



Oversight and Governance

Chief Executive's Department
Plymouth City Council
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CABINET

Monday 13 October 2025
2.00 pm
Council House, Plymouth

Members:

Councillor Evans OBE, Chair
Councillor Laing, Vice Chair
Councillors Aspinall, Briars-Delve, Dann, Haydon, Lowry, Penberthy, Cresswell and Stephens.

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

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Tracey Lee
Chief Executive

Cabinet

Agenda

Part I (Public Meeting)

1. Apologies

To receive apologies for absence submitted by Cabinet Members.

2. Declarations of Interest

Cabinet Members will be asked to make any declarations of interest in respect of items on this agenda.

3. Minutes (Pages 1 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 08 September 2025.

4. Questions from the Public

To receive questions from the public in accordance with the Constitution.

Questions, of no longer than 50 words, can be submitted to the Democratic Support Unit, Plymouth City Council, Ballard House, Plymouth, PL1 3BJ, or email to democraticsupport@plymouth.gov.uk. Any questions must be received at least five clear working days before the date of the meeting.

5. Chair's Urgent Business

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

Items for decision

6. City Brand Strategy: (Pages 11 - 40)

7. Connect to Work & Get Devon Plymouth and Torbay Working Plan: (Pages 41 - 104)

Items for discussion

8. Plymouth SEND Improvement update: (To Follow)

9. Digital Apprentices:

Items for noting

- | | |
|------------------------------------|------------------------|
| 10. Leader's Announcements: | (Verbal Report) |
| 11. Cabinet Member Updates: | (Verbal Report) |
| 12. LGA Update: | (Verbal Report) |

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Cabinet

Monday 8 September 2025

PRESENT:

Councillor Evans OBE, in the Chair.
Councillor Laing, Vice Chair.
Councillors Aspinall, Haydon, Penberthy, Cresswell and Stephens.

Also in attendance: Liz Bryant (Head of Legal Services) Glenn Caplin-Grey (Strategic Director for Growth), David Haley (Director of Children's Services), Steve Foale (Technical Lead for Safer Communities), Matt Garrett (Service Director for Community Connections), Tracey Lee (Chief Executive), Tracey Naismith (Head of Community Safety), Kamal Patel (Consultant in Public Health), Jamie Sheldon (Senior Governance Advisor), Ian Trisk-Grove (Service Director for Finance).

Apologies for absence: Councillors Briars-Delve, Dann and Lowry

The meeting started at 2.00 pm and finished at 3.29 pm.

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

29. **Declarations of Interest**

No declarations of interest were made.

30. **Minutes**

Cabinet agreed the minutes of the meeting held on 11 August 2025 as an accurate record.

31. **Questions from the Public**

There was one question from the public.

The following question was asked by Mr Gregg Black:
Question: Does the local authority have any plans to widen Tavistock Road between Southway Drive and Looseleigh Lane, given that this section remains predominantly single-lane?
Answer: The work done to date has indicated that removing the merges at The George Junction and at Woolwell Roundabout (alongside the construction of the Derriford Transport scheme completed in 2018) would resolve the pinch points on this section of Tavistock Road such that further widening between Southway Drive and Looseleigh Lane was not considered necessary. As part of our ongoing programme of assessing impacts on the network as the city grows, we will continue to ensure that we are developing schemes to deliver the necessary

improvements in the right locations. While a scheme at this location is not currently identified, the works being delivered as part of Woolwell to The George do not preclude further improvements to the south in the future.

32. **Chair's Urgent Business**

There were no items of Chair's urgent business, but during this item Councillor Evans OBE made the following comments:

- a) The congratulations of the Cabinet were expressed to Luke Pollard MP on his appointment to Minister of State in the Ministry of Defence (MoD);
- b) Plymouth has been named as one of five key national defence growth areas in the UK Government's Defence Industrial Strategy which promised long-term benefits for families, communities and future generations;
- c) The announcement had built on other recent developments in Plymouth, including being designated the national centre for marine autonomy, £350 million investment from defence firm Helsing, Babcock's expansion into Sherford, and the confirmation of Plymouth and South Devon Freeport (PASDF) as a defence strategic investment zone;
- d) A £4.4 billion investment into the naval base and Babcock's Devonport Dockyard would support the next phase of the Navy submarine programme with operations extending to at least the year 2070;
- e) Team Plymouth would strengthen collaboration between key organisations, foster innovation, and create high quality jobs;
- f) The defence growth deal investment would support a wide range of initiatives including strengthening local skills programmes, renewable energy systems, nuclear operations and autonomy, drive innovation through the advanced marine technology hub at the University of Plymouth, support dual use capability development, marine science, critical national infrastructure, and local infrastructure;
- g) This was a defining moment for Plymouth, making it not just a strategic hub but a vibrant and attractive place to live, work and invest.

33. **Proposed Public Spaces Protection Order (PSPO) for the management of anti-social behaviour in designated Plymouth City Council Car parks**

Councillor Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries and Crematoria) introduced the item and highlighted the following:

- a) The Proposed Public Spaces Protection Order (PSPO) would cover nine car parks across the city;
- b) It was a targeted and proportionate response to ongoing issues of antisocial behaviour (ASB) in those car parks which had been repeatedly reported by residents,

businesses and visitors;

- c) Behaviours reported included drug use, intimidation, smell of urine and vehicle relations ASB;
- d) These issues not only undermined public confidence, but also contributed to a wider sense of unease in public spaces;
- e) The proposal was part of a wider commitment to improving community safety and aligned with Plymouth's strategic approach to tackling violence against women and girls (VAWG);
- f) The introduction of the PSPO was a proactive step to making the car parks a safer and more welcoming space for all;
- g) A public consultation had been undertaken, with a high proportion of residents supporting the introduction of the PSPO, and many sharing personal experiences of feeling unsafe, or witnessing concerning behaviour and others welcomed the proposal as a sign that the Council was listening to concerns and taking action;
- h) Key partners were also consulted, including Devon and Cornwall Police, local businesses and community safety stakeholders and the feedback had helped shape and scope the conditions of the PSPO;
- i) The PSPO would give the police additional powers to intervene and prevent ASB at scale;
- j) The PSPO was part of a wider range of measures that were being implemented to improve safety and wellbeing, and to tackle difficult behaviour;
- k) Thanked officers and partners for their hard work in developing the proposal.

Steve Foale (Technical Lead for Safer Communities) and Tracey Naismith (Head of Community Safety) added:

- l) The entry and exit points for the city centre were car parks, so this would improve people's visits to the area;
- m) 88% of respondents agreed that a PSPO should be put in place;
- n) A full equality impact assessment had been undertaken and had considered displacement by working with youth workers, Shekinah and Plymouth Access to Housing (PATH) to understand it and work on solutions.

During a discussion, the following points were made:

- o) It was important that homeless people were supported in a way that ensured their safety as well as the public's;

- p) Residents and local businesses had been in touch with Councillors about the negative impact ASB in car parks was having on them.

Cabinet agreed to:

- I. Approve the proposal and support the making, and implementation, of the PSPO with the suggested prohibitions.

34. **Corporate Plan Monitoring Report - Quarter four of 2024/25**

Councillor Penberthy (Cabinet Member for Housing, Cooperative Development and Communities) introduced the report and highlighted:

- a) The report showed areas of good performance, but also identified areas where there had been challenges;
- b) A new reporting structure would be introduced for reporting on the Corporate Plan in 2025/26.

During discussion the following was discussed:

- c) It was important to celebrate successes;
- d) With regards to potholes, it was reported that there had been 2,230 reactive carriageway repairs and 3,705 defects repaired;
- e) Teams would look at areas around reported potholes to proactively repair other areas around it that might also become potholes imminently;
- f) A velocity machine had been used in several wards across the city repairing potholes;
- g) Some performance data did not relate directly to the corporate plan;
- h) Almost 100% of bins were collected each week;
- i) It was important to provide narrative and context so that there was good governance and transparency, but also so residents could see the Council delivering on what they had asked to be delivered on;
- j) The corporate plan also encompassed some measures that would relate to the work of external partners, which was out of the Council's control;
- k) Thanks were expressed to all the officers who had contributed to this report.

Cabinet agreed to:

- I. Note the Corporate Plan Monitoring Report Q4 2024/25.

35. **Leader's Announcements**

Councillor Evans OBE (Leader of the Council) made the following announcements:

- a) Being part of NATO (North Atlantic Treaty Organization) was important, especially for Plymouth's future;
- b) 7,000 new jobs were estimated in Devonport, but 25,000 in the wider economy as a result of the investment;
- c) Babcock were looking to have a national capability centre in the city centre which was expected to considerably increase footfall;
- d) A memorandum of understanding had been signed with Homes England for 10,000 new homes in the city centre;
- e) Government had announced a £519 million investment in strategic transport infrastructure;
- f) There was a £40 million investment in the Civic Centre through Homes England which would deliver a new city centre Plymouth City College campus, focusing on blue-green skills, bringing 2,000 students into the city centre;
- g) There had been a 40% reduction in vacant shops in the city centre in the past two years;
- h) £73 million had been invested in the PASDF;
- i) Derriford Hospital had considerable development, and there were health services being developed in the city centre;
- j) Investment in the city centre created an opportunity for cultural development, and for the night-time economy;
- k) Other notable developments over the past decade in Plymouth included The Barcode, The Guildhall, Royal William Yard, and The Box;
- l) It was important to communicate the benefits of having people living in the city centre could bring;
- m) Mackay's vision in the 2000's had noted a city disconnected from the sea, and regeneration work since had worked on reconnecting the sea to the city centre, and the upcoming development would build on this further;
- n) A memorandum of understanding had been signed with Plymouth University, hospitals and science park to bring a new lease of life to the science park;
- o) The latest direct development at Langage PASDF had nearly been completed;

- p) Tinside Pool refurbishment had been completed;
- q) Work had begun at the Mount Batten Centre to provide 21 century facilities for people to learn how to sail and get involved with getting on and in the water;
- r) The Council had supported the fishing industry to secure government funding, and a study had been carried out into the octopus 'invasion'.

36. **Cabinet Member Updates**

Councillor Jemima Laing (Deputy Leader, and Cabinet Member for Children's Social Care, Culture and Events) provided the following updates:

- a) The third Mockingbird constellation had been launched, the first in Cornwall, supporting foster carers of Plymouth children living across the border. The constellation model comprised a central hub home and satellite homes, enabling foster families to provide mutual support. The constellations now supported 25 households and over 40 children, including six kinship households;
- b) The fifth birthday of The Box had been celebrated with over 1,700 attendees, marking the highest Saturday attendance since the launch of Super Saturdays. Councillor Laing expressed her appreciation for the staff and volunteers who had created a welcoming and safe space for visitors;
- c) The Forbidden Territories exhibition had concluded, and preparations were underway for the upcoming Remember, Respond, Resist exhibition, part of the UK–Poland Season 2025. The exhibition would feature work from 20 internationally renowned artists, including Grayson Perry and would open in October.

Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development and Communities) provided the following updates:

- a) The Leader and Councillor Penberthy had visited the Clarion Barne Barton regeneration development, where residents had begun moving into newly built homes. Positive feedback had been received from residents, including reports of reduced fuel bills, improved living conditions and enhanced community cohesion. A veteran involved in the self-build programme had gained skills and was pursuing a management apprenticeship, with employment offers from both Clarion and Lovell;
- b) Restoration work had commenced on the Grade II listed Prince Christian Victor Memorial. The monument commemorated Queen Victoria's grandson and soldiers who had died during the Second Boer War. Bronze panels were being stripped, cleaned and treated following advice from a historic consultant. Plymouth City Council were aware of the diverse views regarding Empire and Colonialism, and worked to ensure Plymouth's history was acknowledged, remembered and learnt from. More information regarding the monument was available on the Box's website;
- c) Stabilisation work had begun on the eastern arm of West Hoe Pier. The initial phase included repointing walls and constructing concrete bands, with a second more extensive phase planned for spring 2026 following the winter storm season. Extensive

surveys were being undertaken of all waterfront assets and further investment work would follow;

- d) The 'loss of public open space' process for Pounds House had concluded and would soon progress to disposal. The evaluation of bids for Merchant's House was also nearing completion. Councillor Penberthy emphasised the need to balance investment in heritage assets with the financial implications of holding vacant buildings;
- e) £160,000 had been allocated from the Household Support Fund to support grassroots organisations in opening welcoming spaces during the winter, an increase of £60,000 from the previous year. Grants ranging from £2,100 to £5,350 were available, with applications due by 26 September. Councillor Penberthy highlighted the importance of community-led innovation and the impact of such spaces on residents. Community groups had been informed of the funding opportunity via mailing lists, social media, and the Council's newsroom.

Councillor John Stephens (Cabinet Member for Strategic Planning and Transport) provided the following updates:

- a) Extreme rainfall on 28–29 August had resulted in significant flooding across the city. The Met Office had recorded 56mm of rain in three hours, including 42.3mm in a single hour. This had represented over 70% of the monthly average rainfall for August, experienced in just four hours. The impact of the rainfall had been devastating for a number of homes and businesses across the city, and Plymouth City Council (PCC) were supporting residents wherever possible;
- b) The Council's highways team had inspected 12,900 gullies and emptied 8,840 over the past year. Known hotspots had been attended to prior to the rainfall;
- c) Over the course of 72 hours, the Council had received 311 reports of flooding and blocked drains, including 115 reports of flooded properties. Emergency teams had responded to 61 out-of-hours callouts, and teams across the Council had worked to reinstate blown manhole covers and remove fallen trees. Thanks were given to Devon and Somerset Fire and Rescue Service, Highways teams and Ward Councillors who had supported the response;
- d) The Council were working with partners on flood alleviation projects across the city, including:
 - I. Trefusis Park flood relief scheme – completion expected April 2026
 - II. Western Mill village property flood protection project – installation in October 2025
 - III. St. Levan flood relief project – consultation scheduled for October–November 2025
 - IV. Stonehouse tidal flood study – completion expected November 2025
 - V. Arnold's Point tidal flood alleviation scheme – construction to begin Spring 2026
- e) While gullies and surface drains were the responsibility of the local Council, underground drains were the responsibility of South West Water. Many of these

drains lacked the ability to process such a high volume of water, and challenging conversations were required to ensure resilience given the impact of climate change.

Councillor Sally Haydon (Cabinet Member for Community Safety, Libraries, Events, Cemeteries and Crematoria) provided the following updates:

- a) Plympton Library had reopened on Wednesdays through a partnership with Santander. Over a three-week period, the library had welcomed 400 visitors on Wednesdays, with 142 accessing banking services and 13 joining as new library members;
- b) SeaFest had been scheduled for 13–14 September, celebrating Plymouth's maritime heritage. Activities would include swimming, scuba diving, paddle boarding, cooking demonstrations, outdoor cinema and children's theatre. A large inflatable whale would also be featured;
- c) The Red Bull 'Up the Mast' event had been confirmed for 27 September at Sutton Harbour. The event involved participants running along a greasy mast to secure a flag. The event had received 60 million views on TikTok and 3.5 million on Instagram, and had reached full capacity within 24 hours of opening.

Councillor Mary Aspinall (Cabinet Member for Health and Adult Social Care) provided the following updates:

- a) Construction at Meadow View had progressed, with foundations and walls now visible. A time-lapse video had been produced to document the development;
- b) A topping-out ceremony for the Community Diagnostic Centre had been scheduled for 17 September;
- c) The Urgent Treatment Centre at Derriford Hospital had opened and received positive feedback from residents. One minor issue had been identified and would be raised with NHS colleagues;
- d) A resident had complimented the newly introduced buses, noting the improved accessibility for wheelchair users.

37. **LGA Update**

Councillor Tudor Evans OBE (Leader of the Council) delivered the Local Government Association (LGA update and discussed:

- a) Councillor Evans welcomed Steve Reed MP's appointment as Secretary of State for Housing and Local Government, citing his record of delivering 18,000 homes in Lambeth Borough Council. It was proposed to invite Mr Reed to Plymouth to discuss housing and regeneration opportunities;
- b) Thanks were given to Angela Rayner and Jim McMahon for their support to Plymouth throughout numerous local government projects. A letter of thanks would be sent;

- c) New appointments were noted, including Alison McGovern, Josh MacAlister and Georgia Gould. Councillor Evans expressed optimism about their potential to support Plymouth's ambitions;
- d) Councillor Evans proposed inviting Angela Eagle, the new Minister of State for Food Security and Rural Affairs, to Plymouth and writing to Daniel Zeichner, the outgoing fishing minister, to thank him for his support on Plymouth's fisheries and marine projects.

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Cabinet

Date of meeting:	13 October 2025
Title of Report:	City brand repositioning strategy
Lead Member:	Councillor Jemima Laing (Deputy Leader, and Cabinet Member for Children's Social Care, Culture and Communications)
Lead Strategic Director:	Glenn Caplin-Grey (Strategic Director for Growth)
Author:	Amanda Lumley, Chief Executive Destination Plymouth
Contact Email:	Amanda.lumley@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

The purpose of this report is to provide an update to the committee following completion of the work to create a Brand repositioning Strategy for the city.

During 2024/25 good progress has been made on creating a new 'Brand strategy' for the city along with key brand and visual assets for widespread use. Supported by a 'City Brand Development Group' as a steering committee, a framework for the strategy has been completed, along with two other pieces of work to inform and guide decision making. This report provides an overview on those three areas of work and the strategy itself.

Oversight of this work is led by the Board of Destination Plymouth. In 2023 it was agreed that Destination Plymouth would extend its remit from strategic oversight of the Visitor plan and visitor economy growth to become a broader city place marketing and place brand leading organisation.

Recent international research by 'Bloom consulting' on the perception of 'Place and destinations' showed that 'perception affects 86% of willingness to live, work, invest or visit in a destination or place'. The same report showed that if a city improves perceptions by one decimal point it would equal a 15% increase in receipts from tourism, 21% of talent attraction and 17.5% foreign direct investment. Perception is crucial to the growth of cities internationally.

Successful City Brand strategies are those which are adopted widely by multiple stakeholders and local communities for the long term. This report requests that Plymouth City Council adopts the City Brand Strategy formally to provide a consistent narrative for the city and to re-position Plymouth more positively regionally, nationally and internationally for future growth.

Recommendations and Reasons

That Cabinet agrees to:

- 1. Support the city-wide brand strategy and new narratives to position Plymouth as a place to 'live, work, study and visit'.*

Reason:

To create positive external perceptions of the city and repositioning Plymouth as somewhere to live, work, study and invest. This in turn will support long term growth in the city particularly the work of 'Team Plymouth', Plan 4 Homes, and the Local Economic Strategy.

- 2. Adopt key components of the city branding work including narratives and visuals and 'main streams' them into key delivery programmes including 'Team Plymouth', Homes England housing development, recruitment initiatives and Plymouth Plan where consistent, positive city wide messaging is required.*

Reason:

To ensure that consistent messaging reflecting the strengths, unique personality, character and positives of Plymouth are used widely both within the city and externally and are amplified outwards. This will help to change perceptions of the city over time.

- 3. Mandate Destination Plymouth to a broader remit as a city-wide place marketing organisation with strategic responsibility for leading the brand strategy and implementation, positioning the city's 'place' brand going forwards as well as continuing to drive the Visitor Plan.*

Reason:

To provide strong and broad city leadership and focused support for the city's place brand.

- 4. Recognise the support of key city partners in funding and driving this work forwards.*

Reason: The creation of the City Brand Strategy, research to support it, key city narratives and new visuals would not have been possible without funding from Babcock, Princess Yachts, University of Plymouth, The Box and UK shared Prosperity fund.

Alternative options considered and rejected

- 1. Not having the Brand strategy - This will affect the city's reputation through fragmented and disjointed messaging and will not maximise opportunities through partnership working on similar objectives. This in turn will impact on the city's ability to attract talent and investment for the longer term.*

Building on this the emerging new brand strategy will amplify the good work growing the city's brand and reputation to date and will start to position the city as somewhere to live and work as well as visit. The aim will be to enhance the city's positive reputation, act as catalyst for increasing and attracting talent and provide an overall direction of travel for the city's brand messaging.

Over the next ten years Plymouth has a regeneration pipeline of over £6 billion including an investment of £4.5 billion in the dockyard and defence. The Brand strategy will significantly support the need to attract new residents to the city to fill the 25,000 vacancies over the next

decade alongside the ambitious Plan for Homes 4 which was launched in March 2024 with the overall ambition to deliver a minimum of 5,000 new homes in the city over the next five years. The strategy will also support the Local economic Strategy and 'Team Plymouth' programmes. Without a focused and consistent approach to external city branding and messaging the employment rate will continue to grow at its current rate which is too low to fill all the employment vacancies created over the next five to ten years.

Relevance to the Corporate Plan and/or the Plymouth Plan

The new Brand Strategy supports the city council's ambition to make Plymouth a fairer, greener city where everyone does their bit, making Plymouth a great place to grow-up and grow old, whilst minimising the impact of the cost-of-living crisis.

In particular the Brand strategy supports one of the six priorities - green investment, jobs, skills and better education. Through supporting the attraction and retention of talent and investment in an environmentally and commercially sustainable way. The strategy also helps to support the city's overall growth and 'Building homes' priority by attracting investment and talent to the city.

The new brand strategy will help to inform the new Plymouth Plan to 2050 process setting out key narratives and a new positioning for the city as a place to live, study and work.

Implications for the Medium Term Financial Plan and Resource Implications:

Destination Plymouth Ltd. was formed in 2008 and incorporated in June 2010 as a private/public sector partnership and arm's length company of Plymouth City council. There is currently no provision for Destination Plymouth in revenue budgets going forwards which will leave a funding gap. UK Shared Prosperity Funding is currently supporting Destination Plymouth until March 2026. From 2026 to 2027 funding has been secured through 'enterprise funding'. A work stream to explore longer-term strategy and the future sustainable funding options will be prioritised over the next 12 months.

PCC also provides support for city marketing and advertising within the existing Economic Development team and revenue budget. A commitment has also been made to maintain this support going forwards at reduced levels to reflect current local authority budget pressures.

Over the past five years, Destination Plymouth Ltd has helped to leverage over £7.7 million income through grants alone for specific projects related to the visitor plan. This includes £1.62 million from Visit England for product development and international marketing activity and £132k for delivery of a 'Green Tourism' scheme from the Community Recovery Fund. In addition, Destination Plymouth is acting as 'lead body' for a £500k 'Data hub' project for Heart of the South West LEP.

In 2024 £25,000 was secured as match funding for UKSPF funds from private sector businesses across the city to develop a new brand strategy and narrative. We are very grateful for the support of Babcock, Princess Yachts, University of Plymouth and The Box for providing the funding to enable the strategy to be developed. No further implications are anticipated for the MTFS at this stage, resource implications are limited to member and officer time.

Financial Risks

Current financial risks regarding delivery of the Brand strategy are as follows:

Post 2027 funding for Destination Plymouth is not secure.

Opportunities to secure and leverage grant and commercial funding are restrictive due to limited resources, high levels of competitiveness across the city and economic constraints in the business sector.

Waterfront Bid renewal due in 2026.

Legal Implications

(Provided by AC)

None arising from this report

Carbon Footprint (Environmental) Implications:

Destination Plymouth Ltd. is accredited to 'Bronze Standard' by the 'Green Tourism' international accreditation scheme. The team are very proud of this achievement which sets standards in line with the UN Sustainability goals.

As the new Brand strategy for the city is developed a key strand running through it will be linked to environment, nature and sustainability.

A Climate Impact Assessment has been attached as Appendix C.

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 new brand strategy includes some activities that relate to the following:

Health and safety - Destination Plymouth as a limited company operates to health and safety guidelines as set out in UK Corporate law. Health and Safety is managed through the Peninsular 'Bright' Health and Safety scheme. Where projects are not led by Destination Plymouth, the Board will seek reassurance that the organisation delivering is compliant through their project governance procedure.

Risk management – Destination Plymouth runs its own organisational risk process alongside a higher-level strategic risk register for the overarching Visitor Plan strategy.

Where projects are not directly delivered by Destination Plymouth the Board will seek evidence that they are being risk managed through a formal project governance process. Destination Plymouth also acts as 'secretariat' to the city wide multi agency, Destination Operations group which runs a risk register to mitigate against impacts of large quantities of the general public at peak times across the city.

The new 'Brand Strategy' will include a risk register which will be developed over the next 12 months as delivery plans are created. The delivery plans will also have their own project risk registers as part of the development process.

Equality and inclusion – Successful delivery of the Brand strategy should help to attract over 25,000 jobs to the city over 10 years. These jobs will provide employment for the local community across a very broad range of roles and in a very accessible way. Destination Plymouth will review projects and activities in the brand strategy on an individual basis to ensure that they 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.

A community wide approach has been taken to the development of the new brand strategy to ensure that it reflects the broader nature of our local community and is reflecting the increasingly diverse nature of our local population and culture.

See Equalities impact Assessment at Appendix B.

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	City Brand Strategy August 2025							
B	Equalities Impact Assessment							
C	Climate Impact Assessment							

Background papers:

*Add rows as required to box below

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

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
Perception research report Jan 2025							
City narrative presentation April 2025							

Sign off:

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Originating Senior Leadership Team member: Glenn Caplin Grey (Strategic Director for Growth)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 02/10/2025											

Cabinet Member approval: *Cllr Jemima Laing (Deputy Leader and Cabinet Member for Children's Social Care, Culture and Communications)*

Date approved: 30/09/2025

APPENDIX A. City Brand Strategy**SECTION 1: CITY BRANDING AND POSITIONING UPDATE****1. City branding and positioning:**

Plymouth's Britain's Ocean City branding was developed in 2013 and now nearly ten years later it has been a great success and helped to change perceptions of the city as a visitor destination regionally, nationally and globally.

Oversight of this work is led by the Board of Destination Plymouth. In 2023 it was agreed that Destination Plymouth would extend its remit from strategic oversight of the Visitor plan and visitor economy growth to become a broader city marketing and place brand leading organisation.

It is seen that the successful city brands market their history, quality of place, lifestyle, culture, diversity, and proactively formed partnerships between city and government in order to enhance their infrastructure and opportunities. Equally important is the role of positioning in the branding process, i.e., creating a distinct place in the market for the city to occupy. This is becoming increasingly important in relation to the government's 'growth' agenda and ensuring a strong 'place' brand for the city as part of this transition process.

Over the next ten years Plymouth has a regeneration pipeline of over £6 billion including an investment of £4.5 billion in the dockyard and defence. The Brand strategy will significantly support the need to attract new residents to the city to fill the 25,000 vacancies over the next decade alongside the ambitious Plan for Homes 4 which was launched in March 2024 with the overall ambition to deliver a minimum of 5,000 new homes in the city over the next five years.

It became apparent in 2023 that there were aspects of the brand that needed further development in order to continue to grow a strong 'place' perception and identity for the city and that the original Britain's Ocean City brand strategy needed to be reviewed to build on the good work to date.

Recent international research by 'Bloom consulting' on the perception of 'Place and destinations' showed that 'perception affects 86% of willingness to live, work, invest or visit in a destination or place'.

The same report showed that if a city improves perceptions by one decimal point it would equal a 15% increase in receipts from tourism, 21% of talent attraction and 17.5% foreign direct investment. Perception is crucial to the growth of cities internationally.

In 2023 the DP Board set out clearly that it should lead on the following:

- To be the custodian of and drive through the objectives for the City's place-based Brand narrative (Britain's Ocean City) improving perceptions of the city in the eyes of residents, visitors, workforce, students and potential investors
- To co-ordinate and amplify place-based activities (marketing, events, projects, fundraising, lobbying, digital) undertaken by Destination Plymouth, Plymouth Culture, National Marine Park, Plymouth

Waterfront Partnership, City Centre Company and the City Council into a single and coherent programme.

A city-wide brand perception study was undertaken in 2023 to enable an understanding of how stakeholders, businesses, residents and students perceive the city and the existing Britain's Ocean City branding. The results were very positive and were shared with scrutiny committee in November 2023. The report provided a series of next steps to enable successful 'evolution' and growth of the existing city brand going forwards over the next ten years. Since then, the following work has been undertaken:

- A multi stakeholder cross city brand development group has been set up.
- Multiple workshops have been held to develop brand strategy content and themes.
- An external perception research report has been completed in autumn 2024 and shared with Scrutiny in February 2025.
- Engagement has taken place across multiple city stakeholders and local communities.
- High level brand strategy and narratives have been developed and approved.

To start to implement some of the more priority areas of work identified by the Brand Development Group the Destination Plymouth Board agreed to focus on three key areas of delivery in the short term:

- Commissioning of a piece of external perception research to understand how the city is viewed externally and what our unique strengths are.
- Development of a new city narrative to re-position the city as a place to live and work with the aim of attracting new talent
- Using the narrative to design a new creative approach and brand toolkit to attract people to live and work in the city

The key aim being to position the city as a place to 'live, work and visit. With this as a priority, work has progressed over the past 18 months to develop a broader brand and city marketing strategy with a 10-year horizon to support this activity. This strategy will enable city businesses and communities to align their efforts and resources behind a strong brand narrative and specific objectives in a way which has not been previously explored. The strategy will support the recently refreshed Local Economic Strategy, Plan 4 Homes and 'Team Plymouth' work by repositioning the city and attracting talent using new narratives and highlighting the unique strength and opportunities that the city offers.

The Board of Destination Plymouth would like to thank Babcock, Princess Yachts, University of Plymouth, The Box and Plymouth City Council as accountable body for Uk Shared Prosperity Funding for providing the funding support to enable the Brand strategy to be developed.

2. External Perception research

This piece of work was commissioned to identify and explore external perceptions of Plymouth in the context of the Plymouth, Britain's Ocean City brand. The research has helped gain insights and intelligence into the current perceptions of the city by consumers and businesses as well as

understanding how the city is portraying itself outwardly. Specifically, a key element of this work has been to identify opportunities for Plymouth to attract new talent to the city to live, work and study. This research has been used to inform the development of a new brand strategy and a refreshed narrative and creative approach. The work considers how we can build on the existing brand equity and develop connections, engaging with new audiences relevant to our evolving city objectives. The new narrative and creative will be used across all city led and engaged stakeholder communications to support the positioning and marketing of the city as we move from a visitor led destination to a whole city brand led approach.

The 'External Perception Report' covers two specific areas of work:

- **Talent attraction research** — Evaluate the city's four growth sectors — Identify key assets within Plymouth — Size of the market demand and supply — Competitive clusters — Talent attraction and retention factors — Strengths, weakness and opportunities for Plymouth
- **Perceptions research** — Explore positive and negative perceptions of the city as a visitor and talent destination — Perceptions of its location, lifestyle, and opportunities — Understand differences between internal and external views — Use as helpful direction for brand refresh

As often is the case with perception research of this nature there were many positive aspects identified which we are aware of already, however, there were also a number of key findings which were less well known and can be used to build on specific aspects of the city's' potential.

The research revealed four key insights:

#1 The ocean is Plymouth's most recognisable and powerful asset, and its full potential is yet to be realised.

Evidenced by:

- Home to the UK's first national marine park
- The largest naval base in Western Europe
- Supporting 38% of employment nationally in marine industries
- National centre for marine autonomy
- Plymouth Sound is one of the oldest continually studied marine areas on earth
- SMART sound is the world's first testbed for developing products and services for the marine sector.
- Largest marine scientists & technologists grouping in the UK
- University of Plymouth is home to 1 of 35 wind and marine renewables industry research and development centres in the UK

#2 Plymouth's quality of life is greater than other comparator cities, with the evidence to prove it.

Evidenced by:

- Plymouth's wellbeing metrics score higher than peer cities like Bristol, Portsmouth and Southampton according to ONS data
- Plymouth ranked first in PWC's annual Good Growth for Cities Index, scoring especially well on world-life balance
- Natural England 2024 mapping shows 25% of the city (land, water and intertidal areas within the city boundaries) are important nature area.
- The city has 1,390 hectares of priority habitat, including over 800 hectares of woodland and 282 hectares of coastal habitat

- The city has planted over 50,000 trees in the last 5 years

Anxiety		Life satisfaction	
Plymouth	3.23	Plymouth	7.45
Brighton and Hove	3.31	Brighton and Hove	7.39
Portsmouth	3.38	Portsmouth	7.38
Bristol, City of	3.44	Bristol, City of	7.31
Southampton	3.81	Norwich	7.3
Norwich	4.37	Southampton	7.23
GB average	3.21	GB average	7.48

Happiness		Worthwhile	
Plymouth	7.71	Portsmouth	7.74
Portsmouth	7.37	Plymouth	7.72
Bristol, City of	7.2	Brighton and Hove	7.67
Norwich	7.07	Norwich	7.62
Southampton	7.07	Southampton	7.54
Brighton and Hove	7.03	Bristol, City of	7.33
GB average	7.41	GB average	7.77

Source: ONS Wellbeing Metrics

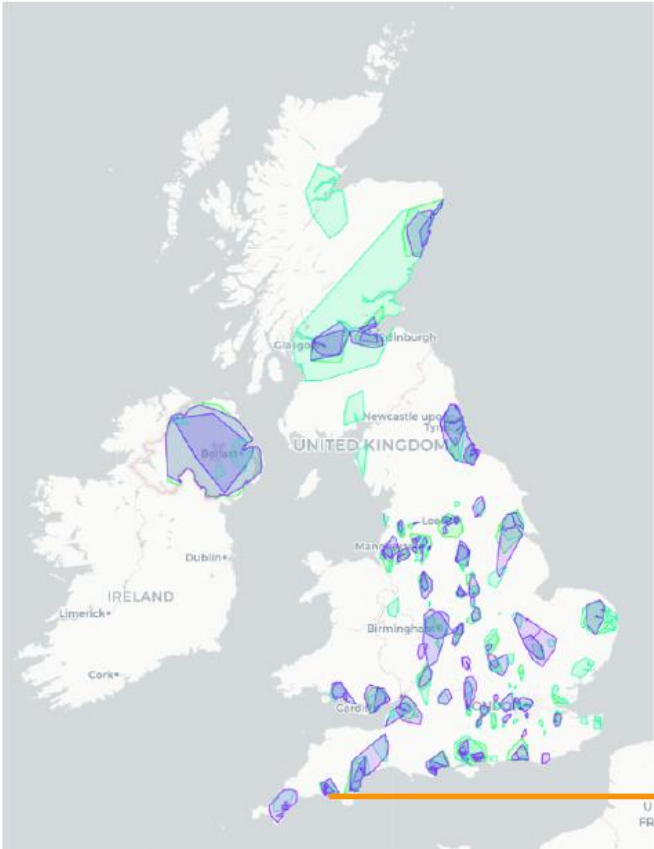
#3 Talent is looking for career growth, but the city is not known for innovation.

Evidenced by:

- Across Plymouth's four key growth sectors, talent is looking for opportunities to progress
- Research found that perceptions of Plymouth as an innovative city are lagging behind
- Graduates cite 'lack of opportunities' as main reason for leaving the city

However,

- Plymouth is an 'innovation' hotspot according to 'Innovate UK'
- Workforce specialisms are in engineering and technical professions, advanced manufacturing, defence and metalwork but constraints on labour market limiting sector development and potential
- There are established and expanding clusters in marine industries, autonomy, defence, health and life sciences and creative industries
- Plymouth was named as the National Centre for Marine Autonomy in 2025
- Business survival rates in the city are higher than comparator cities

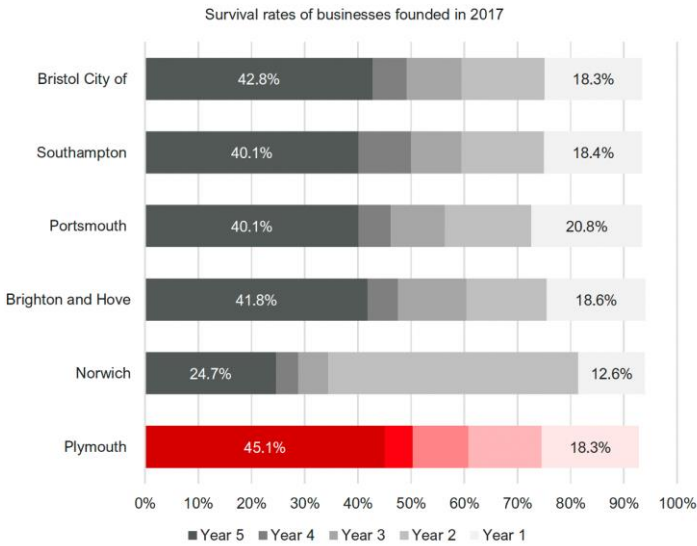


- Advanced Manufacturing [RTIC]
- Advanced Materials [RTIC]
- Research and Consulting - Physical Sciences and Engineering [RTIC]
- Life Sciences [RTIC]

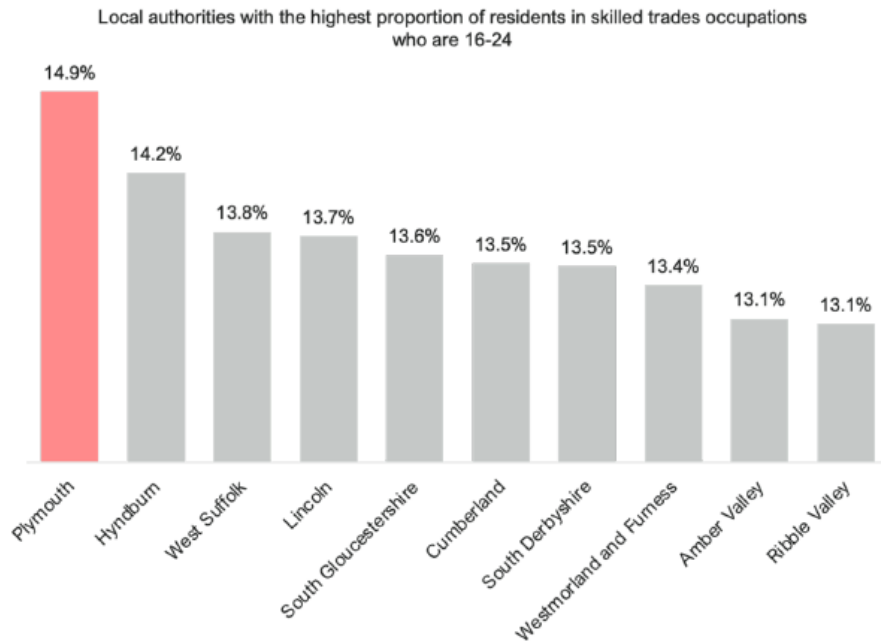
Specialisms: physical sciences & engineering, advanced manufacturing & materials, life sciences, photonics

There are a high proportion of start-up and SME companies, but also a significant number of established businesses

Source: Innovate UK



Source: ONS Business Demographics



Plymouth is in the top 20% in England and Wales for the proportion of workers in skilled trades occupations – 12.8%

#4 Plymouth's cultural offer and creative industries have the potential to shift perceptions of the city.

Evidenced by:

From the 'The Box' to Theatre Royal, TR2 and Arts University Plymouth, the city is emerging as a city of creativity and culture

Perceptions research found that people were surprised about Plymouth's exciting cultural offer

University of Plymouth, including i-DAT, immersive media lab, digital fabrication, screen printing, film studios, immersive dome are all growing creative organisations

Plymouth is growing co-working spaces that support the creative industries, including Ocean Studios, Eat Work Art, Alma Yard.

The creative industries provide Plymouth with over 5,000 jobs – plus nearly 4,000 more creative jobs in other industries contributing at least £134.9 million GVA

From these insights and the research as a whole a number of key opportunities to re-position the city as a place to attract talent to live and to work were identified:

#1 Celebrate the ocean's all-encompassing benefits: from creative inspiration to scientific discovery

#2 Make Plymouth synonymous with greater quality of life

#3 Showcase Plymouth's available opportunities and how innovation threads the city's past, present and future

#4 Define creativity's USP: combination of maximum access and production

In addition to the key opportunities, the research identified specific themes to be considered in the brand going forwards:

- Plymouth's economic specialisms contribute to national security, from defence to research
- Capture the friendliness and community feel as a welcoming city
- Show full family support to ease talent's decision to move to Plymouth

- Proactively connect young talent with existing opportunities within the city
- Reflect Plymouth's future story: £6 billion pipeline investment from public/private sector into the city will be transformative to attracting talent

The report suggested 10 key opportunities that we can move forwards as a city to re-position our brand and grow our reputation nationally and internationally. This formed the basis of the second piece of work which was to develop a new narrative for the city that reflects the contemporary place we are today.

- Tell an evocative story that captures how the ocean makes you feel
- Make the city synonymous with greater work-life balance
- Elevate Plymouth's defence and scientific specialisms by making them nationally significant
- Showcase the business ecology so talent can see themselves grow
- Close young people's perception gap around available job opportunities
- Use innovation to thread the city's past, present and future
- Provide full family support to help talent choose Plymouth
- Give culture a bigger platform
- Create a stronger location message than "end of the line"
- Let Plymothian personality shine

See supporting Perception Research presentation in the appendix for this paper.

3. Development of a new narrative and creative approach for the city

Following on from the perception research key themes and city strengths have been developed as a new narrative to re-position the city building on the successful Britain's Ocean City' branding. The narrative and creative is now available for use by engaged stakeholders and city partners for communications to support the positioning and marketing of the city as we transition from a visitor led destination to a whole place brand led approach. A creative approach to developing an overarching city narrative with supporting themes was a core element of this brief as it was felt that the city's story needs be curated in a way that is appealing and compelling to our target audiences. This includes ensuring that the narrative reflects our own Plymouth personality and engages with the community through authentic content and stories.

The results of these two pieces of work have been shared across multiple stakeholders and tested with local communities through co-creation week series of workshops and open sessions in the city. This included student representatives and diverse community groups. Over 2000 hours of meetings took place over 18 months including:

- 250 public creative responses from our residency at Drake Circus
- 100 survey responses from all over the UK
- 100 interviews, on-street conversations and workshop attendees
- 35 Plymouth businesses, organisations and institutions took part in the process

The aim of the work was to build on the perception research findings to create a narrative: capturing Plymouth's strengths in a compelling story and then use this to develop a striking new visual identity: true to the city and stands out against peers.

Our existing city branding 'Britain's Ocean City' has stood the test of time well and has built up valuable brand equity over a period of time. In a survey conducted towards the end of 2023 there was overwhelmingly positive support to maintain and build on the Britain's Ocean City concept but also to develop a narrative which moves the city forward into the future and does not rely just on our significant heritage assets.

‘Plymouth, Britain’s Ocean City’ branding represents the following key strengths of the city:

- Britain: nationally important, significant global marker
- Ocean: big, evocative, captures the imagination
- City: dynamic, opportunities, urban

However, we need to expand this and consider new narratives. We need positive statements that override some of the negative external perceptions of the city which were discovered in the External Perception Research work.

Negative external perceptions

“Just about the navy”
 “Has no opportunities”
 “Is far away”
 “No culture”
 “Not diverse”

Positive counter positioning

“An Innovative city”
 “Career growth”
 “Lifestyle location”
 “Creativity is all around”
 “Empowering community”

So, we worked with our creative team, key stakeholders and our local community to create new narratives for the city to reflect the strengths and opportunities highlighted above.

A number of key themes were identified:

- **Over 500 years of innovation**
- **The horizons are bigger here**
- **A city wild about nature:**
- **Plymouth creativity has no bounds:**
- **A community that goes beyond:**
- **We’re charting an exciting future:**

These themes have now been refined and developed and created into a new ‘Brand toolkit’ with visuals and assets, proof points and research data for multiple stakeholders across the city to use.

See link to Brand home page here: [Plymouth: Brand home](#)

4. Brand strategy

Over the past 18 months a wide-ranging group of city stakeholders has been working on the projects above and has also created a Brand Strategy for the city. The Stakeholder group includes:

Name	Company
Paul Fieldsend-Danks (Chair)/Jacqui Moore/ Lauren Taverner-Brown and Senior leadership team/student cohort	Arts University Plymouth
James Smith/Lisa Brammer/Brendan Staniforth	Babcock

Richard Stevens/Clare Baker	Chamber/PABC
Richard Davies/ Jane Chafer/Clare Martin and Senior leadership team/student cohort	University of Plymouth
Jackie Grubb/Pauline Hands/Lee McQueen/Louise Greenleaf and Senior Leadership team/student cohort	City College
Claire Taylor/student cohort	Marjon University
Dave Briggs	Nash and Co/Building-brands.co.uk
Jabo Butera	Diversity Business Incubator
Pamela Badham/Cristina Artico	Four PR
Amanda Nash/Kim Cazaly/Stuart Windsor	NHS University Hospitals Trust
Elaine Hayes	Plymouth Sound National Marine Park
Elinor Firth/Richard Longford/Sarah Lloyd, Nina Sarlaka/Catherine Gledhill	Plymouth City Council
Cllr Jemima Lang	Plymouth City Council
Stephanie Lewis/Rhys Jones	Plymouth Active Leisure
Jonathan Cowie/Mary O'Leary	Plymouth Community Homes
Hannah Harris/Lindsey Hall	Plymouth Culture
Simon Clare/Adrian Bratt	Princess Yachts
Ian McFadzen	Ocean Conservation Trust/Plymouth Science Park
Victoria Pomery/Abigail Netcott	The Box
James McKenzie Blackman/ Jennifer Thomas/ Savanna Myszka	Theatre Royal
Gemma Selley/Lee Crocker	Plymouth Manufacturing Group

A city brand strategy creates a single brand story for the city and extends it to all its offerings and interactions. From a consumer's point of view, this creates a unique picture of the city at every level of interaction. This also helps in removing the need to present a case-by-case picture of the city for each of its offerings to the customers. A city brand is its promise of value, a promise that needs to be kept. Good branding can assist in making cities desirable, just as bad branding can assist in making cities undesirable. Some examples of well-branded cities are New York City, San Francisco and Paris. It is seen that the successful city brands market their history, quality of place, lifestyle, culture, and diversity, and proactively formed cooperative partnerships between local authorities and government in order to enhance their infrastructure. Equally important is the role of positioning in the branding process, i.e. creating a distinct place in the market for the city to occupy.

The high-level brand strategy sets out a direction of travel for the city over the next ten years with our vision, mission and aims along with high level objectives, target audiences and how we will deploy our brand messaging across them.

2. Factors affecting Destination Plymouth Brand delivery:

i. Reduced capacity of Destination Plymouth and future funding

Destination Plymouth currently employs 3 full time staff and hosts the National Marine Park (NMP) CEO. In addition, the organisation contracts additional support from two contractors for specialist work including cruise and travel trade/ (MEET Plymouth) conference activity. The two contracted staff and one of the permanent staff are self-financing through the Destination Plymouth Membership scheme, Cruise and Conference partnerships and the NMP CEO is funded through Mayflower legacy and Horizon project funds until 2026 at which point it is anticipated that alternative funding will be secured.

Funding was reduced in 2023 by £100,000 per annum, however, UK Shared Prosperity Funding has been secured until March 2026 which will keep Destination Plymouth viable until then. Post March 2026 'Enterprise Funding' has been secured to cover 'Core costs' to March 2027. Resources remain tight and a work stream to explore a longer-term funding strategy will be prioritised over the next 12 months.

It is anticipated that some of the government funding linked to the 'Team Plymouth' programme can be identified and used specifically to attract talent to the city as part of a wider programme of work including skills development and education. A step change in positive perception of the city will be required to drive the growth in employment numbers required to support 'Team Plymouth' growth.

ii. Adoption of city brand messaging

The success of a city brand is judged on a number of key criteria, one of which is adoption by city partners of the brand narrative and assets. A key element of feedback from initial research into the Britain's Ocean City branding in 2023 highlighted that key city partners, businesses and communities felt that although they were very positive about Britain's Ocean City being used they felt that the brand was 'not for them' and they were not able to use it. To overcome this a city brand development group was formed and this group has been instrumental in creating the brand strategy, scoping the initial external perception research and developing the new narrative and creative approach working with agency partners. This process has been very positive and successful with lead partners Babcock adopting the new approach for their Devonport Open Days event in August 2025, Plymouth Culture adopting key visual elements for their new 'Creative Industries Strategy 2025' and other key stakeholders including City Bus providing assets to promote the new approach going into the autumn.

The brand home page, toolkit and assets has been specifically designed to be flexible and to allow interpretation by organisations across the city in terms of usage whether it is just the consistent narratives, the imagery or some of the visual and logo components, including footprints, colours and pattern designs.

The toolkit and new media hub sit on digital platforms which have back-end systems to check registration, usage and monitor it so that adoption can be measured over a period of time.

The 'brand home' page toolkit, image library and film all went 'live' w/c September 8th, 2025, and have been incredibly well received. The film has had over 119,000 views on Facebook and over 3,200 on LinkedIn to date with predominantly positive feedback. A full analysis of impact, reach and engagement across all social channels and including links back to the brand home site and media hub will be undertaken after the first month's activity.

City Brand Strategy

Project details

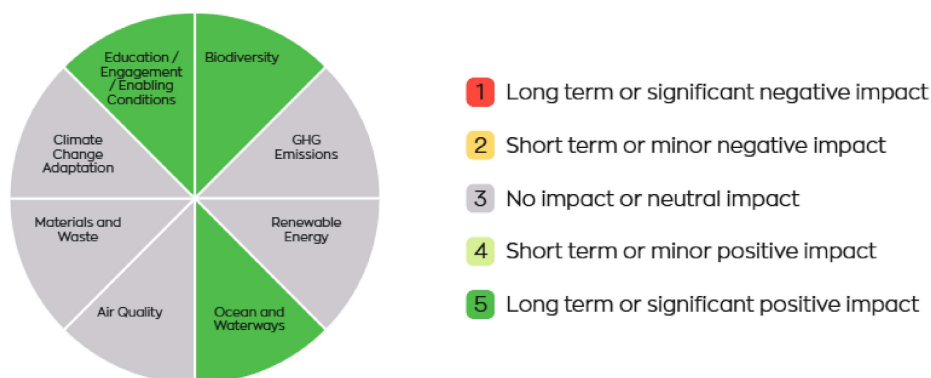
Assessment author

Amanda Lumley

Project summary

The key aim of the new City Brand strategy will be to position the city as a place to live, work and study as well as visit. This strategy will enable city businesses and communities to align their efforts and resources behind a strong brand narrative and specific objectives in a way which has not been previously explored. The strategy will support the recently refreshed Local Economic Strategy and Growth Alliance Plymouth work by repositioning the city and attracting talent using new narratives and highlighting the unique strength and opportunities that the city offers.

Summary of assessment



Although the Plymouth City Brand strategy is intended to attract up to 25,000 new residents to Plymouth over the next ten years, it is framed in a way that highlights Plymouth as a city that culturally values its green and blue spaces, nature and the oceans. Expansion will inevitably increase carbon emissions, however, this brand strategy is only judged to be indirectly linked to that and therefore scored accordingly. It is considered that this will have an overall positive impact on the city over time in the three areas of biodiversity, ocean and waterways and education, engaging and enabling conditions, linking behaviours of Plymouth residents to positive environmental behaviours and attracting like-minded people to the city to live and work.

Assessment scores

Biodiversity

Score

(5) Long lasting or extensive positive impact

Score justification

The Brand strategy includes a number of key themes one of which is 'The city wild about nature'. This theme highlights the significance of Plymouth's natural environment from the moors to the sea and the natural green threads which run across the city. It promotes the city as the only city between a national marine park and national park and highlights the specific tree planting (35,000 in the last 12 months) and protected areas. The strategy also promotes the health and well-being in the city which ranks highest in the UK for comparator cities in terms of quality of life. The strategy encourages the adoption of these themes across the city and also encourages them to be embedded into policy for the long term.

GHG Emissions

Score

(3) No impact or neutral impact

Score justification

The Brand strategy supports a number of wider city strategies including Plan 4 Homes and Local Economic Strategy. These strategies already have CIA's and mitigation in place to support city growth. Where Brand Strategy delivery projects fall outside of these and other key city strategies they will be assessed separately to check for GHG emissions.

Renewable Energy

Score

(3) No impact or neutral impact

Score justification

The Brand Strategy does not include any projects which will support renewable energy.

Ocean and Waterways

Score

(5) Long lasting or extensive positive impact

Score justification

The Brand Strategy includes a number of key themes which highlight the significance of the natural environment including marine. The strategy aims to attract people to live and work in the city over time which could potentially increase the pressure on the marine environment. The City Council's Plan for Nature aims to put nature at the heart of the city's growth and development. The Plymouth Plan for Nature and People sets out a vision for a greener, healthier and more inclusive Plymouth – where natural spaces are treated as essential infrastructure, just like road, housing and healthcare.

This plan outlines clear aims and a delivery plan to create:

- a nature-rich city
- a playful, active and healthy city
- inclusive nature spaces for everyone
- a nature-connected and empowered community
- an innovative Investment city

By 2030, Plymouth's nature network will be better connected and nationally recognised for its innovation. It will help

tackle climate risks, support thousands of green and blue jobs, and ensure that nature is co-designed and celebrated by local communities.

Air Quality

Score

(3) No impact or neutral impact

Score justification

The Brand Strategy aims to increase the number of residents over a long period of time supporting the city's growth ambitions and Plan 4 Homes as well as the Local Economic strategy. There are no specific delivery projects that directly create additional emissions. The strategies referred to above both have mitigations in place to support city growth over the next ten years.

Materials and Waste

Score

(3) No impact or neutral impact

Score justification

The Brand Strategy does not include any specific projects that will affect waste.

Climate Change Adaptation

Score

(3) No impact or neutral impact

Score justification

It is not anticipated that the Brand Strategy will impact on climate change

Education / Engagement / Enabling Conditions

Score

(5) Long lasting or extensive positive impact


Score justification

A key theme of the Brand Strategy is 'The city wild about nature' which highlights the unique strengths of the city as the only city between a national park and national marine park, with one of the best qualities of life in the country. The strategy will encourage people who are engaged with nature and climate to live and work here and to protect what is valuable to them. The aim of the strategy is that the key themes will be adopted city wide including through education settings and engagement with local communities through existing networks and systems. The strategy supports existing city plans for example the Plan for nature, Local Economic Strategy and Plan 4 Homes.

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EQUALITY IMPACT ASSESSMENT – CITY BRAND STRATEGY

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Amanda Lumley	Department and service:	Economic Development Destination Plymouth	Date of assessment:	September 2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Glenn Caplin Grey	Signature:		Approval date:	22.9.25
Overview:	<p>Equality and inclusion – Successful delivery of the Brand strategy should help to attract over 25,000 jobs to the city over 10 years. These jobs will provide employment for the local community across a very broad range of roles and in a very accessible way. The strategy underpins the Local Economic Strategy and the Plan 4 Homes four which both have existing Equalities Impact Assessments. It will also support the ‘Team Plymouth’ growth programme.</p> <p><u>DOCUMENT TITLE</u> – Plan 4 Homes</p> <p><u>DOCUMENT TITLE</u> – Local Economic Strategy</p> <p>The Plan 4 Homes EIA and Local Economic Strategy EIA do not identify any negative impacts in the impact assessment nor any implications for human rights it does in fact imply a positive impact from a housing perspective and for community social cohesion and employment opportunities.</p> <p>Although the brand strategy has been facilitated by Destination Plymouth it will be a ‘systems’ approach city wide with key partners and organisations adopting some of the elements e.g. brand visuals and narratives to use within their own communications activity.</p> <p>Destination Plymouth will review any projects and activities in the brand strategy that they lead specifically on an individual basis to ensure that they 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.</p>				

	<p>A community wide approach has been taken to the development of the new brand strategy to ensure that it reflects the broader nature of our local community and is reflecting the increasingly diverse nature of our local population and culture.</p> <p>The work has involved over 250 public creative responses from a two-day residency at Drake Circus, 100 survey responses from all over the UK, 100 interviews, on-street conversations and local community workshop attendees, 35 Plymouth businesses, organisations and institutions took part in the process. A total over 200 meetings have taken place with various groups and individuals to help shape a new narrative.</p>
Decision required:	<ol style="list-style-type: none">1. <i>Adoption of a city-wide brand strategy and new narratives to position Plymouth as a place to ‘live, work, study and visit’.</i>2. <i>Mandate Destination Plymouth to a broader remit as a city wide marketing organisation with strategic responsibility for leading the brand strategy and implementation, positioning the city’s ‘place’ brand going forwards as well as continuing to drive the Visitor Plan.</i>

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	X
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes		No	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.	Adoption of the proposed brand strategy as a recognised city strategy will support delivery of the Local Economic Strategy, and Plan 4 Homes strategy both of which have their own Equalities Impact Assessments in place (see overview above). It will also support the ‘Team Plymouth’ growth programme.			

	The delivery plans to support the brand strategy will be developed over the next 12 months. Each project will have its own business plan which will include risk, equalities and climate impact assessments as required.
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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
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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>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>(2021 Census)</p>			
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<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>Disability</p>	<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>			

Gender reassignment	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 a trans women (2021 Census).			
Marriage and civil partnership	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. 0.49 per cent of residents are, or were, married or in a civil partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).			
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.			

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 (2021 Census)</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 (2021 Census)</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 (2021 Census).</p>			
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>			
Sex	<p>51 per cent of our population are women and 49 per cent are men (2021 Census).</p>			
Sexual orientation	<p>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 (2021 Census).</p>			

SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	No Implications		

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
<p>Work together in partnership to:</p> <ul style="list-style-type: none">▪ promote equality, diversity and inclusion▪ facilitate community cohesion▪ support people with different backgrounds and lived experiences to get on well together	<p>Destination Plymouth recognise the diversity in our local population and branding materials including the supporting short film aim to recognise that diversity and support a ‘welcoming city’ approach.</p> <p>During the engagement process for the brand refresh the team engaged with the following:</p> <ul style="list-style-type: none">• 2,608 meeting hours — the equivalent of 372 working days invested across partnership• 100 individuals surveyed across the UK• Participants engaged in citywide consultation, including:<ul style="list-style-type: none">• 100 on-street interviews• 30 university students• 250 open creative workshop participants• 33 closed workshop participants	N/A	

	<ul style="list-style-type: none"> • 49 organisations engaged <p>The workshop and open creative sessions included a diverse mix of local residents including students, global majority communities and older residents.</p> <p>DNCO is an international, employee-owned, female-founded agency based in London and New York.</p>		
Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.	The branding is association with plans to bring 25,000 jobs to the City, with opportunities for better paid careers, associated training and potentially housing opportunities.	Whilst the branding cannot ensure that opportunities translate in improved access for care leavers, we will review the EIAs conducted on our Plan for Homes and Economic Strategy to ensure that this challenge is recognised.	
Build and develop a diverse workforce that represents the community and citizens it serves.	N/A – no additions to the establishment are anticipated.	N/A	
Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.	The new brand has been designed with partners to ensure we continue to welcome everybody. There is no practical way to support diverse communities to report from what is in the end a rebranding exercise.	N/A	

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Cabinet



Date of meeting:	13 October 2025
Title of Report:	Connect to Work & Get Devon Plymouth and Torbay Working Plan
Lead Member:	Councillor Sally Cresswell (Cabinet Member for Education, Skills and Apprenticeships)
Lead Strategic Director:	David Haley (Director for Childrens Services)
Author:	Tina Brinkworth (Head of Skills and Post 16)
Contact Email:	Tina.Brinkworth@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

Announced by the Department for Work and Pensions (DWP), the Get Britain Working White Paper introduced two new national initiatives; developing local Get Britain Working plans and a new, grant funded workforce and employability programme called Connect to Work.

The Get Devon Plymouth and Torbay Working (GDPTW) plan will, cover labour market issues related to participation, progression, earnings and job quality in the labour market. This strategic plan will provide strategic direction for Connect to Work, as well as future DWP initiatives such as the Youth Offer.

Connect to Work, is a new programme which will specifically support disabled people, those with health conditions and people with multiple and systemic barriers to employment, to access and experience meaningful and sustainable work.

Recommendations and Reasons

1. Approve and accept the Get Devon Plymouth and Torbay Working plan: 2025 - 2027

Accepting the Get Devon Plymouth and Torbay Working plan provides the overarching plan for delivering Connect to Work and other, new pilots and funding across this geography.

2. To delegate the authority to sign future pilot contracts and agreements associated with the Get Devon Plymouth and Torbay Working plan, such as the Youth Guarantee, to the Director for Children's Services, where they do not already have the authority to do so

To enable the Director of Children's Services to sign any contracts or agreement from Devon County Council or Department for Work and Pensions, on behalf of Plymouth City Council for future pilots or funds associated with the Get Devon Plymouth and Torbay Working plan, such as Youth Guarantee.

3. Approve the proposal for the Council to deliver the new DWP Connect to Work programme to support approximately 2,100 Plymouth residents (total value of approximately £6.8m over 5 years).

To enable the delivery of the Connect to Work programme to begin in Plymouth, which will support 2,100 residents into employment including those with disabilities, long-term health conditions and specified disadvantaged groups. Our proposed delivery will create 33 roles at peak, all fully funded through the grant allocation by the DWP.

4. To delegate the authority to sign Connect to Work contracts and agreements to the Director for Children's Services, where they do not already have the authority to do so

To enable the Director of Children's Services to sign any contracts or agreement from Devon County Council or Department for Work and Pensions, on behalf of Plymouth City Council.

Alternative options considered and rejected

1. Not to accept the Get Devon Plymouth and Torbay Working Plan – Devon County Council have been given the responsibility to write this plan for the entire delivery area (Devon, Plymouth and Torbay) by the Department for Work and Pensions. If we choose to not accept this plan, Plymouth City Council will not have a role in the future delivery of programmes that may result from the plan. Therefore, we chose to engage with Devon County Council and co-design this plan, both ensuring it meets the needs of Plymouth, and that we have ongoing engagement with any future programmes.
2. Not to accept the Connect to Work Funding - Funding is allocated to areas, but Plymouth City Council are also not the Lead Accountable Body for our area, that is Devon County Council. If Plymouth City Council had chosen to not design delivery for our area, Devon County Council would have had the responsibility to deliver the programme in Plymouth, and spend the funding allocated for the city. Therefore, we chose to engage with Devon County Council and co-design delivery, ensuring that the allocated funding for Plymouth is spent to support its residents.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Connect to Work programme will directly support eligible and suitable Plymouth residents to gain employment. This new programme, funded by the Department for Work and Pensions, will support and contribute to the goals and ambitions of the Corporate Plan and Plymouth Plan. It will directly support people who may be unemployed or economically inactive into work.

Implications for the Medium Term Financial Plan and Resource Implications:

Connect to Work is a DWP grant funded programme. Funding is allocated for delivery areas and does not follow a competitive process. Plymouth City Council are therefore receiving our allocation of grant funding to be spent on delivering this programme and achieving the outlined outcomes.

Financial Risks

The Get Devon Plymouth and Torbay Working plan poses no direct financial risk, there was a very limited amount of direct funding that came into Plymouth City Council to support development of the document, but there is no other directly related funding currently. However, this plan instead provides potential routes to accessing further future funding.

Connect to Work is a DWP grant funded programme. Funding is allocated for delivery areas and does not follow a competitive process. Plymouth City Council are not the Lead Accountable Body for this funding in our area (this is Devon County Council). Therefore, we are a delivery partner and will have the Terms and Conditions passed on to us from DWP for this grant. Connect to Work is not a payment by results programme. Targets for the number of participants supported in each area have been provided, but funding is an allocation, and eligibility is focused on spending this on allowed costs. Our entire delivery model has been built to ensure all costs are allowed and eligible, therefore minimising risk.

Legal Implications

(Provided by AC)

None arising in relation to the Get Devon Plymouth and Torbay Working plan.

Devon County Council as the accountable body will take overall responsibility as recipient of the grant for leading the implementation of the Connect to Work programme.

As a delivery partner the Council may be required to enter into binding agreements with the DWP and /or Devon CC to set out how the funding will be drawn down and utilised. Legal advice on the terms of any such agreements will be given if/when such agreements are received.

Carbon Footprint (Environmental) Implications:

A climate impact assessment has been completed and attached at Appendix D.

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 Get Devon Plymouth and Torbay Working Plan presents the case for future investment and support of our area, specifically highlighting the challenges around economic inactivity and unemployment. The Connect to Work delivery will directly support residents who have long term illness, disabilities and from priority groups into sustainable employment. The programme will have positive benefit to these participants and will promote equality of opportunity, eliminate any unlawful discrimination and support individuals with protected characteristics.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Connect to Work and Get Devon Plymouth and Torbay Working Plan Briefing							
B	Get Devon, Plymouth and Torbay Working Plan: 2025-2027							
C	Equalities Impact Assessment							
D	Climate Impact Assessment							

Background papers:

*Add rows as required to box below

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

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	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	ITG.2 5.26.0 67	Leg	LS/0 0001 312/ 2/2/1 0/25	Mon Off	NA	HR		Asset s	NA	Strat Proc	NA
Originating Senior Leadership Team member: Amanda Davis (Service Director for Education, Participation and Skills)											
Please confirm the Strategic Director(s) has agreed the report? Yes 15/09/2025											
Cabinet Member approval: Councillor Sally Cresswell (Cabinet Member for Education, Skills and Apprenticeships) Date approved: 09/09/2025											

CONNECT TO WORK AND GET DEVON PLYMOUTH AND TORBAY WORKING PLAN BRIEFING

Skills and Post 16

Get Britain Working White Paper – Background

ANNOUNCEMENTS AND PROGRAMMES

The Get Britain Working White Paper announcement included two new national programmes around supporting the long-standing challenges of economic inactivity. They focus on tackling health-related inactivity; supporting young people into sustained careers; improving job quality and reducing in-work poverty; enabling carers to re-enter the workforce; addressing employer labour shortages; and reducing geographic inequalities.

Both programmes are to be delivered in identical geographies, these have been defined around new 'Delivery Areas'. Plymouth is part of the Delivery Area which consists of Torbay Council and Plymouth City Council with Devon County Council as the Lead Accountable Body. Devon County Council therefore has had the responsibility to work in partnership for both programmes.

These two new programmes are;

Get Devon Plymouth and Torbay Working (GDPTW) plan, new plans which Delivery Areas have been asked to develop covering labour market issues related to participation, progression, earnings and job quality in the labour market. This strategic plan will provide strategic direction for Connect to Work, as well as future DWP initiatives such as the Youth Offer.

Connect to Work, a new programme which sits within the strategic plan above, will specifically support disabled people, those with health conditions and people with multiple and systemic barriers to employment, to access and experience meaningful and sustainable work.

Get Devon Plymouth and Torbay Working (GDPTW) Plan

BACKGROUND

Announced by the Department for Work and Pensions (DWP) as part of the Get Britain Working White Paper, local areas have been asked to develop plans covering labour market issues related to participation, progression, earnings and job quality in the labour market. These plans should set out ambitions for the next 10 years alongside more immediate goals and actions.

The geography for the development of these plans is identical to Connect to Work. Plymouth is part of the Delivery Area which consists of Torbay Council and Plymouth City Council with Devon County Council as the Lead Accountable Body. Devon County Council therefore has had the responsibility to work in partnership to design this plan. Partners engaged include Plymouth City Council, Torbay Councils, partners from voluntary, community and social enterprise, education and skills providers, employer and business representatives and the local Integrated Care Board and Job Centre Plus.

SCOPE OF THE PLAN

Areas were given some flexibility in designing these plans but were asked to address several core elements, these include:

- Labour Market Analysis
- Drivers and causes of supply and demand side labour market issues
- Current system and offer
- Working with partners
- Systemic changes
- Priority actions and longer-term goals
- Governance, local engagement and future iterations

The Get Devon Plymouth and Torbay Working (GDPTW) plan responds to long-standing challenges: high levels of economic inactivity and entrenched youth unemployment particularly in Plymouth and Torbay; low pay in key sectors; and structural barriers across rural and coastal communities. These issues limit opportunity but also reveal untapped potential — with strong training networks, growing sectors in health, green energy, marine, defence and digital, and committed local partners ready to act.

The plan is built around six priority themes:

- tackling health-related inactivity
- supporting young people into sustained careers
- improving job quality and reducing in-work poverty
- enabling carers to re-enter the workforce
- addressing employer labour shortages
- reducing geographic inequalities.

Each theme combines targeted interventions with cross-cutting actions to join up services, build employer engagement and improve progression opportunities.

GOVERNANCE

Oversight will be provided by the Devon, Plymouth and Torbay Get Britain Working Partnership Board, operating as part of the devolution governance framework.

The board will:

- Be co-chaired by senior representatives from local government and DWP, with Connect to Work acting as a delivery platform.
- Bring together local authorities (LA), Jobcentre Plus, the Devon Integrated Care Board (ICB), Further Education (FE) and Higher Education (HE) providers, employer organisations including the Chambers of Commerce, Federation of Small Businesses, Local Skills Improvement Plans (LSIP), Employment Representative Boards (ERB) Steering Board, Careers Hub cornerstone employers, and the VCSE sector alongside youth and carer representatives.
- Set the strategic direction, agree priorities, align resources, and hold partners to account for delivery.

Connect to Work Programme Delivery

BACKGROUND

Formerly known as Supported Employment, Connect to Work is a new workforce programme announced by the Department for Work and Pensions (DWP). The underpinning directive is that the potential of every individual is valued, which is in keeping with Plymouth City Councils principle of “Nobody Left Behind”.

Connect to Work is part of the wider Getting Britain Working initiative. Its intention is to enable local areas to stand up plans to tackle economic inactivity and expand employment opportunities for all and particularly those who face disadvantages in securing employment. The programme will specifically support disabled people, those with health conditions and people with multiple and systemic barriers to employment, to experience meaningful and sustainable work.

BUDGET AND TARGETS

The budget allocation and outcome target for the entire delivery area is to support approximately 5,900 participants over the full 5 years of the programme.

The Plymouth allocation of funding will support approximately 2,100 participants over the 5 years. This allocation is not a flat yearly profile but instead follows a ‘ramping-up and ramping-down’ approach, with year 3 (2027/28) expected to be the peak delivery year of the programme. At peak, Plymouth will be supporting 700 participants to start the programme during the year.

The total value of the Connect to Work allocation for the entire Devon, Plymouth and Torbay delivery area is approximately £22.7m over the 5-year programme. Plymouth City Council has worked with Devon County Council and Torbay Council to design this delivery and has £6.8m of this allocation in the city.

DELIVERY MODEL

Connect to Work will adhere to two distinctive frameworks: Individual Placement and Support (IPS) and Supported Employment Quality Framework (SEQF).

- IPS Model: Primarily for individuals with mental health conditions, especially severe mental illness (SMI), integrating employment with mental health treatment.
- SEQF: Serves a broader range of individuals with various disabilities, including physical, intellectual, and other barriers to employment and provides more intensive support.

The Department for Work and Pensions (DWP) anticipates approximately 75% of delivery to be IPS and 25% to be SEQF.

Eligible participants will be from one or more of the following groups:

- Have a disability as defined in section 6 of the Equality Act 2010 or the Social Model of Disability.
- Meet the definition of one of the specified disadvantaged groups with additional multiple and complex barriers that would benefit from support
 - ☐ offender or ex-offender
 - ☐ carer or ex-carer, homeless person
 - ☐ former, current or partner of member of HM Armed Forces
 - ☐ drug or alcohol dependency
 - ☐ care experience or care leaver
 - ☐ refugee, Ukrainian scheme
 - ☐ victim/survivor of domestic abuse
 - ☐ young people identified as involved or at risk of serious violence
 - ☐ victims of modern slavery.

PROGRAMME DELIVERY IN PLYMOUTH

Employment Specialist is a new role defined by DWP. These staff are trained on the nationally recognised IPS and SEQF fidelity quality standards through both BASE and IPS Grow. They will support a caseload of participants following a supported employment “five-stage model”.

IPS Grow supports people with mental health conditions or substance misuse issues into paid employment through the Individual Placement and Support model, which focuses on rapid job placement with personalised, ongoing help. BASE (the British Association for Supported Employment) provides a wider supported employment framework, helping disabled and disadvantaged people into sustainable work by placing them in real jobs, training them on the job, and continuing support to help them succeed.

There are clear guidance and expectations around programme delivery, in order to achieve targets. The Employment Specialists in our Connect to Work programme will actively provide support to a caseload of Participants to achieve the aim of meaningful employment. The average maximum caseload recommended for each Employment Specialist delivering solely an IPS caseload is 25, whereas an average maximum caseload of 20 is recommended for each Employment Specialist delivering an SEQF caseload, with caseloads below 20 sometimes being necessary, depending on the unique contexts of the individuals being supported.

CONNECT TO WORK TEAM IN PLYMOUTH:

To meet the requirements established by DWP, PCC has designed a new team to deliver Connect to Work locally, this is an innovative place-based solution. This team will consist of several roles directly delivering support to individuals in their caseload including Employment Specialists, Team Leaders and Peer Support Apprentices. Alongside these, the team also consists of several supporting roles including a Project Manager, Management Information Officer, Quality Lead, Skills & Workforce Coordinator and Delivery Manager who will form the first tranche of the team and be responsible for building the programme in line with guidance. Over 10% of the roles will be apprentices, with 3 apprentices recruited in phase 1 (2025/2026 FY).

The whole team will work alongside existing teams in Children's Services, wider PCC services, partners and stakeholders across the system in our city. The team will grow as the programme embeds, and our reach targets increase.

At peak, in the third year of the programme (2027/28), the team will include over 33 staff members (including a minimum of 4 apprenticeship opportunities) – ensuring quality provision for residents of Plymouth.

Some of the positions will be filled from partners in health and other organisations through secondment opportunities.

DELIVERY TEAM

To ensure integration across PCC and the city, we have explored different delivery models such as locality working, multi-functional case workers (Employment Specialists) and building specialist teams. Following a review and based on best evidence, we have decided to move forward with specialist teams and case workers. This will help to create an integrated system approach; case workers will be integrated into teams ensuring a singular referral point. This will also ensure that case workers and team leads can effectively manage key relationships and can respond both effectively and with agility to meet the needs of the service and participants. Allowing effective working across PCC, health and wider community groups, so that the right support is provided at the right time. Our work in Skills Launchpad Plymouth where we have supported over 60,000 online and supported nearly 2,000 face to face appointments since 2022 has built strong foundations for this delivery model.

To ensure we can maximise community outreach, we have established a new physical collocated presence for both the Connect to Work team and other Skills teams in Plymouth City Centre, providing a single integrated front door for employment. The caseworker will also work in communities.

We will also be establishing supportive working structures and patterns. These will include the teams co-locating on agreed upon days to enable key opportunities to share best practice and coalesce around key issues, to inform continuous high-quality delivery.

We will ensure the programme delivery is supported and informed by the experienced teams already operating within Plymouth City Council. This, alongside the above approach, will help us to support some of the most vulnerable and disadvantaged residents to become financially independent, reducing financial pressure on public services.

GOVERNANCE

Overall Programme Governance for the entire Delivery Area will be held by Devon County Council as the Lead Accountable Body. Plymouth City Council attend and have representation on a Combined County Authority Skills Working Group with responsibility for Connect to Work.

Locally, as part of this programme, we will establish a programme board which will meet termly. The purpose of the programme board will be to provide oversight and critical challenge the Connect to

Work programme in Plymouth and support the Delivery Manager. This board will also ensure that the provision delivers the required outcomes and impacts positively on the wellbeing of residents in our city.

The board brings together representatives from the local authority, local delivery partners, and in some cases wider organisations such as the NHS or employment services.

Plymouth City Council will ensure transparency through regular reporting and monitoring of progress with regular reports to relevant boards and committees. The Combined County Authority will have overall responsibility for monitoring performance and ensuring compliance with DWP guidance.

A Programme Board is a local group set up in areas with *Integrated Settlements* (normally combined authority areas). Its purpose is to oversee how the *Connect to Work* programme is delivered, monitor progress against local targets, and make sure that public funding is used effectively.

The board brings together representatives from the local authority or combined authority (the Accountable Body), local delivery partners, and in some cases wider organisations such as the NHS or employment services. By working together in this way, the Programme Board provides clear oversight and ensures that delivery stays focused on agreed outcomes, such as helping more people into work and supporting them to stay there.

It also acts as the main accountability forum, making sure that responsibilities are met, risks are managed, and quality standards are maintained

PARTNERSHIP WORKING

The Connect to Work programme will form part of the wider workforce and employability landscape, the team will work closely with colleagues across the Council including in Public Health, SEND, Housing, Community Connections, Youth Justice and more. The team will also be working closely with external partner organisations, ensuring strong referral and sign-posting routes.

Two key organisations in Plymouth are Livewell and Shekinah, both of which currently deliver NHS/Public Health England funded IPS programs in Plymouth. These programmes are aimed at specialist cohorts, with specific eligibility criteria around severe mental health for their participants. We have engaged both organisations already and will continue to do so through our Steering Group. Plymouth City Council's Connect to Work provision will not duplicate this provision, it is funded by DWP and has specific eligibility and suitability criteria specified by them. Our provision will work with different cohorts than both Livewell and Shekinah, but through regular engagement, we can develop cross-referrals between programmes and avoid duplication of effort, maximising resource across the system.

BRIEF NEXT STEPS AND TIMELINE

- Connect to Work Programme Initiation – October 2025
- Provision commences and available to participants – late October 2025
- Commence second phase of recruitment in January 2026
- Year 2 of Connect to Work starts – April 2026
- Commence third phase of recruitment in January 2027
- Scale-up for the peak year of delivery, Year 3 – April 2027
- End of programme – March 2030

ALTERNATIVE OPTIONS

Connect to Work is a new national programme and is being delivered at geographies that have been prescribed by the DWP and with allocated total grant funded budgets. PCC have worked closely with the Lead Accountable Body for our delivery area, Devon County Council (DCC), to design a programme that will maximise the benefit for our residents. In Plymouth, we have chosen to deliver the programme in-house to ensure our delivery is impactful, locally informed and collaborative and commensurate with existing and similar provisions across the city.

If Plymouth City Council had chosen to not engage or design our own delivery, Devon County Council would have had the responsibility to deliver the programme for the entire area, including Plymouth (likely through a commissioned service), and control spend of the financial allocation to Plymouth.

Given these options, we chose to engage, and co-design Connect to Work for the best outcomes for the residents of Plymouth.

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Get Devon, Plymouth and Torbay Working Plan: 2025-2027

**A Local Approach to Tackling Economic
Inactivity and Unlocking Opportunity**

September 2025 – V7

1) A Place-Based Approach

Get Devon, Plymouth and Torbay Working encompasses the Devon and Torbay Combined County Authority as well as Plymouth City Council. They provide diverse sectoral advantages, skilled workforces but face similar challenges including persistent inequalities.

Devon and Torbay Combined County Authority:

The Devon and Torbay Combined Authority area has a population of over 975,000 and a real economic output of £18.1bn. With a workforce of over 550,000, the area is synonymous with coastal landscapes and an excellent quality of life, attracting millions of visitors every year. However, this can mask its impact, with a workforce of over 550,000, and over 1 in 8 of the region's jobs supporting high tech industries. These industries address some of the UK's most complex problems; from national security and defence supply chain resilience to innovation in AI and digital technologies. The Devon and Torbay Combined County Authority works towards achieving major opportunities across several key sectoral advantages identified in the region. These include; a significant Advanced Manufacturing sector, with the £50m Centre for Clean Mobility providing innovation in AI and autonomous systems. A highly specialised and concentrated Agri-Food sector producing over £1bn worth of livestock and almost £200m of crops annually. A highly productive Professional Business Services sector and rapidly growing Digital Technologies workforce. As well as the distinctive visitor economy, attracting 30m visitors per year, supporting 33,000 jobs and backed by a growing creative and cultural industry, providing vital place-shaping, quality of life and visitor attraction.

Plymouth City Council:

Plymouth is 'Britain's Ocean City', with a population of 268,700, a real economic output of over £6.97 billion and a growing workforce of over 117,000 people. The city has strong economic foundations that link heavily with the blue economy. Plymouth's marine sector is at the leading edge of several key technologies and presents numerous opportunities for growth. Named as the UK National Centre for Marine Autonomy and housing the largest naval base in western Europe, including the only place capable of base porting the nuclear class submarines, Plymouth is positioned to see significant growth and investment over the long-term. Plymouth has also been named one of five key national defence growth areas in the UK Defence Industrial Strategy, backed by a £250 million UK-wide investment, this landmark designation marks a pivotal moment for the city, opening up access to new opportunities that can shift the dial and unlock long-term prosperity for local communities and future generations.

2) Executive Summary

Get Devon, Plymouth and Torbay Working sets out a shared ambition **to create a labour market where every resident can access, sustain and progress in meaningful work**. Meaningful work – accessible to all – is a vital building block of people's health as well as economic resilience. Meaningful work supports physical and mental wellbeing, reduces dependency on services, and strengthens communities.

The plan responds to our most intransigent and long-standing challenges: high levels of economic inactivity in our urban communities; entrenched youth unemployment, notably in Exeter, Plymouth and Torbay; low pay in key sectors; and structural barriers across rural and coastal communities. These issues limit opportunity, but also reveal untapped potential — with strong training networks, growing sectors in health and social care, green energy, marine and digital, and committed local partners ready to act.

The plan is built around six priority themes:

- tackling health-related inactivity;
- supporting young people into sustained careers, with a focus on those who face more barriers than others;
- improving job quality and reducing in-work poverty;
- enabling carers to re-enter the workforce;
- addressing employer labour shortages; and
- reducing geographic inequalities.

Each theme combines targeted interventions with cross-cutting actions to join up services, build employer engagement and improve progression opportunities.

Delivery will be locally led and nationally aligned, underpinned by a new Get Britain Working Partnership Board. This board — co-chaired by local government and DWP — will oversee thematic workstreams and place-based pilots, starting in Ilfracombe, Newton Abbot, Torbay and Plymouth. These pilots will integrate employment, skills and health support, with learning then scaled area-wide, informing and shaping Connect to Work and other programme activity. Employers will play a central role in co-designing solutions, improving job quality and opening progression pathways.

Early actions include seek to establish a local Youth Offer, expanding integrated health and employment pathways, piloting a Job Quality Charter, improving access to flexible, carer-friendly employment, and embedding digital inclusion across all themes through strengthened local digital skills and access programmes. These efforts will be supported by drawing on complementary funding and programmes, such as those being supported this year by UKSPF, the devolved Adult Skills Fund, Connect to Work and other local and national sources. Partners will also seek to work together on future bids that will help to target gaps such as digital inclusion and transport access.

Strong governance, robust risk management and a shared outcomes framework will ensure accountability. Risks such as policy changes, funding uncertainty and

provider capacity are recognised and mitigated through joint commissioning, better alignment of budgets and programmes, and proactive engagement with national agencies. The plan also embeds resident voice and VCSE insight to ensure delivery will be shaped by continuous feedback and coproduction with residents, employers and communities, ensuring that people's lived experiences directly inform programme design, commissioning and evaluation.

By aligning activity, joining up support and working with employers, Get Devon, Plymouth and Torbay Working Plan provides a clear route to reducing economic inactivity, improving job quality and unlocking opportunity. It is a practical, locally owned plan to build a labour market that strengthens both the economy, enhances its inclusiveness and the advances the wellbeing of our communities.

DRAFT

3) Vision and Ambition

A Shared Vision for Economic Inclusion

Devon, Plymouth and Torbay share a bold ambition: **to create a labour market where everyone can access, sustain and progress in meaningful work.** We want no one left behind — whether through poor physical or mental health, a learning disability or other barrier to learning, caring responsibilities, low pay or limited qualifications — and no place overlooked, from rural villages to coastal towns and city neighbourhoods.

More than 145,000 working-age residents are economically inactive across Devon, Plymouth and Torbay, many wanting to work but blocked by health conditions, childcare gaps, transport barriers or inflexible jobs. Plymouth has distinctly high levels of economic inactivity (22.9% in 2024), with Devon and Torbay also having significant numbers of economically inactive residents (20.3% and 20.5% respectively), with long-term sickness the main factor. Youth unemployment remains high in communities such as Plymouth, and across the area's care leavers, SEND learners and those without Level 2 qualifications, all of which face disrupted transitions into work or further learning. Low pay also remains persistent in parts of the area, particularly within roles in the tourism, care and retail sectors. .

Yet the area also has clear opportunities to overcome these barriers. The area has a wealth of untapped talent amongst its residents, a strong network of training providers, and growth in health and social care, marine, defence, shipbuilding, green energy, photonics, construction and digital technologies. Opportunities around investment in the renewables sector within the Celtic Sea, within Exeter's green technologies and intelligence clusters, and across Torbay and Northern Devon's advanced manufacturing, photonics and pharmaceutical sectors are predicted to drive significant growth over the next decade. MOD investment and innovation in naval infrastructure in Plymouth is also expected to drive significant further demand for employment, supporting both advanced engineering and entry-level technical roles. The £4.4 billion investment until 2035 at HMNB Devonport underscores Plymouth's national significance in defence. Babcock anticipate needing at least 5,500 new employees from the local area, plus an additional 2,000 construction workers. Modelling suggests the impact of this investment will grow the number of jobs across the Devon, Plymouth and Torbay area by 25,000 over the next ten year, with a broader impact on the region, further tightening labour markets. This creates a rare opportunity to link Plymouth, Torbay and Devon's residents into thousands of skilled roles, while mitigating risks from labour shortages. This is in addition to the recent MOD announcement of Plymouth as the National Centre for Marine Autonomy. We will work with defence partners to ensure this investment translates into inclusive growth. Connecting residents to these opportunities will build a fairer, more resilient economy.

However, it is also important to recognise such long term and strategic opportunities will also intensify pressure elsewhere in the system, on housing, transport and workforce infrastructure. Growth will require not only skills pipelines but also adequate housing for incoming workers, graduate accommodation, and improved connectivity across the area. In bringing forward this plan therefore, it is part to note

that it is part of a wider strategy now forming across the area, with a focus on sustainable and equitable growth.

Strategic Ambition and Long-Term Goals (2025–2035)

Over the next decade, we aim to create an inclusive, responsive and resilient labour market where residents not only enter work but thrive in it. This approach is locally led, built on strong partnerships and driven by measurable outcomes.

Our ambitions are to:

- Reduce economic inactivity by addressing health barriers, caring responsibilities and structural disadvantage. For example, we will seek to decrease the number of those inactive due to long-term physical or mental health conditions in Torbay from 42% to the national average, and narrow the inactivity gap in wider deprived areas. We will lift people out of poverty through improved access to employment and through better paid and more secure work.
- Improve job quality and in-work progression by working with employers to raise pay, improve security and expand flexible routes, particularly in care, hospitality and retail, with the aim of reducing in-work poverty and increasing financial resilience for low-paid workers. These approaches will also work to address the growing skills demand across key sectors including Defence, Health and Social Care and Construction, supporting more individuals to reskill and upskill into these opportunities.
- Support more young people into sustained careers, particularly those who have experience care or identified with a SEND requirement, reducing the NEET and claimant rates of our most vulnerable within five years through the development of a local Youth Offer. This will link participation teams, the Careers Hub, training providers, employers and any future support for youth hubs or wider provision better together to enhance outcomes.
- Target support to our most deprived wards, including key coastal, rural and urban areas, piloting integrated models in Ilfracombe, Newton Abbot, Torbay and Plymouth and scaling what works.
- Create an integrated, person-centred system where services wrap around individuals and families, driven by shared data, better aligning existing and forthcoming programme activity and co-designed future support.
- Strengthen our labour market intelligence and evidence base, using shared data and local insights to identify where need is greatest and to target resources effectively. This will enable us to track progress, adapt interventions and build a clearer picture of what works in different localities.

Our Commitment to Change

This is not a collection of standalone initiatives — it is a blueprint for transformation. We will seek to move from a history of local and national fragmented provision to a joined-up system that works for people and responds to local realities. Pilots in Ilfracombe, Newton Abbot and Torbay will test new models to achieve this, combining employment, skills and health support, with learning applied region-wide.

Anchor institutions and strategic partners — the NHS, councils, large employers and the voluntary sector — will lead by example, embedding community wealth building principles such as local procurement, skills investment and social value commitments to ensure economic benefits remain within local communities. This will include role-modelling inclusive recruitment through initiatives such as Core20PLUS5 guaranteed interviews, creating targeted apprenticeships for under-represented groups, and setting expectations for local supply chains to adopt similar practices. We will pilot employment-focused social prescribing and expand integrated health-work pathways and SEND employment pathways, recognising that meaningful work underpins good health.

Delivery is underpinned by a two-year action plan with clear KPIs, accountability through the Combined County Authority and Plymouth City Council, and strong local governance. We will listen to those most affected — young people, unpaid carers, and residents with health conditions — to ensure services reflect real experiences.

By aligning investment, joining up services and working with employers, we will unlock the full potential of our people and places. Meaningful work, accessible to all, strengthens not just our economy but our communities, health and civic life. This plan is our shared commitment to make that vision a reality, raising aspirations for young people and creating clear pathways into rewarding careers.

4) Labour Market Analysis

The labour market across Devon, Plymouth and Torbay is diverse, with strong sectors and skilled talent, but also persistent inequalities. Rural and coastal communities face isolation, limited transport and seasonal employment, while urban areas such as parts of Plymouth and Torbay contend with similar challenges. Across all these areas, entrenched deprivation remains a persistent barrier to progression. These disparities limit inclusive growth and leave too many residents detached from opportunity.

Economic Inactivity

More than 145,000 working-age residents across Devon, Plymouth and Torbay are economically inactive, around 1% above the national average. In Torbay, inactivity stands at 20.5%, with long-term sickness accounting for 42% of those out of work. Plymouth faces similar challenges, with 22.9% of its working-age population inactive due to illness and caring responsibilities. In rural Devon, inactivity rates mask the scale of the issue, with over 93,000 people out of work, many citing poor health, limited transport options and childcare gaps as key barriers.

Older workers and women with caring duties are particularly affected, often wanting to work but held back by structural barriers. Local initiatives such as Connect to Work will help to bridge these gaps by integrating employment and health support, but further action and tailoring will likely be needed. The forthcoming national Pathways to Work Guarantee will provide personalised work, health and skills support through dedicated advisers, and we will ensure this programme is embedded locally to maximise its impact on long-term sickness, caring responsibilities and economic inactivity.

At the same time, there is an opportunity to better utilise the skills and experience of people moving into the area, many of whom hold higher-level qualifications. With the right support — including language provision where needed, training, and access to good jobs — this talent can help meet local labour market needs. Further analysis will explore economic inactivity by health, age, and locality, alongside research into how housing, transport, and financial pressures shape employment outcome.

Youth Unemployment and NEETs

Youth unemployment remains high, particularly in our rural and coastal communities, within Torbay (6.6%) and within individual deprived wards of Plymouth and Exeter. Young people with SEND, care leavers and those lacking Level 2 qualifications face the greatest risk of disengagement. Seasonal economies, limited public transport and the lack of local training providers in rural and coastal areas further restrict access to opportunities for young people, creating additional barriers to engagement.

Without targeted intervention, these patterns risk scarring a generation. The plan seeks to move forward with a local Youth Offer, better aligning activity and future support to ensure every young person can access training, apprenticeships or employment, with enhanced support for vulnerable groups. The Department for Work and Pensions (DWP) will play a central role, aligning our local Youth Offer with

national youth employment services such as the Youth Offer and Youth Hubs, ensuring that local delivery complements and integrates with existing provision rather than duplicating it. Participation teams within the local authorities, the Careers Hubs, Skills Launchpad Plymouth, wider programmes supporting young people such as supported internships and the creative use of apprenticeships, and Connect to Work seek to work together to enable a more joined-up approach to reducing unemployment amongst the most vulnerable young people, and building sustained career pathways.

Low Pay and In-Work Poverty

Employment is high, but too often low-paid and insecure. The median full-time weekly wage in Torbay is £608, in Plymouth £627 and £678 in Devon, compared to a national average of £729, with seasonal work in tourism, care and retail dominating. Many working households remain in poverty, particularly in coastal and rural areas where high housing costs and limited progression can restrict mobility and wage levels can differ significantly from the average.

Improving job quality is central to this plan. We will pilot a local Job Quality Charter, encourage fair pay and flexible work, and develop sector progression routes. In-work skills programmes like the Bootcamps are aimed at helping people move from low-wage jobs into higher-skilled, better-paid roles. Initiatives like Building Plymouth and the Caring Plymouth Partnership are also working to reduce reliance on temporary workforces brought in from outside the region by linking local residents, including those furthest from the labour market, to construction and defence sector jobs. The area will seek to reinforce such approaches through future activity, ensuring that investment in skills and workforce from government generates long-term social value as well as economic output.

Skills and Progression

Skills gaps persist across the region. Torbay has the lowest proportion of residents with Level 4 qualifications (33.8%) and higher numbers with no qualifications. Rural isolation limits access to training. Employers report shortages in digital, health and care, construction, and advanced manufacturing, as well as transferable employability skills.

The plan prioritises upskilling, not just through crucial Levels 2 and 3 qualifications, but also through non qualification routes that employers value. This includes seeking to respond to well defined areas of need, including digital training, and aligning learning provision with employer demand (as highlighted by the Local Skills Improvement Plan). Partnerships with training providers will seek to strengthen progression pathways, while existing and emerging workplace careers support (such as that offered through the National Careers Service) will help those in low-paid roles to advance, including in social care. Growth in construction, photonics and defence supply chains will also require new training routes, combining apprenticeships with modular upskilling to meet emerging demand. Progression into higher-value innovation roles will also be a key measure of success, with outcomes tracked alongside other sector indicators.

Employer Demand and Labour Shortages

Employers face shortages across sectors critical to growth and services. Health and social care is the largest employer in Torbay (26.5% of jobs) but has high vacancy rates and is traditionally seen as a low-pay, lower skills sector. Hospitality and tourism dominate coastal economies but rely on seasonal, low-pay work. Within Exeter, health also dominates alongside professional services and education occupations, with over 4,000 difficult to fill vacancies registered across the city in June 2025 alone.

Construction, engineering, digital and marine industries also face recruitment difficulties, worsened by ageing workforces and limited training pipelines. Defence activity, anchored in Plymouth with the £4.4 billion Devonport infrastructure programme, will create new demand for skilled workers while opening new pathways for local residents. To meet this emerging demand, new investment is required to support residents into these high value jobs. Working with Building Plymouth, the Ministry of Defence (MoD) and Babcock, we will build training pipelines that connect local talent to these opportunities.

The plan responds with sector-based pathways, expanded Skills Bootcamps — with success measured by improved completion and job conversion rates, particularly in construction — and employer partnerships to create flexible training and local talent pipelines.

Place-Based and Structural Barriers

Geography and persistent poverty in specific ward is a major barrier to inclusion. Rural Devon suffers from poor public transport, sparse services and digital exclusion. Coastal towns like Ilfracombe, Brixham and Teignmouth face high inactivity, intergenerational worklessness and underinvestment. Urban deprivation persists in Plymouth wards such as Stonehouse, Devonport and Barne Barton, where cycles of low pay and health-related worklessness interact with complex needs. Targeted pathways linked to major local employers will be central to breaking this cycle.

Housing and transport costs add pressure: in high-demand areas, workers are priced out, affecting service delivery and recruitment. These challenges require locally tailored responses that recognise unemployment in rural and coastal areas is rarely due to individual motivation alone but to the intersection of transport, housing, health, childcare and digital exclusion. An effective plan must therefore focus on removing these systemic barriers alongside improving skills access. Pilots in Ilfracombe, Newton Abbot and Torbay will test integrated models that combine employment, skills and health support, with lessons scaled regionally.

Foundations for Action

Despite these challenges, strong foundations exist: Connect to Work programme, the Local Skills Improvement Plan, Skills Bootcamps, and active employer and community partnerships. The task now is to turn these assets into a single, place-based, person-centred plan;

- Integrating health and employment support, addressing inactivity at its root.
- Targeting youth disengagement, especially among vulnerable groups.
- Raising job quality and wages, ensuring work is worth doing.
- Upskilling residents, matching training to employer needs.
- Investing in place-based solutions, prioritising areas with the greatest barriers.

With these priorities, and strong collaboration across partners, Devon, Plymouth and Torbay can unlock the full potential of its workforce and economy.

5) Priority Themes

Devon, Plymouth and Torbay face interconnected challenges that limit participation in work: persistent ill-health, low pay, caring responsibilities, and structural barriers in rural, coastal and deprived urban areas. To address these, and in line with the Get Britain Working framework, we have identified six priority themes where targeted interventions will deliver the greatest impact. Each theme is underpinned by local delivery, strong employer engagement, and measurable outcomes.

Priority 1 – Health and Work

Health-related inactivity is the largest contributor to economic disengagement across the patch. A particular issue within Torbay with 42% of inactive residents citing long-term sickness. Across the area, mental health, musculoskeletal conditions and chronic illness keep thousands out of work. Current support is fragmented, but there are strong foundations: the ICB's current pilots around musculoskeletal health and planned work through the preparatory funding for Workwell and the emerging Connect to Work programme, social prescribing, and Reaching for Independence.

Our approach:

- Make employment a core element of recovery, co-locating work coaches in GP practices, community hubs, family hubs and established co-working localities such as Youth Hubs.
- Drawing on existing health and DWP led resources and programmes, scale and better integrated integrated health-employment teams and condition-specific support (mental health, long COVID). Locally delivered programmes including Connect to Work, IPS for severe mental illness, and employment support within social prescribing teams will form the foundation of integrated health and work pathways
- Work with employers to create flexible roles and recruit from health-affected cohorts, including mid-life career changers.
- Pilot social prescribing for employment in targeted areas, with digital support built in to ensure residents can access online health, skills and employment services effectively. Building on this, we will explore piloting specialist employment-focused social prescribers within Primary Care Networks (PCNs) to strengthen links between health services and local labour market pathways
- Work together to secure additional insight into the health barriers to employment and co-produce solutions directly with people who have lived experience, ensuring future programmes reflect real-world challenges and priorities.

In Autumn 2025, The Connect to Work programme will be rolled out across Devon, Torbay and Plymouth to help disabled people, those with health conditions and people with complex barriers to employment, move into sustainable work through supported employment. By 2030 the Connect to Work programme will support over 5000 people in the region.

Priority 2 – Young People and NEETs

Youth unemployment remains high (notably 6.6% in Torbay, 5.7% in Plymouth and 4.9% in Northern Devon), with vulnerable groups — care leavers, SEND learners, rural youth — at greatest risk. Seasonal economies and weak transport links worsen disengagement.

Evidence also shows that disadvantaged young people are also disproportionately represented among those disengaged from education, employment and training. The plan will expand targeted outreach for this group, alongside care-experienced young people and SEND learners, ensuring tailored support to prevent long-term exclusion

Our approach:

- Drawing upon and aligning provision around emerging national programmes, seek to bring forward a local Youth Offer, ensuring every young person has a pathway to education, employment or training, with digital access and skills embedded as core elements to widen participation in online learning and remote work opportunities.
 - Strengthen tracking, outreach and alternative provision for those at risk.
 - Expand supported internships and other employment pathways for vulnerable groups, transition keyworkers, and rural access pilots.
 - Embed mental health and housing support into the Youth Offer, recognising wider barriers.
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Priority 3 – Low Pay, Job Quality and In-Work Poverty

Many jobs across the region are low-paid, insecure and seasonal, especially in tourism, care and retail. In-work poverty is rising, particularly for single parents, young workers and those in coastal or rural areas.

Our approach:

- Launch a local Job Quality Charter to promote fair pay, flexible work and career progression, underpinned by a three-tier Inclusive Employer Pledge. This will range from basic commitments like inclusive advertising to advanced actions such as work trials, mentoring and co-designing skills pathways. Employers will be incentivised through public recognition, access to pilot schemes and recruitment support via DWP and wider services, with values-led social enterprises invited to shape the Job Quality Charter and share best practice on ethical employment models. The Charter will also encourage adoption of the Real Living Wage and support in-work progression through anchor institutions.

- Learn from employer-led partnerships such as Building Plymouth and Caring Plymouth, and building on strategy content like that with the Local Skills Improvement Plan, demonstrating how industry leadership can drive social value, inclusive recruitment and sector progression.
 - Work with employers to develop sector pathways in care, construction, advanced manufacturing / marine / defence and digital industries, as well as emerging opportunities such as around green jobs, to ensure that entry points in each sector are clearly mapped to progression routes that lead to higher-skilled roles.
 - Anchor institutions will also promote retention by embedding job design principles that improve work-life balance, expanding access to workplace health support, and sharing good practice on occupational health across local employer
 - Expand modular and in-work training to help low-paid workers move up the skills escalator.
 - Pilot progression support for those on Universal Credit.
 - Build a stronger workforce intelligence system, harnessing labour market data, employer feedback and real-time insights to understand both current and future workforce demand. This evidence base will allow us to adapt and flex provision quickly, ensuring training and recruitment support stays aligned with changing sectoral and local needs
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Priority 4 – Unpaid Carers and Barriers to Work

Unpaid caring, often hidden, keeps many — particularly women aged 45–64 — out of the labour market. Long hours of care, combined with limited services and inflexible jobs, create significant barriers.

Our approach:

- Co-create carer-friendly pathways with employers, ICBs and VCSE partners and established employment services, including supported employment through the Connect to Work Programme.
 - Promote flexible jobs, job-share and remote work models, through pilots and linked to the employer charter as appropriate, including carer-friendly digital training pathways and online employment options to reduce travel and time barriers
 - Co-locate employment and benefits advice in carer hubs and family centres.
 - Run a local awareness campaign to encourage inclusive hiring practices.
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Priority 5 – Employer Demand and Labour Shortages

Persistent vacancies in care, construction, logistics, marine and digital sectors constrain growth. Small businesses struggle to recruit due to skills gaps, housing costs and lack of HR support.

Our approach:

- Continue to harness Skills Bootcamps, apprenticeships and sector academies aligned to employer need, ensuring delivery involves local training providers, social enterprises and community organisations so programmes remain flexible, locally rooted, and responsive to emerging skills demands.
- Develop locally tailored sector pathways with employers, addressing both technical, language and soft skills gaps.
- Trial an Inclusive Employer Pledge for fair recruitment, enabling employers to commit publicly to fair practices, targeted outreach and local hiring. The Connect to Work programme will support employers through job matching and employer engagement as part of the supported employment model.
- Support grow-your-own workforce models in care and education, and explore opportunities in new sectors, such as green industries and construction.
- Engage trusted intermediaries, such as the Chambers of Commerce and other recognised business representative bodies, Building Plymouth and the social enterprise sector, to strengthen links between employers, local residents and training providers, recognising the sector's unique role in delivering flexible, place-based solutions for people furthest from work.
- Strengthen employer brokerage to improve recruitment pipelines.
- The LSIP partnership will co-lead the Employer Demand theme, providing labour market intelligence through the Marchmont Observatory and ensuring training aligns with real-time employer needs.
- Employer engagement will be segmented: SMEs will receive practical support, toolkits and a single contact point; Anchor Institutions will be engaged as both major employers and system enablers through inclusive procurement and career pathways; Sector Leads will co-design training pipelines and shape demand forecasting.
- A single employer-facing 'front door' will be created in each area to coordinate all business engagement activity, giving employers a clear and simple route into local skills, recruitment and training support.

Priority 6 – Place-Based Inequalities

Structural barriers — from poor transport in rural Devon to entrenched deprivation in Torbay, Ilfracombe, and Plymouth wards — shape access to work. Coastal and rural communities face intergenerational worklessness and digital exclusion, while housing costs in growth areas limit labour mobility.

For young adults in particular, the interaction between insecure housing, limited transport, rural isolation, caring responsibilities and poor mental health can create compounding barriers to employment, particularly in rural and coastal communities.

The pilots will integrate housing support, mental health provision and employment pathways to break these cycles, with learning embedded across all youth-focused interventions.

Our approach:

- All pilots will be locally co-designed and may use the Human Learning Systems approach, with residents, employers and local services shaping solutions to barriers such as transport, housing, digital exclusion and mental health access.
- Pilot place-based support alignment models in Ilfracombe, Torbay, Newton Abbot and Plymouth, selected due to their high levels of coastal deprivation, youth unemployment and transport barriers; with additional locations such as Plymouth or other deprived wards to be pursued as practicable.
- Trial transport solutions such as pooled employer minibuses and smart ticketing where partners and provision can be aligned.
- Ensure that housing and regeneration investments are aligned with active labour market programmes, using procurement and other leverage to maximise their local impact around employment.
- Ensure digital access is embedded in all interventions, aligning any pilot activity in. Ilfracombe, Torbay, Newton Abbot and Plymouth pilots with future programmes around digital inclusion, working with partners to provide skills training, device access and online services as practicable.

Integrating the Themes

Each priority theme will be delivered through locally tailored pilots backed by shared governance and clear KPIs. Delivery will align with sector growth, employer need and community priorities, ensuring that interventions are scalable and responsive. Together, these six themes provide a framework to tackle the root causes of inactivity, unlock opportunity and build a more inclusive economy across Devon, Plymouth and Torbay

6) Delivery Approach

Delivering the ambition of Get Devon, Plymouth and Torbay Working requires a fundamental shift: from fragmented provision to a joined-up, locally driven system. Our approach focuses on partnership, place-based innovation, and measurable outcomes. It builds on what already works, scales successful models quickly, and adapts to the unique needs of different communities.

1. From Fragmentation to Integration

Current support is extensive but often disconnected, leaving gaps for those with the most complex barriers. This plan provides a single framework to align services, funding and governance so that residents experience a seamless journey into good work.

We will:

- Establish a core delivery architecture with both place-based and thematic working groups.
- Align local and national provision through shared planning and joint commissioning where practical.
- Embed employment outcomes into health, skills and community services, with integrated data-sharing to improve coordination where practical.
- Move forward with a single, joined-up governance approach, bringing together the local authorities, Devon ICB and wider partners such as the Local Care Partnerships.
- Seek to use existing delivery footprints within the health environment, such as those of the Local Care Partnerships, to ensure clear accountability and local ownership for activity and outcomes.

2. Place-Based Delivery Models

A one-size-fits-all approach will not work for our region. Delivery will need to be tailored to local contexts, with every area placing a focus on shared issues such as youth inactivity, but also dealing with specific hotspots. These will include:

- Torbay – addressing high inactivity, long-term sickness and low pay.
- Ilfracombe – tackling coastal deprivation, poor connectivity and housing pressures.
- Rural Devon – overcoming transport gaps, isolation and access to training.
- Urban Plymouth wards – supporting neighbourhoods with entrenched worklessness and low progression, whilst working to address the significant growth in labour demand because of the MoD Investment into HMNB Devonport¹.

¹ This will include supporting the work of Growth Alliance Plymouth in providing pathways for residents from across the Devon, Plymouth and Torbay area to access the new employment opportunities with

Each pilot area will bring together a multi-agency delivery team of existing providers and partners, led by local government, DWP and the ICB, with strong input from employers, higher educational institutions and the voluntary sector. These groups will:

- Map existing provision and identify gaps
 - Monitor delivery through shared dashboards and regular reviews.
 - Work with existing programmes to inform their commissioning approaches, seeking to maximise the value of existing programmes like Connect to Work.
 - Embed co-production with residents and continuous learning loops into all local delivery models, ensuring pilots adapt quickly to real-world feedback.
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3. Integrated Frontline Support

Support must be person-centred and joined up. We will strengthen multi-agency working at the front line by:

- Introducing shared referral and triage tools across JCP, GPs, FE providers and community organisations where practical.
- Co-locating services in accessible spaces such as shared community assets, Health and Wellbeing Hubs, rural village halls, other accessible centres and existing established co-working localities..
- Embedding integrated keyworker roles, linking employment coaches with health, carers' support, and family services.

Priority groups for this model include:

- Residents with long-term health conditions.
 - Young people at risk of NEET and economically inactive young people.
 - Unpaid carers, lone parents and returners to work.
 - Workers stuck in low pay or insecure jobs in high-churn sectors.
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4. Collaborative Commissioning and Funding

To deliver effectively, we will align resources and reduce duplication.

Our approach:

- Seek to maximise emerging funding streams and programmes to address local priorities as far as practicable (Adult Skills Fund, Connect to Work, Future DWP, DfE and MHCLG Funding as appropriate).

Babcock and the wider Defence supply chain. This place-based delivery approach will support the overarching growth in jobs, forecast to be 25,000 over the new ten years.

- Work together around area based bids to secure additional investment for digital inclusion, workforce pilots and transport solutions where possible.
 - Commission services on an outcomes basis, building on local data and evidence, co-designed with communities and reflecting lived experience where possible.
 - Ensure that rural proofing is embedded into commissioning processes to ensure services meet the specific needs of rural and coastal residents.
 - Embed higher education institutions as delivery partners for innovation, evaluation, and skills development, ensuring research and expertise underpin all commissioning decisions.
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5. Learning and Continuous Improvement

The model will be adaptive, evidence-led and shaped by lived experience.

- A shared outcomes framework will drive performance across all partners.
 - Independent evaluation will be integrated into pilots and delivery models as far as possible, with a social value mechanism introduced to measure wider community benefits and ensure funding decisions maximise local economic, social and environmental outcomes.
 - Establish continuous learning loops at both thematic and local levels, ensuring real-time feedback informs decisions.
 - Evidence will be shared across the region to scale successful approaches quickly.
 - Partners will seek to draw together the learning from pilots and other shared approaches to inform long-term plan development. They will also seek to learn from national exemplars, such as the West Yorkshire logic model for inclusive employment and integrating social mobility evidence to refine local interventions
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A New Way of Working

This delivery approach transforms the current system into one that is coherent, local and responsive. By aligning investment, integrating frontline support and learning from what works, we will create a simpler, more effective pathway into good work — ensuring no person and no place is left behind.

7) Mapping of Existing Provision

Delivering on our ambition means understanding and building on the support that already exists across Devon, Plymouth and Torbay. While the area benefits from a strong mix of employment, skills, health and community programmes, provision is often fragmented and difficult to navigate — especially for residents furthest from the labour market. By mapping what is in place, we can strengthen what works, close gaps, and integrate services to deliver greater impact.

Employment and Skills Support

Across the region, a wide range of programmes provide support to jobseekers, career changers and those seeking progression. Jobcentre Plus delivers mainstream DWP provision, including Universal Credit and Restart, while Youth Hubs in Plymouth and Exeter offer targeted help for young people at risk of becoming NEET. The Devon Careers Hub engages over 100 schools and colleges to improve careers education, while FE colleges, training providers and Skills Bootcamps deliver a strong mix of adult learning and upskilling opportunities.

Local authorities already plays a central role in this landscape, delivering a comprehensive programme of employment and skills support. This includes supported internships for young people with additional needs, sector-based work academies aligned to local growth sectors, the forthcoming Connect to Work scheme for residents with health barriers (delivered in partnership with Plymouth and Torbay), the work of its Post 16 Learning Participation scheme working with young people into work and education, and a broad adult learning offer through Learn Devon.

These programmes are complemented by a range of shorter-term, targeted employability initiatives, from specialist support for care-experienced young people to bespoke projects in rural and coastal communities, and many funded through the UK Shared Prosperity Fund. Collectively, these efforts ensure that employment support reaches those facing the greatest barriers while linking training directly to real job opportunities across the county.

Alongside this, there are clear place-based strengths. Plymouth benefits from an integrated approach through the Skills Launchpad and Build Plymouth and significant emerging demand through the £4.4bn Defence Investment. Build Torbay is expanding opportunities linked to the Bay's £350m capital programme. Parts of Devon have developed strong health-led employability partnerships in Exeter, Newton Abbot and Barnstaple, connecting employment support with wider health and wellbeing needs. However, rural and coastal communities such as Ilfracombe continue to face challenges in accessing training and support, relying heavily on outreach and local brokerage to bridge the gap between residents and employment services. Deprived urban wards in Plymouth, Torbay and Exeter face continued challenges of supporting residents to engage, many of whom face long-term unemployment or economic inactivity.

Health and Work Integration

Poor health is one of the biggest barriers to work, and there is promising activity linking employment and health. The Work and Health Programme and IPES support people with disabilities, while Mental Health Employment Advisors are embedded in primary care. However, there are gaps in employment support advisors for specific cohorts, including armed forces personnel, people with severe mental illness, and residents with multiple health conditions, limiting access to specialist pathways.

Local pilots and initiatives by the Devon ICB (such as its 'Career Hub' approach) seek to demonstrate that integrated models work when health, employment and skills services come together. VCSE partners play a vital role, with organisations like Active Devon and community wellbeing services tackling anxiety, isolation and inactivity. Social prescribing is increasingly connecting residents to meaningful activity, but provision remains uneven, and data-sharing between health and employability teams is inconsistent. There is clear potential to scale the most effective models, particularly where employment is embedded into care and recovery pathways.

Support for Specific Groups

Specialist support exists but is patchy. Care-experienced young people currently benefit from a mixture of targeted employment pilots and corporate parenting support, while those with SEND access supported internships through the Devon Supported Employment Forum, through Plymouth's Supported Employment Forum, and the Plymouth Your Futures Programme. However, funding for such programmes is too often short term and limited in nature, with transits often made more difficult by this inconsistency. Unpaid carers also receive valuable help from VCSE providers and Independent Training Providers, but rarely have access to long term tailored employment pathways given funding uncertainties. New programmes emerging such as Connect to Work will offer opportunities to flex and tailor local programmes to assist with these issues, but this will require a joined up approach.

The Reaching for Independence (RFI) service enables adults with learning disabilities, autism, mental health conditions, and physical or sensory impairments to develop the skills and confidence needed for more independent lives, including pathways into employment, volunteering and training. In 2024–25, RFI supported 249 people with employment-focused referrals, 42 into paid work, 62 into work experience, and over 150 to develop job-related skills, working closely with NHS services, housing providers and DWP programmes.

Support for residents in or leaving the justice system (including Youth Justice) is delivered by a mixture of national probation, local and VCSE partners, while refugees and those with no recourse to public funds access ESOL and inclusion programmes, often with limited links to mainstream employment provision. Across these groups, there is an opportunity, where practical, to co-locate services, simplify referrals and adopt trauma-informed approaches that recognise multiple barriers for place based services

Geographic and Digital Access Gaps

Place matters. Rural and coastal communities in Devon such as Ilfracombe, Brixham and parts of South Hams often face poor transport, limited childcare and weak digital infrastructure, making access to jobs and training more difficult. Urban areas in Plymouth and Torbay like Devonport and Melville Hill face many similar challenges as well as some place specific challenges — around complex needs, high turnover in services, and fragmented support.

Digital exclusion remains significant, with at least one in ten households lacking the devices or skills to engage fully online. While mobile hubs and online services help, they do not replace local, accessible, face-to-face support in communities with the highest barriers.

Opportunities for Integration

Despite current challenges, there are strong foundations to build on. A range of initiatives across Devon, Plymouth and Torbay — including Youth Hubs, #Focus5, the Plymouth Pathfinder project and Supported Internships — have demonstrated the value of partnership-based and aligned delivery in helping young people overcome barriers to work. However, while these programmes have achieved clear successes, their funding has either ended in recent years or remains uncertain beyond the current cycle, highlighting the need for longer-term stability.

New opportunities are emerging to better integrate employment and health support. Connect to Work will link job help with health interventions for young people and adults with complex needs, building on proven models such as Individual Placement Support (IPS) for mental health and addiction recovery, and expanding social prescribing roles that connect residents to employment through community settings. Devon County Council's Reaching for Independence (RFI) programme adds to this by providing tailored support to help disabled residents gain skills, confidence and independence on their journey into work.

The priority now is to align and promote these and other emerging services and programmes within a coherent system rather than as individual programmes. Key opportunities include:

- Co-locating employment, skills and health services in accessible community spaces so residents can access multiple forms of support in one place.
- Creating place based joined-up referral and triage mechanisms so people do not have to repeat their story to multiple agencies.
- Seeking shared, place-based approaches to addressing the needs of youth employability and inclusion across the whole area, embedding health, housing and careers services together.
- Aligning funding streams and programmes to better target priority groups and geographies where practical.

- Involving employers more directly in designing pathways, offering mentoring, job carving and career progression opportunities for residents.

By bringing these strands together, the region can build a more integrated and sustainable employment support system, ensuring that residents receive consistent, joined-up help regardless of where they live or the barriers they face.

Building on What Works

The mapping exercise confirms that our area has many of the right building blocks — strong providers, committed partners and innovative pilots. But it also highlights the need for a more integrated, locally responsive approach. The forthcoming Delivery Plan (Chapter 8) will set out how these opportunities will be turned into action through pilot models, better funding alignment and embedded evaluation to drive learning and scale success.

8) Governance and Delivery Model

The success of Get Devon, Plymouth and Torbay Working depends on a governance model that is clear, collaborative and focused on results. Partner feedback emphasised the need for stronger employer involvement, clearer roles at every level, and visible accountability. In response, this model blends strategic oversight, place-based delivery, and thematic leadership to ensure action is locally driven and nationally aligned.

1. Strategic Oversight

Oversight will rest with the Get Devon, Plymouth and Torbay Working Partnership Group, which has led the development of this plan. Operating as a task-and-finish group within the Devon and Torbay Combined County Authority's Skills and Employment Advisory Group and Plymouth's local skills and employment governance, it will coordinate delivery and monitor progress against the plan's objectives across all three areas.

The group will:

- Be co-chaired by senior representatives from local government and DWP, with Connect to Work programme acting as a delivery platform.
- Bring together local authorities, Jobcentre Plus, the Devon ICB, FE and HE providers, employer organisations including the Chambers of Commerce, Federation of Small Businesses, members of LSIP ERB Steering Board, and the VCSE sector alongside youth and carer representatives.
- Seeking to bring forward lived experience, drawing on existing pathways with the local authority and health landscape locally.
- Set the strategic direction, agree priorities, align resources, and hold partners to account for delivery.

The sub group will report to the Combined County Authority and Plymouth partners, integrated with existing employment and skills boards to ensure consistency with wider economic and skills strategies. Delivery will also align with NHS Devon's emerging Anchor Institution Strategy, drawing on good practice such as Derriford's partnership work with the VCSE sector to strengthen community outcomes.

2. Operational Delivery

Beneath the board, delivery will be shaped through two complementary approaches.

First, on a place basis, we will seek to establish task-and-finish groups around specific pilots in Torbay, Plymouth and Devon, bringing together local partners to align services, coordinate outreach and employer engagement, and test new approaches. These groups will report into the board, ensuring learning and outcomes feed directly into wider strategy.

Second, the board will provide a forum for partners to work together on thematic priorities such as health and work, youth transitions, job quality, and barriers to

employment. This will allow local delivery to be informed by shared evidence and best practice while maintaining flexibility for each area to focus on its own challenges and opportunities.

3. Integration with National Agencies

The plan is locally led but nationally connected. Delivery will be underpinned by strong relationships with:

- DWP, through co-chairing, shared data and involvement in local pilots, as well as joint working around future developments, such as any future changes to the National Careers Service / JCP
- Department for Education, aligning Adult Skills Fund, LSIPs, Bootcamps, Free Courses for Jobs and wider NEET interventions.
- Department of Health and Social Care, supporting integration of health and employment outcomes through ICBs.

These relationships will be formalised through joint agreements and shared performance frameworks.

4. Voice, Employer Leadership and Inclusion

A defining feature of this governance model is the active involvement of employers and residents.

- Employers will shape sector pathways and co-design solutions to labour shortages, with clear representation at both board and thematic levels.
- Lived experience will guide decisions through programmes, ensuring services and programme interventions reflect real needs. These forums will hold formal seats on the Partnership Board and thematic delivery groups, alongside employer representatives, ensuring lived experience and business perspectives shape decision-making at every level.
- The plan will also draw on existing insight work, including the KAILO research on young people's wellbeing and engagement, to strengthen its evidence base and ensure interventions are shaped by what young people say works
- VCSE partners, including smaller organisations, will be supported to play a full role, bringing deep community insight and reach. We also recognise the challenges caused by the lack of long-term investment in VCSE infrastructure and will seek opportunities to address sustainability issues.
- Include the voice of young people wherever possible, utilising a place based participation approach.

5. Performance and Risk Management

Performance will be transparent and evidence-led.

- A shared outcomes framework will drive consistency across all partners.

- Quarterly reporting will also capture sector-specific outcomes, including growth in marine and defence apprenticeships, Bootcamp completion rates in construction, and progression into innovation-led roles.
- Thematic leads will be directly accountable to the board, with clear escalation routes where delivery falls behind.
- Risks will be managed through a shared register and mitigated proactively.
- Independent evaluation and peer review will inform continuous improvement and ensure credibility.
- Delivery will be underpinned by a human learning systems approach where possible, embedding co-production with communities and partners into all stages of design, delivery and evaluation. This will ensure that feedback loops drive adaptive responses and that services evolve based on what works for residents on the ground.

A Governance Model That Drives Change

This governance model brings together the Devon and Torbay Combined County Authority and Plymouth City Council to provide shared strategic leadership, aligning employment and skills priorities across the whole area and ensuring accountability to government and local partners. The local authorities will act as convenors at a place level, facilitating activity and programmes, engaging employers and communities, and bringing partners together around local delivery. By embedding employer voice, lived experience and community insight, and aligning health, skills and employment services under one framework, this model creates clear accountability, shared outcomes and the conditions for delivery that is joined-up, adaptive and capable of scaling success across Devon, Plymouth and Torbay.

9) Delivery Plan

Our delivery plan sets out how Get Devon, Plymouth and Torbay Working will move from plan to action. It focuses on building early momentum, piloting innovative approaches, and scaling what works. The plan is structured around four phases over the first two years, with activity aligned to the plan's six priority themes.

i) Phased Implementation

Phase 1 – Mobilisation (Q3 2025)

- Establish the Partnership Board and local delivery groups.
- Finalise governance, delivery roles and data-sharing agreements.
- Begin engagement with priority areas, including Torbay, Ilfracombe, Newton Abbot and Plymouth

Phase 2 – Early Delivery and Pilots (Q4 2025 – Q1 2026)

- Draw on the forthcoming Connect to Work programme and learning from the Reaching for Independence model to shape, support and inform the delivery approach.
- Launch local developed Youth Offer pilots and new NEET re-engagement pathways, utilising emerging pilot activity to meet local needs.
- Expand Health and Work integration with ICBs and local partners.
- Co-design place-based responses for areas with structural barriers (with a focus on the pilot areas)
- Begin employer engagement for Job Quality Charter pilots.

Phase 3 – Scaling and Integration (Q2–Q3 2026)

- Extend successful interventions across the region using emerging programmes such as Connect to Work.
- Seek to align Adult Skills Fund where possible, Jobcentre Plus support and other appropriate programme activity within relevant pilot programmes.
- Promote carer-friendly employment practices and flexible work models.

Phase 4 – Review and Refresh (Q4 2026)

- Evaluate outcomes against KPIs and lived experience.
- Update the plan with partner and resident feedback.
- Shape future commissioning and prepare for deeper devolution opportunities.

ii) Thematic Delivery Priorities

Delivery will be structured around six themes, each with clear leads and timescales:

- ***Health-Related Economic Inactivity*** – Seek to align integrated employment-health pathways (e.g. mental health, musculoskeletal support), drawing upon the Connect to Work, Individual Placement Support (IPS) and local social prescribing pilots. Led by Local Authorities, Devon ICB, Jobcentre Plus, Devon VCSE Assembly and local public health teams from late 2025.

- **Young People and NEETs** – Seek to develop a local Youth Offer approach, connecting every young person to education, training or employment. with rollout through 2026. The pilot will seek to bring together robust tracking of NEET outcomes, harnessing lessons from any reductions across priority groups and geographies. This will include working together around real-time data on participation by care-experienced young people, SEND learners, and disadvantaged white boys, ensuring that progress towards reducing our NEET rates amongst those with the greatest need can be evidenced and scaled where practicable.
- **Low Pay and Job Quality** – Working with employers and through the Partnership Group, co-design a Job Quality Charter, focusing on fair work and progression in sectors such as care, hospitality and retail. Pilots begin early 2026.
- **Carers and Barriers to Work** – Working with Adult Social Care colleagues and other key partners, develop carer-friendly pathways, seeking to co-locate employment advice in community settings. Local authorities and VCSE partners will drive delivery throughout 2026.
- **Employer Demand and Labour Shortages** – Use LSIP insights to target vacancies in construction, health, logistics, digital, engineering and marine sectors. Scale Bootcamps and apprenticeships from Q4 2025.
- **Geographic Disparities** – Deliver place-based models in Ilfracombe, Newton Abbot, Torbay and Plymouth, combining employment, health and transport solutions. District councils, working with Devon Communities Together (as the Rural Community Council for Devon) and the Combined Committee will oversee implementation.

iii) **Driving Delivery**

The plan is designed to be adaptive. Pilots will test new models, with lessons used to refine and scale interventions across emerging programmes. Progress will be monitored through a shared outcomes framework, with regular reporting to the Partnership Board.

Key changes to monitoring and evaluation include:

- Retention measures at 3, 6 and 12 months for all employment outcomes.
- Qualitative KPIs covering employer satisfaction, participant wellbeing and in-work progression rates.
- Tracking job starts and sustained employment from Connect to Work, IPS and social prescribing pathways, as well as progress in digital skills, connectivity access and entry into digital or hybrid employment roles.
- Seeking to capture any additional sector-specific outcomes, including apprenticeship take-up in marine and defence industries, Bootcamp outcomes in construction, and progression into high-value innovation roles. These will however need to be mindful of the potential for double counting.

Independent evaluation and feedback from residents will ensure that delivery remains responsive, accountable and focused on impact.

A detailed six-month action plan will underpin the phases. Each priority action will have a named lead agency — for example, Devon ICB for health-work integration, local authorities for place-based pilots

Progress will be reviewed monthly through the programme office and reported quarterly to the CCA's Skills and Employment Board, and Plymouth Employment and Skills Board.

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10) Funding and Resources

Delivering a joined-up, person-centred employment support system across Devon, Plymouth and Torbay requires careful alignment of funding and sustainable investment. Given the scarcity of related resources however, it is also imperative to make best use of existing resources, avoid duplication, and secure additional funding to strengthen delivery / support existing priorities wherever possible. Our approach therefore blends current funding streams with new bids, ensuring capacity is built where it is needed most.

Existing and Committed Funding

The region already benefits from a mix of national and local funding streams. The UK Shared Prosperity Fund (UKSPF) has supported employment, skills and local infrastructure over the past four years, but its future beyond the current cycle remains unclear. Any successor funding is likely to align closely with the priorities in this plan, though details have yet to be confirmed. The forthcoming Connect to Work programme and the Adult Skills Fund (ASF), devolved from 2025/26, will create new opportunities to deliver locally tailored interventions around digital skills, re-engagement of inactive residents and low qualification levels, but both will need to align with national objectives as well as local priorities.

At the same time, local authority and ICB budgets remain under significant pressure, limiting capacity to expand wraparound support in areas such as youth services, public health, housing and transport. However, programmes such as Connect to Work, the ASF, and core DWP resources including Jobcentre Plus and the Flexible Support Fund create opportunities to both supplement existing provision and align new activity more effectively with health, employment and regeneration priorities. This offers the potential for a more coordinated system even within a challenging funding climate.

New Opportunities and Targeted Bids

Alongside existing programmes, we will pursue additional funding to extend reach and strengthen delivery. Bids to DWP Test and Learn funds will be used to trial integrated pilots, including the local Youth Offer and health-employment initiatives. Opportunities with the Department of Health and Social Care will be explored to support Integrated Care Boards (ICBs) in linking workforce planning, prevention, and economic inclusion outcomes.

We will also seek digital inclusion funding, particularly for carers and residents in rural areas, and work with employers, FE providers, the Devon VCSE Assembly Digital Inclusion Group, and delivery partners to coordinate a refreshed digital inclusion framework. Where pilots funded through UKSPF or other short-term sources prove effective, we will seek longer-term funding solutions to avoid the cliff-edge effect when initial grants end.

Blending and Aligning Investment

Our approach will be to align and braid available funding and activity so that employment, skills, health, housing, and economic development budgets and programmes reinforce each other. Mapping expenditure across priorities and geographies will identify opportunities for better coordination and impact.

In pilot areas such as Torbay or Ilfracombe, aligned programme approaches will enable more flexible and joined-up responses to complex needs, including trauma-informed and carer-friendly interventions. We will also explore options for ring-fencing a proportion of programme resources for locally commissioned activity (such as through programmes like Connect to Work) so that delivery groups can respond quickly to any emerging needs.

Allocation criteria will be transparent, with priority given to interventions demonstrating measurable outcomes in inclusion, progression, and local economic impact. Shared outcomes frameworks will support joint commissioning and allow for innovative funding models — including payment-by-results — where appropriate.

Building Delivery Capacity

Sustained capacity is essential. We will seek to work together on a multi-agency programme basis where practical, drawing on UKSPF and ASF knowledge to coordinate delivery and monitor impact. Strategic data and evaluation capacity will ensure learning is embedded from the start. Existing programmes, such as Connect to Work and Reaching for Independence, will provide continuity and scale, while frontline integration will be supported through co-location in community venues and health settings. Finally, we will seek to ensure that we strengthen the capacity of VCSE providers, social enterprises and micro-enterprises through emerging programmes to deliver workforce skills programmes, modular training and wraparound employment support in hard-to-reach communities.

By aligning funding to existing and emerging priorities, leveraging new opportunities and investing in delivery infrastructure, this plan ensures that resources are used to maximum effect, enabling a system that is locally responsive, financially sustainable and capable of driving long-term change.

11) Risks and Assumptions

This plan sets out an ambitious vision for a genuinely partnership-led approach to employment and skills support across Devon, Plymouth and Torbay. It seeks to move beyond fragmented provision towards a fully integrated system that aligns local and national resources, embeds employer and community voices, and delivers joined-up, person-centred support at every stage. Its success will depend on strong governance, shared accountability, and proactive management of both external risks and internal delivery challenges.

Strategic Risks

Delivery is shaped by several strategic risks that will require ongoing management. National policy volatility remains a key factor; changes to employment, skills, health or devolution policy and local government reorganisation could impact both funding flows and governance arrangements. Close liaison with DWP, DHSC and DfE will be essential to ensure the plan remains aligned with national priorities while protecting local flexibility.

Funding uncertainty is another critical challenge. While new national programmes such as Connect to Work and the Adult Skills Fund present opportunities, these resources are often tightly tied to specific outcomes and have not yet been confirmed beyond the medium term. At the same time, local authority and ICB budgets face sustained financial pressures, limiting their ability to expand wraparound provision and move towards an early prevention model, and in many cases even sustain existing activity levels. Without greater funding certainty and support, there is a risk that successful pilots could be left without the long-term investment needed to embed and scale what works.

Additional risks include housing, transport and cost-of-living barriers that limit residents' ability to take up employment opportunities, particularly in rural and coastal and urban wards of deprivation. There is also a risk that short-term funding cycles could undermine continuity for successful pilots, creating cliff-edge risks if longer-term funding cannot be secured.

Sufficient workforce and provider capacity is essential. Recruitment and retention pressures, particularly within health services, training providers and the VCSE sector, could constrain delivery. Data-sharing limitations also pose a risk, as fragmented systems reduce the effectiveness of joined-up support. Finally, the plan must recognise entrenched inequality and the barriers faced by groups such as care-experienced young people, unpaid carers and those with neurodiverse conditions. These will require persistent, trauma-informed approaches.

Assumptions and Dependencies

The plan assumes that key funding streams, including UKSPF and the Adult Skills Fund, will continue through to at least March 2026, supporting their current programme of employability activity, and that ASF devolution and the Connect to Work Programme will proceed as scheduled. Whilst these will admittedly be subject to multiple calls and pressures, it is assumed that any resultant programmes will be

able to complement and support the ambitions of this plan, in line with current government guidance and direction of travel.

This plan also relies on the sustained participation of the Integrated Care Boards, with aligned investment in health-related inactivity priorities, and on continued delivery through Connect to Work or a successor programme. Engagement from FE providers, VCSE organisations and employers is assumed to remain strong, particularly through thematic and locality-based partnerships. The success of these assumptions also depends on national agencies, especially DWP, maintaining alignment and co-commissioning opportunities where possible.

Managing Risks and Ensuring Oversight

Risk management will be built into governance. The Partnership Group will oversee a live risk register, updated quarterly and linked to performance monitoring. The Task and Finish Group, supported by the CCA / LAs, will track risks, escalate concerns and propose adaptations where needed. Engagement with national government will be proactive, sharing learning and influencing decisions that affect local delivery. Regular evaluation, combined with resident feedback and lived experience, will ensure that interventions remain effective and responsive.

Through this approach, risks will be actively managed rather than simply monitored, allowing the plan to adapt and remain focused on its goal: a joined-up, person-centred system that delivers lasting change.

12) Next Steps

The publication of Get Devon, Plymouth and Torbay Working marks the starting point for a major shift in how employment and skills support is delivered across the area. The emphasis now moves from planning to delivery, with clear milestones to build early momentum and ensure the system changes set out in this plan take root.

The immediate priority is mobilisation. During summer 2025, the Get Devon, Plymouth and Torbay Working Partnership Group will be convened, formalising governance arrangements and membership from the Combined County Authority, Plymouth City Council, district authorities, DWP, ICBs, employers, training providers and the VCSE sector. Terms of reference, delivery roles and data-sharing agreements will be reconfirmed to create a single, accountable framework for decision-making and oversight. Local delivery groups in Torbay, Plymouth and Devon will then be established to coordinate pilots and engage directly with communities.

Early delivery will begin in autumn 2025, shaped by the priorities in this plan. Initial actions will include:

- Developing a local place based Youth Offer approach, testing pilot models in areas with the highest NEET rates (including specific cohorts i.e. Care-experienced) and barriers to opportunity.
- Rolling out the Connect to Work programme as the main employment-health platform and using learning from the Reaching for Independence model to shape wider delivery.
- Developing a Job Quality Charter pilot with employer partners, focusing on fair pay, progression and flexible work.
- Co-designing place-based interventions in Torbay, Ilfracombe, Newton Abbot and Plymouth, integrating employment, skills, health and housing support where possible.

Through 2026, the focus will shift to scaling and integration. Lessons from early pilots will inform how the Adult Skills Fund, DWP resources and other local and national programmes are aligned behind proven models. Employer engagement will expand, particularly in construction, care, green industries, defence, digital and marine sectors, to tackle labour shortages and create clear sector pathways.

Evaluation and adaptation will run alongside delivery. A shared outcomes framework, quarterly reporting to the Partnership Group, and structured resident feedback will ensure learning shapes both immediate delivery and the 2026 strategy refresh. This refresh will inform future commissioning, support preparations for deeper devolution opportunities, and ensure long-term sustainability beyond initial funding cycles.

Annex A – Draft Action Plan: 2025-2026

Priority Theme	Key Activities (Q3–Q4 2025)	Timeline	Lead Organisation(s)	KPIs / Measures of Success
Health and Work	Launch expanded IPS pilots; Co-locate employment coaches in 5 GP practices; Pilot specialist employment social prescribers in 2 PCNs Launch Connect to Work programme across LA's	Q3–Q4 2025	ICBs, DWP, Local Authorities	150 job starts via health-linked pathways; 3 new PCNs with embedded employment roles 560 starts on Connect to Work programme
Young People and NEETs.	Develop local Youth Offer pilots across the area (Plymouth, Torbay, Ilfracombe / Northern Devon); Expand outreach to disadvantaged young people, particularly those who have experienced care and SEND learners; Embed mental health and housing support into Youth Hubs	Q3–Q4 2025	Local Authorities / CCA, VCSE	NEET rate amongst the most vulnerable / those with the greatest need cut by 20% in pilot areas by Q4 2026; 300 young people engaged through Youth Offer; 80% satisfaction in youth advisory feedback
Low Pay, Job Quality and In-Work Poverty	Co-design and launch Job Quality Charter with 10 anchor employers; Pilot Real Living Wage adoption in 3 organisations; Develop progression pathways in care and hospitality sectors	Q4 2025	Local Authorities, Employer Forums	10 employers sign Job Quality Charter; 3 anchor employers accredited with Real Living Wage; 50 workers progress to higher-paid roles by Q1 2026

Unpaid Carers	Create carer-friendly employment pledge; Co-locate employment and benefits advice in carer hubs	Q3–Q4 2025	DCC, VCSE, Employers	100 carers supported into flexible work; 90% of pilot participants report improved confidence
Employer Demand and Labour Shortages	Seek to leverage Bootcamps in construction, digital and care where practicable to support employability; Engage trusted intermediaries (e.g. Chamber, Building Plymouth, Building Torbay Building Greater Exeter) to broker local hiring; Trial 'Employer Pledge' for inclusive recruitment	Q3–Q4 2025	LSIP Partners, Building Plymouth, Building Torbay, DWP	200 Bootcamp completions; 70% training-to-job conversion rate; 20 employers sign inclusive recruitment pledge
Place-Based Inequalities	Launch integrated pilots in Ilfracombe, Newton Abbot, Torbay and wards in Plymouth Explore transport solutions (pooled minibuses, smart ticketing); Pair housing regeneration with employment support where practicable pilots are available	Q3 2025 – Q1 2026	Local Delivery Groups, DCC, PCC, TC District Councils	Year 1: pilot set-up and co-design metrics, resident engagement; Year 2: employment, housing and transport outcomes tracked
Cross-Cutting Skills	Seek to embed transferable skills (decision-making, teamwork, digital literacy) into all training and employment programmes	Q1 2026 onwards	FE Colleges, Training Providers	500 learners complete training with transferable skills accreditation by Q4 2026
Digital Inclusion and Skills	Expand digital access, connectivity and skills training across pilots and programmes	Q3 2025 onwards	Devon VCSE Assembly, Training Provider	1,000 residents gain Essential Digital Skills; Digital Inclusion Hubs established; 20% increase in rural digital access reported

			Partners, Local Authorities	
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EQUALITY IMPACT ASSESSMENT – CONNECT TO WORK & GET DEVON PLYMOUTH AND TORBAY WORKING PLAN

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): The person completing the EIA template.	Jane Hunt	Department and service:	Children’s Services Education Participation and Skills	Date of assessment:	08 September 2025
Lead Officer: Head of Service, Service Director, or Strategic Director.	Tina Brinkworth	Signature:	<i>Tina Brinkworth</i>	Approval date:	09 September 2025
Overview:	<p>Announced by the Department for Work and Pensions (DWP), the Get Britain Working White Paper introduced two new national initiatives; developing local Get Britain Working plans and a new, grant funded workforce and employability programme called Connect to Work.</p> <p>The Get Devon Plymouth and Torbay Working (GDPTW) plan will, cover labour market issues related to participation, progression, earnings and job quality in the labour market. This strategic plan will provide strategic direction for Connect to Work, as well as future DWP initiatives such as the Youth Offer.</p> <p>Connect to Work is a new, national workforce employability programme aimed at supporting those with disabilities, long-terms health conditions and from priority groups into work. This programme has been announced by the Department of Work and Pensions (DWP). The programme has allocated grant funding to different delivery areas nationally. Plymouth is part of a delivery area also including Devon and Torbay with Devon County Council nominated as the Lead Accountable Body for the area.</p> <p>Connect to Work is a voluntary programme to help tackle economic inactivity. It provides non-mandated support to eligible and suitable participants through delivering evidence-based Supported Employment following the ‘place, train and maintain’ model.</p>				
Decision required:	<ol style="list-style-type: none">1. Approve and accept the Get Devon Plymouth and Torbay Working plan2. To delegate the authority to sign future pilot contracts and agreements associated with the Get Devon Plymouth Torbay Working plan, such as the Youth Guarantee, to the Director for Children’s Services, where they do not already have the authority to do so				

	<div>3. Approve the proposal for the Council to deliver the new DWP Connect to Work programme to support approximately 2,100 Plymouth residents (total value of approximately £6.8m over 5 years).</div> <div>4. To delegate the authority to sign Connect to Work contracts and agreements to the Director for Children’s Services, where they do not already have the authority to do so</div>
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SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts:	Yes		No	X
Does the proposal have the potential to negatively impact service users, communities or residents with protected characteristics?				
Potential internal impacts:	Yes		No	X
Does the proposal have the potential to negatively impact Plymouth City Council employees?				
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required and you must complete section three)	Yes	X	No	
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.				

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>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>(2021 Census)</p>	Low	<p>This programme is for Working Age adults (18+)</p> <p>Several mitigation activities have been identified including targeted outreach; age-inclusive employer campaigns; flexible learning; digital support; workplace trials; mid-life career (aged 50+) and health checks.</p>	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>
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<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>Low</p>	<p>Priority access to the programme for care leavers up to age 25 (or 26, where aligned with corporate parenting duties). Connect to Work links to local authority leaving care teams, Virtual School Heads, and personal advisers. Trauma-informed approaches in coaching and mentoring. Employer engagement to reduce stigma, raise awareness, and promote supportive recruitment practices.</p>	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>
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Disability	9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem. 12.2 per cent of residents in Plymouth have their activities limited 'a little' because of a physical or mental health problem (2021 Census)	Low	Advocacy with employers to ensure reasonable adjustments; accessible venues, documents. Easy Read/BSL/audio; quiet spaces; flexible formats (phone/video/in-person), assistive tech compatibility; Access to Work signposting; provider disability-confident standard	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS
Gender reassignment	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 a trans women (2021 Census).	Low	Robust confidentiality and data minimisation; options to record affirmed name/pronouns; staff training on respectful interactions; safe placement policies with zero tolerance for harassment and clear withdrawal/escalation routes	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS

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 partnerships of the same sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).</p>	Low	Flexible appointment times; remote options; consider partner relocation needs for job matching where relevant. Staff training will be provided for Connect to Work team members around specific challenges for these groups.	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>
Pregnancy and maternity	<p>The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.</p>	Low	Remote/near-home provision; childcare/transport support where eligible; safeguarding for health needs; employer guidance on lawful recruitment; pause/resume participation around maternity; private spaces for breastfeeding.	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>

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 (2021 Census)</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 (2021 Census)</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 (2021 Census).</p>	Low	<p>Outreach via trusted community partners; ESOL and credential recognition support; anti-racism/inclusive recruitment training for employers; monitor outcomes by ethnic group; ensure communications avoid jargon and are translated where proportionate. Engagement with Plymouth City Council refugee teams.</p>	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>
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>	Low	<p>Flexible scheduling; quiet/prayer space; catering labelling; staff awareness training; fair allocation of opportunities; swift action on complaints.</p>	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>
Sex	<p>51 per cent of our population are women and 49 per cent are men (2021 Census).</p>	Low	<p>Childcare/transport support; safe, well-lit venues; sector-based academies targeting under-represented sexes; in-work progression support; tackle occupational segregation with employer partners.</p>	<p>Ongoing for the life of the Connect to Work Project with annual assessment review.</p> <p>EPS</p>

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 (2021 Census).	Low	Robust anti-harassment standards in provider and employer agreements; optional and confidential monitoring; visible inclusion statements; routes to safe placements and swift remedial action.	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS
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SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department

SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Work together in partnership to: <ul style="list-style-type: none">▪ promote equality, diversity and inclusion▪ facilitate community cohesion▪ support people with different backgrounds and lived experiences to get on well together		As part of the Connect to Work programme board, co-produce with communities shared equality monitoring	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS

Give specific consideration to care experienced people to improve their life outcomes, including access to training, employment and housing.		Priority access to the programme for care leavers up to age 25 (or 26, where aligned with corporate parenting duties). Links to local authority leaving care teams, Virtual School Heads, and personal advisers. Trauma-informed approaches in coaching and mentoring . Employer engagement to reduce stigma, raise awareness, and promote supportive recruitment practice	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS
Build and develop a diverse workforce that represents the community and citizens it serves.		Inclusive recruitment, mentoring, outreach to under-represented groups; monitoring of workforce diversity	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS
Support diverse communities to feel confident to report crime and anti-social behaviour, including hate crime and hate incidents, and work with partners to ensure Plymouth is a city where everybody feels safe and welcome.		Awareness campaigns; safe reporting routes; partnership with police/third-party reporting centres	Ongoing for the life of the Connect to Work Project with annual assessment review. EPS

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Connect to Work & Get Devon Plymouth and Torbay Working Plan

Project details

Assessment author

Tina Brinkworth

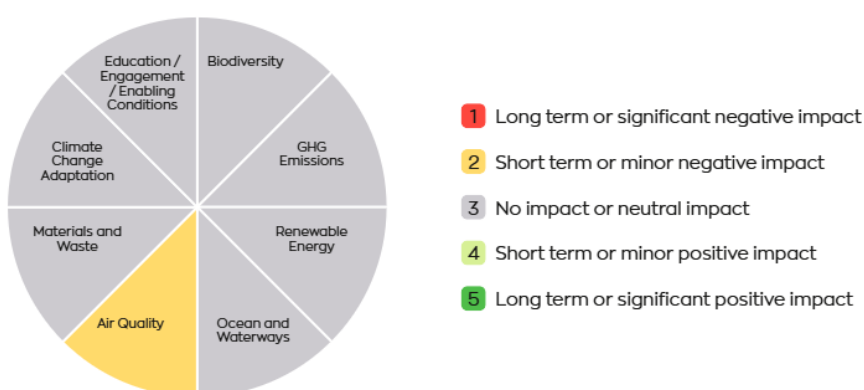
Project summary

Announced by the Department for Work and Pensions (DWP), the Get Britain Working White Paper introduced two new national initiatives; developing local Get Britain Working plans and a new, grant funded workforce and employability programme called Connect to Work.

The Get Devon Plymouth and Torbay Working (GDPTW) plan will, cover labour market issues related to participation, progression, earnings and job quality in the labour market. This strategic plan will provide strategic direction for Connect to Work, as well as future DWP initiatives such as the Youth Offer.

Connect to Work, is a new programme which will specifically support disabled people, those with health conditions and people with multiple and systemic barriers to employment, to access and experience meaningful and sustainable work.

Summary of assessment



Overall, the project has a neutral impact. In relation to increased transport and air quality, we are encouraging the entire project team to move around the city via public transport - this is a necessary element of the project due to the needing to meet with participants in their community, as well as needing to visit businesses and employers.

Assessment scores

Biodiversity

Score

(3) No impact or neutral impact

Score justification

This project supports residents of Plymouth to access employment.

GHG Emissions

Score

(3) No impact or neutral impact

Score justification

This project does not involve any construction elements, disturbance to traffic or transport or soil disturbance. Carbon capture or sequester is also not a part of this project. Therefore no or a neutral impact will arise from this project.

Renewable Energy

Score

(3) No impact or neutral impact

Score justification

This project will have no impact on provision or use of renewable energy, nor will it involve any policy related elements. Therefore, we would consider it to have no or neutral impact.

Ocean and Waterways

Score

(3) No impact or neutral impact

Score justification

There are no elements of this project that will impact water quality or marine habitats, the project will also not impact sewage or pollutants. This project is entirely around supporting residents into employment, therefore we would consider this no or neutral impact.

Air Quality

Score

(2) Short term or limited negative impact

Score justification

This project will support residents into employment. The team of Employment Specialists will therefore meet and support participants across the city, there transport will depend on the location and situation of the participant -

there may therefore be additional vehicle journeys. However, the overall impact is very limited and where possible, public transport will be the preferred option. No other element of the project will impact air quality.

Mitigatory measures applied:

Public transport options will be encouraged for all transport of the project team wherever possible, this will include when meeting with participants and businesses on the programme. We have also co-located delivery from an existing city centre office location - this further encourages all participants and staff to travel using public transport.

Materials and Waste

Score

(3) No impact or neutral impact

Score justification

There are no construction elements to this project and no other elements will impact the waste volumes in the city. An existing structure and office is being used for delivery of this project, therefore there is no or neutral impact.

Climate Change Adaptation

Score

(3) No impact or neutral impact

Score justification

This project will not lead to changes in risk of flooding or urban heat islands, the support will be to residents, increasing confidence and providing support for them to access employment. Therefore, this will have no or neutral impact.

Education / Engagement / Enabling Conditions

Score

(3) No impact or neutral impact

Score justification

This project is focused on working with residents with long term health conditions, disabilities and from target groups, and supporting them into employment. These participants will therefore be supported, which could include through education and qualification opportunities, enabling them to be ready for work. However, it will not directly include mitigation or adaptation training on the climate emergency.

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