal and Ground or Ocean Heat Pumps

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

3.2 Business support business, helping businesses adapt to climate change and move to net zero emission

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 on adaptations to the existing building stock and business transport, which includes logistics and freight of goods and how the workforce commutes.

3.2.1 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, FSB to promote best practice.
- Ensure all business support/advice and guidance integrates net zero ambitions.
- Waste effects both business productivity and is bad for the environment; we will reduce waste and encourage the circular economy.
- Support initiatives such as the [Net Zero Exchange](#) to bring researchers and businesses together to deliver a whole system approach to net zero.

3.2.2 Helping Business Adapt to Climate Change

Some businesses in the city will be adversely effected by the impact of climate change, specifically increased flooding and more violent storm surges. We will work with partners such as the environment agency to mitigate and manage the risk.

3.3 Decarbonise the current economy, including retrofitting the existing commercial building stock and transport related to the business operations (freight, logistics and commuting)

3.3.1 Retrofitting

There are considerable business opportunities around retrofitting the existing building stock. It is estimated that 80% of the buildings in 2050 are already in existence. To achieve Net Zero there will need to be a huge 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.

- We will support financial models to drive forward large-scale retrofitting of the building stock alongside a supply chain development project.
- We will 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 on health professionals in the region.
- We will look to create a digital twin of the City for net zero and make the data open source.

3.3.2 Clean Transport

How businesses transport their goods and services, how staff commute to and from work all contribute to carbon emissions. Innovation and infrastructure support are both needed on the journey.

- We will support lobbying for grid connectivity to ensure our ambitions for net zero are not restricted around shore power, electric charging and the shift to new zero.
- We will support clean port development specifically, actions which encourage short sea shipping, increased energy efficiency and alternative in propulsion systems and the shift to shore power.
- We will support innovations including the electrification of other port operations (electric tugs, pilot boats, craneage).
- Support businesses to transition to electric vehicles by investing in electric charging points and carparking facilities throughout the city.

3.4 Restorative Actions which improves 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 economic growth that's 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.

3.4.1 National Marine Park

We will support the partnership delivering Plymouth's National Marine Park (NMP). This celebrates and is restoring 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 National Marine Park will create green jobs through generating jobs in habitat restoration projects, scientific research, marine education, wildlife observation and green tourism and hospitality sectors.

3.4.2 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, it will also ensure that natural habitats are looked after and maintained.

A Plymouth based scheme benefits both local residents, provides nature recovery jobs and improves the City's environment they can have a positive impact on the local economy.

3.5 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 generates 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.
- Accelerate the plans to create Sector Based Work Academies.
- Support employers through the transition by providing them with information, advice and training for their workforce.

We recognise that without direct support for our employers and investment in infrastructure, the city will not be able to fully optimise the opportunities that exist in current and emerging sectors.

Pillar 4. Civic Pride and Regeneration

Plymouth is Britain's Ocean City. Nestled between the sea 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.

We will also continue to priorities the city's 15 years of focus on growth and regeneration with a renewed focus on the City Centre.

4.1 Culture and active leisure

Plymouth has a national reputation for cultural place making. We will build on our achievements, such as the establishment of a cultural quarter and the opening of the Box, our award-winning £47m arts and heritage complex. In order 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 and University of Plymouth and work with Plymouth Culture through the Culture Plan to build on and expand our existing offer.

We will increase the attractiveness of our city by 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.

4.2 Attractive vibrant City Centre

Our City Centre is the focal point of the city and one of the main arrival gateways via the train station. Having a vibrant and busy City Centre boosts city pride, provides a focal point and a significant employment hub and key business services.

We will work with our Business Improvement Districts in the City centre and around the waterfront to create initiatives which encourage footfall and new visitors.

In addition, we will deliver high-quality regeneration to bring redundant buildings back into use, improve the street scene and actively support and encourage alternative uses to generate additional visitors and foot fall in the City Centre.

We will work with strategic partners such as, Plymouth Community Homes, Health England, Homes England and DLUC to secure funding for housing and health led regeneration.

4.3 Growth and Regeneration

We will continue to focus on our key growth and regeneration sites including Derriford, Royal William Yard, Sherford, Langage, Millbay, Oceansgate and Stoke

4.4 The National Marine Park

Plymouth will deliver the UK's first National Marine Park. Building on a £11.6m investment by the National Heritage Lottery 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 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 and innovation and technology developments, including developments which support the fishing and aquaculture sector and development in marine nature conservation. We will restore habitats and species including sea grass beds, mudflats and saltmarshes, oysters, mussels, little egrets, avocet's thornback ray, seahorses, sand eels and the rare allis shad.

4.5 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.

4.6 Develop and Improve Plymouth's Image

We will ensure that Plymouth's attractiveness is not only recognised by its citizens but by people around the world. Improving the image of Plymouth is key to attracting talent and businesses to relocate to the city. 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.

4.7 Skills and Workforce Development

Plymouth's regeneration both builds 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 £1 billion construction projects in the next 5 years. We will continue to support and develop Building Plymouth, raising the profile of careers in 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.
- 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 promotes and celebrate Plymouth's heritage and future economic growth i.e. job fairs, sector open days etc.

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 support to turn opportunity in to reality.

Output measures:

In order to measure the success of the actions presented in the paper, it is important that we keep account of some indicator variables and measure their trends and changes. Each proposed pillar will have a unique set of variables that would be appropriate to use as proxies for pillar improvement. Below, we have listed some examples of suggested variables by pillar that should be considered and monitored as key performance indicators. Every quarter we will publish this data on the Growth Board website and circulate it to key partners, Scrutiny Panel and the four lead Councillors. Base line data will be from the latest available data in March 2024.

Some examples of output measures include:

1. Productivity and High Value Jobs:

- Productivity (GVA per hour worked)
- Number of start-up businesses/number of businesses in Key sectors.
- Number of unique job postings

2. Inclusive Growth:

- Annual overall wage rates
- Percentile annual wages
- Index of Multiple Deprivation figures
- Reasons for economic inactivity
- Qualification attainment levels

3. Sustainable Growth:

- Per person CO2 emissions?
- Number of EV charging points
- Number of FTEs linked to Environmental Industries

4. Civic Pride and Regeneration:

- Population and demographics
- Number of university students
- Footfall in the City Centre/investment spending in the City Centre

Where are we now & Consultations:

The approach has been built on the existing strategies (the Local Industrial Strategy, Build Back Better). These strategies had extensively consultation processes. Our initial focus has been on engaging relevant stakeholders to support us in developing the four Key Pillars. We circulated and worked on first drafts for each pillar, ensuring we are aligning with all relevant plans and are not missing key content. We have attended EDMT to talk through these, engaged with members of the Plymouth Growth Board and relevant other groups such as the Inclusive Growth Group and Low Carbon Plymouth team. We also have a number of consultation sessions organized in early 2024 to continue developing this plan.

Governance:

The economic strategy delivery will be overseen by the Growth Board, which is Nolan principle compliant. The Growth Board will be responsible for the delivery of the economic strategy, monitoring its progress and developing pipeline documents. The 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 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 4 Pillars will have the following:

- A nominated elected member champion
- 2 champions from the Growth Board (a lead and a supporting member)
- 2 Council Officers or publicly funded roles to provide technical support and champion delivery.

LES Chapter	Cabinet Lead	PGB Lead	PGB Support	Staff Lead	Staff Support
Productivity and High Value Jobs	Tudor Evans	TBC	TBC	Nina Sarlaka	Tina Brinkworth, Ian Macfazden, Richard May
Inclusive Growth	Chris Penberthy	TBC	TBC	Anna Peachey	Ellie Tigue Tina Brinkworth
Sustainable Growth	Tom Briars Delve	TBC	TBC	Amanda Ratsey	Kat Deeney John Green Tina Brinkworth
Civic Pride and Regeneration	Jemima Laing	TBC	TBC	Matt Ward	Hannah Harris, Amanda Lumley Victoria Pomeroy Emma Hewitt

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

Pipeline Documents - Plymouths 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, outlining 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.

Timeline moving forward:

Action	Date
Cabinet	11 th March 2024
Deadline for publishing	31 st March 2024
Phase 2: Delivery Plans publishing	March 2024-2025

This page is intentionally left blank

Growth and Infrastructure Overview and Scrutiny Committee – Tracking Decisions 2023/24

Minute No.	Resolution	Target Date, Officer Responsible and Progress
Minute 63 City Centre Update 10 October 2022	Full report regarding for the aborted start to the Old Town Street and New George Street project.	Date: On Hold Officer: Anthony Payne/David Draffan Progress: Agreed with Chair and Vice Chair at Agenda Setting meeting (31 October 2022) that committee would wait for conclusion of ongoing issues before report can be created.
Minute 90 Tracking Decisions 1 March 2023	Request for regular updates on the Habitat Banking Vehicle. Agree on regularity of updates.	Date Due: Ongoing Officer: Chris Avent Progress: Agreement to provide updates to Committee Members via Democratic Support at suitable milestones for the project. Latest update shared with members for September 2023.
Minute 15 Plymouth Culture Plan Annual Update 13 September 2023	The Committee agreed to write to the relevant minister to ask for more support for organisations in the cultural sector, following significant increases in utility costs.	Date Due: 27 October 2023 Officer: Lucy Davis/Hannah Harris. Progress: Letter sent on 6 November 2023.
Minute 23 Destination Plymouth progress report on visitor economy and Visitor Plan	The Committee agreed to write a letter to the Naval Base Commander to encourage them to work with the National Museum of the Royal Navy to have a naval heritage centre.	Date Due: 8 December 2024 Officer: David Draffan Progress: Chair approved an email from David Draffan to the Naval Base Commander for a report on progress and direction of long term travel on the project. Email sent on 5 December 2023.

Growth and Infrastructure Overview and Scrutiny Committee – Tracking Decisions 2023/24

8 November 2023		
Minute 24 Economic Intelligence and Insight 8 November 2023	Report on the levels of earnings in Plymouth in comparison to the wider South West Region and UK.	Date Due: 23 November 2023 Officer: Lauren Paton/Toby Hall Progress: Complete. Response shared with Committee Members on 24 November 2023.