

# Public Document Pack



## **Democratic Support**

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Published 29 October 2013

#workingplymouth

## **WORKING PLYMOUTH**

Wednesday 6 November 2013  
3.00 pm  
Council House, Plymouth (Next to the Civic Centre)

### **Members:**

Councillor Murphy, Chair

*Vacancy*, Vice Chair

Councillors Darcy, Haydon, Michael Leaves, Morris, Mrs Nelder, Nicholson, Dr. Salter, Singh, John Smith and Wheeler.

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

### **Tracey Lee**

Chief Executive

# **WORKING PLYMOUTH**

## **AGENDA**

### **PART I – PUBLIC MEETING**

#### **1. APPOINTMENT OF VICE CHAIR**

Members are asked to confirm the position of Vice Chair.

#### **2. APOLOGIES**

To receive apologies for non-attendance by panel members.

#### **3. DECLARATIONS OF INTEREST**

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

#### **4. MINUTES**

**(Pages 1 - 10)**

Members will be asked to confirm the minutes of the meeting held on 25 September 2013.

#### **5. CHAIR'S URGENT BUSINESS**

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

#### **6. PLYMOUTH COMMUNITY HOMES**

Members will be provided with a verbal update on Plymouth Community Homes.

#### **7. STRATEGIC PROPERTY REVIEW**

**(Pages 11 - 20)**

Members will be provided with a report on the Strategic Property Review.

#### **8. CONNECTIVITY/ SW PENINSULAR PLAN**

**(Pages 21 - 34)**

Members will be provided with a report on Connectivity/ SW Peninsular Plan.

#### **9. PLAN FOR JOBS**

**(Pages 35 - 38)**

Members will be provided with a report on the Plan for Jobs.

**10. TRACKING RESOLUTIONS AND UPDATE FROM THE COOPERATIVE SCRUTINY BOARD (Pages 39 - 42)**

The panel to review and monitor the progress of tracking resolutions and receive any relevant feedback from the Cooperative Scrutiny Board.

**11. WORK PROGRAMME (Pages 43 - 44)**

For the panel to review its work programme for 2013/14.

**12. EXEMPT BUSINESS**

To consider passing a resolution under Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) of Part I of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

**PART II (PRIVATE MEETING)**

**AGENDA**

**MEMBERS OF THE PUBLIC TO NOTE**

that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

NIL.

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## **Working Plymouth**

**Wednesday 25 September 2013**

### **PRESENT:**

Councillor Murphy, in the Chair.

Councillor Ball, Vice Chair.

Councillors Darcy, Michael Leaves, Morris, Mrs Nelder, Nicholson, Dr. Salter, Singh, Tuffin (substitute for Councillor Haydon) and Wheeler.

Apologies for absence: Councillors John Smith and Haydon.

Also in attendance: Paul Barnard (Assistant Director for Planning Services), Nick Carter (Housing Delivery Team Leader), David Draffan (Assistant Director for Economic Development), Chris Grace (Head of Economy, Enterprise and Employment), Patrick Knight (Economy and Employment Manager), Councillor Lowry (Cabinet Member for Finance), Gill Peele (Lead Officer), Helen Rickman, (Democratic Support Officer) and Annie Singer (Senior Leadership Advisor).

The meeting started at 3.00 pm and finished at 5.15 pm.

*Note: At a future meeting, the committee 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.*

### 12. **DECLARATIONS OF INTEREST**

There were no declarations of interest in accordance in the code of conduct.

### 13. **MINUTES**

Agreed that the minutes of 3 July 2013 were confirmed as a correct record.

### 14. **CHAIR'S URGENT BUSINESS**

There were no items of Chair's Urgent Business.

### 15. **MARKET RECOVERY SCHEME**

Paul Barnard, Assistant Director for Planning Services, Nick Carter, Housing Delivery Team Leader, and Councillor Lowry, Cabinet Member for Finance provided the Committee with a concise update on the Market Recovery Scheme.

The Committee was informed that –

- (a) the Market Recovery Action Plan was launched on 22 October 2008; the Market Recovery Scheme replaced the Action Plan in January 2009;

- (b) market recovery measures were developed as a means of responding to the downturn in economic circumstances;
- (c) as at August 2013, of 115 planning permissions, 40 sites were completed delivering 429 homes; 18 homes were currently under construction and expected to deliver 296 homes;
- (d) the Market Recovery Scheme played a vital role in keeping momentum for regeneration going during challenging economic circumstances;

In response to questions raised it was reported that –

- (e) it was considered that 51 sites had still not started construction, despite having planning permission, because of economic circumstances; officers had undertaken an analysis of these sites and were proactively working with land owners and developers in order help to make progress where possible;
- (f) officers would provide the Committee with more detail regarding reasons for large or inward investment sites stalling in Plymouth;
- (g) officers had been shortlisted for the National Silver Jubilee Cup as a result of the market recovery initiative;

The Chair commended officers for their report and thanked them for their attendance.

Agreed that officers would provide the Committee with more detail regarding reasons for large or inward investment sites stalling in Plymouth.

16. **AFFORDABLE HOUSING DELIVERY**

Paul Barnard, Assistant Director for Planning Services, Nick Carter, Housing Delivery Team Leader, and Councillor Lowry, Cabinet Member for Finance, provided the Committee with an update on Affordable Housing Delivery.

The Committee was informed that –

- (a) the demand for affordable housing increasingly outweighed supply; there was a range of housing demand in the city and officer were working with partners, developers and landowners to help secure funding and deliver affordable housing across the city;
- (b) a target to deliver 3,300 affordable homes in Plymouth had been set to be achieved by 2021; officers confirmed that since 2006, 2,003 affordable homes had been delivered therefore officers were confident that they were able to exceed the set target;

- (c) in comparison to other housing family groups and cooperative housing groups, Plymouth City Council compared well with regards to affordable housing delivery; Plymouth was seen as a top quartile performer;
- (d) photos contained at the end of the Affordable Housing Delivery report attached to the agenda sets out illustrations of schemes that had been completed;

In response to questions raised it was reported that –

- (e) the Affordable Housing Delivery team were also responsible for bringing empty properties back into use; two compulsory purchase orders had been undertaken. Thelma Cunningham was the project lead on empty homes across the city and should be contacted if ward members wanted progress on an empty homes issue;
- (f) the council tax for empty homes had been increased to 150% in order to act as an incentive to bring these properties back into use;
- (g) officers monitored housing completions, developments and demolitions and confirmed that the estimated net figure for additional homes was 700;
- (h) a mixture of different types and size of home, including general needs accommodation for single people and families, supported housing projects for vulnerable households and specialists housing projects for people with a range of disability were required to meet the needs of the city; officers confirmed that the exact number of mixed and special needs accommodation was not available at the meeting however a figure would be provided to the Committee detailing a breakdown of need and number as well as a projection of new types of schemes coming forward;
- (i) the eco house 'slice' positioned outside the Civic Centre had created a lot of interest in the project; the zero bills scheme at Bickleigh designed to deliver 92 homes was considered to be 45% sold; construction was expected to start in March 2014;

The Chair thanked Councillor Lowry and officers for their attendance.

Agreed that the exact number of mixed and special needs accommodation was not available at the meeting however a figure would be provided to the Committee detailing a breakdown of need and number as well as a projection of types of new schemes coming forward.

17. **GET PLYMOUTH BUILDING**

Paul Barnard, Assistant Director for Planning Services, Nick Carter, Housing Delivery Team Leader, and Councillor Lowry, Cabinet Member for Finance, provided the Committee with an update on the Get Plymouth Building Initiative.

The Committee was informed that –

- (a) the Get Plymouth Building Initiative was launched in August 2012; the initiative contained eight initiatives to accelerate housing delivery;
- (b) 231 homes had already been completed, 1,097 homes were currently under construction; projections indicated that more than 1,659 further homes would be brought forward under this initiative in the next 2/3 years;

In response to questions raised it was reported that –

- (c) three sites were currently at planning applications stage and could yield six dwellings; a further 168 dwellings were expected to be delivered at other sites across the city;
- (d) mortgage availability, the state of the economy and financial pressures were possible reasons for affecting the development of lapsed sites across the city;
- (e) Amy Luxton, a Housing Delivery Officer for Plymouth City Council was nominated as the self-build champion;
- (f) the Colin Campbell Court development would be looked at by officers through the Plymouth Plan process; it was important that city centres provided a balance of use;
- (g) land banking was not considered to be a major issue in Plymouth as there were a variety of reasons as to why construction had not yet started on sites granted with planning permission;
- (h) Plymouth City Council had an 83% rate of planning applications having been dealt with in 13 weeks; this was one of the highest performance levels in the country;
- (i) there was considered to be a shortage in skilled workers able to work on construction sites;

Agreed that the report is noted.

(Under this item Councillor Michael Leaves declared a personal interest)



18. **PLAN FOR HOMES**

Paul Barnard, Assistant Director for Planning Services, and Councillor Lowry, Cabinet Member for Finance, provided the Committee with an update on the Plan for Homes.

The Committee was informed that –

- (a) the Plan for Homes was a work in progress initiative aimed at facilitating a transformational step change in housing delivery;
- (b) Plymouth's population was increasing by 1000 every year as a result of more births than deaths and an ageing population;
- (c) several thousand young people moved to Plymouth every year taking up the educational offer; the 18-24 age-group was the only age-group increasing in Plymouth;
- (d) the recent Census showed that there was a deficit of people in Plymouth aged in their 30s;
- (e) between 2002-2009 there was a net influx of 352 people, with 294 leaving Plymouth;
- (f) there were only 10 properties in Plymouth that had a Council Tax Band 'H';
- (g) officers were carrying out a Strategic Land Availability Assessment in order to help provide more affordable housing across the city;
- (h) provisions could be placed on development sites to ensure that the types of housing, numbers of housing and quality of housing was appropriate;
- (i) officers were encouraging investors to invest in Plymouth;

In response to questions raised it was reported that –

- (j) significant purchases of land would have to go through full council;
- (k) the Plymouth Plan would contain information regarding the future development of land and the process by which developments would take place;
- (l) the Plymouth Plan would cover the period 2014 to 2031;
- (m) it was anticipated that some areas of currently undeveloped land would need to be developed in order to help meet the housing need in Plymouth;
- (n) a mix of homes was required and planned to suit the different needs of people in Plymouth;

- (o) officers noted concerns raised that the initial plan to 'waive S106 requirements' to unlock stalled sites would need to be carefully managed and should instead say 'negotiate'; officers noted that Councillors considered there should be more of an attempt made from the Council to get a S106 contribution in order to help communities and local infrastructure;
- (p) officers noted comments regarding the importance of the neighbourhood plan process influencing future policy and development;
- (q) the Plymouth Plan would be consulted upon and a convention would be held to engage with communities;
- (r) research was currently taking place regarding the Density Bonus and how a bonus arrangement could to incentivise developers yet not affect the quality of homes being built;
- (s) 320 homes at the Sherford Development were within the border of the city; Plymouth would benefit from the new homes bonus for these houses. officers were still in discussions regarding the nomination rights to the affordable homes in the entire Sherford development;
- (t) commercial land and development was also important; Government had introduced a provision where converting commercial property to residential use would not need planning permission; concerns had been expressed by many authorities that this could impact on jobs;
- (u) the strategic needs assessment would identify the size, requirements and number of properties required;
- (v) there was a 15 year life expectancy difference between the PL1 and PL9 postcodes in Plymouth;
- (w) officers confirmed that all Councillors would have access to the Strategic Needs Assessment once it was ready; it was confirmed that it would be uploaded to the Council's website and the Members' Room webpage;
- (x) officers confirmed that more information on the neighbourhood planning process would be submitted to Committee Members;

The Chair commended Councillor Lowry and Paul Barnard for their hard work in producing the Plan for Homes report and thanked them for their attendance at the meeting. The Committee welcomed the initiatives and strategy being pursued in the emerging Plan for Homes.

Agreed that –

- (l) all Councillors would have access to the Strategic Housing Market Needs Assessment once it was ready; it was confirmed that it would be uploaded to

the Council's website and the Members' Room webpage;

- (2) further consideration is given to the Neighbourhood Planning process;
- (3) that a report detailing progress with the Plan for Homes is submitted to a future meeting following Cabinet.

(Councillor Darcy left the meeting during the discussion of this item).

19. **YOUTH UNEMPLOYMENT**

David Draffan, Assistant Director for Economic Development, Annie Singer, Senior Leadership Advisor, Chris Grace, Head of Economy, Enterprise and Employment, and Patrick Knight, Economy and Employment Manager provided the Committee with an update on Youth Unemployment.

The Committee was informed that –

- (a) youth unemployment was an important issue as it could create misery in those affected as well as have an adverse impact on self-esteem and long term earning ability;
- (b) there was an impact from youth unemployment on wages, even ten years later in life;
- (c) since an update to scrutiny in 2012 in which it was recognised that there was a gap in evidence around the issue of young people with special needs (including disabilities) officers confirmed that a review of Special Educational Needs (SEN) / Learners with Learning Difficulties (LLD) was undertaken by a task group;
- (d) the Special Education Need and Disabilities (SEND) Strategy Steering Group established a working group, analysing 16-25 year olds assessing educational needs and emotional challenges;
- (e) officers were working with City College Plymouth and helped to support the application to the Skills Funding Agency for capital funding;
- (f) Plymouth City Council set up a project with key partners, including City College Plymouth, to develop education and training packages for young people with Autism; a self-contained building was refurbished making it fit for purpose allowing eight people to receive skills and vocational training;
- (g) the Post-16 Transition panel comprising of representatives from City College Plymouth, Prince's Trust, Plymouth College of Art and Careers South West worked with 16-18 year olds who were ready to work but needed support in achieving suitable provision;

- (h) the scale of youth unemployment in Plymouth was currently at 1590, 18-24 unemployed; this had reduced by 20% since last year but still remains an issue;
- (i) 1000 club was a successful club in getting people into work; the figures had increased from those listed in the agenda pack. There were now 500+ members, 374 full time and part time jobs created through this programme and 372 apprenticeships;
- (j) Plymouth City Council had won the South West National Apprenticeships Service Large Employer of the Year 2013 award;

In response to questions raised it was reported that –

- (k) a lot of work was going into equipping young people with the skills required to start employment;
- (l) employment and skills were now both connected in the Council with input from both the Assistant Director for Economic Development and the Assistant Director for Education, Learning and Families;
- (m) there were approximately 40,000 students in Plymouth; officers noted that many graduates were forced to leave Plymouth in order to progress their career. The CityDeal would help to tackle this issue by providing opportunities for graduates;
- (n) officers would provide the committee with an update on the implementation plan, graduate retention figures and forecast growth;
- (o) intensive courses were available to provide training for skilled workers; support was in place, via the Urban Enterprise Programme, to provide coaching and revenue funding;
- (p) employability was integral to creating a healthy economy; work was required in shifting the economy to new sectors;

The Chair thanked the Officers for their report and attendance at the meeting.

Agreed that –

- (1) the Committee would be provided with a report on the Skills Plan during the current year's work programme;
- (2) the Committee would be provided with information regarding the Local Procurement Strategy and how this is supporting youth unemployment;
- (3) officers would provide the committee with an update on the implementation plan and graduate retention;

20. **REQUEST FOR A COOPERATIVE REVIEW: ON STREET PARKING REVIEW: RATIONALISATION OF CONTROLLED PARKING ZONES REQUEST**

The Committee noted the Review Request Form. The Democratic Support Officer informed the Committee that a scoping meeting would be arranged shortly to plan the review meetings.

21. **PLYMOUTH PLAN REVIEW**

Gill Peele, Lead Officer for Working Plymouth, and Helen Rickman, Democratic Support Officer, provided the Committee with an update on the Plymouth Plan Review.

The Committee was informed that the Plymouth Plan Review was initially on the Working Plymouth work programme however this issue would now be scrutinised by various scrutiny panels with an overarching lead from the Cooperative Scrutiny Board.

22. **TRACKING RESOLUTIONS AND UPDATE FROM THE COOPERATIVE SCRUTINY BOARD**

The Chair informed the Committee that the majority of information on the tracking document was greyed out as complete.

With regards to the Hoe Foreshore, Gill Peele, Lead Officer for Working Plymouth, confirmed that a risk assessment had taken place and no red risks were found. It was confirmed that other aspects of the Hoe Foreshore including social activity and the importance of its economy for Plymouth would be detailed in the Plymouth Plan.

The scrutiny approach, with regards to the Amey Contract item on the tracking document, still required clarification however the Lead Officer confirmed that this item would stay on the work programme and clarification would be provided on current operations.

Agreed that –

(1) the Hoe Foreshore Risk Assessment is circulated to Committee Members.

23. **WORK PROGRAMME**

The Committee noted the Work Programme and had discussions around the North Plymouth Area Action Plan Inspectors Report and the requirement for Clive Turner, Plymouth Community Homes Chief Executive, to attend the Committee's November business meeting.

Agreed that –

(1) Clive Turner was still required to attend the November business meeting to discuss Plymouth Community Homes;

- (2) a request is submitted to the Cooperative Scrutiny Board for the North Plymouth Area Action Plan Inspectors report to be added to the Working Plymouth work programme.

Under this item Gill Peele, Lead Officer for Working Plymouth, confirmed that the Youth Unemployment report discussed earlier in the meeting referred to two scrutiny panels – the report may therefore need to go before both panels in the future.

24. **EXEMPT BUSINESS**

There were no items of exempt business.

# **STRATEGIC PROPERTY REVIEW**

Working Plymouth Scrutiny - 6 November 2013



## **I. INTRODUCTION & CONTEXT**

- 1.1. Plymouth City Council holds a substantial land and property portfolio comprising of the corporate estate (c700 assets) with a value in the region of £351 million and a commercial estate (c1770 interests) with a value in the region of £136 million. The Council provides many of its services through the corporate estate, and the commercial estate generates a valuable annual income stream of c£6.8 million per annum. This income stream is utilised to fund front line services in addition to supporting economic development across the city.
- 1.2. In 2009 the commercial estate was embedded in the Economic Development Service in order to drive economic growth and enable major development projects to be implemented. In March 2012 the estate management of the corporate estate also transferred to the service to align strategic decision making with the above objectives and to ensure that operational properties are fit for purpose to deliver first class services.
- 1.3. In May 2012, the new Labour administration emphasised the key role the Council's assets could play in delivering their agenda within a co-operative framework. A key requirement of the new administration was to undertake a strategic property review to ascertain how efficiently the Council was using its land and buildings.
- 1.4. The delivery of the strategic property review was greatly assisted by the Council's successful bid to join the Local Government Association Capital & Assets Pathfinder Programme 2012/13. A key aim of the Pathfinder Programme is to reduce expenditure and promote economic growth with the use of realised and retained assets.
- 1.5. To this end the City Council commissioned Jones Lang LaSalle to undertake the strategic property review and to provide a long term framework on which to base key portfolio decisions which address how it is managed and developed for the long term benefit of the City, the Council and its partners in accordance with both the Co-operative Council principles and more recently the Transformation Growth and Municipal Enterprise Work Stream.



## 2. RECENT ACHIEVEMENTS & VALIDATION OF CURRENT ASSET MANAGEMENT

2.1 The Strategic Property Review has confirmed the Council's current management of its property demonstrates a **significant number of strengths** and there is a definite commitment to adopt a strategic long-term approach. The Council is making good and on-going progress towards this by bringing property management into the corporate centre, identifying the extent and potential for rationalisation and savings, investigating opportunities for growth and income generation and for sharing assets and resources with public sector partners and articulating its approach and policy for community transfer of assets.

2.2 In particular, the Council has a pro-active asset management approach with existing estate management arrangements, priorities and outcomes clearly linked to the Corporate Plan, including:

- Commercial Estate occupancy level at 97%, supporting c.326 businesses and 2,670 jobs (FTE);
- adopting a Corporate Landlord model to ensure corporate parameters are adopted to control operational asset decisions;
- implementing an approved accommodation strategy in relation to the Council's operational offices to deliver efficiencies and flexibility, reconfiguring services and administration so they occupy less space, which has resulted in the exit from 12 properties, producing annual revenue savings in the order of £530k, generating surplus property for release and disposal;
- identifying and disposing of surplus and under-performing assets;
- sharing information with public sector partners to explore the potential for cross-sector, cross-agency and community-based management and use of property;
- leading the way in developing sustainable communities by establishing effective community economic development trusts and transferring assets to third sector organisations;
- implementing a 'land management review' of the Council's circa 5,000 acres of informal and formal open space, woodland, parks, playing fields, and development land to identify suitable sites for housing delivery, job creation, community use/transfer, to generate disposal capital receipts and reduce costs and liabilities.

2.3 The Land & Property and Strategic Development Teams have achieved many tangible results and successes since March 2012 which include the following:

<b>Property</b>	<b>Action Taken</b>	<b>Outcomes</b>
Langage Business Park, Plympton	Direct development employment accommodation scheme to commence early 2014	Construction of 30,000 sq. ft. industrial space facilitating and supporting circa 82 jobs
Civic Centre	Terms agreed for the redevelopment Civic Centre	Creation of up to 350 hotel, catering and service industry jobs, refurbishment of key city centre building
Higher Home Park / Home Park	Terms agreed for new development	The development of a new Main Stand in the football stadium, and a mixed-use scheme comprising ice rink, hotel, cinema, shops/restaurants, medical centre. Circa 400 jobs
Bell Close, Plympton	Sale of employment land for commercial development	20,000 sq. ft. of light industrial employment accommodation creating circa 50 jobs
Plymouth International Medical & Technology Park	Sale of employment land for commercial development	10,000 sq. ft. of new office accommodation to safeguard 30 local jobs and create 10 new jobs
Derriford Business Park fully let, Haxter Close fully let, East Street and George Place fully let, Porsham Close fully let, one vacant at Holly and Willow Court.	Commercial property lettings	Enabling SME expansion, supporting job creation and maximising income
Theatre Royal	Restructuring of lease arrangements and realignment of funding enabled £7 million regeneration scheme	Assisted facilitating major regeneration scheme in the west end of the city and secured the long term viability of the Theatre
Windsor House	Agreed co-location agreement of 190 staff from health into Windsor House	Delivers economies of scale and promotes more effective partnership working
Former Woolworths building	Deed completed on head lease to support proposed under lease to new retailer	Enabling bringing long term vacant unit back into beneficial use
2 Union St	Permitted use widened to enable conversion of 3rd floor to a gym and spa	Enabling delivery of sports facility
50-52 Cornwall St	Permitted use widened to permit student housing on upper storeys	Enabling development of student accommodation
170-174 Armada Way	Agreement to Lease completed facilitating a redevelopment into student accommodation & retail space on ground floor	Enabling development of student accommodation and new retail space

Plymouth Dome	Agreement to Lease dated 22/08/2011 amended in January to permit opening of upper floor of Dome as Gary Rhodes restaurant	£350,000 investment; 20 jobs and new signature restaurant for the city
El Café, The Hoe	Secured medium term extension to lease for El Café on a substantially increased rent	Promoting water front as visitor destination and maximising income
119 Cornwall Street / 109 Cornwall Street	Letting of 119 Cornwall Street to existing market trader. 109 Cornwall Street is also currently under offer to an existing market trader	Support growth and expansion of independent retailers through letting premises to existing market traders
Land Management Review	Phase 2 is complete with 39 sites having been identified for review by Planning. Phase 3 is underway, focussing on the geographical centre of Plymouth.	Identifying underutilised and surplus property to promote alternative uses including housing delivery and reduce long term management and holding costs.
Various former school and community centre site disposals	Terms agreed on 9 surplus sites to provide housing	544 new homes to be created with 49% affordable
Boat Storage Sheds on Commercial Wharf converted to alternative uses	Property Lettings	Circa 10 new jobs and increased tourism offer on waterfront
City Market	Trading stalls at 95% plus occupancy rates.	Promoting entrepreneurialism, business start-ups and income generation
Community Asset Transfer Policy	Adoption of Community Asset Transfer Policy.	Enables communities to lever in funding for investment in local facilities and generates a sense of ownership
Commercial estate occupancy level currently averaging 97% with 87 lettings of property interests completed in the last 10 months.	Property Lettings	Supporting c.326 businesses with 2,670 jobs along with valuable income generation in a difficult economic climate
Various land and property interests	Freehold disposals of surplus property generating circa £3.7 million	Reduction of property holding costs and receipts to support capital programme
PCC Land & Property Surveyors ISO 9001 Quality Assurance Accreditation.	Quality Assurance Accreditation	Independent validation of effective estate management practices

- 2.4 It is clear these results have materialised through a good awareness of property as a strategic resource within the authority and the Council's influence across the City. There also appears to be a very strong culture of senior management and members working together and thought sharing in respect of specific opportunities and strategic asset initiatives.
- 2.5 The Strategic Property Review has highlighted the importance and urgency of the Transformation Work Stream and Municipal Enterprise to increase the rate of progress, accelerate delivery of capital receipts, employment and homes as well as efficiency gains and savings from rationalisation, promote co-location and partnership working, and generally identify working practices that lead to better long term planning, management and use of assets.

### **3. EMERGING THEMES**

- 3.1 A series of emerging themes have become apparent as a result of the Strategic Property Review. These themes are focusing on outcomes in terms of growth, development, jobs, housing, income, and capital and revenue savings and in the majority of cases are already being proactively progressed. Some of the key themes are as follows;

#### **3.2 Delivering Employment**

Unlocking the creation of new high quality jobs is a key Council priority.

Initial sites have been identified including land at Langage, Estover, Derriford and Ernesettle. These sites and others have the potential to support more than 1,000 jobs. The Council has already identified land for direct development of employment space at Langage Science Park located off Beechwood Way. In this case the Council is taking positive action to provide 30,000 sq ft of modern speculative employment space in a strong location where occupier interest is likely to be high. Future possible direct development schemes on other key sites are currently under active consideration.

#### **3.3 Delivering Homes**

Plymouth has an on-going requirement for new and appropriate housing. The Council owns a number of assets, currently not utilised or underutilised, which would make appropriate housing locations.

The Council is releasing sites in a controlled and phased approach. Phase I has seen the release of c.10 former school and community centre sites which will deliver c. 600 homes. Work is currently on-going on the second tranche of sites across the. There are likely to be additional sites within the Council's portfolio going forward which are suitable for housing delivery. As landowner the Council has the potential to influence the housing product delivered on each site if desired, particularly in relation to the level of affordable homes and sustainability.

### **3.4 Delivering Income**

The Strategic Property Review has highlighted the potential for a number of specific opportunities for generating additional income from the commercial estate through proactive and specific asset management initiatives.

These include latent potential within the City Centre ground lease estate and the conversion of the remaining old 99 year leases into modern 125 year re-gearred leases to generate additional revenue. Not all of this is realisable in the short term and will require incentives to realise the opportunity.

The interim use of longer term land holdings for solar installations could also generate additional income if considered viable from a planning, grid and regulatory perspective. This would need to be explored with assistance of specialist advice.

### **3.5 Direct Intervention in Priority City Centre Projects**

The Transformation Work Stream and Municipal Enterprise emphasises the importance of building a pipeline of development projects and programme of private sector stimulation that will deliver investment into the City. This will give a clear signal to the property market of the scale of opportunity and which projects will be prioritised. The Council has a number of current / proposed strategic projects in the City:

- Civic Centre tower and public car park (developer selected)
- Colin Campbell Court
- Bretonside Bus Station
- New History Centre
- Derriford District Centre
- North Cross/Plymouth Station
- Royal William Yard (underway)

It is the Council's view that the current focus should be on the new History Centre, Colin Campbell Court, Bretonside Bus Station and Derriford District Centre

There are a wide range of potential implementation approaches for these sites (either individually or combined) from direct development to preparation and sale. Each individual project will require its own detailed implementation strategy.

### **3.6 Interim Use of Long Term Holdings for Renewable Energy**

Plymouth has an objective to become a low carbon area. There are multiple advantages of releasing such land for renewable energy generation. The initial sites identified for further investigation include land at Ernesettle, Langage and St Budeaux with a combined site area of circa 100 acres. These are typically challenged sites from a long term redevelopment perspective and their potential for interim use and development for ground-mounted solar energy installations should be fully explored on the basis they could:

- Secure interim capital and revenue.
- Generate discounted energy for the operational estate, local businesses and residents.
- Allow the Council to carefully plan long term development, resolve site-specific issues and optimise planning and land value.

### **3.7 Asset Categorisation & Property Rationalisation Audit**

The Council's entire property portfolio needs to be separated into 5 categories clearly identifying the primary purpose for which assets are held and will determine the most appropriate strategic asset management. The 5 categories will be Operational, Strategic, Employment, Community and Commercial / Trading.

The Council is also currently assessing its assets within a particular locality to determine opportunities for rationalisation and potential release of land via a Land Management Review exercise.

The Strategic Property Review recommends this process is accelerated and rolled out across the City assessing assets that could provide opportunities for new housing (including self-build), new workspace, renewable energy projects and community asset transfer.

#### **4. CONCLUSION**

Local Government is going through unprecedented change giving rise to both major challenges and opportunities. Strategic asset management and the role of the Council's estate have a key role to play in supporting this change. The Strategic Property Review has produced a series of key initiatives and identified areas where the Council is doing well as well as future areas of opportunity. The Council will now take forward the emerging themes and initiatives prioritising those that will contribute to delivering the transformational growth and municipal enterprise agenda.

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**WORKING PLYMOUTH**

6 November 2013

Connectivity

**Purpose of the report**

The purpose of this report is to explain the current state of connectivity in Plymouth. It specifically covers physical connectivity by road and rail and digital connectivity through broadband and the opportunity that this presents for the City.

**Physical Connectivity****Introduction**

Plymouth has lost its airport and the city is perceived as peripheral to rest of the UK. The M5 terminates at Exeter and loss of the A38 for any reason through accidents or weather, increases the isolation of city. If growth goes ahead with no enhancement in rail capacity then it will lead to higher car use/ carbon emissions.

Since the loss of the airport in Plymouth and the loss of all-year scheduled air services between Newquay and London, Plymouth and the far south west relies on its connectivity a single strategic road route by means of the M5 motorway and A38/A30 trunk roads providing dual carriageway grade separated road. Similarly, Plymouth and the far South West relies railway connects from Bristol (and from Reading/Newbury) to connect Plymouth to London, the Midlands and the North and Torbay is double track to main line standards, and is served by frequent express trains.

**Network Resilience**

The flood events of 2012 and early 2013 have had a significant impact on Local Authority budgets and the economic performance of the South West. Climate change projections underline that such events will occur more frequently in the period up to 2050 and beyond.

In order for the South West to cope with these events it needs to adapt. Key to this are the vital improvements needed to its transport networks. As such, strategic infrastructure interventions are required to adapt to climate change and mitigate the associated transportation and economic risks in future. The strategic rail and highway interventions are vital to maintain connectivity for Devon, Somerset, Plymouth, Torbay and Cornwall.

Most major Trunk Roads witnessed some form of delay or closure which significantly affected the connectivity of the South West. Local highways also bore severe impacts as a result of the weather. Arguably the most severe disruption was caused to the rail network. The flooding of Cowley Bridge near Exeter led to the closure of the main line to London and Bristol severing the strategic rail connectivity of the South West, particularly Devon, Torbay, Plymouth and Cornwall.

The lack of resilience of the transport network also hit confidence levels of businesses both those currently in the South West looking to expand and also potential investment from outside the South West.

Key interventions needed include:

- Improvements at Cowley Bridge on the Great Western Mainline;
- The provision of additional passing loops on the West of England Mainline (in the vicinity of Honiton) to provide an alternative diversionary route to the South West;
- Localised schemes on the Trunk Road network including improvements to the M5 and A303;
- Additional cross-organisational work between Government, the Highways Agency, Network Rail and Local Authorities to tackle issues of strategic connectivity; and
- Increased funding and support for Local Authority flood risk alleviation measures.

## **The link between connectivity and productivity**

Plymouth is a growth area and has to rebalance its economy away from being over-reliant on the public sector. Positive agglomeration benefits, brought about by improved connectivity and stronger economic links with London and other key urban areas, are imperative to ensure we improve our competitiveness and achieve a successful transition from public to private sector-led growth. Distance and accessibility impact directly on costs of transport and business travel. They impact on the costs of logistics both in terms of inputs and the supply chain and costs of access to markets. For every 100 minutes travel time from London, productivity drops by 6 per cent <sup>1</sup>.

The recent analysis undertaken by KPMG for the Government on the economic benefits of HS2 and the subsequent FoI request by the BBC highlighting the extent to which regions not on the proposed HS2 line would be affected, demonstrates the importance of good connectivity to economic output and clearly shows the benefits of HS2 for some regions and the negative impacts it might have on others. For Plymouth, it is estimated that economic output could fall by £14.15m per annum.

Investment that perpetuates regional disparities should concern Government. Former Secretary of State for Transport, Mr. Philip Hammond said in arguing for HS2 “unbalanced growth is not just bad for the North: it’s bad for the entire country”. Better connectivity to the South West is essential to attract investment and boost employment opportunities.

Then Minister, Theresa Villiers, in her response to the Westminster Hall debate on the 20<sup>th</sup> December 2011 recognised the link between good rail connectivity and how it supports jobs and growth. She said “Rail connectivity supports jobs and growth, and is, in particular, vital for the tourism sector, which is such an important part of the economy in the area served by the Great Western franchise” and “it would be positive for the Department for Business, Innovation and Skills, the Treasury, local enterprise partnerships and local authorities to be engaged in the important decision in question”.

## **How does Plymouth compare?**

There is a growing body of evidence showing how peripheral Plymouth will become relative to other cities in England.

Table I highlights how Plymouth is the only city in England, of those with populations of over 100,000, to not be included on the Government’s defined Strategic National Corridors, will have typical rail journeys to and from London in excess of every other city once HS2 is completed and an economy currently ranked in the top quartile of local authorities most vulnerable to public spending cuts. Plymouth is also one of only two cities in the UK that neither has a motorway within 10 miles nor an operational airport within 25 miles.

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<sup>1</sup> Meeting the productivity challenge, University of Bath and University of West of England (2005)

**Table I: Benchmarking of road and rail connectivity: English Cities outside London**

Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification of GWML	Ranking of least Vulnerable to public spending cuts out of 324	Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification of the GWML	Ranking of least Vulnerable to public spending cuts out of 324
Birmingham	Y	49	234	Wolverhampton	Y	75	304
Leeds	Y	80	187	Southampton	Y	76	230
Sheffield	Y	75	266	Portsmouth	Y	99	291
Bradford	Y	109	279	York	Y	113	156
Manchester	Y	73	217	Peterborough	Y	53	220
Liverpool	Y	97	287	Lancaster	Y	135	224
Bristol	Y	77	167	Oxford	Y	50	171
Wakefield	Y	105	268	Preston	Y	108	262
Coventry	Y	57	243	St Albans	Y	19	2
Leicester	Y	53	302	Norwich	N	104	190
Nottingham	Y	55	275	Chester	N	105	168
Newcastle upon Tyne	Y	157	259	Cambridge	Y	123	122
Sunderland	Y	188	308	Salisbury	N	89	79
Kingston upon Hull	Y	146	320	Exeter	Y	123	203
<b>PLYMOUTH</b>	<b>N</b>	<b>192</b>	<b>309</b>	Gloucester	Y	113	218
Brighton and Hove	N	60	140	Chichester	N	88	57
Derby	Y	60	267	Winchester	Y	58	29
Stoke on Trent	Y	65	322	Carlisle	Y	166	233

## **The Existing Transport Network in the South West – Analysis of Strengths, Weaknesses Opportunities and Threats**

### Strengths

- Motorway/dual carriageway spine route from Bristol to Exeter, Plymouth and Torbay
- Two separate rail routes to London, each offering hourly service pattern, and hourly train services to Bristol/ Midlands/ North
- A strong record of co-operation between local transport authorities

### Weaknesses

- Just one motorway into the area
- The motorway ends part-way through the area and does not reach the largest settlement, Plymouth
- Fragility in network resilience as a consequence of our peninsular geography which means that we do not have alternative routes
- Slower rail journey speeds and hence longer journey times than many other regions for links to London and the South East.
- Low population and business density gives a lack of scale in relation to some transport facilities such as Rail freight
- Peak hour congestion in cities may deter business investment
- No direct air links to London and the south east

### Opportunities

- Population distribution and growth is closely aligned to the main transport corridors
- The Greater Western Franchise Replacement planned for 2016 gives the city a unique opportunity to press for better rail services in the far South West
- The planned introduction of the Intercity Express Project(IEP) train fleet between London, Taunton and Exeter strengthening the business case for rolling out electrification along the entire length of the south west spine
- Western Access to Heathrow Airport reducing rail journey times to and from the south west
- Investment in improving the A303 and Waterloo to Exeter railway line could transform perception of Heart of the South West as a location for business investment

### Threats

- Proposals such as HS2 will make the Heart of the South West more disadvantaged in comparison with areas such as the Midlands and North in terms of connectivity to London
- A new hub airport to the east of London would further disadvantage the Heart of the South West in view of its relative in-accessibility
- The relatively limited scale of the South West Peninsula in comparison with other areas such as the Midlands or North could lead to the South West being starved of investment
- Climate change projections underline that the severe weather events of 2012/13 will occur more frequently. Further disruption arising from a failure of the network to adapt to such changes could lead to a perception that the South West is too high risk an area for business relocations
- Shortage of rail rolling stock to meet the growing demand for local rail travel
- Limited range of services from Exeter airport and extended travel time to Heathrow/Gatwick prejudices International business locating in the Heart of the South West area

## **Government Policy**

### **Rail**

The rail network in the south west has been starved of investment, contributed by the rail industry historically under estimating train passenger growth, thereby continuing to falsely indicate a lower need for investment. This imbalance, which is being accentuated over time, means that planned capacity is falling short of what is required. In 2012 patronage had already exceeded the industry forecast for 2019 and therefore needs revising as a matter of some urgency to redress the lack of investment in rolling stock and track infrastructure. Rail is a key lever to realising economic potential and investment is needed to:

- Significantly improve resilience at locations where there has been repeated weather-related disruption; and
- Provide additional rolling stock and infrastructure improvements needed to cater for likely future growth and unleash the region's massive untapped economic potential.

### **Strategic National Corridors**

Strategic National Corridors have been developed by the DfT to promote connectivity by road and rail between cities in the UK. Strategic National Corridor status prioritises resources to improve connectivity

DfT spending per head of population for the South West fell by £32 to £212 per head of population between 2006/07 and 2010/11 while the UK average has risen by £41 to £363 per head of population over the same period is evidence of the disparity that exists between regions.<sup>2</sup>

HS2 and rail electrification will increase the disparity. The anticipated cost of HS2 is £43bn. This level of expenditure in rail to reduce journey times between the north of England and London is in stark contrast to the lack of investment in any named improvement schemes announced earlier this year by Network Rail in their Strategic Business Plan to improve the rail network in the south west over the next five years. (Network Rail have just published its study on proposals to spend £31m to improve resilience on the Western Route) The south west population is 2.2m and supports 900,000 jobs and has a Gross Value Added of £36bn.

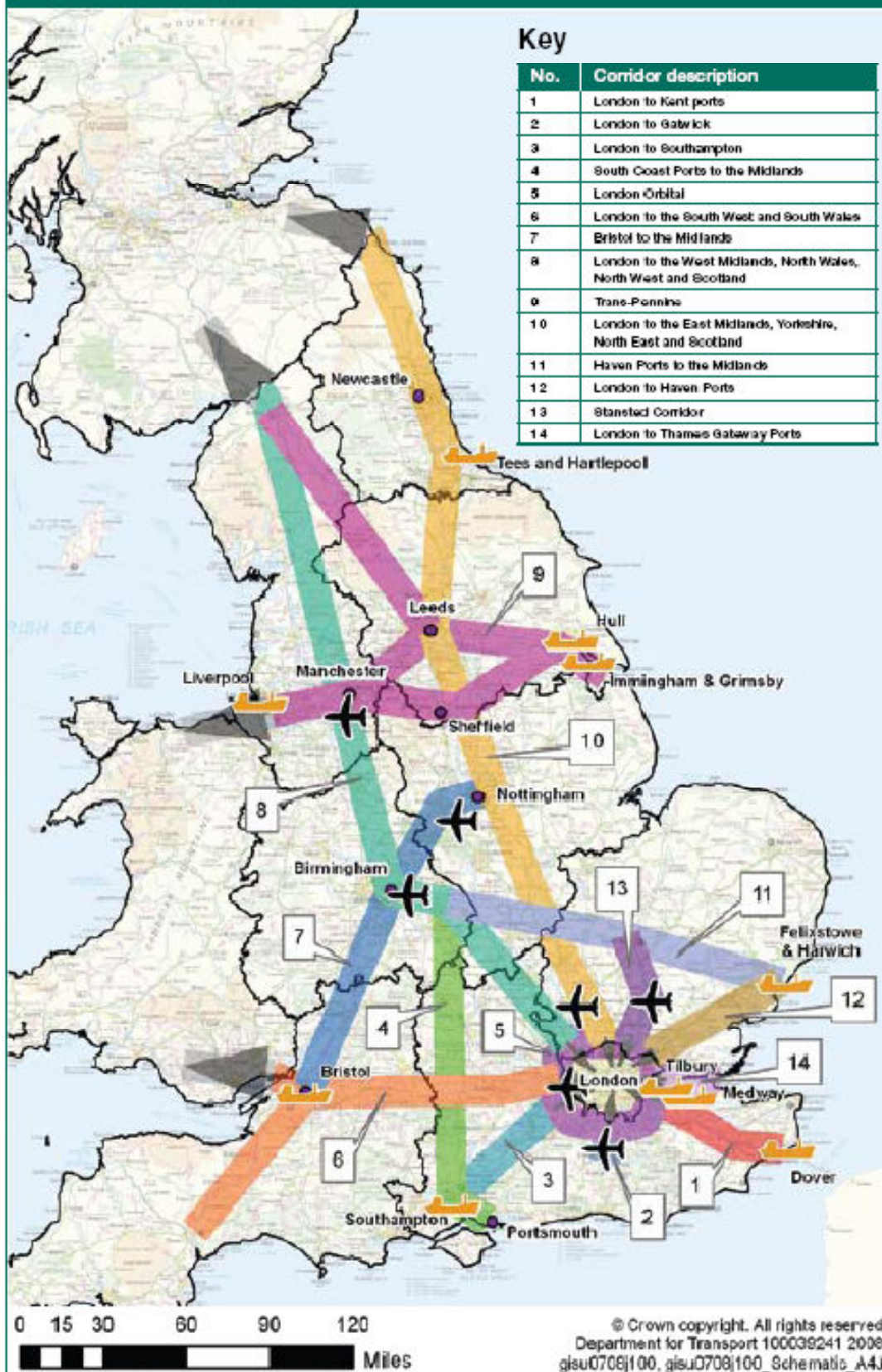
The Far SW (Somerset, Devon, Torbay, Plymouth and Cornwall) is sometimes dismissed as a sleepy backwater. The Far SW has low economic productivity with long rail journey times to London. Despite this the south-west has achieved high growth since 1999 but how much more could it achieve with greater investment.

The plan below shows the DfT's network of Strategic National Corridor. You will note that Plymouth and Cornwall hardly make it onto the DfT's SNC map, let alone actually designating road and rail routes into Plymouth as being on a Strategic National Corridor.

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<sup>2</sup> Office of National Statistics 2013

Figure 4.1 Strategic National Corridors



The Rationale for including Plymouth on the network of Strategic National Corridors:

- To strengthen the business case for investment in better connectivity;

- The existing network of Strategic National Corridors comes as far as Exeter which is neither a strategic port, strategic airport and is significantly smaller than Plymouth.
- Difficult to understand why so much of the south-west peninsula is left un-served with Plymouth 15<sup>th</sup> ranked city in England ranked by size of population
- Plymouth is committed to maintaining projected growth and therefore its importance to the prosperity of the sub-region and South West peninsula
- Plymouth is the largest city in England with no direct road or rail connections which are on the network of Strategic National Corridors.
- Plymouth is a designated port on the Trans-European Network, a criterion that is explicitly stated when considering where SNCs should be designated.
- Economic growth would be severely jeopardised by lack of connection to the SNC network, given that peripherality is already recognised as a primary inhibitor of economic activity.
- The definition of corridors has the potential to stifle growth in Plymouth, with developers preferring locations that are more likely to receive more investment to deliver better connectivity.
- Connecting Plymouth to the SNC Network would make a clear statement from Central Government to the private sector that they expect the area to be led by business growth and is vital for business confidence.

### **What has the Council been doing to improve Physical Connectivity?**

#### **Campaign to include Plymouth on the UK's network of Strategic National Corridors**

The Council has previously responded to the Government consultations on Strategic National Corridors in 2008 and again in December 2010 seeking inclusion of Plymouth on the network of Strategic National Corridors. Those responses included the issue of the need to invest to improve rail resilience and a commitment to achieve journey times of 3 hours between Plymouth and London far more frequently. The Government's response declined to extend the network to include Plymouth, suggesting that this should be pursued through our LEP. A Council Motion of Notice was passed earlier in 2013: "Council believes Plymouth should be on the UK Strategic Corridor and will campaign to this end." Again the Secretary of State in his response.....

#### **Plymouth Rail Franchise Task Force Group**

This Task Force was created in July 2011 in response to the announcement that DfT were going to re-franchise the Great Western network, the process starting almost immediately. The Task Force, a cross party group of local MPs, Plymouth City Council, Plymouth Chamber of Commerce and Plymouth University commissioned work demonstrating the economic case for improved rail services to and from the city for submission to both the DfT and potential train operating companies and engaging with both to press for better rail services. Up until the cancellation of the franchise process in 2013, the revised train service specification had mandated the provision of an additional train providing a 3 hour journey from London to Plymouth arriving at 10.00am. The interim franchise awarded by DfT in October 2013 has reverted to the existing timetable and no service improvements are envisaged for the next two years. In recognition that the ask extends beyond just the franchising process but to all aspects of investment in infrastructure covering the whole of the peninsula, it was considered in 2013 that the Plymouth Rail Franchising Task Force should be widened to become a Peninsula Rail Task Force

## Peninsula Rail Task Force

The Peninsula Rail Task Force has been established in 2013 to represent the railway aims and aspirations of the five South West Peninsula Local Transport Authorities. A key foundation of the PRTF remit is to work on the issues in common, and to achieve the joint aims of the peninsula across the five councils.

It recognises that these needs have not been sufficiently met in the past by national rail programmes and franchises, and is committed to lobby for, and promote, the need for more government investment in the South West Railway to ensure that lack of investment in the railway does not have an adverse effect on the South West economy or people's travel needs.

The key aim is for fairer and more effective investment in the South West Railway to meet the following requirements:

- **A fully resilient railway**, with sufficient investment to ensure that connectivity is not lost through repeat disruption events, and with an effective diversionary route from Exeter via Yeovil to Castle Cary
- **Rail Connectivity fit for a population of 2.2m** in a region with a potentially dynamic economy, with (a) London direct, (b) Bristol and beyond.
- **Train journey times to London that are fully comparable** with other cities of a similar distance on mainlines.
- **No Stand still railway:** sufficient train capacity to grow the economy and to prevent choking off passenger growth on local and main lines, throughout the new Franchise periods, in full recognition of the high and sustained passenger growth since 2000.
- **Quality rolling stock** that is comparable to the average in UK, ending the role of the South West as the final deployment of old rolling stock before being scrapped.

## Wifi on Long Distance Trains

Free WiFi has now been promised as part of the revised franchise arrangements for Great Western franchise. However, many long distance services across the country already have wifi as standard. Moreover, the poor mobile phone signals along much of the route, including towards London in Wiltshire, makes it difficult for business passengers and others to use the longer journey time of the South West routes into London, compared to all other routes into London, productively. This is something that still needs addressing

## Western Rail Access to Heathrow Airport

A more direct link to Heathrow Airport via Slough on the GWML has been identified as a longer-term aspiration. PCC will support the project team that is progressing this scheme and the ITT needs to recognise the need for the franchise holder to develop and support the RUS recommendation to deliver this infrastructure in the longer term.

## Electrification

One of the important conclusions to emerge from Network Rail's electrification Route Utilisation Strategy (RUS) and highlighted in the Council's consultation response to the Electrification RUS was that following completion of electrification on the GWML, the electrification of the Cross-Country route from Bromsgrove to Plymouth had (Table 6.5 in NR Electrification RUS) a Benefit to Cost Ratio (BCR) of 5 to 1. Electrifying the B&H between Newbury and Cogload Junction (Taunton), to fill the gap and allow electric trains to use the Cross-Country wires from Taunton, to make Paddington/Plymouth all electric, had a positive financial (business) case (Table 6.5) and the BCR was described as "effectively infinite". The franchise renewal should not ignore electrification into the far SW and the DfT needs to encourage bidders to develop proposals for additional electrification schemes to see completion within the franchise period of electrification to Plymouth. A spin off benefit of electrifying the B&H route is the provision of a diversionary



route during engineering possessions of the electrified GWML between London and Cardiff, enabling maintenance of performance on GWML and West of England services in those circumstances where one line is out of action.

The progressive extension of the electrified network will raise passenger demand further, aka “the Sparks Effect” and that this additional growth will not just be confined to the newly electrified lines. Clearly sufficient rail capacity and rolling stock will be required to accommodate this growth.

There must be a question over the future operation of the existing HST train fleet beyond 2020 as there will be a need for full compliance with PSM TSI and the Rail Vehicle Accessibility Regulations; unless derogations can be obtained, otherwise the ongoing operation of the HSTs may involve expensive modifications.

We share the widespread feeling locally, that the most recent Route Utilisation Strategy underestimated the growth likely to be seen on our local network, particularly given the massive growth seen over the last ten years in the South West with passenger growth into London growing by 4.2% per annum and the number of journeys made on the six Devon & Cornwall branch lines having more than doubled from 894,000 a year to just under 2 million passenger journeys per year.

### **Building the Evidence Base for rail investment**

The Council, as part of its submission to the consultation on the refranchising of the Great Western Network, had an independent economic assessment of the impact of reducing journey times by rail between Plymouth and London. A journey time of 2hours 45 minutes instead of the usual 3 hours or more would generate an economic gain of £94m per year to the UK economy.<sup>3</sup>

The Council is also undertaking an assessment of the benefit cost ratio of extending the existing electrification programme to cover the whole route to Penzance. Electrification delivers financial benefits through operating cost savings allowing significant service enhancements to be delivered more cheaply. It is the intention for the Council to publish this report shortly.

## **Digital Connectivity**

### **Introduction**

Plymouth’s remote location often acts as a barrier to the production of many physical products and services. The same barriers do not apply to digital products and services however. In fact Plymouth’s great existing connectivity, excellent quality of life and strong existing creative/digital and ICT base provide a significant strategic opportunity for the city to exploit high value global digital markets and attract inward investment from individuals and businesses who seek a better lifestyle.

Increasing utilisation of the internet is a win-win for citizens, the Council and the economy. It can make the City more equal and prosperous while enabling better and more efficient public services. It is also the most effective means at the disposal of the Council to ensure the continued private sector investment which will be required to keep Plymouth ahead of the curve.

Plymouth is among the ten best locations in the UK for superfast broadband. By 2014 Plymouth will also be one of a small group of UK cities to offer free public Wi-Fi access which will enable citizens to access the internet from their mobile phones or laptops computers across certain parts of the city.

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<sup>3</sup> Economic study into rail services for Plymouth (2011) Steer Davies Gleave Transport Consultants

The internet has revolutionised the way we live and work and if anything the rate of change and impact on society is set to accelerate further. The critical challenge for the Council is to ensure that this opportunity is maximised and open to everyone.

### **Why is digital connectivity important for Plymouth?**

The list below is a selection of the benefits that were identified by a PricewaterhouseCoopers study in 2009.

Consumer benefits:

- Households that are offline are missing out on savings of £560 per year from shopping and paying bills online.

Education benefits:

- Home access to a computer and the internet can improve children's educational performance.

Employment benefits:

- Unemployed people who get online could increase their chances of getting employment with an estimated lifetime benefit of over £12,000 for every person moved into employment.
- People with good ICT skills earn between 3% and 10% more than people without such skills.
- By 2020 90% of all jobs will require ICT skills.

Improved government efficiency:

- Each contact and transaction with government switched online could generate savings of between £3.30 and £12.00.

The issue of enabling wider connectivity to transform public services is and will become increasingly more critical for the Council, particularly to enable welfare reform and to enable those in residential care and hospitals the opportunity to live independently in their homes for longer. In addition to increasing service quality and lifestyle the financial savings from this shift could be enormous.

An example of the kind of support on offer can be found at the following link

<http://www.bbc.co.uk/news/technology-22984876>

### **Is Plymouth well connected digitally?**

#### **Wired connectivity**

Plymouth punches well above its weight in terms of connectivity. Plymouth City Council through the Digital Plymouth Partnership is working hard to create the right conditions to maintain this advantage by stimulating demand for connectivity and working with the private sector to enable and lever investment.

Plymouth has an average broadband speed of 14.4 megabits per second, so is in the top 20% nationally for average internet speed. Superfast broadband (30 megabits and above) is available to 93% of city, placing Plymouth in the top 10% nationally. To provide an example of what this means in practice, this is quick enough to download a feature film in six minutes or a song in two and a half seconds.

There are however still small pockets of the City where substandard connectivity exists. Nationally the market often fails to deliver high grade connectivity to business parks and this also applies in Plymouth. There are also certain small areas of the city where the cost of upgrading services outstrip the commercial case created through local demand. For such areas there are a number of solutions that are in the process of being delivered. Firstly BT is in the middle of a programme of upgrades, secondly Plymouth City Council is a partner in the Connecting Devon and Somerset programme which will connect other areas of the City. These two programmes will last three to four years and what poor connectivity remains should be dealt with through

alternative technologies such as using wireless transmissions (for example through unused television frequencies).

If Members (or constituents) would like to find out more about specific locations then please see the leaflet produced by the Economy, Enterprise and Employment team [http://www.plymouth.gov.uk/superfast\\_broadband.pdf](http://www.plymouth.gov.uk/superfast_broadband.pdf)

## **Wireless connectivity**

In addition to the competitive advantage that physical connectivity provides to the City, Plymouth City Council is working to develop a wireless network which will deliver free\* mobile internet access to residents by summer 2014. The network will bring Plymouth into the 21st century and will send out all the right messages for citizens, potential investors and visitors. As the network grows it could also help deliver better and more efficient public services and will become a key asset for the Council. The network will be delivered at no cost to the taxpayer by stimulating the private sector to provide an innovative and effective solution where the Council can retain control without holding risk, The first phase of the network will be rolled out in high footfall, commercially viable areas with the aim of expanding the network further, so that those most in need, without internet access will have at least a basic level of access to the internet.

*\*The extent of free access is to be determined. Plymouth City Council's aspiration is that there will be 24/7 access to certain critical web sites and a minimum daily allowance to the wider web (minus unsuitable content and payday loans). It is important to understand also that the signal will not penetrate buildings well and will not replicate existing high performance networks (for example in hotels and libraries).*

## **The growing importance of being online**

The percentage of the population in Plymouth that subscribe to a wired broadband contract is 77.9%. This places Plymouth in the top 40% nationally. This however equates to 38,000 households who have no wired connection. This is important because strong uptake is critical to incentivise future upgrades to connectivity from the private sector and also because internet usage in itself is beneficial for the city, its economy and its communities.

As the importance of the internet and connectivity to our working and personal lives increases yet further so will the social and economic penalties of not being engaged. New means of connection such as smart phones and TVs will drive wider engagement and utilisation of the web but this will not reach everyone and those who find themselves excluded will become ever more disadvantaged and isolated as this gap increases.

The requirement to bridge this gap has recently become more acute, particularly for public service providers. The requirement to cut service costs is driving more and more public service delivery online – this is now enshrined at national government level through the 'digital by default' service policy (stating that all services should be delivered primarily online) which has most notably been enacted through the welfare reform agenda. As part of these reforms benefits claimants will need an online account and email address to set up and access all benefits as will job seekers.

Digital inclusion is therefore an urgent and imminent risk to delivery for many public organisations, not least Plymouth City Council that has over £4.5M invested in shifting services from face-to-face to online transactions. The risk is that 22% of Plymouth residents, most of who are the target audience for these services will be unable to access these services.

Action is therefore required to get more of the City online. The City Council, led by the Economy, Enterprise and Employment team has taken action by developing a 3 year £330,000 project (which is the largest of its kind in the UK) to ensure that more citizens can engage with the web, and in doing so create positive impacts, particularly for employability, skills and education and mitigate against the risks of welfare reform while enabling greater equality and participation.

Enabling increased digital access and skills will be of increasing importance over the coming years.

## **Encouraging more businesses online**

The Heart of the SW Local Economic Partnership business review reported that 33% of respondents cited general IT skills as requiring improvement.

Boston Consulting Group (BCG) recently reported that for small firms an estimated 10% productivity increase is achieved from internet usage, and those SMEs with significant internet usage grow and export twice as fast as others.

Plymouth City Council through the Digital Plymouth Steering Group has worked hard to ensure that local businesses understand the benefits of broadband, by organising events and through an on-going marketing campaign. Critically, Plymouth City Council is currently negotiating a £1M package through its “City Deal” with Government to develop a significant programme of business support to help businesses trade and export online.

## **Recommendations**

### **Digital Connectivity**

In 2012 The Leader of the Council lobbied the Prime Minister for improved connectivity for the City and for our businesses. This lobbying will continue and is part of a wider, cross-partner Digital Plymouth programme of activity which aims to help Plymouth capitalise on the opportunity that digital connectivity provides for the city. This agenda is and will become increasingly critical to enabling improvements in areas such as: enabling improved Council service provision and social care, tackling exclusion and poverty, and enabling the skills and infrastructure necessary to make Plymouth an attractive place to do business.

Digital connectivity has been recognised as one of the critical factors to develop the Plymouth Economy through the Economic Strategy Review. It is also important that connectivity is recognised and incorporated through the Plymouth Plan into the strategies and work plans of different services within the Council as a cross cutting enabler and opportunity.

### **Peninsula Rail Task Force (PRTF)**

The PRTF needs to be the main channel through which rail improvements are sought. In that respect it needs to concentrate on:

#### **Evidence**

- PRTF needs to build a clear, effective and compelling case for greater investment in the railways serving the South West Peninsula.

#### **The “Ask”**

- All partners need to understand that the case will only be highly effective if the “ask” is universally agreed by all PRTF partners.

#### **Lobbying and Communications**

- The need for effective lobbying of MPs and government (ministers, DfT and Network Rail) and to ensure that the best case possible is made as well as ensuring that the means of lobbying is carried out in the most effective way.
- Effective and timely communications are required with MPs, the business community, other stakeholders, and all potential partners whose support will help build the case.

#### **Resources**

- To maintain the highest degree of effectiveness, needed to stand the highest chances of the success of the campaign, there may be a need to fund and resource elements of this work.

## **Network Resilience**

In a similar way to the way local authorities are working in partnership to secure improvements to the rail network through the Peninsula Rail Task Force, the five local authorities and two LEPs need to build on existing partnership working to press for:

- Additional cross-organisational work between Government, the Highways Agency, Network Rail and Local Authorities to tackle issues of strategic connectivity;
- Increased funding and support for Local Authority flood risk alleviation measures; and
- Revision of the Bellwin Fund criteria to ensure that funding is more widely available to respond to future events.

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# WORKING PLYMOUTH

Economic Development



## Plan for Jobs – Update

### Background

The Plan for Jobs was considered and agreed by the Growth and Prosperity Overview and Scrutiny Panel on 20 February 2013. The Plan brings together 19 very different projects, covering a variety of interventions and led by a variety of partners, including the Council. The Plan aims to deliver over 2,000 jobs (ft/pt jobs and apprenticeships lasting more than six months) by the end of 2014. This report provides an update of the 19 projects to date.

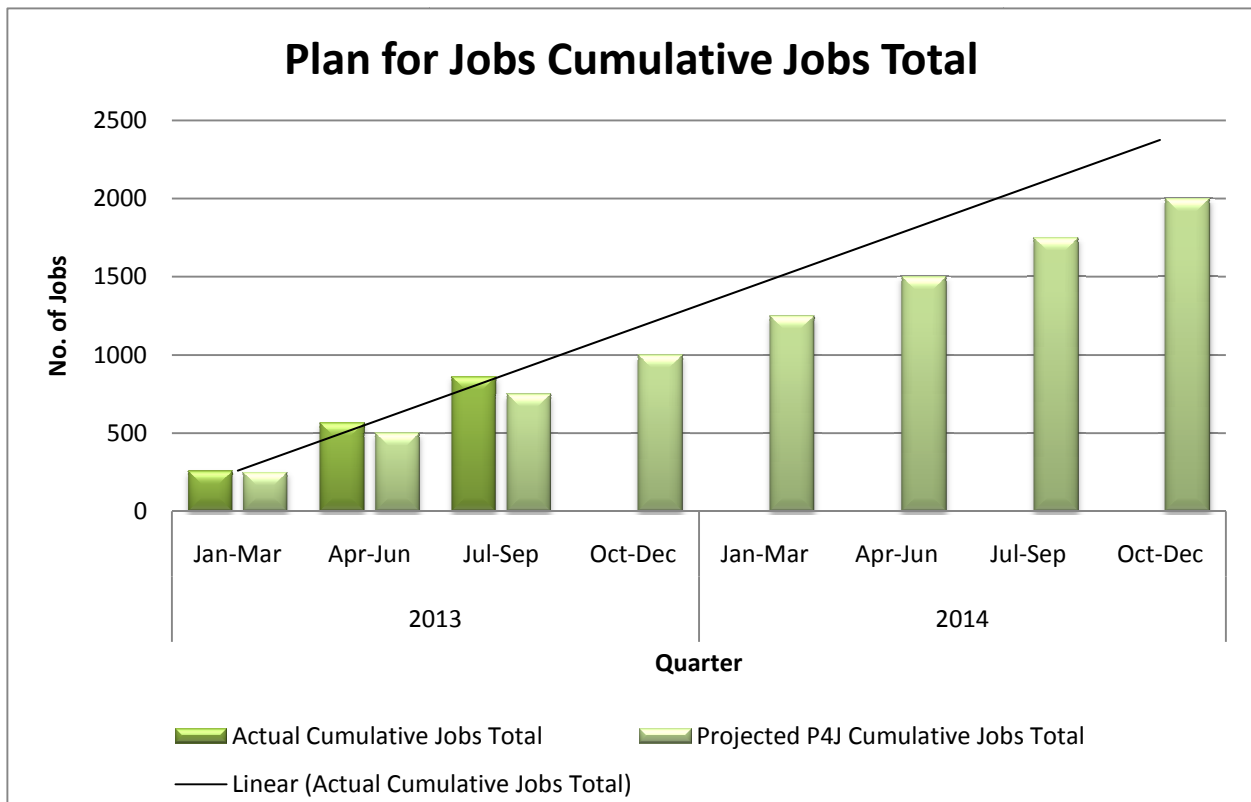
Following the Scrutiny Panel meeting an update regime was agreed by the Plan for Jobs Task Group members at their meeting on 26 March 2013. This states that the Plan for Jobs Task Force will meet in person every six months, with interim meetings organised should they be needed to discuss any specific issues. Update reports are compiled from information supplied by Task Force members and/or named officers working directly on the projects. To date there have been two emailed updates (January - March 2013 and July – September 2013) with a full Task Force meeting held on 7 August 2013 to consider the April - June 2013 update. A template has been produced to facilitate tracking of the outcomes and is updated each quarter.

At the March Task Force meeting it was agreed that Task Force members would ‘champion’ each of the projects and act as the figurehead for it. It was understood that some members would be more involved in their allotted project than others. The Task Force members championing each are included in the table below. The full list of Plan for Jobs Task Force members can be found at Appendix A to this report.

### Plan for Jobs projects progress to date

To date 861.5 jobs have been attributed to the Plan projects with 257.5 between January and March 2013, 308.5 between April and June 2013 and a further 295.5 between July and September 2013.

This progress is very positive. In order to reach the 2,000 target at the end of 2014 there would need to be an average of 250 jobs attributed per quarter. The figures for the first three quarters have outstripped this. The progress to date shown against the increase required each quarter in order to reach the 2,000 target is shown in the chart below.



Below is a charter highlighting the progress made on each of the 19 projects over the last three quarters:

Project	Q1	Q2	Q3	Cumulative Total
1 West End Accelerated Development	60	0	0	60
2 Plymouth Pavilions/Home Park	0	0	0	0
3 Get Britain Building	0	0	0	0
4 Bickleigh	0	0	1	1
5 Provision of Enterprise Hubs	0	0	0	0
6 Proactive Approach to Planning	0	10	8	18
7 1000 Club	149	212	208.5	569.5
8 Apprenticeship Training Agency	0	0	3	3
9 Making Waves	1	0	0	1
10 Increasing Inward Investment	6	22.5	25	53.5
11 PWGF2	0	18	3	21
12 Fredericks Foundation	1.5	0	2	3.5
13 Outset Finance	10	4	2	16
14 GAIN	12	18	31	61
15 Digital Connectivity	11	12	12	35
16 Business Engagement	3	1	0	4



17	Pursuing Public Finances for Jobs	4	1	0	5
18	PCC Procurement	0	10	0	10
19	Plymouth Building for Jobs Investment Fund	0	0	0	0
<b>TOTAL</b>		<b>257.5</b>	<b>308.5</b>	<b>295.5</b>	<b>861.5</b>

## Discussion

As can be seen from the above table most of the 19 projects are yielding results. All of the projects are now well underway with progress on each. Planning consent for a number of projects is currently being secured with on-site work likely to start in the New Year. These will then start to deliver jobs. As can also be seen, the total number of jobs created in the first nine months, even with not all of the 19 projects delivering jobs, already means that the Plan is delivering ahead of target.

Furthermore, there continue to be additional developments in Plymouth that will also create jobs. The update report has a separate section that itemizes these additional jobs in order to provide a complete picture. These are in addition to and treated separately to the Plan for Jobs jobs and are logged separately to ensure any double counting is minimized. Double counting between projects is also being addressed.

Jobs have also been created through other developments including, but not limited to, the following:

- Plymouth City Council units at City Business Park
- Money Group locating to Plymouth in late 2012
- Plessey Semiconductors receiving Regional Growth Fund Round 3 funds to safeguard and secure employment in Plymouth (confirmed before the P4J but likely to deliver during its lifetime)
- Regional Growth Fund Round 4 funds through the UTC Aerospace and City Deal bids, both of which will bring investment and jobs into Plymouth over the coming years

These are noted in update reports and quantified where possible. Task Force members are also encouraged to feed through information and additional jobs figures.

Forthcoming meetings of the Task Force are scheduled for January and July 2014 and a final meeting in January 2015. Dates, should meetings be required, have been set for October 2013 and January and October 2014.

Quarterly update reports will continue to be produced until the Plan is delivered.

Jeffery Kenyon

Economic Strategy & Partnership Officer

23 October 2013

## Appendix A

### Plan for Jobs Task Force Members:

CLlr Evans - Plymouth City Council (Chair)

Prof. Julian Beer – Plymouth University

James Brent – Akkeron Group

Ian Brokenshire – KPMG

Simon Chamberlain – Tamar Science Park

Phil Davies – City College Plymouth

Peter Flukes – Wolseley Trust

Gareth Hart – Plymouth Social Enterprise Network

Bev Hurley – Outset

Roger Pipe – Millfields Trust

Judith Reynolds – Plymouth University

Clive Turner – Plymouth Community Homes

# WORKING PLYMOUTH

Tracking Resolutions and Recommendations  
2013 - 2014



**PLYMOUTH**  
CITY COUNCIL

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
25.9.2013 Minute 15 Market Recovery Scheme	'agreed that officer would provide the Committee with more detail regarding reasons for large or inward investment sites stalling in Plymouth'	Date:	March 2014
		Officer:	AD for Planning Services
		Progress	This information was requested in October 2013; it was confirmed that this would take some time to complete and would be provided in March 2014.
25.9.2013 Minute 16 Affordable Housing Delivery	'agreed that the exact number of mixed and special needs accommodation was not available at the meeting however a figure would be provided to the Committee detailing a breakdown of need and number as well as a projection of type of new schemes coming forward.'	Date:	October 2013
		Officer:	Housing Delivery Team Leader
		Progress	This information was requested in October 2013 and was emailed to Members on 28 October 2013.
25.9.2013 Minute 18 Plan for Homes	'(I) agreed that all Councillors would have access to the Strategic Housing Market Needs Assessment once it was ready; it was confirmed that it would be uploaded to the Council's website and the Members' Room webpages.'	Date:	January/ February 2014
		Officer:	AD for Planning Services
		Progress	This information was requested in October 2013; it was confirmed that this would be available in January/ February 2014.

Date, agenda item and Minute number	Resolution	Target date, Officer responsible and Progress	
25.9.2013 Minute 18 Plan for Homes	'(3) agreed that a report detailing progress with the Plan for Homes is submitted to a future meeting following Cabinet.	Date:	March 2014
		Officer:	AD for Planning Services
		Progress	This has been scheduled onto the panel's work programme for March 2014.
25.9.2013 Minute 19 Youth Unemployment	(1)agreed that the Committee would be provided with a report on the Skills Plan during the current year's work programme.	Date:	March 2014
		Officer:	Head of Economy, Enterprise and Employment
		Progress:	This item has been scheduled onto the panel's work programme for March 2014.
25.9.2013 Minute 19 Youth Unemployment	(2)the Committee would be provided with information regarding the Local Procurement Strategy and how this is supporting youth unemployment	Date:	
		Officer:	Head of Economy, Enterprise and Employment
		Progress:	This information has been requested.
25.9.2013 Minute 19 Youth Unemployment	(3)officers would provide the committee with an update on the implementation plan and graduate retention.	Date:	
		Officer:	Head of Economy, Enterprise and Employment
		Progress:	This information has been requested.
25.9.2013 Minute 22 Tracking Resolutions and Update from the Cooperative Scrutiny Board	agreed that the Hoe Foreshore Risk Assessment is circulated to Committee Members	Date:	September 2013.
		Officer:	Democratic Support Officer
		Progress:	This information was emailed to Members on 30.9.2013.

**Recommendations sent to the Cooperative Scrutiny Board.**

Date, agenda item and minute number	Working Plymouth Recommendation	Corporate Scrutiny Board Response	Date responded
25.9.2013 Minute 23 Work Programme	'agreed that a request is submitted to the Cooperative Scrutiny Board for the North Plymouth Area Action Plan Inspectors report to be added to the Working Plymouth work programme.	The Board agreed to remove the North Plymouth Area Action Plan Inspector's report from the Working Plymouth work programme.	16.01.13

**Recommendation/Resolution status****Grey** = Completed item.**Red** = Urgent – item not considered at last meeting or requires an urgent response.

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# WORKING PLYMOUTH

Work Programme 2013 - 2014



**PLYMOUTH**  
CITY COUNCIL

**Please note that the work programme is a 'live' document and subject to change at short notice. The information in this work programme is intended to be of strategic relevance and is subject to approval at the Cooperative Scrutiny Board.**

For general enquiries relating to the Council's Scrutiny function, including this committee's work programme, please contact Helen Rickman, Democratic Support Officer, on 01752 398444.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
03.07.2013	Briefing by Director for Place on key challenges and issues	To help inform work programme and Cooperative review discussion		Anthony Payne – Director for Place
	Evaluation of East End scheme	Post implementation report	Performance review	Juli Wileman – Transport Projects Manager
25.09.2013	Market Recovery Scheme	To receive an outturn report on the Market Recovery Scheme since the provisions of the scheme ended when the Council's Community Infrastructure Levy (CIL) came into effect on 1 June 2013.	Performance review	Paul Barnard – Assistant Director for Planning Services
	Affordable Housing	To review Affordable Housing in Plymouth, linked to the Get Plymouth Building Initiative, to ensure that the priority to increase housing supply is monitored.	Housing Growth; Corporate Plan priority	Nick Carter – Housing Delivery Team Leader
	Get Plymouth Building	To review the Get Plymouth Building Initiative which aims to accelerate housing supply by reviewing all stalled sites, lapsed planning consents and Area Action Plan sites.	Corporate Plan priority	Paul Barnard – Assistant Director for Planning Services
	Plan for Homes	To review the Plan for Homes which is one of the key initiatives agreed as part of the new Corporate Plan. It seeks to facilitate a transformational step change in housing delivery in Plymouth.	Corporate Plan priority	Paul Barnard – Assistant Director for Planning Services
	Youth Unemployment	To review the progress of the issue of Youth Unemployment in the city since discussions with scrutiny in November 2012.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
06.11.2013	Strategic Property Review	To receive the Strategic Property Review and key recommendations.	Performance review.	James Watt – Head of Land and Property
	Connectivity/SW Peninsula Plan/Confident Plymouth	Review Progress.		Clive Perkin/David Draffan

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration	Responsible Officer
	Plan for Jobs	To review the progress of the Council's Plan for Jobs which aims to deliver 19 projects in turn creating 2000 jobs over the next two years.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Plymouth Community Homes Review	To review the progress of PCH in relation to its delivery of promises made as part of the stock transfer in 2009.	Performance review	Stuart Palmer – Assistant Director for Homes and Communities
05.03.2014	Youth Unemployment	Review progress.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Plan for Jobs	Review progress.	Post scrutiny follow up	Chris Grace – Head of Economy, Enterprise and Employment
	Skills Plan	Review progress.	Performance review.	Chris Grace – Head of Economy, Enterprise and Employment
	Inward investment	To review the Council's Inward Investment activities which aim to develop the city as a thriving growth centre by creating good quality sustainable jobs.	Performance review	Amanda Ratsey – Enterprise and Inward Investment Manager
	Subsidised bus routes	To review the implementation of the Growth and Prosperity Overview and Scrutiny panel's recommendations regarding subsidised bus routes from October/November/December 2012 Task and Finish Group meetings.	Post scrutiny follow up	Phil Heseltine – Head of Integrated Transport
	Plan for Homes	Review progress since September 2013 meeting.	Performance review	Paul Barnard – Assistant Director for Planning Services

Scrutiny Review Proposals	Description
Park and Ride	A review of passenger numbers, costs, income, maintenance and benchmarking with other operating models elsewhere
Plymouth Plan – Strategic Framework for the City's Vision	(to include reference to the review of the Local Economic Strategy and the Local Transport Plan)
On Street Parking Review (including fringe car parks)	

Work Programme Item – timing not yet allocated.	
Amey Contract	Added to work programme as result of recommendation from 3.7.13 Working Plymouth meeting.