



Oversight and Governance

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

Please ask for Jamie Sheldon
T 01752 668000
E jamie.sheldon@plymouth.gov.uk
www.plymouth.gov.uk
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CABINET

Tuesday 9 March 2021
2.00 pm
Virtual Meeting

Members:

Councillor Evans OBE, Chair

Councillor P Smith, Vice Chair

Councillors Haydon, Coker, Dann, Lowry, Penberthy, Jon Taylor, Laing and Kate Taylor.

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 - 14)

To sign and confirm as a correct record the minutes of the meeting held on 09 February 21.

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.

6. Update from the Director of Public Health on COVID-19 (Verbal Report)

7. Update from the Chief Executive on Reset/Response (Verbal Report)

8. Leader's Announcements (Verbal Report)

9. Cabinet Member Update (Verbal Report)

10. Completed Pledges (To Follow)

- | | |
|--|--------------------------|
| 11. Resurgam | (Verbal Report) |
| 12. Waterfront Business Improvement District (BID) Renewal | (Pages 15 - 34) |
| 13. Culture Plan - a place-based culture strategy for Plymouth 2021-2030 | (Pages 35 - 80) |
| 14. iMayflower | (Verbal Report) |
| 15. Future High Street Fund | (Pages 81 - 120) |
| 16. Brexit Scrutiny (Fishing) Recommendations | (To Follow) |
| 17. Brexit (Border Issues) | (To Follow) |
| 18. Family Hubs | (Pages 121 - 144) |
| 19. Community Empowerment Programme: Working together for a Fairer, Greener, Healthier Plymouth | (To Follow) |

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Cabinet

Tuesday 9 February 2021

PRESENT:

Councillor Evans OBE, in the Chair.

Councillor P Smith, Vice Chair.

Councillors Coker, Dann, Lowry, Penberthy, Jon Taylor, Laing and Kate Taylor.

Apologies for absence: Councillor Haydon

The meeting started at 2.00 pm and finished at 5.32 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.

97. **Declarations of Interest**

There were no declarations of interest made by Councillors, in accordance with the code of conduct.

98. **Minutes**

Cabinet agreed that the minutes of the meeting held on 12 January 2021 are confirmed as a correct record.

99. **Questions from the Public**

The following four questions were submitted to Cabinet:

Question one submitted by Mr Paul Gulley was answered by Councillor Kate Taylor (Cabinet Member for Health and Adult Social Care)
Question: The Council currently tweets the COVID-19 infection rate data for the Authority and comparators. Can the Authority now include the number of vaccinations (1st and 2nd dose) and as percentage of residents that have been administered in the area to see how we are fairing?
Answer: Plymouth City Council's approach to Covid19 data has been to make information available rapidly to keep the public updated on the situation in the city. Many people follow our twitter and Facebook feeds, which provide the latest data on cases in the city as soon as we receive it ourselves. When it comes to providing data, you can make decisions to share data if you are the owner of the data and are responsible for it. If you are not responsible for the data, then you need permission from the person who holds it. For COVID19 data on cases, people in hospital etc, Plymouth City Council is not the data owner but it has

been agreed nationally to share the data. It is updated daily on the Government's covid19 data webpage.

The vaccination programme is overseen by NHS England, and currently they have decided to publish a more limited data set to the public; this is available on the government's coronavirus data webpage. NHS England also share data directly on their webpage at the geography of 'Integrated care systems' or 'Sustainability and Transformation Partnership'; for Plymouth, this means that data is not available for the city, but is available for the Devon-wide geography only. As it is not broken down by local authority, we have not included it within the local authority figures as it could create confusion. We all want to see the progress made against this very important task, and as soon as we are able to publish Plymouth figures, we will do so.

Question two submitted by Mr Danny Bamping was answered by Councillor Mark Lowry (Cabinet Member for Finance).

Question: Currently the road behind the Life Centre and in between Home Park – has been unmaintained, un-adopted and un-named since 2009 and is a mess. As this connects Outland Road in 2 places, surrounds Milehouse car park and is on a bus route with 2 bus stops. What plans do PCC have to resurface, readopt and give this road a name? As home park is on it as will Jack Leslie's statue be.

Answer: Currently there are no agreements in place that would include adoption of this land as Highway Maintained at Public Expense (HMPE). The road in question is an important well-used road, which is reactively maintained as required. There are no current plans to develop it further.

Question three submitted by Mr James Knight was answered by Councillor Kate Taylor (Cabinet Member for Health and Adult Social Care).

Question: It's widely understood that vaccine hubs are calling up persons at short notice to vaccinate them rather than let the vaccine waste at the end of the day. What efforts has PCC made to promote that teachers etc could be included on this list to safeguard their schools?

Answer: The approach to vaccinations is set out nationally by the Joint Committee on Vaccination and Immunisation (JCVI) The JCVI advises that the first priorities for the COVID-19 vaccination programme should be the prevention of mortality and the maintenance of the health and social care systems. As the risk of mortality from COVID-19 increases with age, prioritisation is primarily based on age. This initial prioritisation has identified nine key groups and taken together these groups represent around 99% of preventable mortality from COVID-19. However PCC believes we could take an important step towards reopening our schools safely by getting teachers and school staff vaccinated as soon as possible. It is right that the most vulnerable are being vaccinated first and as a nation, we are on track to achieve this by mid-February. With extra capacity and new vaccines on the way, we believe that the half-term window could feasibly be used as an opportunity to immunise our teachers and school staff and this could be done with

very minor disruption to the existing vaccination rollout timetable. This is not about de-prioritising existing groups. We believe the government should have the ambition to do both.

Question four submitted by Ms Samantha Turner was answered by Councillor Sue Dann (Cabinet Member for Environment and Streetscene).

Question: With fly tipping (especially where houses are) causing slip hazards and sometimes the toxic human waste that is found, it can cause illness, what will be your short and long term fix of this be?

Answer: Plymouth is not blighted by fly-tipping - between April and the end of November 2020 there have been 5,025 incidents recorded, compared to 7,546 over the same period in 2019/20 (a33.4% decrease) - but there are pockets in residential areas that have more regular problems that Plymouth City Council target with enforcement. Fly-tipping is an illegal activity, punishable by a fixed penalty of £400 and a contribution to the clear-up operation, as the Council will look to recover costs and, depending on the type of waste, it could run in the £1000s. The council has a good record of catching and punishing offenders who are committing environmental crimes and there has been a steady increase over the last year. We are grateful to those residents who report incidents and provide us with evidence to increase the number of FPNs issued in 19/20 to over 300, compared with just under 200 in 18/19. As well as targeting so-called fly-tipping hotspots with our enforcement teams, the council is also investing in 12 rapidly deployable CCTV cameras to assist with catching offenders and these will operate in parallel to an improved information campaign to make people more aware that fly tipping is a crime. Finally, Street Services cleansing teams have a good record of clearing up incidents of waste that has been fly tipped and have a dedicated team on standby to respond to any reports received at:
<https://www.plymouth.gov.uk/streetcareandcleaning/reportflytipping>
 Most waste will be picked up with 10 days – often much quicker, but hazardous waste (needles etc.) will be collected within 24 hours.

100. **Chair's Urgent Business**

There were no items of Chair's urgent business.

101. **Update from the Director of Public Health on COVID-19** (Verbal Report)

Ruth Harrell (Director of Public Health) provided an update on Covid-19 which included:

- (a) Covid-19 cases had been reducing in Plymouth since the peak of this wave which was around the 19th January 2021; rates were now 74 per 100,000 and this compared with a rate of 131 across the South West with Plymouth currently 308 local authority out of 343;
- (b) working age adults had the highest rates of Covid-19 however Plymouth was a city with many businesses legitimately working during the lockdown, therefore this was an expected pattern;

- (c) there was a reduction in the number of people who had been admitted to hospital; whilst the numbers were still high at more than 60, this was much less than the peak which was well over 100;
- (d) the Kent strain or B.1.1.7 was more easily transmitted, and that was how it had become widespread across the country; the other variants of concern weren't seen locally as of yet however this would continue to be monitored; the measures of hands, face, space were still to be followed;
- (e) the vaccines were still effective at reducing severe disease for any of the strains that we know about currently, and the good news was that they were adaptable if that was needed in the future;
- (f) there were multiple vaccinations centres across Plymouth focusing on vaccinating people in priority cohorts 1-4; the Government broadened the scheme therefore people aged 70 and above, or classed as clinically extremely vulnerable, and had not yet been contacted to arrange a vaccination, were able to now use the national booking system – via the website nhs.uk or by calling 119;
- (g) there were some issues with queues at Home Park yesterday. Derriford, who run this, had apologised and it was understood that they have been increasing the throughput and this had led to a few teething problems. Changes had since been made therefore people were encouraged to go there for a vaccination, however it would help by only arriving 5 minutes or so before your appointed time;
- (h) there was still a very real risk that we would quickly go into yet another wave if the measures were reduced too rapidly and so it was likely that reductions in lockdown would happen slowly and carefully, allowing us to see what impact they have. We would be living under considerable restrictions for the immediate future, and although that would be difficult we are in a very different place in this wave, knowing that the number of people being protected by vaccination was increasing. People were urged to obey the lockdown guidance and to take up the offer of the vaccination to help to protect your family and those around you.

102. **Update from the Chief Executive on Reset/Response** (Verbal Report)

Tracey Lee, Chief Executive, provided an update on Covid-19 reset/response which included the following:

- (a) the Council was continuing with its emergency planning arrangements with strategic and tactical command still in place to preserve life and limit harm whilst maintaining public services in line with Government guidance;
- (b) the majority of the council's services were still running as usual however those that were required to adapt to work in a different way was because of Government restrictions. Thanks was offered to those working in newly

formed areas including Caring for Plymouth, shielding services, the Good Neighbours Scheme, work regarding homelessness and the business support schemes;

- (c) the Council was continuing to work closely with its partners, particularly regarding communication to ensure messages were clear and consistent; this was evident regarding communication around vaccinations;
- (d) proposals for community testing was being developed; this was called the lateral flow test and would provide another opportunity of understanding the levels of infection in the city. This wouldn't replace the PCR test which was used when individuals were showing symptoms;
- (e) the reset plans were continuing – section 3 of the budget report set out elements that the council had been working on in the last 12 months as well as future plans to deliver services;
- (f) the Government had announced that elections would go ahead on 16 May 2021 for both local elections and that of the Police and Crime Commissioner; work was being undertaken to prepare for a covid safe election. Queries had been raised around location of polling stations and the use of schools; the Council had not yet published the notice of polling stations and all locations were being reviewed.

103. **Leader's Announcements (including Resurgam)** (Verbal Report)

Councillor Tudor Evans OBE (Leader), highlighted the following in his announcements:

- (a) Resurgam would be the economic template for the recovery of the city whilst also dealing with the consequences of Brexit; staff in both Economic Development and Finance had been working incredibly hard to make sure the grants the Government had sent through had been processed as quickly as possible. The speed in which the grants had been sent to businesses in the city had been applauded by those in receipt;
- (b) the Council had secured projects to keep Plymouth moving, including:
 - i-Mayflower project has supported 220 cultural businesses and brought through 90 new jobs;
 - the Mount Batten Centre would have a new 10 year vision;
 - the Council had got through to the final round of the Heritage Fund in securing potentially £10m to develop the National Marine Park;
 - Plymouth had secured Sail GP to take place in Plymouth Sound in 2021;
 - Crownhill Court - we bought and refurbished this redundant office

building and have Valuation Office Agency as key tenants;

- Brunel Plaza redevelopment of Plymouth Train Station towards transforming the welcome by rail;
- (c) the Council set an ambitious target for local spending in the local economy – this had increased from 45% to now 60% in just nine months;
- (d) there was enormous progress with Skills4 Plymouth and the Skills Launchpad encouraging local residents awareness of opportunities available for them in the city. 4500 unemployed and young people had been supported back to work with 8000 future jobs being identified;
- (e) the work of the Business Improvement District and Steve Hughes (City Centre Manager) was praised for keeping the city centre working effectively; the Shop Local plan had worked well and encouraged more and more businesses to have an online presence – this had helped a number of traders to continue to trade through the pandemic;
- (f) 33,000 had visited the Box since opening – this was a £47m investment in culture for the city;
- (g) a bid had been drawn up for a free port based at Oceansgate with sites at Langage and Sherford – all within the Joint Local Plan. Officers were congratulated for the speed in which the bid was developed and it was hoped that it would be successful.

104. **Cabinet Member updates** (Verbal Report)

Cabinet Members provided updates as follows:

- (a) Councillor Peter Smith (Deputy Leader) made the following announcements:
- in July 2020 the Council successfully launched a series of digital Heritage Trails across the city as part of the Mayflower 400 programme of activities. The Mayflower, Hoe and City Centre trails were made available to the general public and had been very successful to date;
 - as part of LGBT history month 'Rainbow Connections' was a brand new trail which was launched on the Plymouth Trails app on 3rd February 2021. As the Country was in lockdown, this trail was launched for local people (within walking distance) to enjoy. However, those who live in wider Plymouth could still use the app and content from their homes, or wait for local restrictions to lifted;
 - the Plymouth Trails app could be downloaded for free from the AppStore or PlayStore. For more information head to www.visitplymouth.co.uk/trails

- during this latest lockdown the Council had kept open all of its parks and greenspaces; all our 127 playgrounds; all our 37 allotments. Outdoor sports facilities continued to be maintained and these would be opened as and when government guidance allowed;
 - thanks were offered to the HROD team for all their contributions. This had been a difficult year, dealing with the pandemic and at the same time continuing with business as usual and beginning the work to modernise the way the Council operates. We would not have been able to deliver our services without the goodwill of the workforce – going the extra mile. Thanks were also offered to the workforce for all that they have done. In recognition of their work each employee had been granted an additional day's annual leave (prorata) for 2021/22;
 - confirmation had been received from the Cabinet Office that the elections would go ahead on 6 May 2021. The Government have stated there will be additional funding given to councils to hold the local and Police and Crime Commissioner elections. The Candidate's and Agent's timetable would be published by the end of February and would be sent to all elected members and stakeholders. This would also be published on the Council's website;
- (b) Councillor Sue Dann (Cabinet Member for Environment and Streetscene made the following announcement:
- the council had bid for a series of bids (jointly between the UK and France) to look specifically at green growth, reducing carbon emissions, managing flood risk and looking at fish diversity in coastal waters. The council had won its part of the bid to look at flood risk management in disadvantaged communities (approximately 500,000 euros); there were 5 projects and 3 of them had a Plymouth link. The Council would lead on the flood risk project;
- (c) Councillor Mark Coker (Cabinet Member for Strategic Planning and Infrastructure) made the following announcement:
- Plymouth Highways would be featured the next Local Councils Road Innovation Network Group for all the work done for covid related issues to highways;
- (d) The Leader delivered an update on behalf of Councillor Sally Haydon (Cabinet Member for Customer Focus and Community Safety):
- Environmental Protection had issued 175 fixed penalty notices per month for dropping litter;
 - the Council had continued to prosecute people found guilty of fly tipping;

- the staff at bereavement services had coped remarkably well during the pandemic;
- contractors had been appointed for the crematorium facility planned for the east of the city; that project would see a complete modernisation of the crematorium;
- 142 Plymouth Registry Office weddings had taken place; couples whose ceremonies that had been affected by the pandemic would be prioritised;
- Coroner inquests had been held remotely – and delays had remain low;
- Call centre staff were thanked for their work during the pandemic;

(e) Councillor Jon Taylor (Cabinet Member for Education, Skills and Transformation) made the following announcement:

- Tina Brinkworth was welcomed to the Council, the new Head of Skills;
- the skills Launchpad was continuing to progress; there was a lot of demand due to the situation with the Covid pandemic. The Government announced there was to be a new Commissioner for Education Recovery (Sir Kevin Collins) – this was welcomed as a focus on the future was needed;
- the Council had secured funding for an Adult Skills Hub from the DWP – a Youth Hub coordinator (Jo Lacey) was seconded from City College and would start in February;
- Barclays had offered a home for the Skills Launchpad – a hub to access in the city centre was welcomed;
- On Course South West had an Ofsted visit last week; a report was expected within the next few months;
- remote learning was important – the council continued to support vulnerable children during the pandemic. The schools had adapted well to home working and were thanked for their hard work;
- the online learning offer was considered high quality for academies; schools were coming up with creative approaches for helping to support children;
- work was being undertaken to develop a better alignment of the education offer to the city's wider aim of economic growth in the city;

- the Inclusion Strategy Board commenced on 4 February – this is a strand of school improvement work.

105. **Pledge 82 (To Follow)**

Councillor Lowry (Cabinet Member for Finance) and Councillor Evans OBE (Leader) provided an update on Pledge 82 as follows:

- (a) Pledge 82 “we will work with investors to create new shops units to attract retailers currently missing from the city centre” – had been delivered and significant progress had been made;
- (b) the pledge was focused upon improving the quality of the offer in the city centre; through our excellent partnerships with the City Centre Company and key commercial landlords, the Council had been working for a number of years to make this happen;
- (c) COVID19 had and continued to have a devastating impact on the high street retail industry and the priority over the last 11 months was to support existing businesses through the pandemic; this was achieved by providing support to help businesses adapt to Covid-Secure trading, administered grants and implemented social distancing measures, as well as the launch the Shop4plymouth website and Geddon campaigns;
- (d) the Council had supported the repurposing of the former BHS and Derry’s Department stores to see new commercial units offered to the market with new tenants: B&M, and GDK (German Donner Kebab). The city centre had also welcomed Brewdog (Barcode), Hugo Boss (drakes circus), Evans Cycles (new George st), OYO hotel (former Woolworths), City furnishers store Pop-Up Shop (new George st);
- (e) the Council had worked in partnership with British Land, culminating in a joint planning consent for comprehensive improvements to the prime retail street of Old Town Street and new George Street, a refurbishment of Norwich Union House and up to six new retail pavilions;
- (f) Work will be undertaken to help fill vacant units on the high street with pop-up shops and meanwhile uses, and following successful funding bids to High Street Heritage Action Zone and Future High Street Fund to deliver a programme of major regeneration schemes to bring complementary uses to the centre and drive footfall.

Members noted the report.

106. **Capital & Revenue Monitoring Report 2020/21- Quarter 3 (To Follow)**

Councillor Lowry (Cabinet Member for Finance) introduced the Capital & Revenue Monitoring Report 2020/21 – Quarter 3 and highlighted the following:

- (a) in Quarter 2 the Council’s position for the forecast was an overspend of

- approx. £922,000; now in Quarter 3, the forecast was a near breakeven position with a £27,000 variance;
- (b) interest rates had dropped substantially with the bank base-rate at 0.1% - this had led to a positive variant position of £591,000 linked to the Council's borrowing;
- (c) inability to travel and the necessity to work from home due to the pandemic had brought about savings; the Council's EVRS programme had also resulted in savings of approx. £500,000;
- (d) the Council's departments had the following impact on the budget:
- there was continued pressure in the Adult Social Care budget with a forecast overspend of £1.6m linked to payments to care homes a consequence of Covid and providing funding or additional PPE equipment;
 - bed and breakfast numbers cost of increase was now forecast at approximately £897,000 over budget;
 - more children were supported in care as a consequence of Covid with an estimated £3m impact on the budget;
 - in economic development there was an estimated overspend as due to loss of income as people were unable to visit the Box, Mount Edgcumbe or the City Market;
 - in the street scene and waste service there was a loss of income of £1.6m from trade waste, bulky waste and the sale of recyclables;
 - there was a forecast £5.5m loss in revenue from car parking;
 - costs had been incurred of £1.5m from the housing benefit service – the council had received a combined grant income compensation of £25.56m however the report detailed funding we hadn't received;
 - the total impact of the non-recoverable losses linked to Covid-19 was in excess of £6.3m;
- (e) the capital programme had been revised to £778.671m.

Cabinet agreed to:

1. note the current capital and revenue monitoring position;
2. approve the non-delegated virements which have occurred since 1st October 2020;
3. notes the Capital Budget 2020-2025 as revised to £778.671m (as shown in appendix 1).

107. Budget Scrutiny Recommendations and Cabinet Response (To Follow)

Councillor Glenn Jordan (Chair of Budget Scrutiny Select Committee) presented the Budget Scrutiny recommendations and highlighted that Covid 19 had been an issue for the past 12 months; from the scrutiny panel's perspective this would be an issue going forward specifically in areas such as mental health for adults and children, homelessness, and the impact upon the economy with employment and jobs. Members were encouraged to support the recommendations.

Cabinet had the opportunity to respond to Councillor Jordan as follows:

- (a) happy that the value of healthcare workers from overseas and support for the adult social care reform was included in the report, however what brought the panel to recommend a 3% adult social care precept?
- (b) welcomed recommendation number 2 which effectively encouraged the Cabinet to continue the progress make since the design of the fostering service;
- (c) non-compliant playgrounds had been identified and work would be done to assess the budget to establish when works could be carried out; the use of agency staff were used for seasonal work such as the garden waste service and during Covid the council had to use agency staff to deliver the domestic waste services; not everything that the Council did to reduce carbon reduction would result in savings – some upfront funding was required from Government;
- (d) recommendation 4 – home to school transport should be directed towards Councillor Jon Taylor other than Councillor Jemima Laing; the recommendation linked to Kickstart had a recovery focus with an anticipation that further lockdowns would follow; to encourage scrutiny to look at the skills in its wider remit;
- (e) the eviction ban was an important area to consider regarding future implications; the Cabinet Members welcomed further scrutiny on this.

Cabinet agreed:

1. the recommendations (as amended as set out in the Cabinet response report attached to the agenda) as well as amending recommendation 4 so that the Cabinet Member for Education, Skills and Transformation is correctly referred to.
2. to thank the Budget Scrutiny Select Committee Members and Officers for their work.

108. Proposed budget 2021/22 (To Follow)

Councillor Lowry (Cabinet Member for Finance) and Brendan Arnold (Service Director for Finance & S151 Officer) presented the Proposed Budget 2021/22 and highlighted the following:

- (a) Cabinet considered the draft 2021/22 budget at its meeting on 12 January 2021 and the Budget Scrutiny Select Committee considered the budget proposals on 18-19 January 2021;
- (b) the budget was circulated to the Chamber of Commerce and the Small Business Federation who agreed with the approach of the Council and were very supportive of the city's infrastructure and its capital programme;
- (c) the budget was considered financially sound and robust however there were challenges expected going forward; the Council would invest a further £5m in social care, £600,000 to address homeless and £3m to support the increase for the number of children in care. The Council was also increasing its budget allocation to £668,000 for streetscene and waste;
- (d) the capital programme in this budget was £778m; this was a huge investment in Plymouth;
- (e) there was in excess of £20.6m to address climate change related issues in the budget, including making corporate buildings more energy efficient, using LED lighting and installing electric car charging points;
- (f) the Government had provided a one year settlement which highlighted a lot of uncertainty; the revenue support grant had been reduced from former levels and there was considered to be a lack of clarity regarding the Government's future intentions specifically regarding fair funding and business rate retention.

Cabinet Members provided an update on their areas of responsibility related to the budget and the impact of Covid-19.

Cabinet agreed to recommend the following to Full Council:

1. the Revenue Budget 2021/22;
2. the Capital Budget;
3. the Capital Financing Strategy 2021/22;
4. the Treasury Management Strategy 2021/22.

109. **Brexit Update** (To Follow)

Giles Perritt (Assistant Chief Executive) and Kevin McKenzie (Policy & Intelligence Advisor) provided the Brexit Update and highlighted the following key points:

- (a) a Freeport could help to maintain the flow of foreign direct investment – if

successful the bid would help to bring 9000 new jobs to the city over the lifetime of the Freeport and some major new companies to Plymouth;

- (b) there were operational problems in the trading cooperation agreement; the EU said British fisherman were indefinitely banned from selling live shellfish into the EU; this was hoped to have been resolved by April 2021 but was looking unlikely;
- (c) issues raised by shellfish exporters included: issues with commodity codes which were causing problems at the border, each customer being delivered to had to have their own export health certificate, problems with groupage loads on lorries which caused delays, deficiency of customs agents and the chief electronic system was not built to handle the volumes it was currently dealing with – the new system would not be ready in time;
- (d) a special meeting was scheduled on Friday for the Brexit, Infrastructure and Legislative Change Overview and Scrutiny Committee looking into current issues with fishing – a variety of expert witnesses, exporters and fisherman had been invited; a report would be brought back to Cabinet for consideration;
- (e) further detail would be provided shortly on the Governments £23m Seafood Disruption Support Scheme.

Members questioned the impact that Brexit was having upon businesses in the city and their economic survival.

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Cabinet



Date of meeting:	09 March 2021
Title of Report:	Waterfront Business Improvement District (BID) Renewal
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Patrick Knight, Economy, Partnerships & Regeneration Manager, Economic Development
Contact Email:	patrick.knight@plymouth.gov.uk
Your Reference:	Waterfront BID3 Renewal
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

This report:

- Summarises the principles and themes of the draft Waterfront BID3 Business Plan 2022-2027
- Sets out Plymouth City Council's support for the renewal of the Plymouth Waterfront Partnership (PWP) Business Improvement District (BID) for Plymouth's Waterfront.
- Defines the Council's financial and other support for PWP's Waterfront BID3 (2022-27) as well as a commitment to establish baseline agreements for the Council's existing services within the BID area.

Recommendations and Reasons

That Cabinet:

1. Endorses the principles and overall approach of the draft Waterfront Business Plan 2022-2027 as set out in this report.
Reason: To confirm the partnership approach to the Waterfront Business Improvement District and establish a framework for service improvement mechanisms within the Business Improvement District area.
2. Notes the City Council's existing and new commitments to secure financial, match and in kind contributions and continued commitment to support the Waterfront BID at existing levels through the proposed BID Contract for the provision of services within the Waterfront Business Improvement District area.
Reason: To enable the Plymouth Waterfront Partnership to implement the Business Plan 2022-2027.
3. Authorises the Chief Executive to instruct a Ballot Holder to undertake a ballot of appropriate businesses within the Waterfront Business Improvement District area, at the Council's cost
Reason: To enable a ballot in the Business Improvement District area to be conducted in

accordance with Section 35 of the Representation of the People Act 1983.

4. Delegates to the Strategic Director for Place authority to vote on behalf of the City Council in the Waterfront Business Improvement District ballot.

Reason: To discharge the City Council's responsibilities in relation to the ballot as an occupier within the Waterfront Business Improvement District area in a timely manner consistent with the Business Improvement District ballot programme and in order to achieve the City Council's wider economic and regeneration objectives for the city.

5. Delegates to the Strategic Director for Place authority to approve the Waterfront Business Improvement District Contract provided that it accords with the general principles set out in this report.

Reason: To allow the Business Improvement District Contract to be formally signed after the Business Improvement District ballot and in advance of the formal commencement of the new Business Improvement District for the period 2022-2027.

6. Invites the Brexit, Infrastructure and Legislative Change OSC to consider the Business Improvement District proposals and requests the Committee to insert into their work programme a review of the Business Improvement District proposals and Business Plan with a view to making a recommendation to the City Council regarding exercising its power of veto.

Reason: To meet the requirements of Regulation 12 of the Business Improvement District (England) Regulations 2004 in relation to the use of the power of veto and to provide independent scrutiny of the Business Improvement District proposals.

Alternative options considered and rejected

Option 1: Progress Waterfront management through a different vehicle using a voluntary contributions approach

This has been rejected by PWP because the anticipated income and levels of commitment would be significantly reduced as a result of differential contributions from different businesses.

Option 2: Amend some of the assumptions in the Business Improvement District Business Plan

This was rejected as the level of service provision within the Waterfront has to be enhanced above pre-Business Improvement District levels for the duration of the BID Business Plan in order to meet the requirements of the regulations. In addition experience in delivering the BID Business Plans demonstrates the added value of a realistic but challenging programme of integrated initiatives in leveraging other sources of income above the basic Business Improvement District levy.

Option 3: Abandon the Business Improvement District Model

This was rejected as it might mean that some of the services and management to be undertaken by the Plymouth Waterfront Partnership would have to be managed in-house and it is not considered this would achieve value for money or efficient operations.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Waterfront Business Improvement District has played a key role in delivering the Council's vision of one of Europe's most vibrant waterfront cities. The BID principles are closely aligned to the Council's values as set out in the Corporate Plan, and the proposals are designed to deliver against the key Growing City priorities. The BID proposals support the strategic themes within the Plymouth Plan, as a growing, healthy and international city.

Implications for the Medium Term Financial Plan and Resource Implications:

There are no specific financial commitments asked for as a result of this report. The future 5 year Business Plan will be subject to scrutiny and further recommendations will be taken forward at that point.

Carbon Footprint (Environmental) Implications:

Delivery of the Waterfront BID Business Plan 2020-30 will help address the City Council's commitment to improve Plymouth's environment and establish a carbon neutral city by 2030:

The Plan's 'Blue-green' theme, including support for the Plymouth Sound National Marine Park, aims to reconnect people to the ocean, leading to increased understanding, respect and care for Britain's Ocean City and its associated blue and green environment.

PWP will also continue to promote use of non single use plastics supporting the city's 'Plan for Plastic'.

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 business plan and associated service level agreements will address risk and health and safety management. The Brexit, Infrastructure and Legislative Change OSC will be invited to assess these implications in its review of the BID proposals.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Briefing report							
B	Equalities 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
Draft Plymouth BID Business Plan (see www.waterfrontbid.co.uk/pwp-bid-renewal)							
Baseline Service Level Agreements see: www.waterfrontbid.co.uk							

Sign off:

Fin	ba.20. 21.24 8	Leg	MS/3 6280	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: David Draffan (Service Director for Economic Development)											
Please confirm the Strategic Director(s) has agreed the report? Date agreed: 26/02/2021											
Cabinet Member approval: Councillor Tudor Evans OBE (Leader) Date approved: 23/02/2021											

Appendix A – Briefing report

I. Introduction and Summary

I.1 This report sets out Plymouth City Council's support for the renewal of the Plymouth Waterfront Partnership (PWP) Business Improvement District (BID) for Plymouth's Waterfront. It defines the Council's financial and other support for PWP's Waterfront BID3 (2022-27) as well as a commitment to establish baseline agreements for the City Council's existing services within the BID area. Any business contributions through the BID that come from the private sector (BID levy c.£1,758,000) are effectively additional investment over and above the support made by the City Council which totals c.£6,210,000, plus targeted grant and other match funding totalling £5,025,000, over the five years. This brings the total projected value of the Waterfront BID to £12,993,000.

I.2 Through the Plymouth Waterfront Partnership and the consolidation of resources the City will attract more visitors and visitor spend, increasing the number of jobs within the visitor economy, encouraging enterprise, improving skills and helping to make Plymouth a thriving regional centre.

I.3 Plymouth, Britain's Ocean City, is one of the major visitor destinations in the South West of England. The city attracts over 5.2 million visitors annually (2019 data) who spend in excess of £334million, in turn supporting just under 7% of the city's employment. Waterfront BID3 will support delivery of the new Visitor Plan 2020-30 working in partnership with Destination Plymouth and Plymouth Culture. This will enable the city to strengthen its position as the regional centre for Devon and Cornwall, by creating a great day out and evening destination, resulting in increased day and staying visitor numbers.

I.4 With Plymouth's Waterfront identified as the city's key asset, enhanced by the development of the Plymouth Sound National Marine Park, Waterfront businesses will be positioned at the heart of this growth.

The BID will continue to focus on business priorities of increasing visitor numbers, customer spend and commercial success through:

- Leadership - Providing a strong business voice to lobby and influence for future investment and public realm improvements for the Waterfront.
- Marketing - Supporting regional and national marketing campaigns and key events linked to local businesses, to attract new customers and increase loyalty, whilst radically improving visitor signage and information.
- Operational management - contracts will hold the City Council and all area service providers to account for the standard of existing cleansing, maintenance and other services. BID investment will only be used to pay for additional services prioritised by businesses.
- Finance - Attracting significant match funding in addition to contributions from businesses for expenditure within the Waterfront.

The Waterfront BID will help the City to achieve its strategic visitor objectives of:

- Grow visitor numbers by 15% from 5.2 to 6 million by 2030
- Grow visitor spend by 30% from £334 to £450 million by 2030
- Generate a further 1000 jobs in the visitor sector by 2030

In addition the new plan aims to:

- **Make international tourism worth £60 million** a year spend in the city, that's 65% growth by 2030
- **Grow UK staying visits by 25%** to achieve £150 million spend, focusing on leisure short breaks
- **Make business meetings and conference tourism worth £25 million a year** in spend to the city, a 55% increase in a decade, using Plymouth's industry strengths to create a strong positioning
- Be renowned as the #1 must do destination in Devon & Cornwall....'

1.5 The implementation of the BID will result in delivery of significant improvements, providing a private sector-led approach to managing the Waterfront area and attracting more visitors and customer spend. The new BID will enable the city to deliver the National Marine Park, the Waterfront Masterplan and other major initiatives and in a way that benefits Waterfront businesses.

2. Context

2.1 As Plymouth recovers from the Coronavirus global pandemic, though delivery of the Resurgam Plan and its new Visitor Plan 2020-30 held by Destination Plymouth, PWP's new BID term would enable it to be a key strategic partner in the design and delivery of these plans. The new BID Business Plan focuses on four key, inter-related themes:

- Transformational, (Creating the Waterfront of Tomorrow Today)
- Vibrant Tourist Attraction
- Environmental Excellence
- Business Voice

2.2 These themes align with the city's plans to develop the UK's first National Marine Park and new Cultural Strategy. In addition, the existing PWP Waterfront BID already plays a lead role in the city's visitor economy, working in close partnership with the City Council, City Centre Company BID and Destination Plymouth to maximise delivery outcomes. This work builds on the development and delivery of the Mayflower 400 commemoration programme during 2020/21.

2.3 Marketing of Plymouth's events programme will promote travel by walking, cycling, water and public transport for all visitors, in line with and supporting initiatives funded by the Transforming Cities Fund.

2.4 The Waterfront BID Business Plan, in concert with the Visitor Plan 2020-30, also aims to help deliver skills and talent development (GRO2), including business support work with hotels/accommodation providers, retailers and other businesses to maximise their environmental performance e.g. reducing heat wastage, increasing use of renewable energy sources, local / ethical procurement, thereby also reducing their overall carbon footprint, environmental credentials and business costs.

2.5 Notwithstanding the above, it is important to recognise that the Waterfront BID Business Plan (in common with cities located around the world) aims to increase the number of visitors that travel to, visit and consume within Plymouth. People are free to choose where to holiday, study or conduct their business and - if Plymouth is to deliver growth and increase productivity in line with the Plymouth Plan - then it must successfully attract visitor and business tourists in the context of an exceptionally competitive global marketplace.

2.6 Tourism is a significant industry in Devon and Cornwall (14% of employment) and has been recognised in the heart of the South West (HotSW) LEP prospectus. The new Visitor Plan (2020-2030) is a key component of the implementation of the Plymouth LES; aiming to grow visits to the city to 6 million and spend to £450 million generating a further 1000 jobs by 2030. The Resurgam Plan identifies the visitor economy (including Tourism, Retail and Culture) as a priority growth sector.

2.7 Following PWP's successful delivery of its existing forty-two project Waterfront BID Business Plan (2017-22), PWP's Board of Directors have taken the decision to proceed to a BID ballot for a new BID (2022-27) following extensive consultation with over 900 businesses. This report recommends that the City Council signals its strong support for the new BID's establishment by the private sector, to continue the good work already achieved through the original and second Waterfront BIDs (2012-2017 and 2017-2022). The renewal of a Business Improvement District for the Plymouth Waterfront would support the City's Visitor Plan (2020-2030) held by Destination Plymouth.

2.8 The Plymouth Waterfront Partnership (PWP) is responsible for delivering the Waterfront BID. PWP is an independent, Not For Profit Company Limited by Guarantee, which currently operates with a Board of Directors representing key business sectors in the BID area, run by and for local businesses. PWP has successfully delivered its second BID Business Plan (2017-22) and has decided to renew its BID for a further 5 years of delivery.

2.9 Once a BID has been established all businesses contribute a BID Levy based on the rateable value of their premises (hereditaments) to ensure fairness and equity. BIDs have a maximum duration of five years, hence the need to renew the Waterfront BID at this stage.

2.10 Waterfront BID3 will generate c.£1.758m of additional BID levy contributions across the 5 year term. It will include c.500 BID levy payers and 400 basic level, non-voting/non-paying members, encompassing 4 square miles of the city's primary waterfront destinations and target 4 major strategic priorities.

The full draft version of the PWP Waterfront BID3 Business Plan (2022-2027) is available at: www.waterfrontbid.co.uk/pwp-bid-renewal

3. Business Plan Priorities

Since October 2020, the Plymouth Waterfront Partnership (PWP) has surveyed more than 900 Waterfront businesses/organisations, held formal and informal consultation meetings (mainly online, due to Covid-19 lockdown restrictions). It has also circulated a BID renewal business survey, receiving a c.30% response rate from businesses liable to pay the BID Levy. Furthermore, PWP has circulated a secondary consultation leaflet, describing the proposed four themes in the BID Business Plan and will incorporate this business feedback into the final BID Business Plan as appropriate. The priorities below have been identified through the above consultation exercises, and will inform the Waterfront Business Plan.

3.1 Permanent and Dedicated Management

Continue the Waterfront management structure accountable to businesses to prioritise and deliver benefits for all users. Taking control of the trading environment by co-ordinating and championing business and partner efforts to regenerate the area, whilst working in partnership with and holding the City Council to account for delivery of existing services.

3.2 Improved Marketing

Deliver a five-year marketing plan, supporting the overall city marketing strategy held by Destination Plymouth, to position Plymouth's Waterfront as a major UK visitor destination targeting day visitors, short breaks, cruise, conferences and the international visitor market. Improved website and visitors information, promoting Plymouth's Waterfront, sailing events and the city as a national conference destination including conference enquiry handling.

3.3 Major Events

Continue the major Summer Shore-side Events Programme, by creating major on-shore events that complement existing on-water sports, delivering themed weekend activities.

3.4 Visitor Welcome, Access, Signage and Information

Dramatically improve signage, interpretation and visitor information exploring digital and traditional media to tell Plymouth's many stories. Develop enhanced pedestrian and cycling links between the City Centre and Waterfront. Continue to develop linked boat, cycle and pedestrian trails.

3.5 Safer Waterfront

Deliver improved management and promotion of shops, pubs and late licensees. Work with partners to provide night-time street and taxi marshals.

3.6 Cleaner Waterfront

Ensure that the Council's cleansing standards are maintained and operationally manage existing Council cleansing staff to ensure a Waterfront rapid response clean. Anti-litter campaigns and a community volunteers' programme for regular Waterfront clean ups.

3.7 Waterfront Environment

Develop attractive planting schemes to secure award-winning status. Provide Christmas illuminations focused on linking the City Centre with the Barbican. Commission a bespoke 'visitor welcome' training programme for Waterfront staff, bus and taxi drivers.

3.8 Inward Investment and Regeneration

Lead economic development in the Waterfront, encouraging new businesses and brands to invest. Coordinate efforts to create mini-destinations nationally famed for their individuality and enthuse the community working with residents groups and businesses city-wide through community crowdfunding schemes, volunteering initiatives and new events.

3.9 Lobbying and Influence

With the power of a strong BID mandate, PWP will use its business voice to lobby for: more static/mobile CCTV cameras; better Barbican street lighting; car parking and gateway improvements; improved maintenance and repair of Waterfront public toilets; tackling waste hotspots including using bin stores and seagull proof bins. PWP will also be the primary consultee for City Council strategies and major planning applications within the Waterfront area.

3.10 BID Member Benefits

Use the buying power of the BID to provide reduced utility and insurance costs; gain increased networking and advertising opportunities; free listing of BID Members on the Visit Plymouth and PWP websites and membership of Destination Plymouth; reduced cost of Chamber of Commerce and Federation of Small Businesses membership; create a Privilege Card for all Waterfront businesses, with promotional offers on entertainment, food and shopping.

4. Management and partnership arrangements

4.1 The proposed new BID aims to contribute to and capitalise on wider initiatives, including the Plymouth Visitor Plan 2020-30, Waterfront Masterplan, Cultural Strategy and other significant initiatives. The Waterfront BID will identify and support visitor economy related commercial development opportunities, to enable the Waterfront to become an outstanding visitor destination and premier destination. This will provide new jobs, better leisure facilities and improved pedestrian, cycling and other transport links with the City Centre, preserve the Waterfront area's extensive maritime heritage and improve and better maintain public space.

4.2 To secure the huge opportunities for the Waterfront requires a complete step change in dedicated delivery and management of the area, together with annual investment from both the private and public sector through the Waterfront BID. PWP's new BID3 Business Plan emphasises the importance of partnership working, including enabling local business and community groups to make their own unique contributions.

4.3 PWP will continue to provide leadership and management and be directly accountable to Waterfront businesses for the delivery of the new BID Business Plan, working in partnership with Plymouth City Council, Destination Plymouth, the Police Authority, Educational Establishments and other public agencies to benefit businesses located within the Waterfront area. Following detailed consultations with businesses, PWP have decided to make a minor alteration to their existing BID the existing BID boundary area, through the inclusion of Drake's Island. Consequently the new BID boundary will now cover the primary attraction areas of The Barbican, Sutton Harbour, The Hoe and foreshore, Millbay and Royal William Yard, Mount Batten, Mayflower Marina, Queen Anne's Battery Marina, Drake's Island and parts of Union Street and Durnford Street, to ensure a wide view is taken on the visitor experience. The BID boundary will also continue to include Bretonside, West side of Sutton Road, West Hoe, Notte Street, Vauxhall Street and Stonehouse.

4.4 The Waterfront BID will be managed by PWP which will be directly accountable to Waterfront businesses for the co-ordination of the Waterfront area and the successful delivery of the Waterfront BID.

4.5 The Waterfront BID's governance will be the responsibility of the PWP Board with operational matters overseen by the Waterfront BID Advisory Panel, giving Waterfront businesses and other stakeholders control in formulating strategy and overseeing BID project delivery. In addition, as a member of the PWP, businesses will also have a vote on major decisions.

4.6 The Waterfront BID area will continue to buffer against the boundary of the City Centre Company's existing BID area, ensuring enhanced links between the two areas and a seamlessly positive visitor experience.

4.7 The BID Business Plan has been driven at every stage by business owners and managers seeking to improve their trading environment and profitability.

4.8 PWP has listened to business concerns, ideas and priorities, evolving its new BID Business Plan from a highly structured, detailed, democratic consultation process, involving a number of key stages. The total budget (direct contributions plus match funding) will be invested to drive customer numbers and spend by more effectively marketing the Waterfront, improving the experience for residents and visitors and maximising the economic potential of the city's most spectacular asset.

4.9 The Plymouth Waterfront Business Improvement District Business Plan and the proposed projects within it are the result of extensive consultation with Waterfront businesses on what they want.

4.10 There are c.320 BIDs in the UK, including Exeter, Falmouth, Newquay, Tavistock, Taunton, Torbay, Bristol and Plymouth. A mark of their success is that c.99% of BIDs are renewed by business ballot for their third term ballot. The City Centre Company is in its fourth term following three successful renewals.

5. Structure and delivery arrangements

5.1 A Business Improvement District (BID) is a private sector led management organisation for a precisely defined geographical area, where business rate payers have identified projects and services that will have a positive impact on their trading environment. Businesses within the area vote to invest collectively in delivering these improvements which are wholly additional to those already delivered by local, statutory bodies.

5.2 The BID is designed to attract and deliver investment in the Waterfront area, build sustainable partnerships and deliver agreed projects. The BID legislation does not require that the Local Authority

endorse the BID proposals, however it is essential that Plymouth City Council confirms its support, financial and in kind.

5.3 The City Council will provide existing statutory services and in kind support, such as premises, ICT, legal and administration. In addition, PCC will continue provision of BID levy billing, collection and enforcement costs (through the Courts to a maximum value of £9,000 per annum), HR, payroll, accountancy and invoice payment support.

5.4 Through the Waterfront BID the City Council will be held accountable to the business community and required to maintain their existing levels of service within the Waterfront. BID projects will be entirely additional to existing City Council services.

5.5 National BID legislation enables the PWP to establish a contractual agreement with the City Council over its provision of existing services in the Waterfront area to guarantee that they continue throughout the five year BID lifetime.

5.6 PWP will establish a contractual agreement with Plymouth City Council to regularly review Council services delivered within the Waterfront BID area. Once the Waterfront BID has been established, the Council will be contractually obliged to maintain agreed standards to conform to baseline service level agreements for all services provided (and listed in the body of this report).

6. BID Ballot arrangements

6.1 In November 2021 the businesses will have to decide whether to vote Yes or No to fund delivery of the Waterfront BID Business Plan for 2022-27. If a majority of businesses vote Yes, then all businesses in the BID area will be required to contribute an annual BID Levy payment, based on the rateable value of the premises that the business occupies (hereditament).

6.2 All non-domestic rate paying businesses within the proposed BID area whose property (hereditament) has a Rateable Value of over £7,000 will be eligible to vote on the final Waterfront BID Business Plan. A four week postal ballot will be held between 27 October 2021 and 25 November 2021. The result of the ballot will be publically announced on 26 November 2021.

6.3 Each person entitled to vote in the Waterfront BID ballot shall have one vote in respect of each hereditament in the geographical area of the Waterfront BID on which non-domestic rates are payable.

6.4 The ballot will have to meet two tests. First, a simple majority (above 50%) of those voting must vote in favour. Second, those voting in favour must represent a majority of the aggregate rateable value of hereditaments voting.

6.5 The ballot papers will be forwarded to those ratepayers who are eligible to vote by 27 October 2021 and must be returned by 5pm on 25 November 2021.

7. BID Levy arrangements

7.1 Business BID Levy contributions will be spent entirely to service the area within the boundary of the Waterfront BID. This will ensure fair representation for businesses investing within their own areas.

7.2 The BID Levy will be paid by every business located in a building (hereditament) with a Rateable Value of over £7,000 and ring fenced for projects identified in the final BID Business Plan.

7.3 The BID Levy is match funded by Plymouth City Council and other partners to generate further funds from additional sources. This Waterfront BID aims to lever £3 of additional match funding for

every £1 of BID levy received from businesses within the Waterfront BID area, to maximise the delivery of project and service improvements.

7.4 The proposed annual BID Levy is based on 1.7% of a business property's rateable value (RV). The BID Levy will not be increased by any annual inflationary factor. For example, if the RV is £30,000 a business will pay £450.00 per annum, or £8.65 per week.

7.5 The Waterfront BID Levy will be payable by all businesses (unless exempted) located within the boundary of the defined Waterfront BID area. Plymouth City Council will be required to contribute approximately £18,700 per annum in BID Levy payments as it owns properties located within the proposed BID boundary.

7.6 If a majority of businesses vote Yes, all c.500 identified businesses within the Plymouth Waterfront BID area will be required to contribute through a Levy. The Plymouth Waterfront Partnership will then aim to secure match funding which could multiply the five-year investment from £1.5 million to £5 million.

7.7 Based upon rateable value, the average Waterfront business will pay an annual levy of £353 (£6.79 per week) in return for significantly higher benefits in terms of visitor spend and other advantages.

7.8 Projected Budgets over 5 years

Total Estimated Levy Income from Waterfront Businesses	£1,758,000
Total value of existing City Council Services	£6,210,000
Total Other Match Funding e.g. PCC Support To Secure Grants, etc	£5,025,000 (projected)

Total 5 Year Project Expenditure £12,993,000 (projected)

*Based upon current projected budgets and grant applications which could be subject to change.

8. The Waterfront BID Levy, Liability and Collection

8.1 The Waterfront BID Levy will be payable by all businesses located within the boundary of the defined Waterfront BID area. The first day of the new 5-year BID term will be 1st April 2022.

8.2 The Waterfront BID Levy will be set on the 1st April 2022, based on the rateable value shown in the 2017 Local Non-Domestic Rating list, updated for any changes in ratepayer appeals, additions and removals from the list to date. For new assessment, splits and mergers (of rateable values) brought into the list between 1st April 2022 and 31st March 2027, the rateable value used will be that as shown in the Non-Domestic Rating 2017 at the date the new or amended assessment is brought into that list. The Waterfront BID Levy will not be adjusted to reflect any changes to the rateable value during 5 years of the Waterfront BID. In addition any "Taken out of Rating" cases will be deleted from the effective date as advised by the Valuation Office Agency to the City Council's Non-Domestic Rates section. The Waterfront BID levy not be increased each year any annual inflationary factor.

8.3 The following types of businesses within the Waterfront BID area will be exempt from paying the BID Levy:

Commercial car parking spaces that are rated separately; concessions; on-street traders and

promotions; telephone masts, and advertising poster drums. The Waterfront BID Levy will not be reduced where the ratepayer is a charity or non-profit making organisation. The BID levy will also not be affected by the Government's Small Business Rate Relief Scheme which came into effect on 1st April 2005. The Waterfront BID Levy is payable on the whole rating assessment irrespective if part or all of it is empty. In the case of empty properties, the Waterfront BID levy will be collected at 100% from either the owner or leaseholder (if an occupational lease exists).

8.4 The BID levy will be collected by Plymouth City Council annually on 1st April at no cost to the BID. The Council will reimburse PWP with BID Levies on a quarterly basis. The BID Levy collection rate will be 1.7% and the BID Levy will not be increased each year by any annual inflationary factor.

9. Plymouth City Council service provision and match funding

9.1 Assuming the Waterfront BID is successfully established, Plymouth City Council will continue to provide the following services and target associated match funding over the 5 years of the BID's lifetime:

Source of Match Funding	Value	Confirmed?	New?	Cash?
Existing City Council Services – see www.waterfrontbid.co.uk for full details of SLAs				
Plymouth City Council – Street Scene Services	£1,266,000	Confirmed	Existing	In Kind
Plymouth City Council – Maritime Services	£620,000	Confirmed	Existing	In Kind
Plymouth City Council – Car Parks	£383,000	Estimated	Existing	In Kind
Plymouth City Council – Public Protection Service	£110,000	Confirmed	Existing	In Kind
Plymouth City Council – Tourist Information Centre	£175,000	Confirmed	Existing	In Kind
Plymouth City Council – CCTV	£33,000	Confirmed	Existing	In Kind
Elizabethan House, Smeaton's Tower, Merchant's House	£159,000	Confirmed	Existing	In Kind
Tinside Lido and Mount Wise Swimming Pools	£1,354,000	Confirmed	Existing	In Kind
iuPlymouth Hoe Events	£1,038,000	Confirmed	Existing	In Kind
Highway Maintenance	£353,000	Confirmed	Existing	In Kind
Street Lighting and Traffic Control	£495,000	Confirmed	Existing	In Kind
Highway Licensing and Enforcement	£29,000	Confirmed	Existing	In Kind
Street Trading and Enforcement	£195,000	Confirmed	Existing	In Kind

TOTAL	£6,210,000			
Other Match Funding				
LEP Getting Building Fund	£625,000	Confirmed	New	In Kind
Heritage Lottery Fund	£4,400,000	Prospective	New	In Kind
TOTAL	£5,025,000			
Total of Existing and New City Council & Other Match Funding The BID reserves the right to modify these figures depending on circumstances	£11,235,000			

9.2 PCC will continue to be responsible for managing Street Trading activity within the Waterfront BID area, with an agreed surplus generated from street trading, café licenses, events, fairs, festivals being transferred from PCC to PWP following the end of each financial year.

9.3 The City Council may assist PWP with cash flow over the initial 6 months of its new BID in order for it to establish a trading operation and delivery of BID projects.

9.4 The proposed Waterfront BID3 projects and services will be entirely additional to any services already delivered by Plymouth City Council. PWP will establish a contractual agreement with Plymouth City Council to regularly review Council services delivered within the Waterfront BID area. Once the Waterfront BID has been established, the Council will be contractually obliged to maintain agreed standards to confirm to baseline service level agreements for all the services listed in the table above.

For full details of Baseline Service Level Agreements see: www.waterfrontbid.co.uk

10. Governance and Management

10.1 The PWP Board of Directors will represent business sectors currently operating in Plymouth's Waterfront. A Plymouth City Council Cabinet Member will also have a seat on the Board and will be excluded from rotation at any Annual General Meetings. The full board will meet five times per year.

10.2 The Waterfront BID Advisory Panel operations committee will represent all business sectors and areas of the Waterfront BID area. The Advisory Panel will meet regularly and will support the Board of Directors by providing further business feedback on the development and delivery of BID projects. Representatives from each of the St Peter & the Waterfront, Sutton & Mount Gould and Plymstock Radford Wards will have a seat on the Advisory Panel.

11. Alteration of BID Arrangements

The Waterfront BID area and the BID Levy percentage cannot be altered within the five year lifetime without an Alteration Ballot.

The Waterfront BID themes, projects, headings, costs and timescales can be altered by the Board, within the constraints of BID income - providing that the Waterfront BID's aims are adhered to.

The Waterfront BID Advisory Panel operations committee and any sub-groups may offer advice on budget management within their areas of speciality.

If the Waterfront BID proposal is approved, it will start from 1st April 2022 operate for five years until 31st March 2027. At or before the end of this period, the Board may choose to seek renewal of the Waterfront BID's mandate.

The PWP BID operates an information website that contains a record of the Waterfront BID's delivery achievements so far; this may be viewed at: www.waterfrontbid.co.uk. Within this website there is a downloadable documents section that may provide:

- 1) The original and second PWP BID Business Plans (2012-2017 and 2017-22)
- 2) The Proposed Draft PWP BID3 Business Plan (2022-2027)

The final PWP Waterfront BID3 Business Plan will be available before the end of August 2021 at: www.waterfrontbid.co.uk

APPENDIX B: EQUALITY IMPACT ASSESSMENT

PWP BID Renewal, Economic Development



STAGE I: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?

A paper going to Cabinet on 9 March considers the operation of the Plymouth Waterfront Business Improvement District (BID) and sets out how Plymouth City Council will provide support for the Plymouth Waterfront Partnership (PWP) to deliver its plan for a wide range of activities under the proposed Business Voice, Vibrant Tourist Attraction, Environmental Excellence and Creating the Waterfront of Tomorrow themes.

The report makes the following recommendations to Cabinet which are assessed by this EIA.

1. Endorse the principles and overall approach of the draft Waterfront Business Plan 2022-2027.
2. Note the City Council's existing and new commitments to secure financial, match and in kind contributions and continued commitment to support the Waterfront BID at existing levels through the proposed BID Contract for the provision of services within the Waterfront Business Improvement District area.
3. Authorises the Chief Executive to instruct a Ballot Holder to undertake a ballot of appropriate businesses within the Waterfront Business Improvement District area, at the Council's cost.
4. Delegate to the Strategic Director for Place authority to vote on behalf of the City Council in the Waterfront Business Improvement District ballot.
5. Delegate to the Strategic Director for Place authority to approve the Waterfront Business District Contract provided that it accords with the general principles set out in the report.
6. Invite the Brexit, Infrastructure and Legislative Change OSC to consider the Business Improvement District proposals and requests the Committee to insert into their work programme a review of the Business Improvement District proposals and Business Plan with a view to making a recommendation to the City Council regarding exercising its power of veto.

Author

Paul Vann, Economic Development Officer

Department and service

Economic Development

Date of assessment	25 February 2021
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STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	<p>The average age in Plymouth (39 years) is about the same as the rest of England (39.3 years) but less than the South West (41.6 years).</p> <p>ONS projects a rise in the percentage of the Plymouth 65+ population from 17.9 per cent in 2016 to 22.7 per cent by 2034. An ageing population suggests an increasing need for care and support services and also an increasing burden placed on the working age population (Plymouth Plan, 2019).</p>	No adverse impact anticipated.	Not applicable.	Not applicable.
Disability	<p>A total of 31,164 people (from 28.5 per cent of households) declared themselves as having a long-term health problem or disability (national figure 25.7 per cent of households), compared with the total number of people with disabilities in UK 11.6m (2011 Census).</p> <p>10 per cent of our population have their day-to-day activities limited a lot by a long-term</p>	There are no specific adverse impacts anticipated from these proposals. However, disability access issues do arise periodically.	PWP can, does and will continue to provide a useful route to addressing issues with relevant businesses/ owners in the Waterfront area. This avenue can also be used to raise awareness of the different barriers that people with disabilities.	Economic Development

	<p>health problem or disability (2011 Census).</p> <p>National evidence suggests: A substantially higher proportion of individuals who live in families with disabled members live in poverty, compared to individuals who live in families where no one is disabled.</p>			
<p>Faith/religion or belief</p>	<p>Christianity is the biggest faith in the city with more than 58 per cent of the population (148,917).</p> <p>32.9 per cent (84,326) of the Plymouth population stated they had no religion (2011 Census).</p> <p>Those who identified as Muslim was just under 1 per cent while the Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2011 Census).</p> <p>Data shows that 32.9 per cent of the Plymouth population stated they had no religion.</p> <p>Hindu, Buddhist, Jewish and Sikh combined totalled less than 1 per cent.</p> <p>0.5 per cent of the population had a current religion that was not Christian, Islam,</p>	<p>No adverse impact anticipated.</p>	<p>Not applicable.</p>	<p>Not applicable.</p>

	Buddhism, Hinduism, Judaism, or Sikh such as Paganism or Spiritualism.			
Gender - including marriage, pregnancy and maternity	50.2 per cent of our population are women and 49.8 per cent are men.	No adverse impact anticipated.	Not applicable.	Not applicable.
Gender reassignment	There are no official estimates for gender reassignment at either national or local level. However, in a study founded by the Home Office, the Gender Identity Research and Education Society (GIRES) estimates that between 300,000 and 500,000 people aged 16 or over in the UK are experiencing some degree of gender variance.	No adverse impact anticipated.	Not applicable.	Not applicable.
Race	<p>92.9 per cent of Plymouth’s population identify as White British.</p> <p>7.1 per cent identify as Black, Asian or Minority Ethnic (BAME) with White Other (2.7 per cent), Chinese (0.5 per cent) and Other Asian (0.5 per cent) the most common ethnic groups.</p> <p>Recent census data suggests we have at least 43 main languages spoken in the city, showing Polish, Chinese and Kurdish as the top three.</p> <p>Plymouth is a refugee dispersal location under the</p>	<p>No adverse impact anticipated.</p> <p>There are a large number of restaurants included within the bid district many with BAME owners.</p> <p>The area is also likely to be visited by visitors from outside of the UK.</p>	Marketing materials need to be inclusive and translatable if required.	Economic Development

	Vulnerable Persons Resettlement Scheme			
Sexual orientation - including civil partnership	There is no precise local data on sexual orientation in Plymouth, but based on the ONS Annual Population Survey 2017 estimates, approximately 1.7 per cent of the UK population is lesbian, gay or bi-sexual (LGB) .	No adverse impact anticipated.	Not applicable.	Not applicable.

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
We have set one overarching objective to celebrate diversity and ensure that Plymouth is a welcoming city.	<p>The BID proactively enables:</p> <ul style="list-style-type: none"> ▪ a diverse range of individuals, communities and partners to find common purpose and collectively help solve local and global issues. ▪ A range of outdoor events that attract and engage diverse audiences from across the city and beyond, sparking new conversations, ideas, perspectives and innovations. ▪ social capital to be built based on mutual respect and trust. 	Not applicable.
Pay equality for women, and staff with disabilities in our workforce.	No implications.	Not applicable.
Supporting our workforce through the implementation of Our People Strategy 2020 – 2024	No implications.	Not applicable.
Supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes.	<p>Hate crime does not appear to be a particular issue in the Waterfront area. However, supporting victims of hate crime so they feel confident to report incidents, and working with, and through our partner organisations to achieve positive outcomes would be actions in respect of any hate crime arising in the Waterfront area, as elsewhere in the City.</p> <p>‘Safe Places’ in the Waterfront area are indicated by a window sticker showing commitment to the scheme.</p>	Not applicable.

Plymouth is a city where people from different backgrounds get along well.	It is expected that the wide ranging activities supported by PWP will support good relations between Plymouth’s communities.	Not applicable.
Human rights Please refer to guidance	Not applicable.	Not applicable.

STAGE 4: PUBLICATION

Responsible Officer

David Draffan

Date

26 February 2021

Cabinet



Date of meeting:	09 March 2021
Title of Report:	Culture Plan - a place-based culture strategy for Plymouth 2021-2030
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Hannah Harris
Contact Email:	Hannah@plymouthculture.co.uk
Your Reference:	HH21
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

The purpose of this report is to present the 'Culture Plan - a place-based culture strategy for Plymouth 2021-2030' for endorsement and adoption by the city

Recommendations and Reasons

That cabinet:

1. Adopts the Culture Plan, subject to recommendations made in the forthcoming scrutiny meeting on 10 March 2021.
2. Mandates Plymouth Culture to develop a two year implementation plan, supported by city stakeholders.

Alternative options considered and rejected

The Culture Strategy - Vital Spark expired in 2020 and a refreshed strategy was required to take forward and support the city's ambitious plans

Relevance to the Corporate Plan and/or the Plymouth Plan

The Plymouth Plan remains the City's overarching strategic plan, looking ahead to 2034. The Plan sets out a shared direction of travel for its long-term future bringing together a number of strategic planning processes into one place. The Plan sets out the aspiration to be a healthy and prosperous city with a rich arts and cultural environment and we see the Culture Plan sitting alongside this as a mechanism for achieving the strategic objectives.

Policy INT4 is of particular relevance as it seeks to delivering a distinctive, dynamic, cultural centre of regional, national and international renown and sets out how the city will support a thriving arts and cultural sector.

The arts and cultural sector has the ability to have a positive impact across a wide range of topic areas ensuring this Culture Plan also contributes to the following policies:

- Policy HEA1 Addressing health inequalities, improving health literacy;
- Policy HEA2 Delivering the best outcomes for children, young people and families;
- Policy HEA4 Playing an active role in the community;
- Policy HEA7 Optimising the health and wellbeing benefits of the natural environment;
- Policy GRO1 Creating the conditions for economic growth;
- Policy GRO2 Delivering skills and talent development;
- Policy INT3 Positioning Plymouth as a major UK destination;
- Policy INT6 Enhancing Plymouth's 'green city' credentials;
- Policy INT8 Celebrating diverse communities.

Implications for the Medium Term Financial Plan and Resource Implications:

No financial implications have been identified. The Plan will be managed within Plymouth Cultures existing budgets and each project will be funded on a case-by-case basis.

Carbon Footprint (Environmental) Implications:

Whilst the Plan itself has no identifiable environmental implications, being produced in digital format in the first instance, the Plan has the environment as a key driver stating, 'We will be a city of culture with green credentials, using culture and creativity to tackle the climate emergency'. As such this will be a key criteria for decision-making as projects develop, to ensure the sector acts responsibly and facilitates others to do the same

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.*

None identified.

Appendices

**Add rows as required to box below*

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

Background papers:

**Add rows as required to box below*

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

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

Sign off:

Fin	pl.20. 21.2 32	Leg	3627 8/AC/ 25/2/ 21	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: David Draffan (Service Director Economic Development)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 16/02/2021											
Cabinet Member approval: Councillor Tudor Evans OBE (Leader) verbally approved. Date approved: 15/02/2021											

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CULTURE PLAN 2021-2030

Appendix A: Briefing Report



1.0 Introduction

In March 2020 Plymouth Culture was mandated to develop a new ten year culture plan, in recognition that the current strategy 'Vital Spark' covered the period 2010 - 2020. Plymouth has, undoubtedly, evolved as a cultural destination over these ten years and in order to continue to strategically position culture as a driving force for regeneration, economic and social prosperity, a refreshed culture strategy was commissioned.

Shortly after this mandate was issued the UK entered a national lockdown, as a result of the escalating Covid-19 pandemic. Rather than halting the development of the Culture Plan this only served to highlight the importance of the Plan in driving recovery and responding to the evident need to reimagine a fairer, greener future for the sector and city.

2.0 Engagement Process

The Culture Plan is the outcome of an extensive and robust engagement process undertaken from March - November 2020. The Arts Development Company were commissioned through an open tender process to undertake a programme of stakeholder engagement. This was adapted in response to the pandemic and emerging thematic to include 38 one-to-one interviews, three externally facilitated workshops, three consultation workshops and five partner-led focus groups. Sector stakeholders have also contributed feedback through the Covid Sector Survey (completed June 2020) and the draft Creative and Cultural Industries Sector Recovery Plan.

This engagement work has been accompanied by work undertaken by the Audience Development Agency, following an open tender process, to collect economic and social impact data relating to the creative and cultural sector in Plymouth. Data from the full report has been used within the strategy.

3.0 Summary Plan

The Plan is aspirational but builds on our proven track record in order to amplify our existing cultural assets. It sets a vision for the future which acknowledges the city's heritage and propels us into a new era where culture is at the heart of the city's place-making agenda. The strategy identifies a need to make culture visible, accessible and investable, so that we can grow audiences, achieve positive social impact and drive inclusive growth.

3.1 Vision

Plymouth is a magnet city, attracting artists, creatives and social activists. Our city's appeal is characterised by our commitment to people and planet and evidenced by our unique cultural offer that reflects, includes and values our diverse communities.

3.2 Key Drivers

Community

1. We will use culture and creativity to nurture community engagement, building happy, healthy, empowered and connected communities.

Environment

2. We will be a city of culture with green credentials, using culture and creativity to tackle the climate emergency.

Inclusive Economy

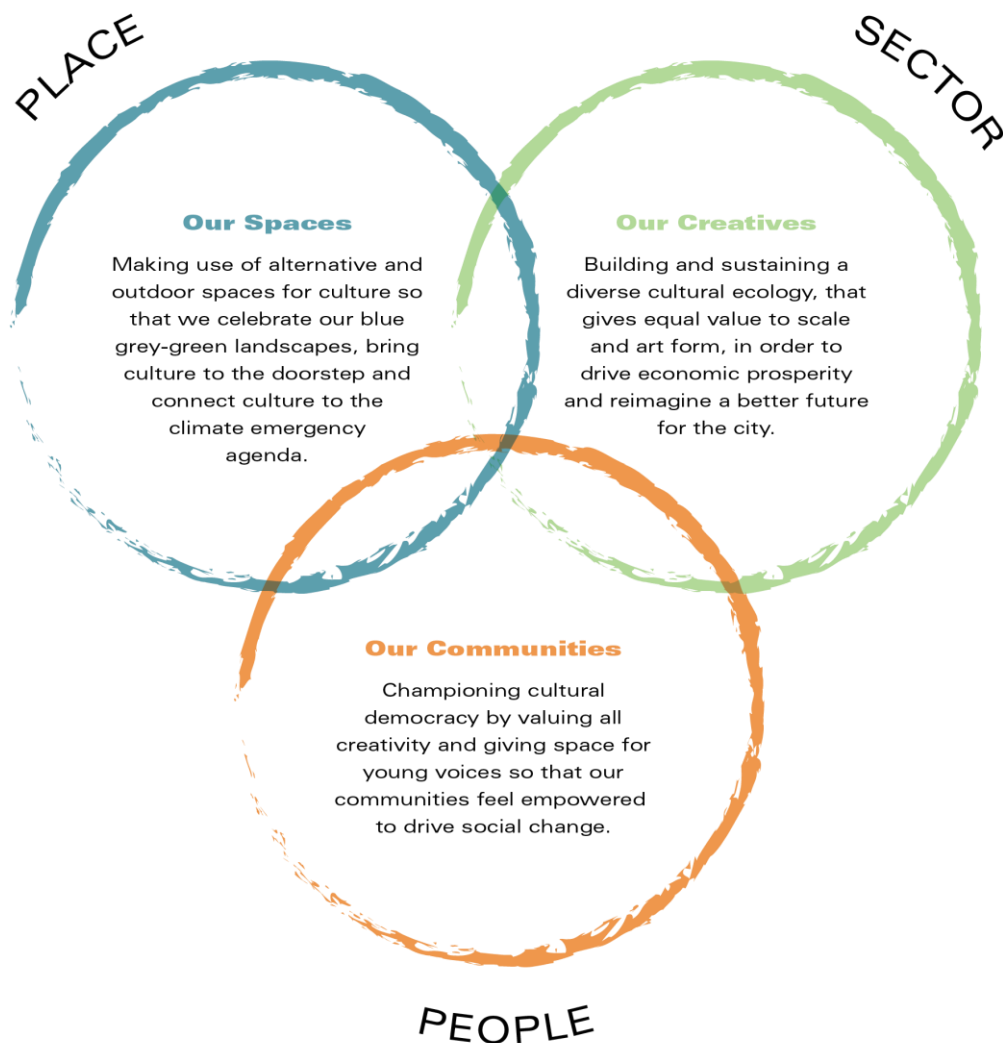
3. We will position culture as an economic driver, growing and sustaining a diverse ecology of creative individuals and organisations.

3.3 Ambition Statements

1. We will embrace our unique blue-grey-green landscapes, unlocking assets in our built and natural environments to create memorable experiences only imaginable in Plymouth.
2. We will make cultural encounters part of the everyday for everyone.
3. We will develop an exemplary model of co-creation where our audiences are active participants, making our cultural offer authentic and relevant.
4. We will be the UK's leading city for immersive cultural experiences, recognised for our ability to use digital technology to engage communities and build cross-sector connections.
5. We will embed equality at every level of the sector to actively support diversity of voice and celebrate the creativity in everyone.

3.4 Approach

The Plan identified three strategic priorities that will shape decision-making and resource allocation.



3.5 Programmes of Work

The Plan identifies five programmes of work which will enable the Plan to be implemented. Specific projects and initiatives will sit within each programme which will form an operational business plan which, in turn, will be monitored and reviewed at regular intervals.

Our city is our venue - considering the infrastructure required to unlock spaces for culture across the city.

Culture is Alive - coordinated cross-city programming of cultural activity to create an annual programme and more effectively market the cultural offer and in turn the city.

Creative economy - creating the conditions to build and sustain a diverse and vibrant ecology of artists, creatives and cultural organisations.

Community clusters - positioning culture as a key component in building and supporting resilient and empowered communities how can help shape a better future.

Data story telling - a coordinated approach to collecting and presenting sector data so that we are able to tell the story and make the case for culture.

4.0 Strategy Alignment

The Plymouth Plan remains the City's overarching strategic plan, looking ahead to 2034. The Plan sets out a shared direction of travel for its long-term future bringing together a number of strategic planning processes into one place. The Plan sets out the aspiration to be a healthy and prosperous city with a rich arts and cultural environment and we see the Culture Plan sitting alongside this as a mechanism for achieving the strategic objectives.

Policy INT4 is of particular relevance as it seeks to delivering a distinctive, dynamic, cultural centre of regional, national and international renown and sets out how the city will support a thriving arts and cultural sector.

The arts and cultural sector has the ability to have a positive impact across a wide range of topic areas ensuring this Culture Plan also contributes to the following policies:

- Policy HEA1 Addressing health inequalities, improving health literacy;
- Policy HEA2 Delivering the best outcomes for children, young people and families;
- Policy HEA4 Playing an active role in the community;
- Policy HEA7 Optimising the health and wellbeing benefits of the natural environment;
- Policy GRO1 Creating the conditions for economic growth;
- Policy GRO2 Delivering skills and talent development;
- Policy INT3 Positioning Plymouth as a major UK destination;
- Policy INT6 Enhancing Plymouth's 'green city' credentials;
- Policy INT8 Celebrating diverse communities.

The Culture Plan does not specifically include actions relating to sport. However, we see sport as part of the wider cultural identity of the city and recognise that the lines between some art forms and physical activity, such as dance, are rightly blurred. As such we will work closely with the Plymouth Sports Board to ensure the Culture Plan complements the Plymouth Plan for Sport. Where possible we will align our efforts around our shared ambitions to 'get people active' and 'reduce health inequalities and improve people's health and wellbeing'.

The mutually beneficial relationship between culture and the visitor economy remains important for Plymouth. We have worked closely with Destination Plymouth to incorporate the theme 'Our brilliant culture and heritage' into the Plymouth Visitor Plan and see the Culture Plan as a mechanism for delivering again this objective.

The Plan is also aligned with national policy and thinking. We have taken account of National and Local Industrial Strategies to identify how this Plan can support headline ambitions for inclusive growth. Equally, we are mindful of the times we are living in and the need to reflect, reimagine and rebuild, and so have paid close attention to recommendations for recovery, such as Cultural Cities Recovery, published October 2020.

The Plan responds to the Arts Councils strategy, Let's Create, and the four investment principles. These principles naturally align with the ambitions and approach set out in this Plan. They provide a framework, creating the conditions needed for the growth and evolution of the sector and the city.

5.0 Next steps

The Culture Plan will be converted into easy read and audio versions to support accessibility. A pocket guide will also be created in order to reach a wider, more public audience.

In support of the Plan an implementation plan will be developed. It is acknowledged that the sector remains in crisis, which will have implications in the short to medium-term. Therefore, the Creative and Cultural Industries recovery plan will be further developed to serve as the Plan's implementation plan for the next 12-24 months. This will ensure that short-term actions are directly linked to our long-term ambitions whilst enabling us to remain agile and adapt delivery plans over time

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Culture Plan

**a place-based Culture
Strategy for Plymouth**

2021-2030

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Plymouth Culture is a sector support organisation established to provide independent support, guidance, brokerage and strategic leadership to the creative and cultural sector in Plymouth. Plymouth Culture is a Charitable Incorporated Organisation (CIO) and receives core funding from Arts Council England as a National Portfolio Organisation and Plymouth City Council.

In our capacity as the strategic lead for the creative and cultural sector in Plymouth, we have coordinated and authored this Culture Plan on behalf of the city and the sector following extensive engagement work.

Once published Plymouth Culture will continue to play a lead role in ensuring the plan is implemented but this is a plan beyond Plymouth Culture and will be owned and actioned by all stakeholders.

Executive Summary

Work on this Culture Plan began in early March 2020, just weeks before the Covid-19 global pandemic put the UK into lockdown. At this point we rightly questioned the value, role and efficacy of developing a ten-year plan when the creative and cultural sector was in critical shock and all our futures remained uncertain.

However, in consultation with sector stakeholders it became clear that this plan was a necessity and that, despite having a ten-year horizon, was relevant to the immediate future of the sector. It was also clear that our long-term strategic ambitions should not be detached from the short-term recovery plans for the sector. The arrival and impact of Covid-19 was in fact an opportunity to stop and reflect on the sector, the city and the world in a new light. As such, this plan has been written during a pandemic and through that lens, and we feel it is all the better for it. This unexpected and unprecedented time has brought our global societal issues from the margins to the centre and allowed us to think beyond the next project to the systems, processes and structures that require change within our sector and our society.

The result is not simply a plan which responds to Covid-19 but rather a more considered plan that recognises the role the creative and cultural industries can play in reimagining and recreating a better, fairer, greener, more sustainable and equitable world. But in order to do that we need to model systemic change within our own sector. To do this we continued to ask ourselves two key questions throughout the process of developing the plan: 1) What was wrong with yesterday?¹ and 2) How does our collective action build a more resilient sector?

This plan aims to establish an ambitious cultural vision for Plymouth. One that builds on our strong cultural foundations and creates a framework for future decision-making.

The plan is timely, albeit acknowledging the influential interruption of Covid-19. As we consider the legacy of Mayflower 400 and the international spotlight it has placed on Plymouth, coupled with the opening of significant cultural assets such as The Box and the Market Hall, as well as anticipating the arrival of the British Art Show (BAS9), it is important that the plan builds a coherent, future-facing narrative for culture.

It is essential that the plan is owned by the creative and cultural sector and championed by stakeholders from all sectors across the city. That is why our extensive engagement process has included a variety of stakeholders and is built upon their collective contributions. Whilst the conversations were wide-ranging and often divergent, we were able to identify consensus around the unique characteristics of Plymouth:

- Plymouth's creative and cultural sector has a DIY culture; an inbuilt entrepreneurial spirit where change and innovation is driven from the grassroots, artist-led community.
- The co-investment model built between Plymouth City Council and Arts Council England has been highly successful and makes Plymouth a trusted partner for funders, evidenced by funders such as British Film Institute (BFI) renewing funding in the city.
- The sector and city are edgy and raw, built out of a working-class, naval history.
- We have built a reputation for doing things differently, something we make no apology for, meaning Plymouth has been and continues to be a pioneering city.
- Our city, its communities and culture, have been shaped by the natural environment. We are a waterfront city where we embrace the horizon as a point of arrival and departure.
- The Britain's Ocean City brand presents an opportunity to create a distinctive identify for the city.

Whilst these attributes make Plymouth distinctive, they contribute to persistent challenges within the sector:

- A history of waiting for permission, and over reliance on grant funding in certain cases.

¹ Culture Reset 2020, Claire Doherty and David Micklem

- An active independent and freelance community which is vulnerable due to a lack of structural, sustained support.
- Limited strategic collaboration regarding marketing and audience development efforts despite an open and generous relationship between organisations.
- Limited success securing business sponsorship and external investment outside of arts and culture funding.

Consequently, this plan is not focused on the next big project, title or event but rather, recognises that behavioural change will drive structural change and in turn sector and city transformation. It focuses on the adoption of shared values and an investment in real collaboration in order to create the conditions in which creativity can flourish in everyone. Ultimately the plan seeks to develop a diverse and resilient creative and cultural sector in order to position it as the driving force for economic and social prosperity in Plymouth.

We have identified three key drives which underpin the plan, the community, the environment and the economy, and three priorities that will enable us to realise our ambitious vision place - our spaces, people - our community and sector - our creative economy.

Now, more than ever, we recognise the need for the plan to be agile and so it will be accompanied by an implementation plan. In the immediate future this will be a sector recovery plan but will evolve over time through a managed process of monitoring, evaluation and refinement.

Foreword

Plymouth is a vibrant cultural city and we are committed to placing culture at the centre of our work to make it a fairer, greener city for everyone. We are in no doubt about the value that culture brings to our city and our communities. It will play a pivotal role in making Plymouth 'one of the most vibrant waterfront cities in Europe' and Britain's Ocean City.

Ten years ago, when we published the first Culture Strategy for Plymouth - Vital Sparks, we committed to long-term strategic investment in culture alongside key partners such as Arts Council England and Heritage Lottery. This strategic partnership has been highly successful and enabled Plymouth to become a leading city for Contemporary Visual Art, culminating in the opening of The Box, described as the most significant cultural initiative in the UK in 2020.

This plan is a necessary step in shaping and driving the next phase of our cultural development. We have no plans to slow down our efforts and in fact we see this plan as a clear statement that our ambitions have global horizons.

We are proud to be an industrial city built on an entrepreneurial culture and a pioneering spirit. This plan is ambitious but it is rooted in Plymouth, where we are proud to do things differently. It makes it clear that our priorities are our communities, our planet and our creative sector so that we can achieve real change for the benefit of everyone. We are acutely aware of our city's role in history and the need for us to rebuild the systems and processes we operate in order to make a greener, fair, more sustainable and inclusive city a reality. We recognise we still have work to do.

I want our cultural offer to define us as a playful, welcoming city; a brave city that doesn't shy away from the global challenges we face and instead continues to take risks, stand up and stand out. I want our cultural identity to be shaped by our communities and to do that, our cultural offer needs to be an entitlement not a privilege.

I wholeheartedly endorse the Plan for Culture and the approach to making culture more inclusive, accessible and visible for all who live, work, study and visit our incredible city.

Cllr Tudor Evans OBE
Leader Plymouth City Council

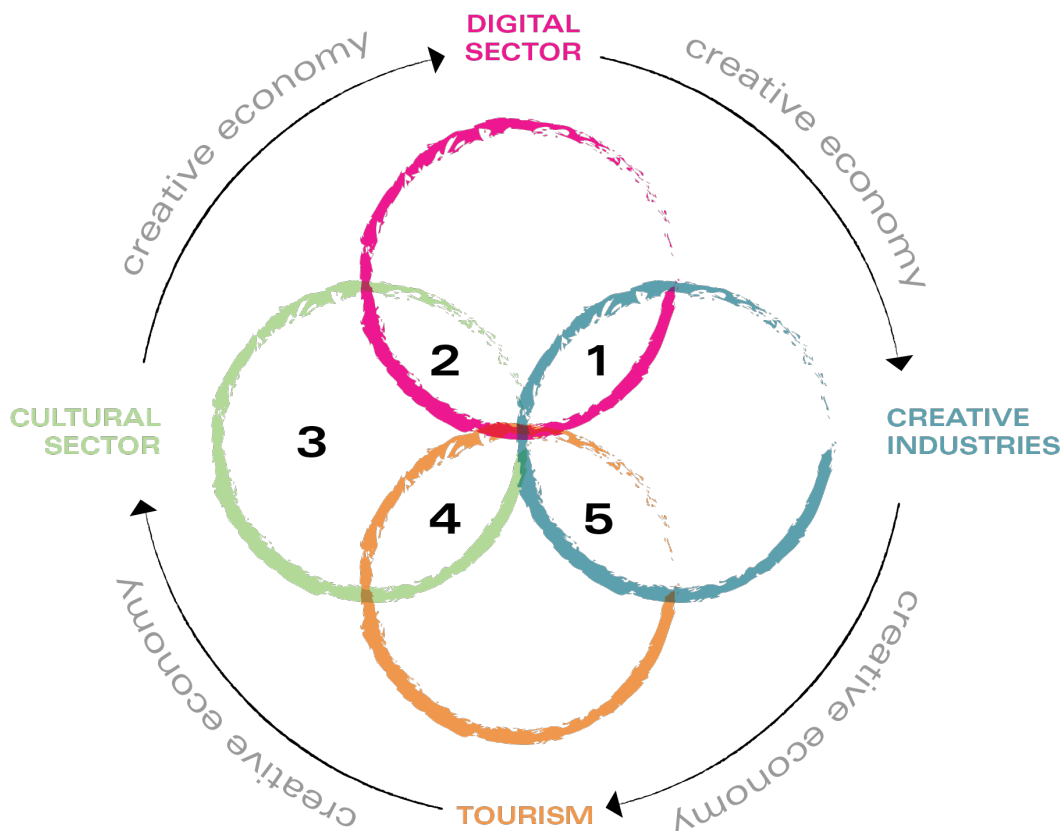
Background

What is Culture?

Culture is who we are. It is our identity, shaped by our past and which defines our future. It is all that we do, how we live and express ourselves. It is what gives our communities and our city its soul. A strong cultural identity can make a place distinctive and attractive. It also has the power to bring communities together, improve health and wellbeing, imagine and construct a better future.

We embrace this definition of culture through this plan. By adopting a place-based approach, this plan makes the case for culture as an integrated part of our city and daily lives. It seeks to move away from the view of culture as a sector only, and move towards culture as a mechanism and driving force for addressing our civic agendas as a city.

For the purposes of this plan we have taken account of the wider creative industries extending beyond funded arts and culture to include heritage, cultural tourism and commercial operations including design, digital technologies and media. We have worked within the DCMS definition of the creative industries but have excluded telecoms, sport and gambling from the plan remit. It is this definition we use when referring to the creative and cultural industries and are the parameters we have used when calculating economic impact.



Key

- 1) Publishing, computer games, software publishing, computer programming, computer consultancy activities
- 2) Film, TV, music, radio
- 3) Heritage, retail of music and video recordings, manufacture of musical instruments, reproduction of recorded media
- 4) Heritage
- 5) Arts, museum activities

We recognise the value and role of creativity across the entire economy, and the sector's ability to create high value jobs. As such, we make reference to the wider creative economy within the Plan. This takes into account the creative people and projects that operate within other sectors, contributing extensively to the economy as a whole.

Throughout the plan we apply the following definitions:

Funded arts and culture - cultural organisations and arts projects that are delivered through public or private funding, either full or part-funded.

Culture - a collective term applied to the arts and heritage sector which may include funded and non-funded activity, but also a term that applies to the identity, values and behaviours of the city.

Creative Industries - Cultural and creative organisations and initiatives that operate through both funded and commercial income streams.

Creative Economy - Creative roles and activities that take place within non-creative or cultural businesses.

Creative Ecology - The complete creative and cultural environment made up of funded, non-funded and commercial activity.

Why do we need a Culture Plan?

All future-facing, leading cities need a Culture Plan as a critical component of the wider place-making agenda. There is an abundance of evidence to demonstrate the significant economic and social impact of culture at an individual and city level. As such, the Culture Plan is not a stand-alone document but is designed to complement non-arts agendas and integrate with existing city strategies to achieve our collective ambitions for Plymouth.

The Culture Plan provides a framework for decision-making and helps to direct resources to identified priorities. The Plan outlines how we grow and sustain a thriving cultural sector in order to positively impact the lives of individuals and the economic and social prosperity of the city. It has been compiled by the sector and key stakeholders to ensure that it is collectively owned and that individuals and organisations understand the contribution they can make towards achieving our long-term ambitions. Ultimately this ensures that we have a strong, collective sector voice within the city and that culture in Plymouth remains an investable proposition to partners external to the city.

The Plymouth Plan remains the City's overarching strategic plan, looking ahead to 2034. The Plan sets out a shared direction of travel for its long-term future bringing together a number of strategic planning processes into one place. The Plan sets out the aspiration to be a healthy and prosperous city with a rich arts and cultural environment and we see the Culture Plan sitting alongside this as a mechanism for achieving the strategic objectives.

Policy INT4 is of particular relevance as it seeks to delivering a distinctive, dynamic, cultural centre of regional, national and international renown and sets out how the city will support a thriving arts and cultural sector.

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Policy HEA4 Playing an active role in the community.

Policy HEA7 Optimising the health and wellbeing benefits of the natural environment.

Policy GRO1 Creating the conditions for economic growth.

Policy GRO2 Delivering skills and talent development.

Policy INT3 Positioning Plymouth as a major UK destination.

Policy INT6 Enhancing Plymouth's 'green city' credentials.

Policy INT8 Celebrating diverse communities.²

For the reasons outlined above, the Culture Plan does not specifically include actions relating to sport. However, we see sport as part of the wider cultural identity of the city and recognise that the lines between some art forms and physical activity, such as dance, are rightly blurred. As such we will work closely with the Plymouth Sports Board to ensure the Culture Plan complements the Plymouth Plan for Sport³. Where possible we will align our efforts around our shared ambitions to ‘get people active’ and ‘reduce health inequalities and improve people’s health and wellbeing’.

The mutually beneficial relationship between culture and the visitor economy remains important for Plymouth. We have worked closely with Destination Plymouth to incorporate the theme ‘Our brilliant culture and heritage’ into the Plymouth Visitor Plan and see the Culture Plan as a mechanism for delivering again this objective.

It is important to note that this Culture Plan does not replace existing plans such as The Visual Arts Plan - Go Beyond⁴, The Public Art Plan⁵ and Plymouth Principles and the Music Report. These plans have been invaluable in shaping this plan and will continue to be delivered within the wider strategic framework of the Culture Plan.

The plan is also aligned with national policy and thinking. We have taken account of National and Local Industrial Strategies to identify how this plan can support headline ambitions for inclusive growth. Equally, we are mindful of the times we are living in and the need to reflect, reimagine and rebuild, and so have paid close attention to recommendations for recovery, such as Cultural Cities Recovery, published October 2020⁶.

The plan responds to the Arts Councils strategy, Let’s Create⁷, and the four investment principles. These principles naturally align with the ambitions and approach set out in this plan. They provide a framework, creating the conditions needed for the growth and evolution of the sector and the city.

Where are we now?

Plymouth is by no means starting from scratch when it comes to a cultural offer. Over the last ten years, since the first cultural strategy was published, there has been a strategic and sustained investment in culture. This has been evident in the preservation of the local authority arts budget, in comparison to other cities and despite budget pressures, and the coordinated efforts of city and cultural leaders to leverage investment into the sector.

This decade of collaboration and investment has resulted in an increase in arts and cultural organisations across the city. According to the most recent Inter-Departmental Business Register data available, 365 business units (i.e. companies or sole traders) classed as “Arts, entertainment, recreation & other services” are based in Plymouth. This accounts for 6% of all enterprises in Plymouth and is reflective of the sector profile across the South West and the rest of England.

² <https://www.plymouth.gov.uk/planningandbuildingcontrol/plymouthplan/approvedplymouthplan>

³ https://www.plymouth.gov.uk/sites/default/files/Plymouth_Plan_for_Sport.pdf

⁴ <http://plymouthculture.co.uk/visual-arts-plan/>

⁵ <http://plymouthculture.co.uk/public-art-plan/>

⁶ <https://www.corecities.com/sites/default/files/field/attachment/ACE316%20Cultural%20Cities%20Enquiry%20V10.pdf>

⁷ <https://www.artscouncil.org.uk/letscreate>

The sector makes a significant economic contribution to the city. It is important that this is understood and valued by all stakeholders so, to support the development of this plan, Plymouth Culture commissioned Audience Agency⁸ to gather baseline economic data for the sector.

Using the definitions outlined above, the creative and cultural sector employs 1,520 people in Plymouth. A further 610 indirect jobs are supported by the cultural sector, resulting in a total of 2,130 direct and indirect jobs in the creative and cultural industries in Plymouth.

The sector is dominated by small and micro organisations with just a handful of larger cultural organisations. Employment is clustered within these large employers with the three largest cultural-sector employers in Plymouth employing 29% of the cultural workforce, and the largest five employing 39%. Cultural-sector jobs are concentrated in the St Peter & the Waterfront and Moor View wards, together accounting for just under half of employees.

Using Gross Value Added as a model for economic output, the cultural and creative sector in Plymouth accounts for £69.1m of economic output per year. When indirect effects are taken into account, this increases to an economic output of £98.8m.

The productivity of the sector is £69,000 GVA per full-time employee, higher than the average across all sectors in Plymouth which is £49,770.

The development and growth of the sector has attracted additional funding. Plymouth secured a funding uplift of 38% from Arts Council England (ACE) for National Portfolio Organisations (NPO) in the 2018-22 round. Ten Plymouth organisations were granted NPO status for 2018-22, placing Plymouth 26th out of all English Local Authorities in terms of NPOs per head of population. In total Plymouth NPOs were granted £16m over 2018-22, around £59 per resident. This places Plymouth 13th out of all English Local Authorities in terms of NPO funding per head⁹.

The social impact created by the sector is equally important and significant. Many of our creative and cultural organisations are working in wards and neighbourhoods across the city with hard-to-reach communities and individuals. They are engaging the most disadvantaged and marginalised residents, working on the front line to make a difference to the lives of those individuals, something that has never been more evident than during the pandemic.

Plymouth has an over-representation of less-engaged Audience Spectrum segments: 21% of adults fall into one of the 'Highly engaged' Audience Spectrum segments, 42% a Medium Engagement segment, 37% a Lower Engagement segment. This compares with 25%, 41% and 33% of adults in England as a whole.

According to the TGI survey, adults in Plymouth are less likely than those elsewhere in England to attend almost all areas of arts and culture – most notably opera, museums, jazz, classical music, ballet, and theatre.

This data is essential in helping to paint a picture of the cultural offer and impact within the city. Ultimately though, it shows us that we have work to do. Work to understand and measure the full reach and impact of the sector; work to standardise data collection and monitoring across the sector; work to deploy data as a decision-making tool across the sector and the city.

This baseline data, and an awareness of the gaps it presents, has helped to shape this plan and the associated action plans.

⁸ Plymouth Culture - Culture Strategy Research report, Audience Agency, December 2020

⁹ The NPO funding received from ACE is just one source of investment into the city and is included because it represents a sustained, strategic relationship with the city. Many other funders are supporting cultural organisations and initiatives such as British Film Institute, British Council, Innovate UK, Historic England, National Lottery Heritage Fund and numerous trusts and foundations to name a few examples.

VISION

Plymouth is a magnet city, attracting artists, creatives and social activists. Our city's appeal is characterised by our commitment to people and planet and evidenced by our unique cultural offer that reflects, includes and values our diverse communities.

Plymouth has been on a cultural journey for over a decade. Strong civic and cultural leadership has already enabled Plymouth to build a reputation as a city of culture. This vision acknowledges all that has gone before and charts a path for our next phase of cultural development; one that focuses on amplifying and connecting what we have, strengthening the sector and situating culture at the heart of city planning and decision-making.

Incredible work over recent years has shone a spotlight on Plymouth, drawing national and International attention. Our job now, as outlined within this plan, is to sustain this energy and convert attention to engagement. We want people to be drawn to the city to live, work, visit, study and invest in ways that support our vision for a culture-led fairer, greener, sustainable city.

Key Drivers

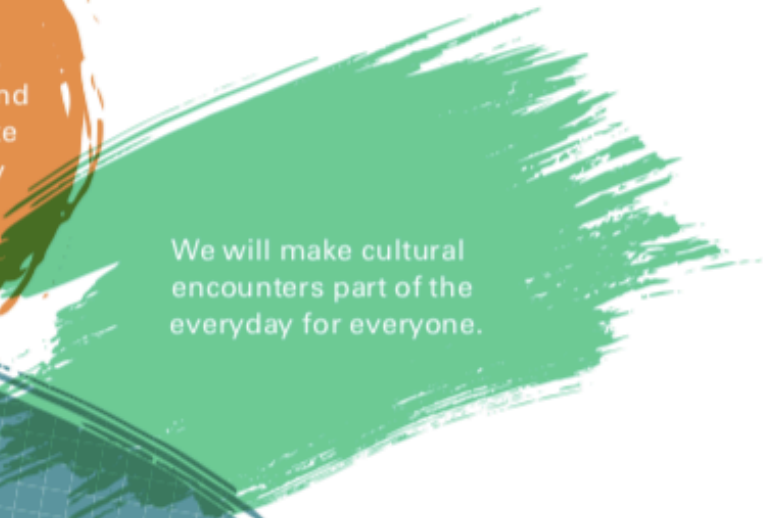
Three key drivers will sit at the heart of all decision-making to ensure this plan works to create a greener, fairer sector and city.



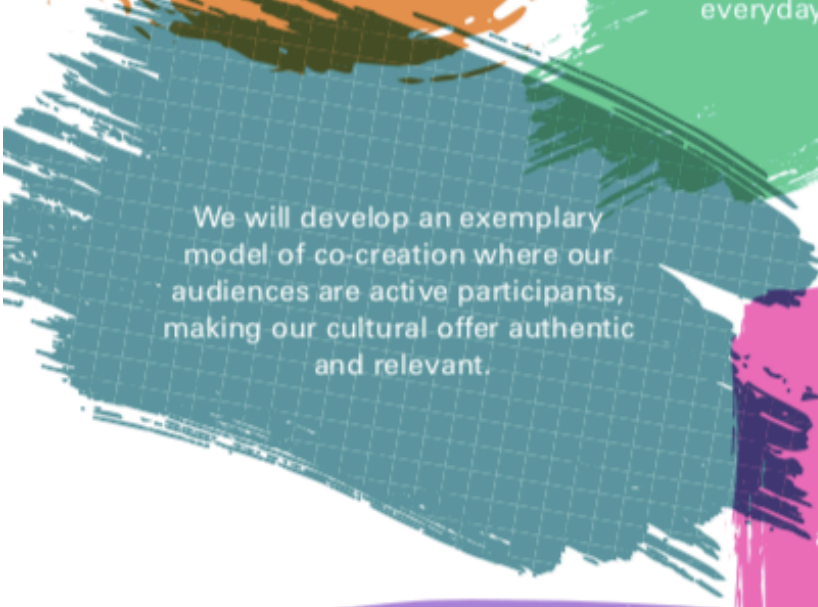
AMBITIONS




We will embrace our unique blue-grey-green landscapes, unlocking assets in our built and natural environments to create memorable experiences only imaginable in Plymouth.




We will make cultural encounters part of the everyday for everyone.



We will develop an exemplary model of co-creation where our audiences are active participants, making our cultural offer authentic and relevant.



We will be the UK's leading city for immersive cultural experiences, recognised for our ability to use digital technology to engage communities and build cross-sector connections.



We will embed equality at every level of the sector to actively support diversity of voice and celebrate the creativity in everyone.

IMPACT

We want the Culture Plan to drive positive change at the individual, sector and city level. Our ambitions are therefore reflective of the type and scale of change we wish to see.

We want the collective impact of the plan to result in -

- Plymouth building a reputation as a fun, playful city.
- Residents feeling a sense of pride in Plymouth borne out of a strong cultural identity.
- The cultural offer reaching across the city to every visitor, resident, neighbourhood and community.
- The cultural sector attracting and retaining a diverse audience who are actively involved in making culture.
- People talking about culture and engaging in conversation because it is fun, challenging and visible.

In quantitative terms we want to¹⁰ -

- Unlock 5 new spaces for culture annually.
- Increase jobs in the creative and cultural sector by 30% by 2030.
- Introduce 10 new cultural initiatives in neighbourhoods annually.
- Increase our core arts audiences by 20% by 2030.
- Increase our non-arts audiences by 30% by 2030.
- Reduce environmental impact of our sector helping to reach the city's ambition for net-zero carbon emissions by 2030.
- Secure £0.5m annually in non arts funding by 2030.
- Increase out-of-Plymouth visitor numbers to cultural venues and programmes by 40% by 2030.

¹⁰ NB - baseline data will be required to monitor progress against targets. Targets will be reviewed annually and detailed in the implementation plan.

Modelling the Change

We need a different approach if we are going to achieve a different outcome. This is about behavioural change.

In order for our city to achieve its cultural ambitions, we will adopt and demonstrate the following characteristics in all our cultural decision-making:

Take risks. Plymouth has a history of being daring, bold and radical and now more than ever, we need to be prepared to take some risks. In the unpredictable world in which we live, status quo is not an option, nor is it desirable. As such, we need to think radically about our cultural offer to ensure we are, and remain, a future-facing city.

Feel the fear. In order to achieve the much-needed systemic change in the sector and across society, we need to get comfortable feeling uncomfortable. If we can learn to trust in the process and partnerships, we can tolerate an element of fear that will ultimately allow us to push the boundaries. We might fear change, fear the unknown, fear uncertainty but if we can allow ourselves to operate in that fearful space, it will be where the most important and exciting ideas and collaborations emerge.

Stewardship not ownership. Our approach to leadership needs to evolve. This means adopting a stewardship model where we see our role as facilitators and think about the long-term consequences of decisions rather than simply short-term gains. In so doing we will create the conditions for culture and community to flourish.

High quality is non-negotiable. It is important that we open and maintain a critical debate regarding quality. High quality must be a hallmark of our cultural offer, both in terms of our built assets and our programming, regardless of scale or location. For this to be possible we need to establish a benchmark and invite honest and open discussion about the term quality. We know that with a diverse ecology a single measure of quality is not possible or indeed helpful. Instead, we need to evolve a set of quality metrics such as those set out by Arts Council England using a series of Quality Metric Statements:

- Concept: it was an interesting idea
- Presentation: it was well produced and presented
- Distinctiveness: it was different from things I've experienced before
- Challenge: it was thought-provoking
- Captivation: it was absorbing and held my attention
- Enthusiasm: I would come to something like this again
- Local impact: it is important that it's happening here
- Originality: it was ground-breaking
- Risk: the artists/curators really challenged themselves with this work

- Excellence: it is one of the best examples of its type that I have seen

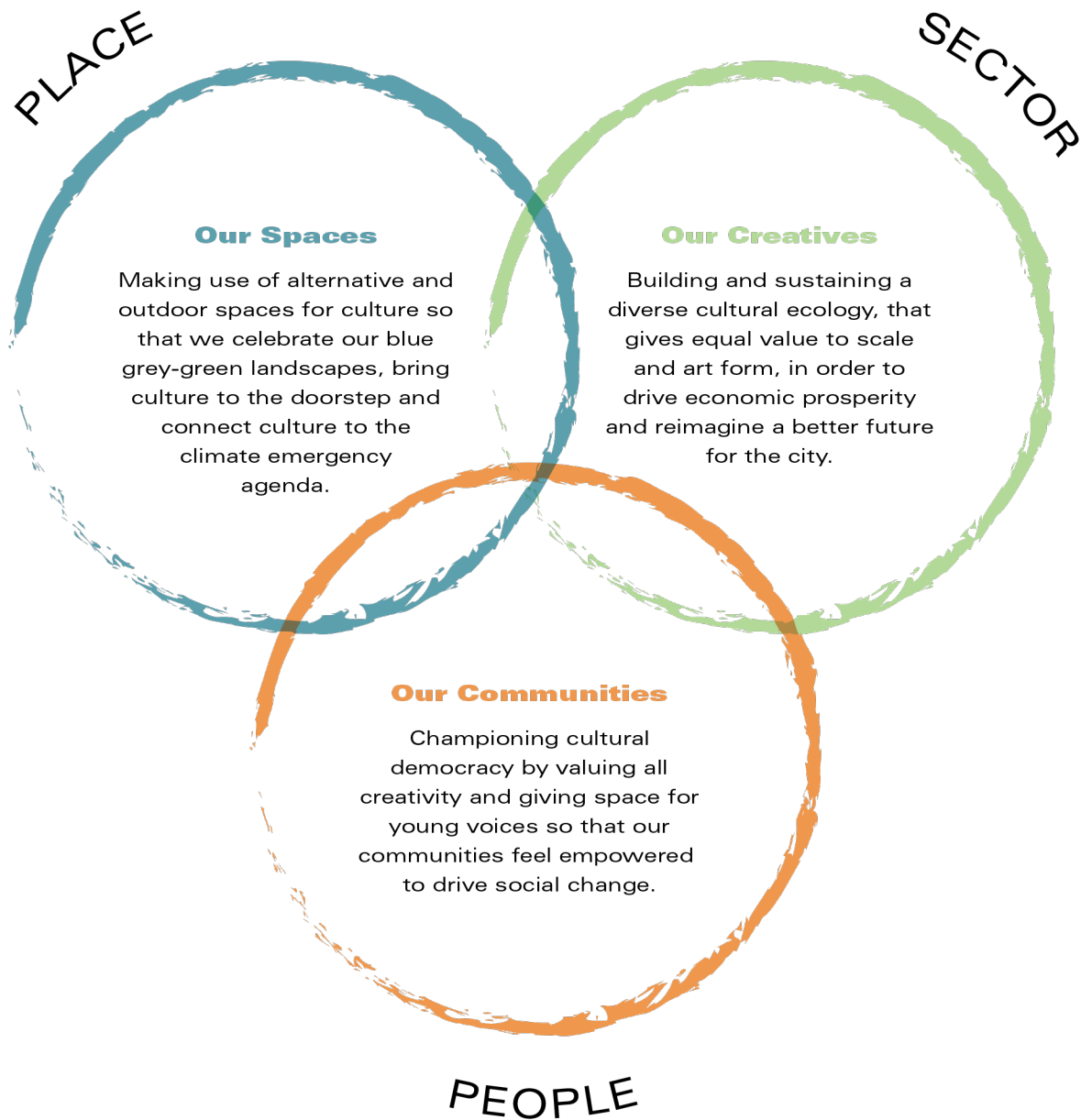
Inclusivity drives diversity¹¹. Inclusivity will sit at the heart of all we do. We will not consider inclusivity a problem to be solved or a project to be delivered. Instead, we will embed inclusivity as a decision-making tool in all that we do, in the knowledge that doing so will invite diversity. It is diversity at every level of our cultural sector, from content production, to curation to leadership, that will drive a higher-quality, more ambitious and relevant cultural programme.

Collaboration built on trust. The cultural sector in Plymouth has built a reputation for open and honest communication between partners, which has undoubtedly been a component of its success. In this changing world we need to move beyond simply sharing information and develop a truly collaborative approach. This will need to include sharing data, pooling resources, distributing responsibilities and understanding city needs not just organisational/individual needs. This collaboration will only be possible through deep trust in one another, formed through generosity and maintained through shared values.

¹¹ The term 'diversity' is used in the broadest sense and refers to race, age, gender, sexuality and socio-economics. The plan recognises the need for increased diversity in the sector, in every sense, and calls for a focus on inclusivity in order to improve diversity. We want everyone to have fair and open access to culture and will need to take specific actions to improve access for those who have been under-represented.

Approach

The plan will focus on three strategic priorities which will shape decision-making and resource allocation.



Our Spaces

The city is our venue. The waterfront our stage. The architecture our canvas.

Plymouth is uniquely situated. An urban, post-war concrete jungle boasting a city designed by celebrated architects. A city flanked by Europe's finest waterfront, the first UK National Marine Park, and eight nature reserves with sprawling green spaces, parks and woodlands.

Plymouth is a city that, despite being rebuilt at speed and to a budget, has been purposefully designed to connect with and embrace its natural assets. Abercrombie and Watson, the architects behind the city masterplan in 1944, intended that your eye would be drawn to the Hoe and the sea beyond; that the grid-like formation would accommodate garden city spaces; that the white Portland stone would provide a neutral backdrop for colour to be added; that the open, airy feel of the city would enable the man-made structures to sit in harmony with nature.

The encouragement and potential for movement, exchange, vibrancy and imagination has been designed into the city.

Plymouth has always been brave and radical. It has been a city that does more than simply imagine what could be, but rather it reimagines its own future. Our challenge and opportunity now is to not only reimagine but realise a different future. Our spaces and places, and how we interact with them, are central to this process.

Blue, grey, green. Our natural assets are unique, with our urban city flanked by green spaces and a spectacular waterfront. The blue-grey-green landscape creates alternative places and spaces for culture to exist that will transform the city but also the way in which culture is seen and experienced.

The city itself provides us with the backdrop we need to create world-class culture, that is homegrown and authentic to Plymouth. This work could only exist in Plymouth, not just because of where we place it but because of the source of its inspiration. This is about our cultural offer truly reflecting our surroundings and about our environment driving content creation. A symbiotic relationship where culture brings our city to life and our city breathes life into culture.

Art, culture and creativity should fill our streets and adorn our buildings. It should light up our waterfront and be seen dancing along our shoreline. It should be heard from the rooftops and felt in quiet places of reflection. It should be visible that culture is alive in our city.

Proximity is key. The value of hyper-local cultural activity is not just as a response to Covid-19. It is absolutely essential to driving an audience development agenda.

This is not outreach. This is not about cultural organisations taking their work out into communities. No, this is more than that. This is about site-specific work located in places and spaces that people and communities inhabit on a day-to-day basis, so that the cultural encounters are on their terms.

Our residents and visitors alike should experience culture on their doorstep, literally. It should be a day-to-day encounter which normalises culture, makes it feel part of their lives and gives them the confidence to access and engage with the full cultural offer.

Everyday doesn't mean ordinary. Placing culture in everyday locations and scenarios does not mean we have to dumb it down. Wherever art, culture and creativity is situated it should be the highest-quality example of that type of work that can be found. Non-traditional and non-arts audiences deserve the highest-quality cultural offer. This is a question of access not quality. The work should absolutely challenge, enchant and engage audiences everywhere. It should be extraordinary regardless of scale, budget or location.

Living heritage. We know our place in history and we acknowledge all that this entails, from slavery to colonialism and from piracy to political unrest. We will continue to be informed by our past but it does not have to define us.

Plymouth is a welcoming city. A city not only of departure but of arrival. For centuries, people have been drawn to Plymouth as a city of refuge that offers the possibility of an alternative future. A city shaped by the ocean as a point of arrival and departure, where different cultures collide to create communities and to shape our cultural identity.

Our heritage should be a live conversation, one which invites dialogue about the past, present and future. An open conversation with multiple voices helping us to reflect on our history and take decisive action for a better future.

Permanent, temporary and transient. Working in the alternative, outdoor and public spaces requires time, curatorial consideration and aftercare. There is value in long-term, permanent initiatives as well as fleeting, pop-up interventions.

We will actively adopt and implement the eleven principles of the Public Art Plan for Plymouth. We will carefully consider how art in the public realm is developed, delivered, maintained and removed to ensure a meaningful and curated programme is agreed and valued. We will develop mechanisms for decision-making which involve experts in this field and which prioritise relevance, co-creation and quality as key metrics for decision-making.

Climate emergency. We can't celebrate and access our natural assets without taking climate emergency seriously. The reason we want to place our unique natural landscape of Plymouth at the centre of this plan is so that we can mainstream the conversation about climate emergency and use culture to drive social action.

We must not create a cultural offer that simply celebrates our unique setting. It must be a programme that facilitates dialogue about climate emergency and leads to action, ultimately protecting and preserving our environment. Arts and culture have the ability to engage audiences in global agendas whilst driving individual action by visualising data, communicating information and evoking a personal, emotional reaction that leads to positive activism.

We will give thought, therefore, to not only content but process. We will consider the environmental impact of cultural activity across the city and take decisive action to eliminate or offset this impact. We will build a sector that has, in itself, demonstrable green credentials. We will also build a sector that understands the central role it has to play in the climate emergency agenda, here in Plymouth and beyond.

We need to talk about the high street. High streets up and down the country have been in decline for years. There has been active encouragement to redesign high streets and reconsider the role they play outside of a retail offer. Now, more than ever, we need to completely reimagine the high street.

Culture and creativity offer a potential , but it needs to run deeper than simply driving increased footfall or making the city centre look and feel more attractive. This is not about culture offering a short-term fix, but rather a long-term plan for a reimagined, repurposed high street.

For this to happen we need to understand what our long-term vision is. We need to consider ownership models that facilitate this change and value creativity as a planning and decision-making process rather than simply the packaging at the end. We need creatives to sit at the heart of this strategic planning conversation for transformative change to happen.

Creating the conditions - key actions

1. Unlocking outdoor and alternative spaces for culture through city-wide partnership.
2. Curate an annual calendar of cultural events, owned by the sector programmed across the city.

3. Curate an annual talks programme exploring issues of climate emergency and environmental equality.
4. Secure cultural representation on city-centre developments to reimagine and transform our high street.
5. Establish a public art committee, with accountability for the adoption and implementation of the Public Art Plan for Plymouth.
6. Support the development of a digital platform that promotes and facilitates the use of vacant spaces for cultural initiatives.

Our Creatives

Our artists and creatives are the change-makers, the radical thinkers, the social activists. They create movements for change and will be the ones who reimagine a global future.

The artists and creatives in our city are the individuals who will make our cultural ambitions a reality. We need to create the conditions for artists and creatives to start and grow their careers in the city, and to ensure they have the necessary infrastructure to thrive. It needs to be evident internally and externally to the city that Plymouth is the cultural destination of choice for creatives.

A healthy sector needs a diverse ecology of individuals and organisations, and, as such, we need to value our freelance artists and creatives as much as our established cultural institutions. An ability to support long-term stability for the sector as well as an open, honest and generous culture will enable individuals to take risks, build collaborations and drive cultural and social innovation.

Our spaces and systems need to be inclusive and accessible and this is only possible if creative individuals are involved in decision-making.

Cultural ecology. We know that for a healthy ecosystem to function, it must have all components and they must operate in balance. This means large and small, emerging and established organisations existing harmoniously. This is not an either- or situation. We need a full ecology to exist to foster the ideas and energy, but also to create the network of progressing that makes it possible for organisations and individuals to stay and grow within the city. It is the full complement and critical mass of the creative ecology that will make it vibrant and sustainable.

We recognise the value of and need for not-for-profit cultural organisations, publicly funded arts, commercial creative enterprises and cultural tourism products. We need all sub-sectors to thrive in order to create a robust sector which continues to drive economic and social prosperity for the city.

Creative economy. The creative and cultural industries are a growth sector nationally and this is mirrored in Plymouth. They are a resilient sector, growing during recession and outstripping the performance of other sectors. Importantly, though, one of the unique characteristics of the sector is the spillover effect it creates. The impact of culture and creativity is felt far beyond the sector boundaries, from the influence it has on place-shaping and the contribution it makes to business development in other sectors.

We recognise the potential to nurture a thriving creative economy within Plymouth; where creative and cultural activity intersects with the wider economy to create cross-sector collaborations. A thriving creative cluster will drive economic growth by bringing design-thinking, digital expertise and a strong visual identity to all businesses open to collaboration. The presence of a creative cluster will naturally attract dynamic people and businesses to the city, further building our cultural identity and reputation as a creative city.

Driving decision-making. To create a happy, healthy, inclusive and prosperous city culture needs to sit at the heart of decision-making. The cultural sector has much to offer wider societal agendas and should not be confined to a sector silo. The sector's ability to engage communities, communicate information, create user-centred solutions and positively impact wellbeing outcomes, means that it should be part of city-level decision-making. Culture needs to sit at the heart of the city's strategic approach to planning, partnership and investment in order to drive better social and economic outcomes for all.

Diversity of voice. Our cultural ambitions will not be met unless there are structural changes made to the way our sector operates. We cannot grow our audiences or bring new entrants into the sector if it is not reflective of our Plymouth communities and society.

We need to improve inclusivity in all cultural organisations and at all levels in order to bring diversity of voice into the sector. More than simply creating space for diverse voices, we need to really listen, so that those voices help shape strategic plans, methodologies and content. For too long, inclusivity and diversity has been discussed only in the context of audiences, but sector development and audience development go hand-in-hand. Diversity in board, management and practitioner roles will improve decision-making and produce critically-engaged work that excites, engages and challenges existing and new audiences.

Stabilising the structure. The structures that make up the cultural sector are fragile, often built on personal energy, generosity and volunteering. Whilst this drives a dynamic DIY culture, which has been incredibly important in Plymouth, it is not sustainable; people become burnt out, the true cost of initiatives is never fully understood, and it can reinforce sector hierarchies.

We know we are in a climate where funding is scarce and is only likely to become more challenging. As such, we need to find alternative ways of working, through collaboration, so that the funding can be used efficiently and resources can be deployed to maximise impact. In particular, we need to acknowledge the responsibility large and funded cultural organisations have in supporting small and emerging initiatives, organisations and practitioners.

The reality is that there is simply not enough financial resource to support everything and everyone. Therefore, we need to establish a transparent and robust process for identifying and agreeing priorities for the sector and city, and create a support mechanism. This is not about creating a parent-child dependency, nor it is about centralised control of culture. This is about creating the conditions for innovation and creativity to thrive by providing the secure scaffolding on which the sector can grow.

Retention and attraction. Plymouth has an enviable reputation for creative arts education and through the combined offer of the two universities, art college and further education college, attracts a considerable number of students to creative and cultural programmes.

This supports the vibrancy of the sector and the city but for us to continue to attract students, we must retain graduates. If graduates have a clear progression route with tailored and accessible support, which nurtures graduate start-ups and emerging artists, students will see the creative and cultural industries as a viable career option. Graduate retention breeds student attraction and we continue to feed the sector with new and diverse voices thus enhancing the cultural offer of the city.

Plymouth has an extensive support package, including incubation spaces, networks, funding, advice, training and mentoring, but it needs to be better connected and visible.

Social enterprise. The sustainability of the sector remains a challenge. It is vital that in the next phase of the sector and the city's development, consideration is given to the development of new business models. Of particular interest is the role that social enterprise might play in evolving the sector through an alignment of shared cultural and social values.

Where possible, we want to see a balanced portfolio of funded, not-for-profit and commercial activity. This means diversifying income streams and investment sources. There is a need and opportunity to position the creative and cultural sector in a way that makes it possible to leverage non-arts investment. This will also involve developing our understanding of how public and private, social and commercial investments can sit side-by-side for cultural initiatives.

Future jobs. The jobs market is changing and we have a responsibility to prepare the next generation with the skills and attributes necessary to lead a socially and economically prosperous society.

The creative and cultural industries are central to the future jobs agenda in two ways: 1) the growth of digital and emerging technology jobs within the sector, and 2) the creative and digital skills the sector can bring to the wider economy. Jobs within the emerging and immersive technologies sphere have flourished and look set to grow exponentially in the coming years.

Plymouth has had its eye on this horizon and has developed world-class expertise and facilities in the field of immersive technologies. This presents an opportunity for Plymouth to become a leading city for the design and delivery of immersive experiences. In particular, we are developing a reputation for cross-sector collaborations and community engagement through the use of immersive technologies that create experiences unique to Plymouth. As a leading hub, there is potential to create jobs, support start-ups and attract investment in this field.

Creating the conditions - key actions

1. Adopt best practice across the sector including the 5 Guiding Principles - A Fair Trade Model for Freelancers¹² and Resurgam¹³ inclusive growth charter.
2. Design and embed a cultural leadership programme to identify and nurture future leaders.
3. Map the sector support provision across the city to identify clear progression routes for graduates and new sector entrants.
4. Build on the iMayflower programme to secure further investment and jobs within immersive technologies/experiences.
5. Establish a Cultural Compact comprised of cross-sector stakeholders to leverage city investment by linking cross-city agendas with culture.
6. Develop appropriate support structures to build and sustain the creative ecology.
7. Embed collaboration programmes within NPO budgets as an annual programme.
8. Promote the Resurgam Spend4Plymouth initiative within the cultural sector to increase local procurement of cultural and creative services.
9. Establish a music partnership to implement the recommendations within the Music Report.

¹² Fuel initiated the Freelance Task Force along with over 100 sponsors (including Theatre Royal Plymouth and the Barbican Theatre Plymouth who sponsored June Gamble and Charlotte Kransmo respectively), in response to the current COVID-19 pandemic and its impact on freelancers within the Theatre/Live Arts industry. The 5 Guiding Principles: A Fair Trade Model for Freelancers was created by Alister O'Loughlin and Miranda Henderson with contributions from June Gamble and Charlotte Kransmo (all members of the original Freelance Task Force and South West Freelance Task Force).

¹³ Resurgam: Plymouth's Covid-19 Economic Recovery Plan (<https://www.resurgam.uk>) is a collective effort by cross city, cross sector stakeholders to make the city more resilient and grow back better than before to ensure that the benefits of growth are experienced by all Plymouth's people, and that a fairer, healthier, safer and greener city is achieved.

Our Communities

Our communities are the authors, curators, directors, producers and co-creators of our culture. Our empowered communities will drive social change.

Our communities¹⁴ are more than just passive consumers of culture. They are active participants responsible for making and shaping culture. Plymouth's unique reputation for socially engaged practice and community-led regeneration, which exists in pockets of the city, presents an opportunity to create an approach to the co-creation of culture unlike any other city.

It's this approach that will enable the city to develop a more sophisticated plan for audience development, where we see genuine diversification and retention of audiences. It is this meaningful relationship with audiences, as co-creators, that will move our cultural offer beyond simply fun and engaging to become relevant, authentic, challenging and inspiring. It is in this space that the ability of arts and culture to empower communities to drive social change, improving the social and economic outcomes for all, will be clearly demonstrated. Thus, we position culture as a driving force for transformation across non-arts agendas.

¹⁴ Throughout this plan we use the term 'community' to refer to residents of Plymouth. Residency may be permanent or temporary, for example as students or visitors. Communities may form around a geography or interest and we embrace both within this plan.

Cultural democracy. We want to extend and diversify our cultural audiences. We want to retain and grow our existing, core arts audiences in order to achieve our ambitious vision for the cultural offer in Plymouth. In equal measure, we want to reach and engage non-arts audiences.

Although these are highly-divergent audiences, adopting and investing in cultural democracy as central to our approach will resonate to the full audience spectrum. Cultural democracy as a methodology will mean that our audiences are more than passive consumers; more than engaged supporters, they will be active participants. As such, they will co-create our cultural programme as active decision-makers in the commissioning, funding, creation, production and distribution of culture.

The effect of this approach will be twofold. For our non-arts audiences their active participation in co-creating the cultural offer will mean that it is relevant, reflective of the issues and voices of their community of interest. As such, this connects them to the cultural offer, giving them shared ownership in it. They will know that culture is for them and won't feel a need to seek permission to access the cultural offer.

For our core arts audiences, cultural democracy will have a profound effect on the type and quality of cultural work produced, ultimately enhancing their experience. The cultural offer will be more ambitious, more challenging, more topical, more diverse and more engaging. It will reflect Plymouth's communities of interest but will be globally significant.

The voice of young people. Plymouth is a young city, making it paramount that young people are at the heart of shaping and making culture. We not only want them to be a core audience segment, but we want their voices to be evident in what, how and where culture is made and located. In order for that to become a reality, we need to involve young people at every level of our cultural offer so that they are part of decision-making.

We want our young people to be proud of Plymouth and to feel a personal connection to our cultural identity. We know that they are the leaders of the future and, as such, we need to create the opportunities for them to shape the future of Plymouth. This is about more than career pathways, it is about building confidence, making connections, exploring identity and empowering young people to lead happier, healthier more fulfilled lives. That connection to place will encourage young people to make Plymouth their home and to continue to invest in building a thriving city.

Creative Education. We know that early childhood experiences and encounters of any kind have a profound effect on future outcomes, none more so than creative and cultural encounters. We want our cultural offer to integrate with our schools and education providers so that every young person has access to art, culture and creativity in the curriculum. Additionally, we want creativity to be embedded in all subjects so that we can develop creative thinkers, agile problem-solvers and resilient future leaders.

Plymouth's unique mix of educational expertise within marine, science, technology and creative arts means that we have the potential to provide access to a balanced Science Technology Engineering Arts and Mathematics (STEAM) curriculum at every level of the education system.

Social action. Without doubt, we want our cultural offer to be fun and playful, to enchant and delight audiences. However, we know that culture and creativity have the power to do far more. Culture can reach and transform communities in ways that other agendas and organisations can't. When used correctly, culture can be a vehicle for communication and for opening discussion on a wide range of important issues.

We want to be a city that harnesses the power of culture to create space for open dialogue and conversation about our most pressing societal issues. We want to use culture to challenge perceptions and encourage curiosity to such an extent that individuals and communities are compelled to take action. We want creativity to help communities imagine a better future and to equip them with the skills to make social change happen.

We will be a city that embraces social activism and values the role of culture in building resilient communities capable of driving grassroots movements that create a better, fairer more sustainable future for Plymouth and its people.

Creating the conditions - key actions

1. Position the BAS9 as a key component for sector recovery by focusing on social practice, audience development and community engagement.
2. Develop a consistent model of youth engagement, including at board level, across the NPOs which can be rolled out across the cultural sector.
3. Embed the Fab City concept in the Climate Emergency Action Plan.
4. Support Plymouth's cultural education offer through collaboration and advocacy.

Programmes of Work

We have identified five programmes of work which will enable the plan to be implemented. Specific projects and initiatives will sit within each programme that will form an operational business plan which, in turn, will be monitored and reviewed at regular intervals.

Our city is our venue

We will look to create an infrastructure across the city that facilitates individuals and organisations to deliver culture in all communities and locations. For example, this might include physical structures, power points, access to transport, Wi-Fi connections, licensing relaxations and live streaming technologies. Ultimately, we want to remove the barriers and mobilise our partners to put in place the infrastructure needed to enable amazing things to happen.

Culture is alive

We will seek to curate a programme of activity across the city on an annual basis. This will involve multiple partners and is not looking to centralise activity but rather make it visible and accessible with a collaborative approach to marketing and programming. This will work hand-in-hand with the above work programme to make sure venue and neighbourhood activity is connected so that audiences can grow and diversify.

Creative economy

We want to create support structures that enable individuals and organisations to have a sustainable and fulfilling career within the creative industries. By building a thriving cultural sector, we know there will be spillover benefits for the wider creative economy, offering job opportunities and economic growth potential.

Community clusters

We want to plug culture in at the community level so that culture and creativity supports the creation of healthy, happy, resilient communities. To do this we know we need to work in focused communities over the long-term but it is important that we have the ability to connect and activate these communities across the entire city in order to influence decision-making and drive positive change.

Data story telling

We want to get better at collecting, sharing and translating data so that it tells a story about the work and impact of the sector in the city. It is important that we use data effectively so that we can make informed decisions and craft a compelling narrative.

Funding, Finance & Investment

Funding for arts and culture has seen a steady decline over the last decade, both at national and local level. In many cities, the retention of a non-statutory arts and culture service and revenue budget has been unachievable, resulting in department and budget cuts. With the challenges presented by a post-Covid world on top of an extended period of austerity and inevitable economic recession, the future landscape for public funding in the arts looks bleak.

Plymouth City Council has remained committed to culture, and actively championed the retention of arts and culture budgets. Simultaneously, the Council has worked hard to develop a strategic partnership with Arts Council England to achieve a co-investment model for NPOs, Mayflower 400 and The Box. This is commendable, and certainly bucks the trend in other cities, and will need to continue in support of this plan.

As we enter the next phase of cultural development, we will need to work hard to retain, increase and diversify funding and investment into the sector if we are to achieve the ambitions set out in this plan. The focus of this plan means that we need to not only consider the amount of investment but the way in which funding decisions are made, how funding flows within the sector and how funding reflects the direction of travel set out in the Culture Plan.

It is therefore recommended that we take a four-pronged approach to funding, finance and investment into the creative and cultural sector.

Retention of public arts funding

We want to retain and, where possible, increase the existing level of Arts Council NPO and project funding into the city. In the current climate it will be a challenge to ensure the level of overall funding from this source does not decline. This will require a collaborative, coordinated approach across the sector to share information, pool resources and create a coherent, investable proposition.

Widening of public funding

The plan makes it clear that our priority is to position culture within the mainstream conversation, helping to achieve the objectives of the Plymouth Plan and addressing societal and city challenges around health, education, housing, quality of life, inclusive growth and community cohesion. Therefore, we need a partnership approach across sectors and an associated mechanism for attracting large-scale public investment into the city. This needs to be a coordinated, strategic approach where each sector and partner understands the role they play and value they bring to a shared agenda. The opportunity to leverage funding into arts and culture through partnership with other sectors and shared agendas has never been a stronger reality.

Alternative funding models

The reality is that funding and resources will reduce so the creative and cultural sector needs support to develop new funding models. Avenues such as crowdfunded, social investment, equity investment and philanthropic giving are all operating to some degree, but we need to build the capacity and capability within the city for these funding strategies to be effective. Again, there is merit in considering a coordinated approach to this work in order to share skills and resources and disseminate best practice.

New income streams

As well as funding models, the sector needs to review its business models. New streams of income or business structures might present an opportunity for organisations to remodel the proportion of funding verses income. Covid has forced many organisations and individuals to adapt their offer and delivery, raising interesting questions about the future use of buildings, how you monetise digital content, how you create a hub-and-spoke model in order to redistribute resources across the city, how you collaborate effectively and how you build resilience and sustainability. Learning from business models within other sectors is appropriate and this is the time to disrupt the models that exist.

Creating the conditions - key actions

1. Developing an investment strategy to sit alongside the Culture Plan which is approved and owned by the Cultural Compact.
2. Identifying suitable training programmes for artists and cultural organisations to develop new business models and fundraising skills.

Consultation Process

This Culture Plan is the outcome of an extensive and robust engagement process. The Arts Development Company¹⁵ were commissioned through an open tender process to undertake a programme of stakeholder engagement. This was adapted in response to the pandemic and emerging thematics to include 38 one-to-one interviews, three externally facilitated workshops, three consultation workshops and five partner-led focus groups. Sector stakeholders have also contributed feedback through the Covid Sector Survey (completed June 2020) and the draft Creative and Cultural Industries Sector Recovery Plan.

This engagement work has been accompanied by work undertaken by the Audience Development Agency, following an open tender process, to collect economic and social impact data relating to the creative and cultural sector in Plymouth. Data from the full report has been used within this plan.

Consultees

Adrian Vinken - Theatre Royal Plymouth
 Alix Harris - Beyond Face
 Amanda Lumley - Destination Plymouth
 Amanda Ratsey - Plymouth City Council
 Ann Holman - Our Plymouth
 Anna Navas - Plymouth Arts Cinema
 Andrew Brewerton - Plymouth College of Art
 Beth Richards - Take a Part
 CAMP - CAMP Directors
 Charles Hackett - Destination Plymouth
 Chris Bennewith - University of Plymouth
 Chloe Hughes - Plymouth City Council (The Box)
 Claire Turbutt - Plymouth City Council
 Councillor Nick Kelly - Conservative party Leader Plymouth
 Councillor Tudor Evans - Labour Party Leader Plymouth and Leader of Plymouth City Council
 David Draffan - Plymouth City Council
 Debbie Geraty - Plymouth Music Zone
 Diane Mansell - Plymouth Waterfront Partnership
 Donna Howard - KARST
 Dr Sarah Chapman - University of Plymouth, Arts Institute
 Elinor Eaton - Plymouth City Council
 Gabi Marcellus-Temple - Wonderzoo
 Gareth Hart - Iridescent & PSEN
 Gem Smith - Take a Part
 Hannah Sloggett - Nudge Community Builders
 Hannah Rose & Rachel Dobbs - LOW PROFILE
 Helen Chaloner - literature Works
 Ian McFadzen - Plymouth Science Park
 Jack Harman - Hutong & Grassroots Music Alliance Plymouth
 James Edgar - Plymouth Design Forum
 Judith Robinson - Plymouth City Council (The Box)
 June Gamble - Plymouth Dance
 Kate Farmery - Plymouth City Council (The Box)
 Katy Richards - CAMP
 Kim Wide - Take a Part
 Laura Kriefman - Barbican theatre Plymouth
 Lindsay Endean - Mayflower 400
 Lindsey Hall - Real Ideas
 Liz Slater - Plymouth City Council
 Lucy Rollins - Flock SW
 Mandy Precious - Theatre Royal Plymouth

¹⁵ <https://theartsdevelopmentcompany.org.uk>

Marianne Locatori - Theatre Royal Plymouth
Matt Pontin & Lisa Howard - Fotonow
Mark Trewin - City College Plymouth
Nicola Moyle - Plymouth City Council (The Box)
Nigel Hurst - Plymouth City Council (the Box)
Nina Sarlaka - Plymouth City Council
Paul Brookes - Plymouth City Council (The Box)
Patrick Knight - Plymouth City Council
Phil Rushworth - Independent Producer
Richard Stevens - City Bus Plymouth
Rupert Lorraine - University of Plymouth
Rhys Morgan - VAP
Sarah McAdam - Plymouth Marjon University
Slain McGough Davey - Wonderzoo
Steve Hughes - Plymouth City Centre Company
Stuart Elford - Devon and Plymouth Chamber of Commerce
VAP Directors - VAP
Victoria Allen - Plymouth City Council
Zoe Sydenham - Plymouth City Council
Students Plymouth Marjon University - Focus Group
Barbican Theatre Rebels - Focus Group
Funky Llama Theatre Royal Plymouth - Focus Group
Plymouth and Devon Freelance Task Force - Focus Group
Beyond Face - Focus Group

EQUALITY IMPACT ASSESSMENT
Economic Development (Plymouth Culture)



STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?	Culture Plan 2021-2030 - the document sets out our strategic vision for culture, priority areas of work and an implementation plan designed to create the conditions for culture to flourish in Plymouth. This Plan is closely aligned to other city strategies including the Plymouth Plan, Visitor Plan, Plan for Sport and Low Carbon action plan.
Author	Hannah Harris
Department and service	Economic Development, Plymouth Culture
Date of assessment	5 February 2021

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	The Culture Plan does not outline specific projects in this high level document so it is not possible to assess the impact on groups with protected characteristics. However, the Plan has a strong emphasis on inclusive, accessible culture that is representative of our communities and will therefore need to appraise each project as it develops.			
Disability	As above			
Faith/religion or belief	As above			

Gender - including marriage, pregnancy and maternity	As above			
Gender reassignment	As above			
Race	As above			
Sexual orientation - including civil partnership	As above			

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
Reduce the gap in average hourly pay between men and women by 2020.	The Culture Plan is a high level document and does not outline specific projects at this stage. The Plan is centred around people and planet and the ambition to create a fairer, greener more equitable sector and city. Therefore, these areas will be given careful consideration in the development of projects to ensure they are positively contributing to resolving/improving these issues.	Project-by-project basis
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.	As above	Project-by-project basis

Good relations between different communities (community cohesion)	As above	Project-by-project basis
Human rights Please refer to guidance	As above	Project-by-project basis

STAGE 4: PUBLICATION

Hannah Harris

Date 8 February 2021

CEO, Plymouth Culture

Cabinet



Date of meeting:	09 March 2021
Title of Report:	Future High Streets Fund
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
Author:	Matt Ward (Head of Strategic Development Projects)
Contact Email:	matt.ward@plymouth.gov.uk
Your Reference:	MW21
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

The report provides an update on the Council's bid to the Future High Streets Fund for grant funding to support the regeneration of the former Civic Centre and the City's Guildhall.

The report seeks approval for the virement of Council funding from Civic Centre to the Guildhall, as well as approval to formally accept an anticipated award of £12,046,873 from the Future High Streets Fund and include this within the Capital Programme. The report also seeks approval for future approvals related to the projects to be delegated to the Strategic Director for Place.

Recommendations and Reasons

It is recommended that Cabinet approves:

- The virement from Civic Centre to the Guildhall of £2.45m funding previously allocated within the Capital Programme.
- That the Council accepts grant funding of £12,046,873 that is expected to be awarded by the Future High Streets Fund.
- The allocation of an additional £12,046,873 for the projects to the Capital Programme, if the funding is received from the Future High Streets Fund.
- That authority to enter into all construction, demolition, funding and other relevant contracts associated with the Civic Centre and Guildhall projects (including, *inter alia*, a funding agreement with Urban Splash) is delegated to the Strategic Director for Place

Alternative options considered and rejected

The Council could have rejected the offer of funding as it was lower than the amount which was originally bid for. However, with some modifications the Council has been able to demonstrate that the project can progress and will still deliver significant positive change to the city centre.

Relevance to the Corporate Plan and/or the Plymouth Plan

Securing over £12m of external funding will have significant benefits to the residents of Plymouth by encouraging new visitors to the area and increasing the amount of time and money which visitors spend in the city centre and elsewhere. The proposals will also help to reduce the ongoing revenue budget requirements of the Guildhall.

Implications for the Medium Term Financial Plan and Resource Implications:

The proposals will secure over £12m of external grant funding to help regenerate the city centre.

Carbon Footprint (Environmental) Implications:

The proposals will include measures to improve the environmental sustainability of the buildings, including wider co-ordination with the Council's strategy to expand the district heating network in the area.

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.*

Urban Splash will be responsible for all health and safety and risk management issues associated with the Civic Centre project, whilst the Council will be responsible for managing these issues in connection with the Guildhall. These will be regularly monitored and managed by Council officers, as well as by the Council's external consultants once they have been appointed.

There are no specific Child Poverty issues to highlight, although the proposals would be expected to have an overall positive impact, due to the financial stimulus which they will provide to the local economy.

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	Civic Centre Images							
B	Guildhall Images							
C	Equalities Impact Assessment							

Background papers:

**Add rows as required to box below*

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

Title of any background paper(s)	Exemption Paragraph Number (if applicable)
----------------------------------	--

	<i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

Sign off:

Fin	pl.20. 21.20 3	Leg	3593 1/AC/ 26/2/ 21	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Anthony Payne (Strategic Director for Place)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 26/02/2021											
Cabinet Member approval: Councillor Tudor Evans OBE (Leader of the Council) Date approved: 23/02/2021											

1.0 Executive summary

In June 2020 the Council submitted a bid to the Future High Streets Fund for £17.482m. The funding was required to allow the redevelopment of the former Civic Centre, as well as to modernise and provide improvements for the Guildhall.

The plans were to restore, reinvent, reactivate and re-inhabit the vacant and derelict 190,000sqft Grade II Listed former Civic Centre for a 62,000sqft new international conference and Creative Hub for the University of Plymouth and 144 new residential apartments.

The 17,800sqft Grade II Listed Guildhall would be re-imagined as a commercial standard multi-purpose events space.

The facilities would work in collaboration to provide a new physical and virtual conferencing and events hub of international significance that will connect the city globally and bring 46,000+ new visitors, £5.2m economic impact and 25,000 additional hotel room nights per annum. The scheme would create 317 new FTE jobs and 280 jobs in construction.

This investment would also secure a third intervention, delivery of 80 residential units by Urban Splash on an adjacent site, for which no grant funding is sought.

On 26 December MHCLG confirmed an in-principle funding offer of £12,046,873, which equates to approximately 69% of the funding requested. The Council was required to revise its bid by 26 February to reflect the reduced award. It is expected that MHCLG will provide final confirmation of the funding by the end of March.

MHCLG provided a further £5,000 in revenue funding to support the Council's work to review its final bid.

The Council is required to obtain formal approval to accept the funding.

2.0 Further information

The Council was one of 101 local authorities which were shortlisted during the summer of 2019 for grant funding from the Future High Streets Fund. The fund was set up to help renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. The fund would achieve those aims by providing co-funding to successful applicants to support transformative and structural changes to overcome challenges in their area.

Councils were invited to submit bids for up to £25m. However, it became clear during discussions with those involved in administering the fund that there was insufficient funding for all applicants to receive an allocation of £25m.

A number of possible interventions within the city centre were considered. However, the preferred option was to bid for funding which would bring back into use the former Civic Centre and improve the existing Guildhall. These two projects were chosen for a number of reasons, including:

- The projects could be delivered by a strong partnership between the Council and Urban Splash, who have an excellent track record of project delivery and working together on the regeneration of Royal William Yard.
- The Civic Centre is owned by Urban Splash and has planning consent for its conversion to residential apartments in the tower and other non-residential uses at ground floor and podium level.
- The Guildhall is owned and operated by the Council.
- Recent research had identified a demand for quality conference and events space within the city centre.
- The two buildings are close to one another and together can provide both the quality and quantity of space needed to host a wide range of events.
- The projects would deliver large scale transformation at the heart of the city centre, generating significant footfall for the area.

In October 2019 the Council was awarded £150,000 of revenue funding to work up a full business case for the bid. The Council engaged Cushman & Wakefield and JLL to provide consultancy support for the bid. A conference and events demand study was also commissioned and funding was provided to Urban Splash to commission designs for both buildings, along with a housing demand study for the Civic Centre.

Public consultation took place and the support was overwhelmingly positive. Letters of support from a wide range of stakeholders were also provided and submitted with the bid.

The final bid requested a total of £17.482m. This was broken down as follows:

- Civic Centre: £15.25m
- Guildhall: £1.825m
- Monitoring & evaluation: £0.407m

The bid proposed that the Council would provide £2.45m of co-funding towards the refurbishment of the Guildhall. This funding was previously approved at Cabinet on 5 March 2019 as a contribution towards the public realm being delivered by Urban Splash.

As the final award is less than the funding requested, the Council has reviewed the scope of the projects with Urban Splash so that they are aligned with the final estimated allocation of funding.

It has also been agreed with Urban Splash that the £2.45m previously allocated to the public realm will be moved to the Guildhall, as the public realm works would now be funded by the Future High Streets Fund.

Other changes have been made to the proposals which have allowed the amount of grant required to be reduced, without compromising the quality of the scheme or the impact that it will have in delivering change and driving footfall across the wider city centre. These changes include:

- Proposed uses in the southern part of the Civic Centre changed from meeting spaces to other commercial uses which would enhance the facilities available locally for conference delegates, including leisure and restaurant space.
- Revisions to the proposed entrance to the conference centre and removal of the proposed undercroft connection between the north and south blocks.
- Savings on the cost of the residential heating systems proposed.
- Removal of the proposed new atrium and stairs at first floor level within the Guildhall. Whilst this might have been desirable, it may not have been possible to achieve within the constraints of the listed building and does not have a significant impact on the function of the building.

Furthermore, given the changes which have been noted in the market since the bid was finalised almost a year ago, it has been possible to increase the assumed value of the residential element of the scheme.

The revised funding now proposed for each element of the project is as follows:

- Civic Centre: £10,507,000
- Guildhall: £1,539,873
- Total: £12,046,873

The timetable provided with the bid assumed that a decision would be provided in October 2020. However, as the decision has been delayed by around 6 months, the likely delivery dates are now:

- May 2022: Appointment of contractor to complete the Civic Centre project;
- August 2022: Appointment of contractor to complete the Guildhall project;
- September 2023: Practical completion of the Guildhall project; and
- July 2024: Practical completion of the Civic Centre project.

Regarding project delivery, the Council will be responsible for the delivery of the improvements to the Guildhall, including the appointment of a consultant team and a main contractor. Urban Splash will deliver the Civic Centre project.

Some images from the bid proposals are attached at Appendices 1 & 2.

3.0 Decision required

The decision required is for the potential re-allocation of funding, the acceptance of grant funding, the allocation of additional resources to the Capital Programme and the delegation of authority for various contracts to the Strategic Director for Place.

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Civic Centre Refurbishment Images.

Concept Design by Hector Sterling c1955.



Completed Design by Jellicoe & Partners 1962.





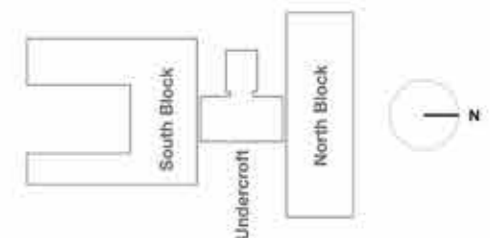
Proposed Basement Plan.



Key:

- Conference Centre
- Ancillary associated with Tower Residential
- Plant / Maintenance / Landlord's
- Commercial
- Site Boundary

1. New stairs and lift core up to North Block reception
2. Lobby / break-out
3. WCs
4. Main Conference Hall
5. Landscaped / screened external concourse
6. Kitchen
7. Equipment / furniture store
8. Lift core and service access for Tower residents
9. Shared service and escape corridor
10. Plant spaces
11. Generator Room
12. Electrical sub-stations (24/7 access)
13. Tower residents' refuse stores
14. Existing external car park

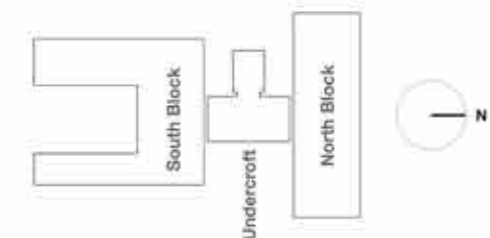


Proposed Ground Floor Plan.

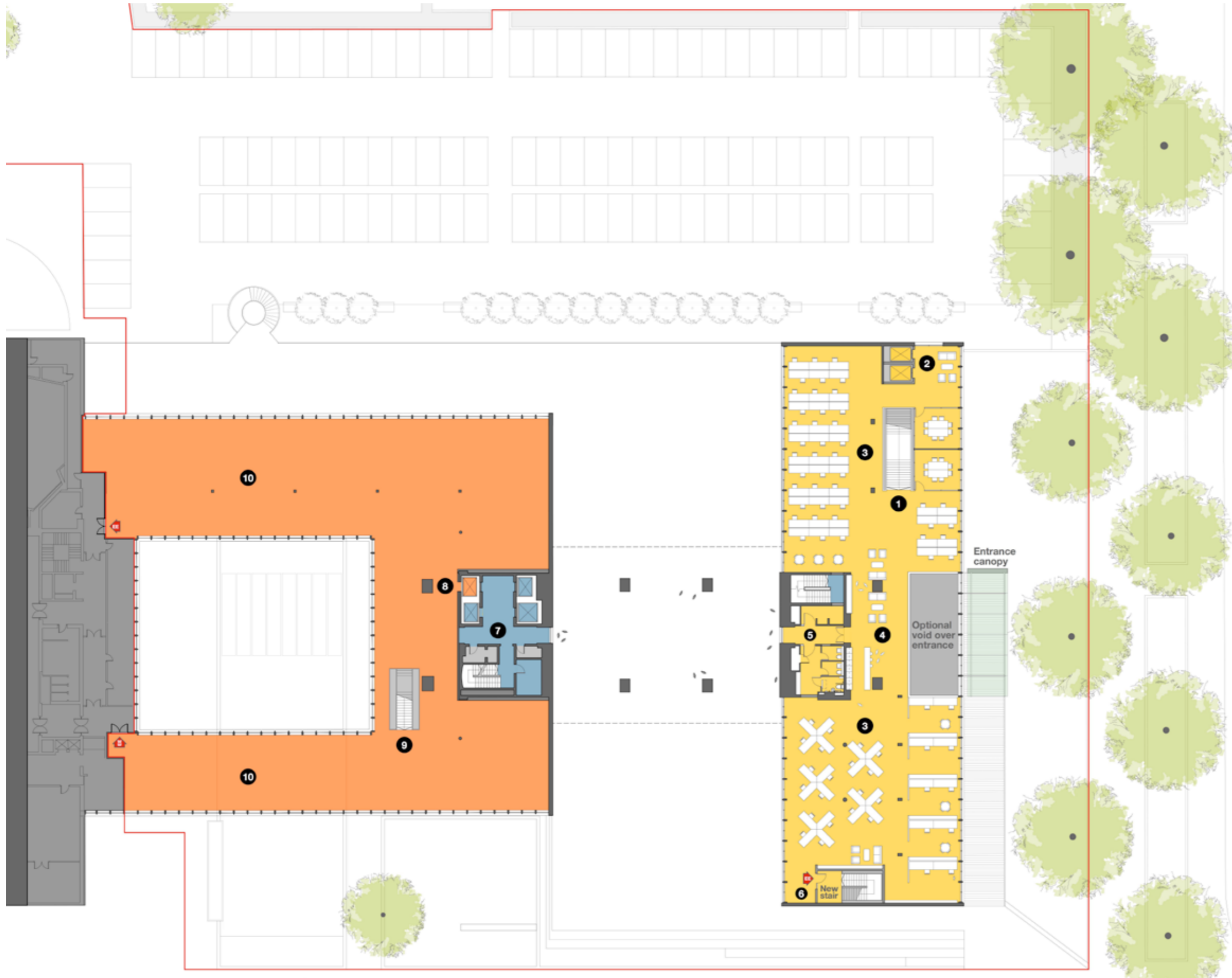


Key:

- Conference Centre
 - Ancillary associated with Tower Residential
 - Plant / Maintenance / Landlord's
 - Commercial
 - Site Boundary
1. Main entrance / lobby / foyer to Conference Centre
 2. Access walkway with canopy & signage over entrance
 3. Cloakroom
 4. New stairs down to Main Hall and basement
 5. New lift core and stairs up to incubator spaces
 6. Flexible seminar / break-out rooms
 7. Existing undercroft lobby removed and terrazzo floor finish exposed
 8. New Civic Square events and amenity / leisure space
 9. Tower resident's lift and stair core
 10. Tower resident's entrance lobby
 11. New flexible commercial spaces
 12. Existing stair down to car par level refurbished



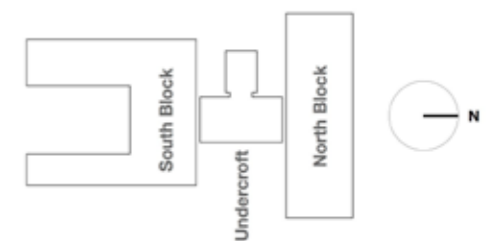
Proposed First Floor Plan.



Key:

- Conference Centre
- Ancillary associated with Tower Residential
- Plant / Maintenance / Landlord's
- Commercial
- Site Boundary

1. New stairs down to entrance foyer
2. New lift core to ground floor foyer and basement
3. Flexible 'incubator' work spaces
4. Kitchenette & social spaces
5. WCs
6. New escape stair
7. Stair & lift core for Tower residents
8. Lift down to entrance foyer & basement ancillary
9. Existing stair down to entrance foyer
10. Flexible 'commercial' floor plate c1050 sqm



South Block.



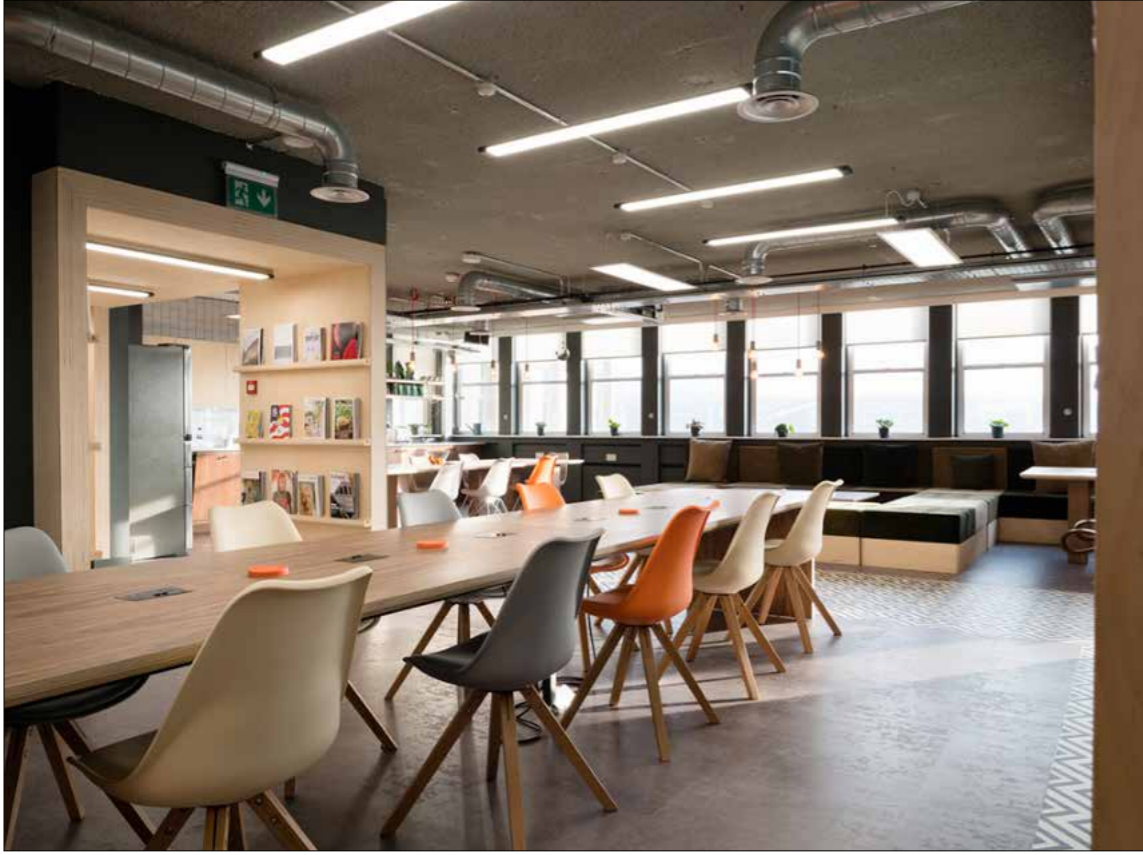
North Block Entrance & Incubator Spaces.



North Block.



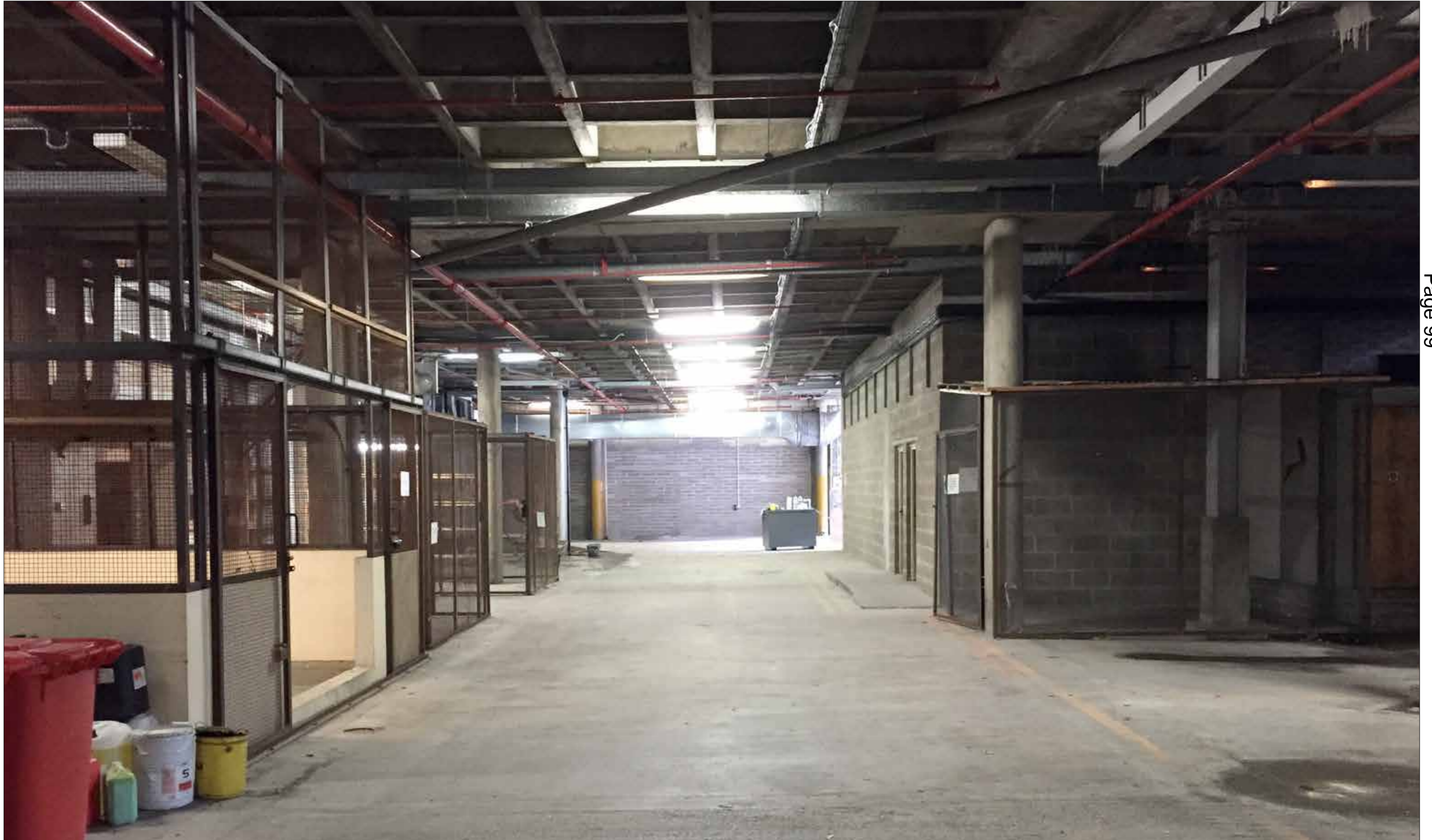
North Block.



North Block.



Basement Flexible Conference & Event Spaces.



Basement.



Basement.



Basement.



South Block.







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The Guildhall Refurbishment Images.

The Guildhall Existing Entrance.



The Guildhall Proposed New Entrance Steps & Ramp.



The Drake Room Existing Entrance.



The Drake Room Proposed New Entrance Steps & Ramp.



The Guildhall Existing Entrance Lobby.



The Guildhall Refurbished Entrance Lobby.



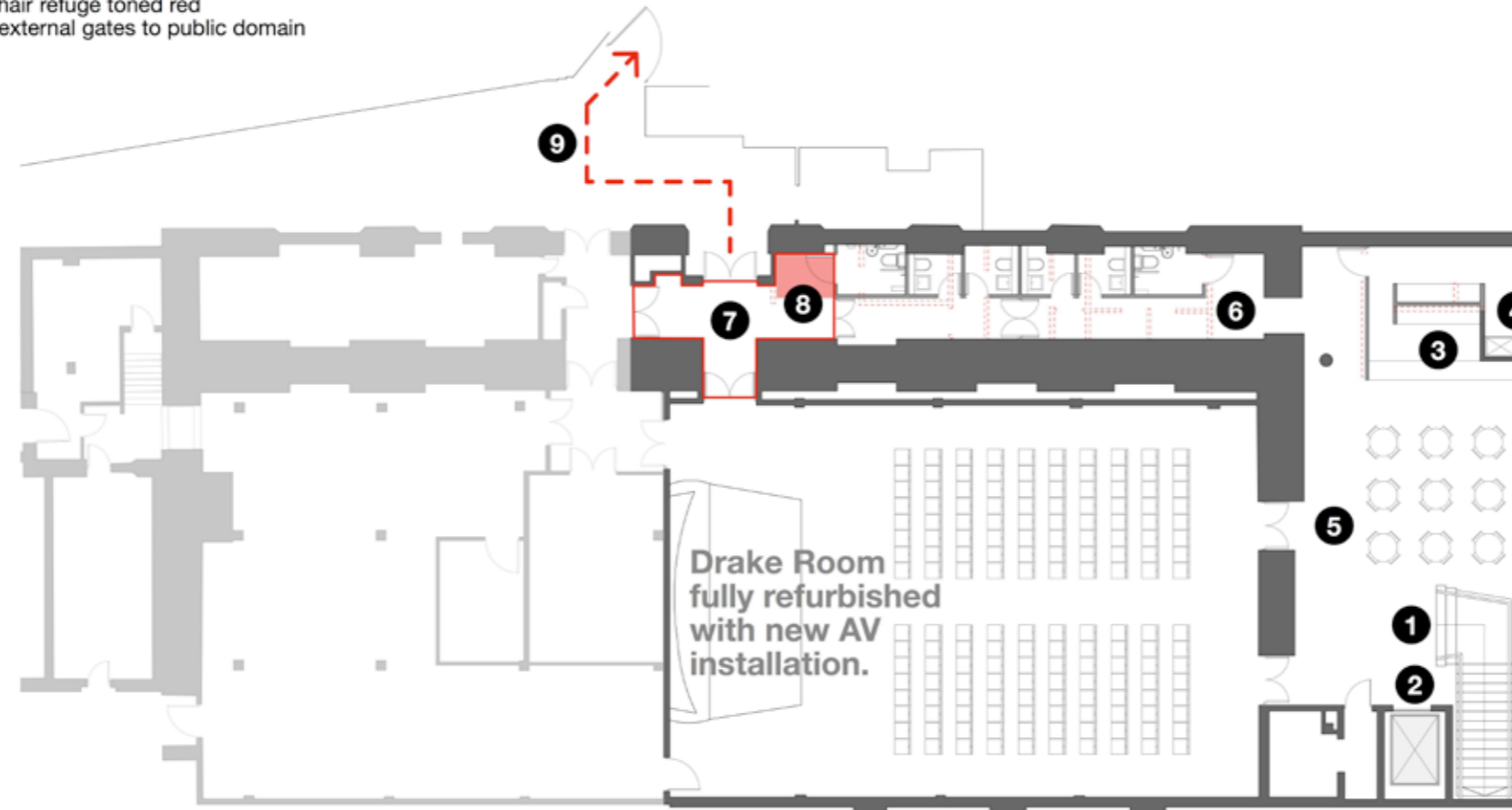
The Guildhall Existing First Floor Lounge.



The Guildhall Proposed Basement Plan.

Key:

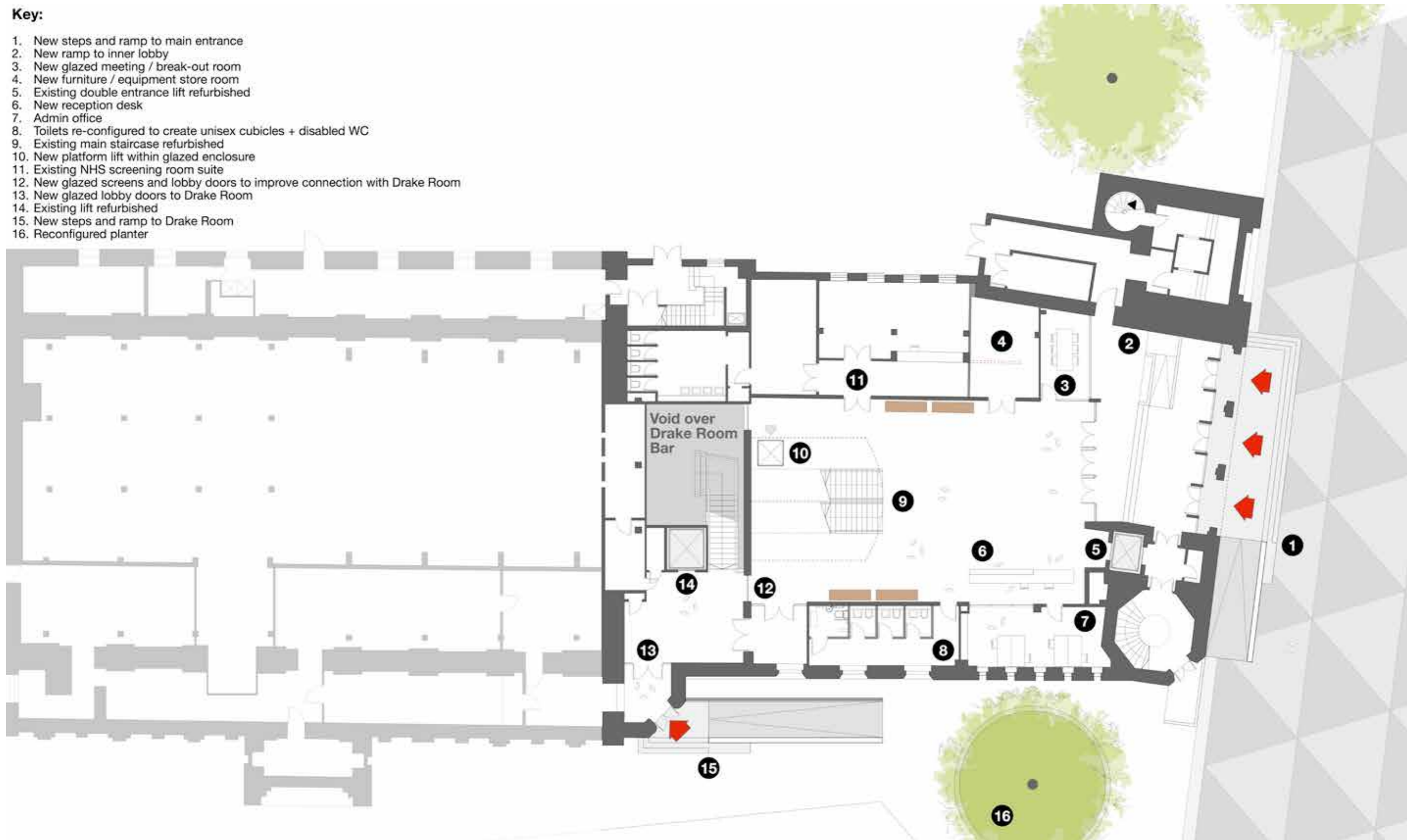
1. Existing steps up to lobby and ground floor level
2. Existing lift refurbished
3. Existing bar replaced with new enclosure in same zone
4. Existing dumb waiter
5. Existing bar and lower lobby refurbished
6. Existing WCs replaced with new unisex and disabled cubicles with controlled central pass door
7. Extent of 1 hour fire protected lobby edged red
8. Provisional location of protected wheelchair refuge toned red
9. External fire escape route NB control of external gates to public domain



The Guildhall Proposed Ground Floor Plan.

Key:

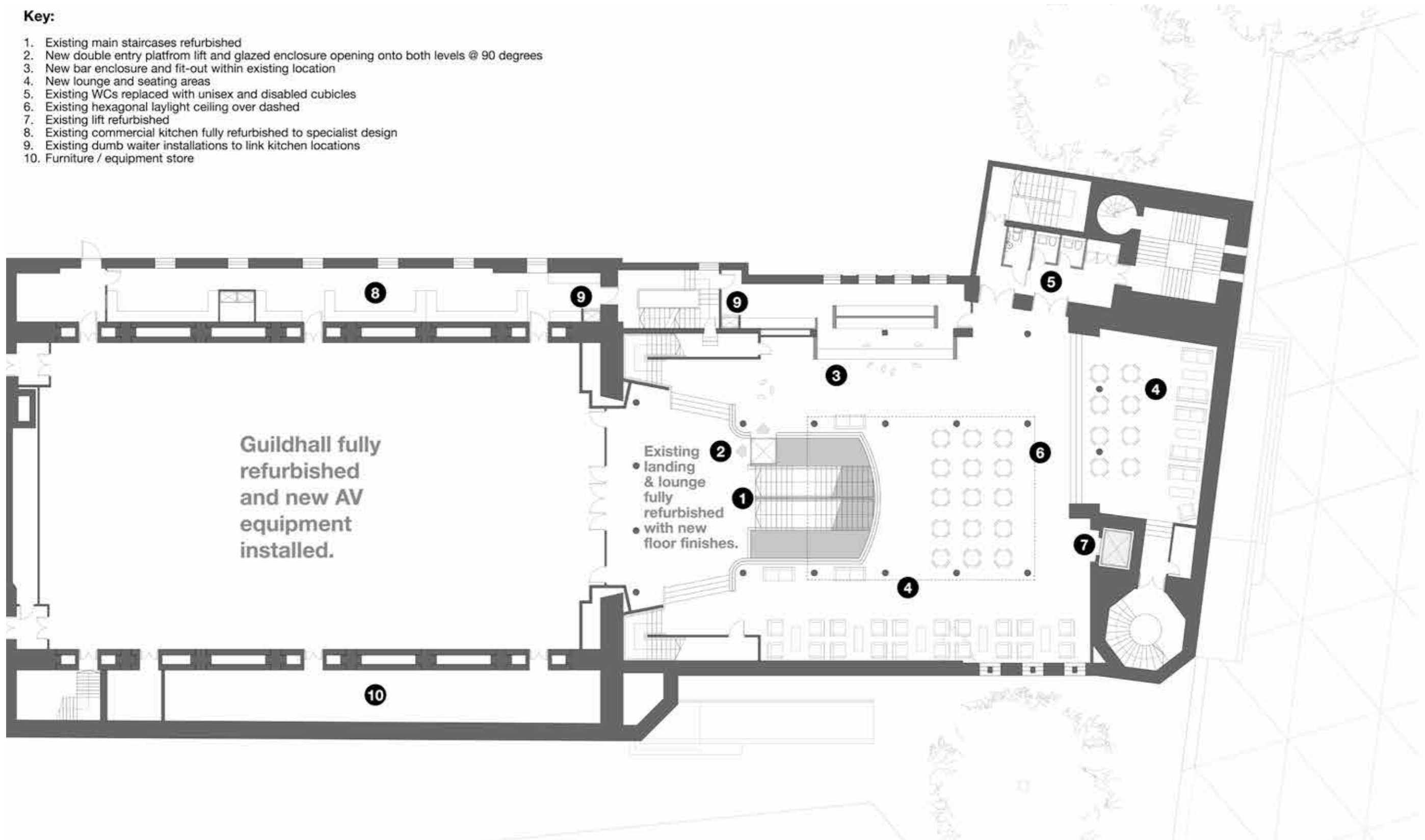
1. New steps and ramp to main entrance
2. New ramp to inner lobby
3. New glazed meeting / break-out room
4. New furniture / equipment store room
5. Existing double entrance lift refurbished
6. New reception desk
7. Admin office
8. Toilets re-configured to create unisex cubicles + disabled WC
9. Existing main staircase refurbished
10. New platform lift within glazed enclosure
11. Existing NHS screening room suite
12. New glazed screens and lobby doors to improve connection with Drake Room
13. New glazed lobby doors to Drake Room
14. Existing lift refurbished
15. New steps and ramp to Drake Room
16. Reconfigured planter



The Guildhall Proposed First Floor Plan.

Key:

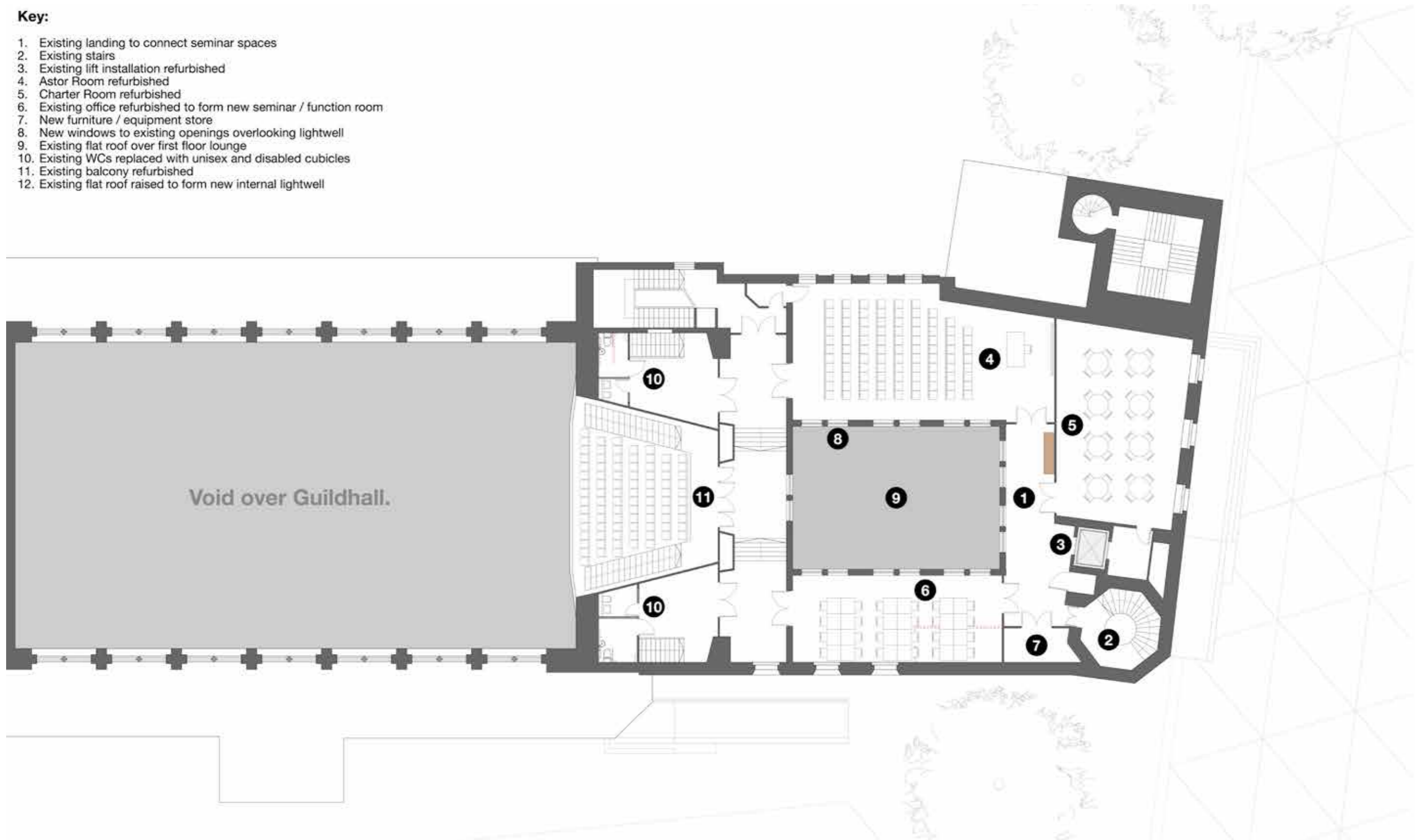
1. Existing main staircases refurbished
2. New double entry platform lift and glazed enclosure opening onto both levels @ 90 degrees
3. New bar enclosure and fit-out within existing location
4. New lounge and seating areas
5. Existing WCs replaced with unisex and disabled cubicles
6. Existing hexagonal laylight ceiling over dashed
7. Existing lift refurbished
8. Existing commercial kitchen fully refurbished to specialist design
9. Existing dumb waiter installations to link kitchen locations
10. Furniture / equipment store



The Guildhall Proposed Second Floor Plan.

Key:

1. Existing landing to connect seminar spaces
2. Existing stairs
3. Existing lift installation refurbished
4. Astor Room refurbished
5. Charter Room refurbished
6. Existing office refurbished to form new seminar / function room
7. New furniture / equipment store
8. New windows to existing openings overlooking lightwell
9. Existing flat roof over first floor lounge
10. Existing WCs replaced with unisex and disabled cubicles
11. Existing balcony refurbished
12. Existing flat roof raised to form new internal lightwell



EQUALITY IMPACT ASSESSMENT

Place



STAGE 1: WHAT IS BEING ASSESSED AND BY WHOM?

What is being assessed - including a brief description of aims and objectives?	Future High Streets Fund: bid for grant funding to redevelop the former Civic Centre and refurbish the Guildhall
Author	Matt Ward
Department and service	Place, Economic Development
Date of assessment	23 February 2021

STAGE 2: EVIDENCE AND IMPACT

Protected characteristics (Equality Act)	Evidence and information (eg data and feedback)	Any adverse impact See guidance on how to make judgement	Actions	Timescale and who is responsible
Age	n/a			
Disability	n/a			
Faith/religion or belief	n/a			
Gender - including marriage, pregnancy and maternity	n/a			
Gender reassignment	n/a			
Race	n/a			
Sexual orientation - including civil partnership	n/a			

STAGE 3: ARE THERE ANY IMPLICATIONS FOR THE FOLLOWING? IF SO, PLEASE RECORD ACTIONS TO BE TAKEN

Local priorities	Implications	Timescale and who is responsible
Reduce the gap in average hourly pay between men and women by 2020.	None	
Increase the number of hate crime incidents reported and maintain good satisfaction rates in dealing with racist, disablist, homophobic, transphobic and faith, religion and belief incidents by 2020.	None	
Good relations between different communities (community cohesion)	None	
Human rights Please refer to guidance	None	

STAGE 4: PUBLICATION

Matt Ward

Date 23 February 2021

Head of Strategic Development Projects

Cabinet



Date of meeting:	09 March 2021
Title of Report:	Case for Change for Family Hubs
Lead Member:	Councillor Jemima Laing (Cabinet Member for Children and Young People)
Lead Strategic Director:	Alison Botham (Director for Childrens Services)
Author:	Emma Crowther, Strategic Commissioning Manager, Karlina Hall, Commissioning Officer
Contact Email:	Emma.crowther@plymouth.gov.uk
Your Reference:	FHC4C
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

This case for change describes our overarching ambition and plan to transform the Early Help and Targeted Support offer for a generation of children, young people and families in Plymouth, to give our children the best possible start in life.

This builds on areas of integrated working which are already taking shape to better support families, including co-commissioned approaches to Community Health, Wellbeing and SEND and embedding community maternity services into Children's Centres.

The paper recommends a course of action to create 0-19 Family Hubs and drive forward the work to transform the Early Help system in Plymouth. The document is fully informed by feedback obtained through consultation with young people, families and practitioners across Plymouth. This tells us that the current system is fragmented and difficult to navigate for families and practitioners, and does not maximise opportunities to help families earlier.

Recommendations and Reasons

The recommendations seek to drive forward the transformation of Early Help in Plymouth, in a way which continues to work collaboratively with our partners, who bring much to the city in the way of innovation and family focused practice. We want to design the future together, to support creative approaches and bring new resource to the city:

It is recommended that Cabinet:

1. Approves the direction of travel of the Case for Change
2. Approves the use of an Innovative Partnership procurement procedure to select a partner or partners to work with Plymouth City Council to transform Early Help in the city through the creation of 0-19 Family Hubs;
3. Delegate authority to the Strategic Director for People and the Director of Children's Services to award a ten year collaborative contract ("Early Help Innovative Partnership") to the successful tenderer.

Alternative options considered and rejected

Two other options have been considered:

1: **Maintain the status quo** – this was rejected as it does not support the need to deliver significant changes and improvements in how we offer families Early Help. Any changes made would be piecemeal, across commissioned and in-house services, working within existing contracts and arrangements. This does not take into the account the feedback from young people, families and practitioners about the need for a more integrated approach.

2: **Commission all services under a single service specification** – this was rejected as several of the services in scope are provided by Plymouth City Council and would not necessarily benefit from being commissioned to an external provider. Equally, the services that are currently commissioned would not necessarily benefit from being delivered in-house. This would also be a more transactional, contractual and less creative approach, which would have the potential to exclude some city partners from future service design and delivery, and be less open to adapting to future changes and challenges.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Case for Change helps to meet the priorities under A Caring Council:

Our Priorities	Delivery of the priorities through this project
A Caring Council	<p>Improved schools where pupils achieve better outcomes - the Family Hubs approach will wrap around all those working with a child and their family, with schools and educational settings as a fundamental part of this system. The aim is for schools to feel more supported in working with children and young people where their needs are emerging or more complex; in turn, this will enable parents to feel more confident and children to focus on their academic attainment.</p> <p>Keep children, young people and adults protected - this proposal aligns with the work of the Safeguarding Partnership and findings of Serious Case Reviews in considering how to improve understanding of contextual safeguarding for children and young people; knowing their communities and local needs, and supporting professionals in their resilience.</p> <p>Focus on prevention and early intervention - the development of Family Hubs, including a resilient and creative Early Help and Targeted Support offer will enable families needing help to be identified earlier and offered the right help at the right time.</p> <p>People feel safe in Plymouth - the provision of Family Hubs will ensure that we build on the legacy of Children’s Centres and their support for children aged 0-5, with a network of “places that feel safe” for families. These will be non-judgemental and welcoming places where families can seek help.</p> <p>Reduce health inequalities - the needs analysis which supports the Case for Change identifies a range of different needs across the city, with clear health inequalities present in some areas. These are likely to have been worsened by the Covid-19 pandemic and its impact on more</p>

	<p>deprived communities. The Family Hubs approach to Early Help will help us to determine where resources need to be focused in order to address health inequalities and for this approach to evolved over time as needs change.</p> <p>A welcoming city - Family Hubs will be communicated as available for all families with children and young people aged 0-19. We will ensure that any branding associated with the Family Hubs involves families in its design, and encourages all to feel welcome.</p>
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Implications for the Medium Term Financial Plan and Resource Implications:

The current total annual spend on the services in scope of this approach, across in-house and commissioned services, is £7.5 million.

The intention in working collaboratively, across services, over a period of time, is to identify areas where resources could be invested to greater effect, and also areas of duplication and inefficiency. This will lead to sustainable efficiencies in the budget for the partnership; establishing targets for efficiencies can be included in the work programme.

It will also be the intention of the partnership to maximise joint bids for funding, to draw external resource into the city and directly into Early Help support for families. By working together, with a clear view of need and current resource, this will enable funding bids to be relevant, integrated and supported by evidence.

By supporting positive outcomes for families through an Early Help approach, and preventing escalation into higher cost statutory interventions, we anticipate reducing the levels of demand and spend on those interventions.

Carbon Footprint (Environmental) Implications:

The proposal aims to ensure that families receive the support they need, at the right time, in their community. This would reduce the need to travel to seek support, and escalation into more specialist services, which may not be available in Plymouth.

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 proposal links to Child Poverty by ensuring that health and economic inequalities, needs and assets are recognised across Plymouth neighbourhoods. The network of Family Hubs will ensure a community-based resource is in place for families to access, supported by a multi-agency team of professionals.

As part of the development of the Family Hubs, links will be encouraged with community police officers to share information about any emerging community safety issues and ensure an appropriate response is in place to address this.

Appendices

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

A	Case for Change: Our ten year plan to build Bright Futures for Plymouth children and young people							
B	Equalities 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)						
	1	2	3	4	5	6	7

Sign off:

Fin	djn.2 0.21. 240	Leg	MS/3 6058	Mon Off		HR	1902 21KB	Assets	N/A	Strat Proc	EC/SC/00 2/CAB/BC /0221
Originating Senior Leadership Team member: Jean Kelly (Service Director for CYP and Families/Anna Coles (Service Director for Integrated Commissioning)											
Please confirm the Strategic Director(s) has agreed the report? Yes Date agreed: 20/01/2021											
Cabinet Member approval: Councillor Jemima Laing (Cabinet Member for Children and Young People) approved verbally Date approved: 20/01/2021											

CASE FOR CHANGE FOR FAMILY HUBS: OUR TEN-YEAR PLAN TO BUILD BRIGHT FUTURES FOR PLYMOUTH CHILDREN AND YOUNG PEOPLE

I. EXECUTIVE SUMMARY

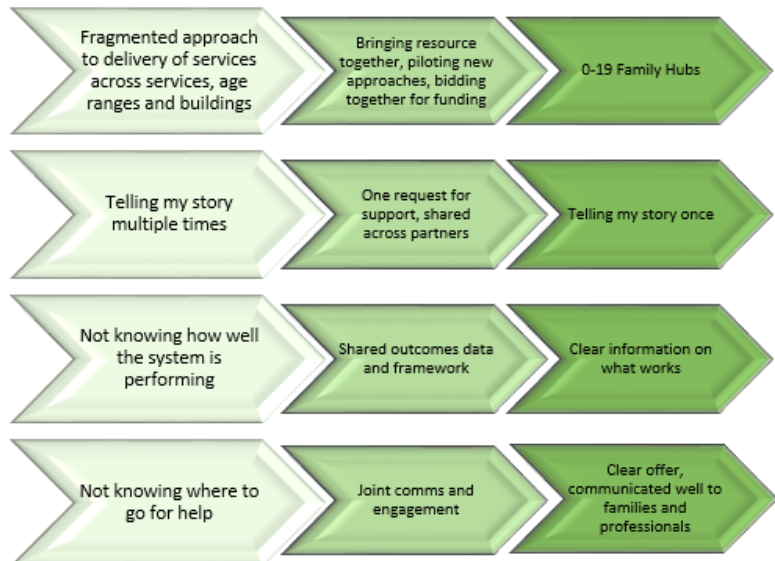
“Providing Early Help is more effective in promoting the welfare of children than reacting later. Early Help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early Help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child has returned home to their family from care”.

Working Together to Safeguard Children, HM Government, 2018

This case for change describes our overarching ambition and plan to transform the Early Help and Targeted Support offer for children, young people and families in Plymouth, to give our children the best possible start in life. This builds on areas of integrated working which are already taking shape, including co-commissioned approaches to Community Health, Wellbeing and SEND and embedding community maternity services into Children’s Centres.

This paper is directly informed by consultation, carried out with families and practitioners across the city between 2018 and spring 2020. The recommendations also take into account the impact of COVID-19 on vulnerable families, in terms of their physical and emotional wellbeing, economic resilience and future aspirations. Consideration is given to the strength of the community response to COVID-19 IN Plymouth, including the willingness of volunteers to come forward to support those in need.

We need to offer families the support they need earlier, to prevent problems later on in children’s lives. Services are fragmented, leading to confusion for families and practitioners. The ambition is to drive significant system change over the next decade, to deliver improved experiences and outcomes for families, that is felt at every level, from strategic to operational delivery.



2. THE SERVICES

The services relevant to this business case are commissioned and internal services, which will form part of the design of the future approach to ensure the full range of needs are considered:

Service	In-house or commissioned	Staff	Annual budget
Children's Centres	Commissioned Barnardo's, Action for Children and Lark	64 (Barnardo's) 11 (Action for Children) 16.5 fte (Lark)	£3.45m (staff and building costs)
Young Carers	Commissioned Barnardo's	4	£99,950
Affected Others	Commissioned Hamoaze House	1	£38,069
Young Person's Substance Misuse	Commissioned Harbour Centre	8	£258,122
Family Intervention Project	In-house	20.43	£737,393
EHASt (Early Help advice and support team)	In-house	12.65	£463,874
Family and Community Solutions (Family Group Conferencing and Mediation)	In-house	7.49	£325,402
Duty Intervention Team	In-house	10.81	£395,719
Adolescent Support Team	In-house	11.81	£431,166
Youth Offending Team	In-house	11.67	£491,231
Families with a Future (Troubled Families programme)	In-house	7.30	£250,210
Youth Service	In-house	13.55	£468,347
Parent Information Advice and Support (PIAS)	In-house	3.22	108,939

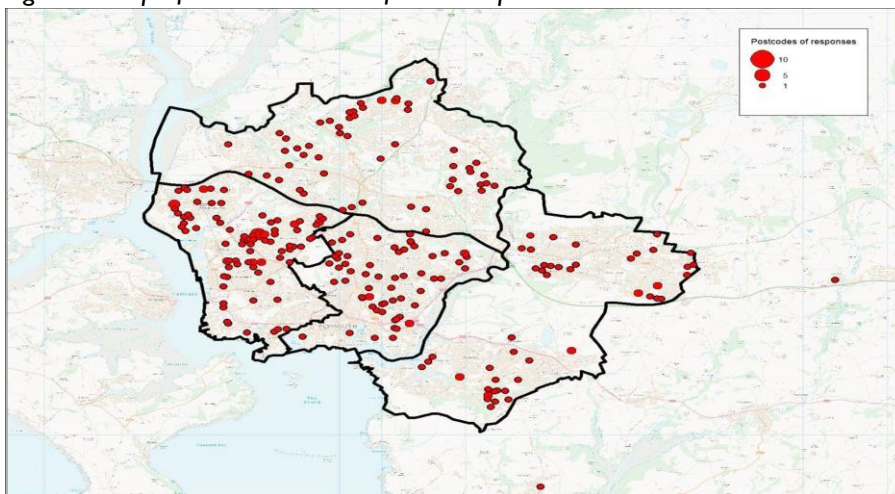
This represents a total budget of £7.5million and 203 staff, (including approx. 98.93 fte Council staff) across a broad range of skills and experience, from Early Years practitioners to family support workers supporting complex adolescents. The table above includes the Families with a Future staff and budget, although the longer term plans for this grant funding is not yet known.

Currently, services are delivered from a broad range of sites, including 15 Children's Centre buildings, Youth Centres, the Jan Cutting Centre, Frederick Street, Midland House, Stoke Damerel Business Centre, Brunswick House, Harbour Centre and Hamoaze House. Some of the buildings are owned and operated by the Council, while others are owned/operated by commissioned providers and other partner organisations. The running costs and longer-term suitability of the estate as a whole would benefit from further consideration, through the lens of an integrated approach to Early Help.

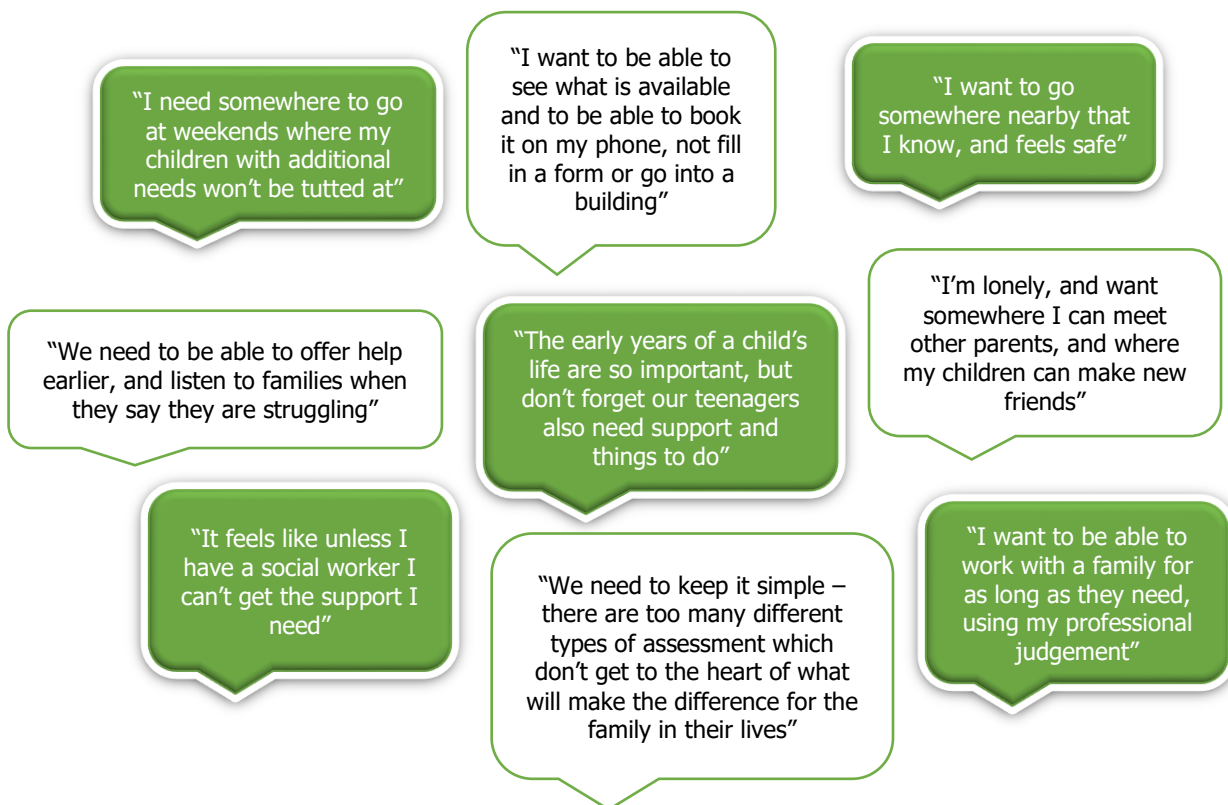
3. WHAT FAMILIES AND PROFESSIONALS TOLD US

A broad range of consultation activity has been carried out, to gather the views of children, young people and professionals. As an example, the map below shows the geographical spread of responses to a survey on the Early Help offer.

Figure 1 Map of Home Postcodes for the respondents to the CYPF consultation survey (2019).



We heard that there is a need for more joined up services, so that no matter where children, young people and families go, they feel safe, they can access the services they need and are made to feel welcome and not judged for asking for help. Communities were proud of their local area, and want support with opportunities to continue to build networks and reach out to those who are isolated and more vulnerable.



4. WHAT'S HAPPENING ELSEWHERE

"Family Hubs are the Early Help front door families can walk through to get help"

Lord Farmer, founder of the Family Hubs Network

In 2016, an All Party Parliamentary Group on Children's Centres described Family Hubs as the logical future progression of Children's Centres and the development of Early Help. The Family Hub model offers support to families with children aged 0-19, in four key areas:

1. Health & Development;
2. Employment, Education & Childcare Support;
3. Relationship Support & Family Stability;
4. Supporting Families with Multiple Adversity.

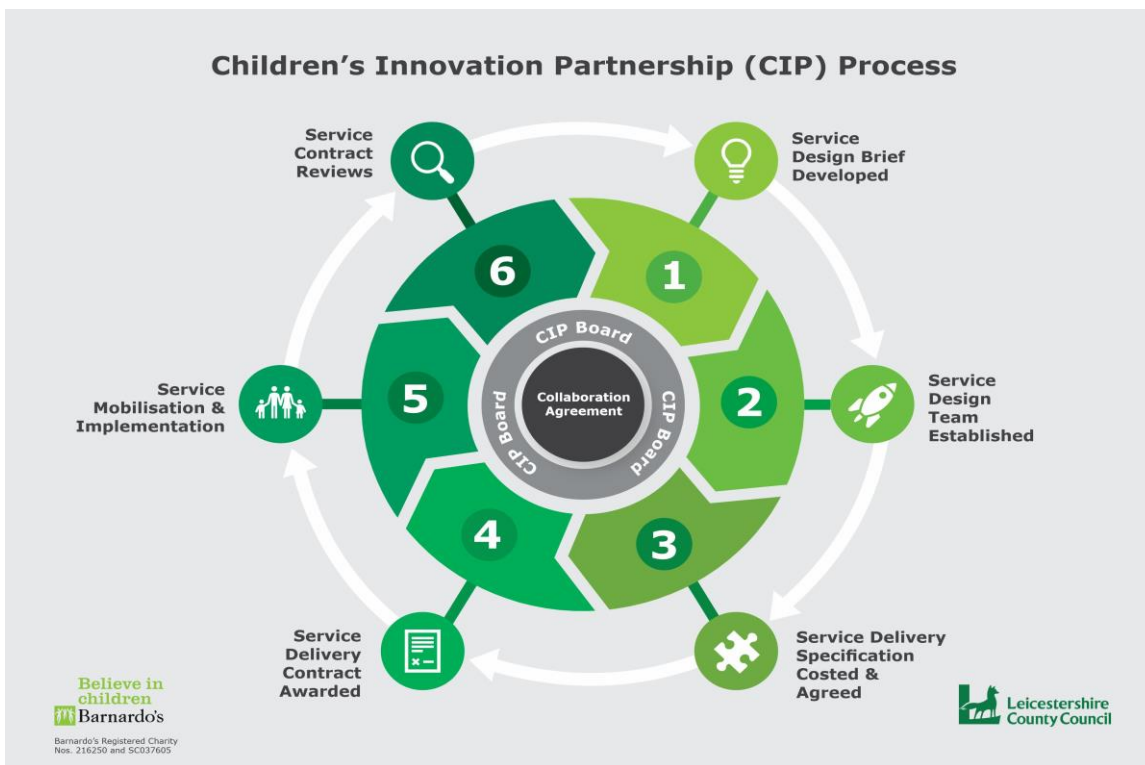
A number of local authority areas have introduced or plan to introduce a Family Hub, 0-19 approach to their services, and are reporting positive outcomes for families and for the delivery of services in working in a more integrated way.

In December 2020, the drive to establish Family Hubs nationally was given impetus by the announcement by the Children's Minister of the procurement of a National Centre

for Family Hubs and Integrated Services, to support areas and Councils to set up new Family Hub programmes. An “evaluation innovation fund” is also being established, to support the evidence base for Family Hubs, including their wider value for money in spend from the public purse by reducing poor outcomes for families.

5. THE PROPOSAL FOR PLYMOUTH

It is recommended to use an Innovative Partnership approach to support the long-term delivery of early help and targeted support in Plymouth. This will be achieved by using a procurement to select a lead partner or partners, to work with the local authority over the next 10 years. This approach has been successfully used in Leicestershire in partnership with Barnardo’s, and is a recognised contractual model that can be adapted to work with a range of partners:



The proposal for Plymouth is as follows:

- Use an Innovative Partnership procurement process to create a Family Hubs/Early Help partnership for Plymouth for the next ten years;
- This would create a legal partnership contract between the Council and a key external partner or partners, to drive forward the development and delivery of the Family Hub programme;
- The partner(s) and the Council would sign up to some key principles, deliverables and outcomes, directly linked to feedback from families and practitioners;
- The Partnership agreement would include detail on how potential conflicts of interest would be managed, and whether the partner(s) would have the right of pre-emption or exclusivity over future services;
- All staff and building resource in scope of the Partnership (see section 2) would be considered in the future design of services, with flexibility to co-locate staff and pilot new approaches;
- The Partnership would consider which services would benefit from being sub-contracted to other partners, or delivered directly by the Partnership, following Council Contract Standing Orders as required;
- The Partnership would jointly bid for external funding opportunities to enhance the Early Help offer in Plymouth;
- The Innovative Partnership procurement process would favour potential providers who show that they understand the needs of families locally and have a track record of successfully working with other organisations both locally and/or nationally.
- The Partnership would also seek to work closely with those related services which are neither in-house or commissioned, but which deliver early help and intervention to families in the city, to align with the aspirations of the Partnership, for example the NSPCC.

Key projects would include:

- Piloting new approaches to working together, joining up staff teams and support to families;
- Implementing a new Workforce Development Framework to bring consistency of approach and sharing of knowledge across the system;
- Using our data and intelligence as a system, to be able to better understand when families are beginning to struggle, and to offer support earlier;
- Evaluating different ways of working with families so we know what really works;
- Working closely with the education system to ensure an integrated approach to understanding and unblocking barriers to educational inclusion, parental aspiration and adolescent risk;
- Developing IT solutions to enable families to “tell my story once” and make it easier for professionals to spend time working in the community;
- Making best use of buildings and community assets;

- Communication and accessibility of the Early Help offer, including a digital offer that can reach different generations.

Other options have been considered, including maintaining the status quo and procuring all the services in scope. These are described in the Committee Report accompanying this paper.

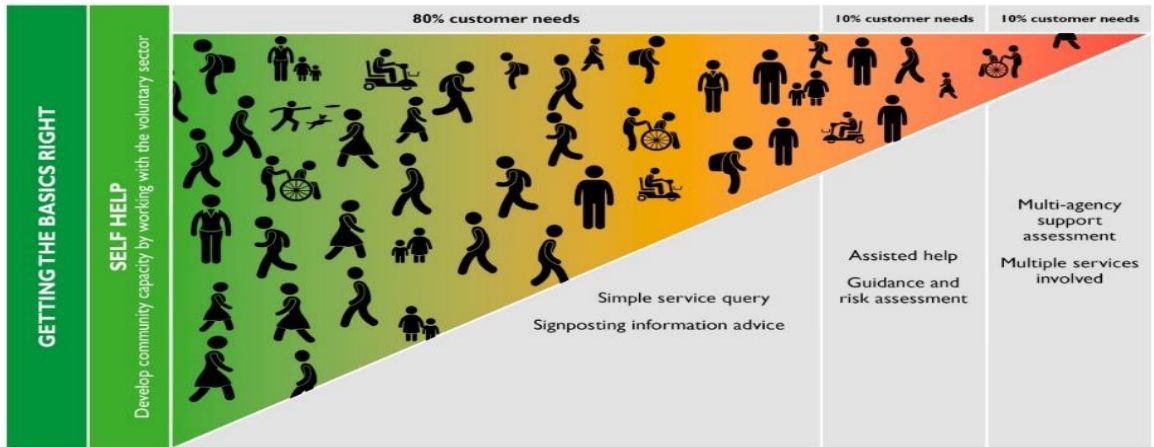
An indicative timescale for the procurement is as follows:

Activity	Timescale
Cabinet consideration of business case	March 9 th 2021
Working groups including Legal and HR to assist in planning for the procurement of the Partnership and the agreements needed to underpin this	Spring 2021
Competitive phase - Launch of Innovative Partnership procurement	Early summer 2021
Selection of Partner(s) - contracts establishing the innovation partnership are awarded.	Autumn 2021
Research and Design phase - Implementation of partnership contract/governance/design principles; the partner(s) will begin to develop new solutions in collaboration with PCC.	Autumn/winter 2021 onwards
Implementation phase - the partner(s) begin implementation of agreed solutions, research and design ongoing;	2022 onwards

The proposal is in line with the Council Operating Model, focused on meeting needs as early as possible and empowering our citizens to help themselves, becoming more resilient and driving positive outcomes. Early Help and Targeted Support spans the range of needs shown in the diagram below, from signposting and advice, through to multi-agency support and assessment.

WORKING TOGETHER

To make Plymouth a fairer city, where everyone does their bit.



EQUALITY IMPACT ASSESSMENT – COMMUNITY

Family Hubs Case for Change (Early Help & Targeted Support)

STAGE I: What is being assessed and by whom?	
What is being assessed - including a brief description of aims and objectives?	<p>When considering this EIA it is important to have due regard to the public sector equalities duties imposed upon the Council by section 149 Equalities Act 2010</p> <p><i>“Providing Early Help is more effective in promoting the welfare of children than reacting later. Early Help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early Help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child has returned home to their family from care”.</i> Working Together to Safeguard Children, HM Government, 2018</p> <p>The Family Hubs will be used to transform the Early Help and Targeted Support offer for children, young people and families in Plymouth, to give our children the best possible start in life. This builds on areas of integrated working which are already taking shape, including co-commissioned approaches to Community Health, Wellbeing and SEND and embedding community maternity services into Children’s Centres.</p> <p>This approach is informed by consultation, carried out with families and practitioners across the city between 2018 and spring 2020. It also takes into account the impact of COVID-19 on vulnerable families, in terms of their physical and emotional wellbeing, economic resilience and future aspirations. Consideration is given to the strength of the community response to COVID-19 in Plymouth, including the willingness of volunteers to come forward to support those in need.</p> <p>We need to offer families the support they need earlier, to prevent problems later on in children’s lives. Services are fragmented, leading to confusion for families and practitioners. The ambition is to drive significant system change over the next decade, to deliver improved experiences and outcomes for families, that is felt at every level, from strategic to operational delivery.</p>
Responsible Officer	Anna Coles – Director of Integrated Commissioning
Department and Service	People, Strategic Cooperative Commissioning
Date of Assessment	28 th January 2021

STAGE 1: What is being assessed and by whom?	
Author	Karlina Hall

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Age	There 60,200 CYP aged 0-19 in the city (22.9% 2015). Of the 16 SW authorities we have the fifth highest percentage of children and young people (under 18). CYP under 18 account for 19.8 per cent of our population, within this 88.8 per cent are under 16.	No. Intentions confirm the ambition to truly give every Child the “Best Start to Life”, by commissioning a place based Integrated Children, Young People and Families services/covering wellbeing, physical and mental health, social care and education. Children, young people and families will be supported to stay healthy, achieve and aspire. This proposal takes into account the health and well-being of children, young people and their family’s levels of disposable income and poverty and aims to minimise the impact on outcomes of children and young people by delivering a partnership approach to address need.	The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10. Identify areas of greater efficiency and potential savings whilst exploring better ways to deliver our statutory obligations through an innovation partnership arrangement. We will ensure that efficiencies are maximised to deliver cost effective and sustainable offers.	Autumn 2021 with benefit realisation from 2022 for the next 10 years. Working together with various data teams to routinely pull data together from local and national data sources. Responsible - Early Help Innovative Partnership

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
Disability	<p>There are 3,142 children with disability. Plymouth schools report that of every 1,000 children 17.5 have a learning difficulty.</p> <p>Young people felt that disability can lead to things like social isolation and bad behaviour. Schools should be made more aware of individuals' circumstances as many disabilities are hidden. There have been 907 young carers identified through the 2020 annual school survey.</p> <p>There has to be an expectation when people leave school that they can access further education, get a job, get a home, have a relationship etc.</p>	<p>PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (12% were disability incidents) compared to 151 hate incidents reported in 2016.</p> <p>No adverse disability related impact has been identified as a consequence of the project or its related workstreams.</p> <p>Scoping for the appropriate buildings for the establishment of community-based Family Hubs will include assessment of accessibility.</p>	<p>The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10.</p> <p>The project and its workstreams aim to improve the collaboration between teams and agencies that support Children & Young People (CYP), especially those with Special Education Need and/or a Disability (SEND).</p> <p>The project will develop a workforce, to ensure that Education Health & Care Plans (EHCP), Continuing Healthcare Checklists (CHC) and related processes are</p>	<p>Autumn 2021 with benefit realisation from 2022 for the next 10 years.</p> <p>Working together with various data teams to routinely pull data together from local and national data sources.</p> <p>Responsible - Early Help Innovative Partnership</p>

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
			considered where appropriate. This will build on the learning from ACCESS.	
Faith, Religion or Belief	There is no specific CYP data for this category. However, data shows 32.9% of the Plymouth population stated they had no religion. Those with a Hindi, Buddhist, Jewish or Sikh religion combined totalled less than 1%. 58.1% of those who responded declared themselves to be Christian. 0.8% declared that they were of Islam, 0.3% Buddhist; 0.2% Hindu; 0.1% Jewish; 0.1% Sikh. 0.5% of the population had a current religion that was not Christian, Islam, Buddhism, Hinduism, Judaism, or Sikh such as Paganism or Spiritualism.	<p>PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (4% were religion incidents, although this increased to 5% the following year when all other hate incidents against protected groups reduced) compared to 151 hate incidents reported in 2016.</p> <p>This project and its workstreams will not discriminate against faith, religion or belief as those affected will have social equality proactively enhanced. The in-scope services and functions affected will work with all CYP & partners requiring EH&TS services, irrespective of faith, religion or belief.</p> <p>As part of PCC tender/commissioning process providers are asked to</p>	<p>The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10.</p> <p>A periodic, comprehensive census is required to capture relevant data related to CYP, within the confines of data protection legislation and requirements.</p> <p>The Authority will ensure service accessibility via on-going</p>	<p>Ongoing. Working together with various data teams to routinely pull data together from local and national data sources.</p> <p>Responsible - Early Help Innovative Partnership</p>

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
		demonstrate their understanding of Equality & Diversity and demonstrate policies, procedures, process are in place.	commissioning management	
Gender - including marriage, pregnancy and maternity	Analysis from the Office for National Statistics shows that one in five women (compared to 4% of men) have experienced some type of sexual assault since the age of 16. The Women and Equalities Select Committee are currently holding full inquiries on sexual harassment of women and girls in public places following the emergence of widespread allegations of sexual assault and harassment across the UK. A previous inquiry into sexual harassment and sexual violence in schools found that the sexual harassment and abuse of girls is accepted as part of daily life. Although there is a lack of data on this issue, survey results have shown that 59% of girls aged 13-21 have faced some form of sexual harassment at	<p>PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (2% were sex or gender incidents) compared to 151 hate incidents reported in 2016.</p> <p>The project and its workstreams will not discriminate against gender, as those affected will have social equality proactively enhanced. The services affected by the requirements of the project and its workstreams will work with all CYP, irrespective of gender.</p> <p>As part of PCC tender/commissioning process providers are asked to demonstrate their understanding of Equality & Diversity and demonstrate policies, procedures, process are in place.</p>	<p>The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10.</p> <p>A periodic, comprehensive census is required to capture relevant data related to CYP, within the confines of data protection and child protection legislation and requirements</p> <p>The Authority will ensure service accessibility via on-going</p>	<p>Ongoing. Working together with various data teams to routinely pull data together from local and national data sources.</p> <p>Responsible - Early Help Innovative Partnership</p>

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>school or college in the past year and almost a third (29%) of 16-18 year old girls have experienced unwanted sexual touching at school.</p> <p>In 2014, approximately 30 girls aged under 18 conceived for every 1,000 women aged 15-17 years in this area. This is higher than the regional average (approximately 19 per 1,000). The area has a higher teenage conception rate compared with the England average (approximately 23 per 1,000), although there is a downward trend in under 18 conceptions in Plymouth.</p>	<p>The project will consider victims/potential victims of gender based violence and/or abuse. Commissioning will consider the extent to which the workforce needs to be able to identify this, and the services that may need to consider how to adapt support to keep those affected safe.</p>	<p>commissioning management</p>	
Gender Reassignment	<p>There is no specific CYP data for this category, but given the average age for presentation for reassignment of male-to-females is 40-49. For female-to-male the age group is 20-29, it is anticipated the number of CYP affected in the city is small.</p>	<p>PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (5% were transgender incidents) compared to 151 hate incidents reported in 2016.</p> <p>No gender reassignment related impact has been identified. The services affected by the project and</p>	<p>The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10.</p>	<p>Autumn 2021 with benefit realisation from 2022 for the next 10 years.</p> <p>Working together with various data teams to routinely pull data together from local and national data sources.</p>

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
		<p>its workstreams will work with all CYP, regardless of gender reassignment.</p> <p>As part of PCC tender/commissioning process providers are asked to demonstrate their understanding of Equality & Diversity and demonstrate policies, procedures, process are in place.</p>	<p>PCC will ensure service accessibility via on-going commissioning management.</p>	<p>Responsible - Early Help Innovative Partnership</p>
Race	<p>White British boys are less likely to do well than most Black and Minority Ethnic Communities (BAME) pupils. Pupils from Indian and Chinese communities outperform White British pupils whilst children from Black Afro Caribbean, Pakistani, and Bangladeshi communities do less well. Roma and Irish Traveller children do least well. Overall schools with high ethnic mix tend to do better than those that are more monoculture. Locally at the current time immigration is not significantly</p>	<p>PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (62% were race incidents) compared to 151 hate incidents reported in 2016 (of which 64% were race incidents).</p> <p>The in-scope services and functions affected will work with all CYP, irrespective race.</p> <p>Recent anecdotal evidence in some areas suggests that comprehensive, person centred assessments may be adversely effected by language and cultural barriers.</p>	<p>The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10.</p> <p>PCC will ensure service accessibility via on-going commissioning management.</p> <p>Appropriate measures need to be put in place to ensure that language</p>	<p>Autumn 2021 with benefit realisation from 2022 for the next 10 years.</p> <p>Working together with various data teams to routinely pull data together from local and national data sources.</p> <p>Responsible - Early Help Innovative Partnership</p>

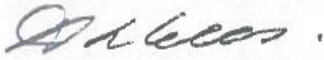
STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	<p>adding to the pressure on school places as migrant children tend to attend schools that would otherwise have unwanted places. Some areas of the city are more diverse than others: the area around the university, the city centre, Stonehouse and the East End are among the most diverse. Plymouth's headline community cohesion rate (77 per cent) is significantly lower than the national average. Whilst rates are poor across the City they are not especially so amongst (BAME). The Plymouth Wellbeing Survey 2014 found that 52.7 per cent of Plymouth residents felt that people from different backgrounds get on well together in their local area. Non-white British residents were more likely to agree that people from different backgrounds get on well together (68 per cent) compared with white British residents (51</p>		<p>barriers do not adversely affect person centred assessments.</p>	

STAGE 2: Evidence and Impact				
Protected Characteristics (Equality Act)	Evidence and information (e.g. data and feedback)	Any adverse impact?	Actions	Timescale and who is responsible?
	per cent). There is a strong correlation between areas with high levels of deprivation and low levels of community cohesion.			
Sexual Orientation -including Civil Partnership	There is no precise local data on numbers of Lesbian, Gay and Bi-sexual (LGB) CYP in Plymouth. If such data were held, specifics would not be published owing to the sensitivity of the information, especially within this most vulnerable group.	PCC is acutely aware of 701 hate incidents reported in Nov-18 to Oct 2019 (18% were sexual orientation incidents) compared to 151 hate incidents reported in 2016. No adverse impact has been identified in services affected by the project or its workstreams.	The data from the 2021 Census will be used to inform the changes in the Plymouth population over the past 10 years and predict the population over the next 10. PCC will ensure service accessibility via on-going commissioning management.	Autumn 2021 with benefit realisation from 2022 for the next 10 years. Working together with various data teams to routinely pull data together from local and national data sources. Responsible - Early Help Innovative Partnership

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
Reduce the inequality gap, particularly in health between communities.	The actions identified above will positively impact on CYP & their families. The statutory requirements and proposals highlighted in case for change paper will	Autumn 2021 with benefit realisation from 2022 for the next 10 years.

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
	<p>reduce the inequality gap. This proposal takes into account the health and well-being of CYP & their family's levels of disposable income and poverty and aims to minimise the impact on outcomes of children and young people by delivering a partnership approach to address need.</p> <p>CYP & families will experience improved EH&TS services which will support them. We and our partners are committed to being an effective, caring, and ambitious in our delivery of EH&TS and other CYP related services. We care both about and for the CYP & families in our community and seek to give them the quality of life to thrive and to fulfil their ambitions. Commissioning strategies, action plans and workforce development will improve cooperation between all the services that support CYP & their families.</p>	Responsible - Early Help Innovative Partnership
Good relations between different communities (community cohesion).	No adverse impact on community cohesion has been identified, as support from statutory requirements will enable CYP & their families to access good quality support and services whatever their circumstances. There is an expectation that the community cohesion will improve under this change and therefore create thriving communities.	Autumn 2021 with benefit realisation from 2022 for the next 10 years. Responsible - Early Help Innovative Partnership
Human Rights	It is important that all CYP are treated fairly, their views are taken into account and that their human	Autumn 2021 with benefit realisation from 2022 for the next 10 years. Responsible - Early Help Innovative Partnership

STAGE 3: Are there any implications for the following? If so, please record 'Actions' to be taken		
Local Priorities	Implications	Timescale and who is responsible?
	rights have been respected. No adverse impact on human rights has been identified.	

STAGE 4: Publication			
Director, Assistant Director/Head of Service approving EIA.		Date	15/02/2021

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