



PLYMOUTH'S FUTURE

Our Opportunity Our Delivery Plan

July 2022



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Introduction

It has been two years since the start of the COVID-19 pandemic, and one year since the atrocities committed in Keyham and Leigham. It is clear our city has had to dig deep into our reserves of resilience.

We can draw enormous strength from the manner in which individuals, neighbours and communities responded with inspiring purpose, generosity and togetherness.

Now, with a cost-of-living crisis emerging – driven by rising costs and spiraling Government debt – our City's challenges are likely to remain very steep over the next few years.

After all, our City struggles with higher levels of deprivation, lower wages, fewer successful business start-ups, and wider social inequalities than found elsewhere in our region.

Perhaps not un-coincidentally, our City has often experienced local political turbulence. The political colour and direction of political administrations has frequently see-sawed.

But, because of such huge financial and social pressures, Plymouth no longer enjoys the dubious 'luxury' of acute political division.

This conventionality belongs to yesterday.

Working in a much more united manner for our City, we must better harness our collective power to ensure that everybody living here has access to decent education, a well-paid job, a good home as well as first-class health and care.

Our starting-point must to recognise that our Ocean City has almost a unique synergy of geography and heritage which will inspire others to help us, work with us, invest in us and trade with us.

But together we need to build upon this initial spark of interest.

Because our shared vision - for an ocean economy that drives decent education, jobs and homes – can only be fully delivered by a team of politicians who more consistently view cross-party working as the only viable vehicle to deliver our city's deserved future success.

This holistic approach may unnerve some.

Let's be clear. I'm not suggesting that we still don't enjoy robust debate. And there are many things that we elected politicians can't and won't agree on!

But, by being more focused upon co-operation in delivering for our city, we can secure thousands of 'higher value' jobs by delivering our Freeport, deepening port capabilities and capacities, leading the UK's marine autonomy and 'green blue' offering, as well as embedding the UK's first National Marine Park.

We can also harness our full political focus upon supporting our schools and young person's provision. To achieve good and outstanding Ofsted ratings across the authority (as many other councils do). We require our city to much better widen, co-ordinate and promote its Science, Technology, Engineering and Maths (STEM) course programmes and job opportunities.

Finally, united in delivering for our city, we can and will make Plymouth a safe and pleasant urban environment offering decent housing, supporting infrastructure, safer streets and enhanced health and social care provision.

To sum up, everybody living here should have access to good education a decent job, a good home, and first-class health and care.

The objective of this strategic report is to better understand how, together, we can make this happen.

Our city has always been resilient to crisis. But we shouldn't be defined by them.

Our strength is our people.

Let's better work together to ensure that we make all of the above happen.



Councillor Richard Bingley
Leader of Plymouth
City Council

The financial picture

We are not immune from the financial pressures that are affecting communities, businesses and families across the country. Both the cost of services that we procure for the city and demand for many of those services are on the increase.

The Council has a strong track record of delivering savings year on year through working more efficiently but inevitably this becomes more difficult as time goes by. Nearly 70 per cent of the money we receive to fund services is spent on children's and adults' social care. We have seen a rising number of vulnerable children who need our care and protection and, as our population grows, there are more elderly residents who need the support we provide.

We have strong ambitions to continue to drive improvements in the services that we provide and to invest in our priorities for the city, at the same time as keeping Council Tax levels as low as possible. The public survey that took place at the end of last year as part of the Council's budget-setting process has played an important part in setting the Council's priorities, with creating and protecting jobs and access to improved health and care services among the highest ranked priorities by people who took part.

It is likely that financial challenges facing the Council will continue to increase, driven by inflationary pressures that are affecting us all. It is all the more important in these difficult times that that we focus on getting the best possible value from the money we spend and secure the maximum amount of grant and investment funding for the right infrastructure in the city to drive growth and improve standards of living.

The budget for the coming year includes plans to save £7m through better use of our existing resources and we are anticipating further pressure of around £16m in the following year, which will bring even greater challenges for all of us. Inevitably, tough decisions will need to be made to ensure that budgets balance and priority needs are met.

For every £100 we receive to fund services, we spend...

£42

Caring for adults who need our help



£26

Helping children and young people get the best start in life



£9

Running the Council and elections



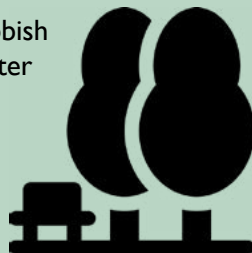
£8

Helping people keep well and stay healthy



£7

Collecting rubbish and looking after our parks and green spaces



£4

Maintaining roads and street lighting and on public transport



£2

Providing cultural and leisure activities and growing our economy



£1

Planning and building new homes for Plymouth people



£1

Running libraries and registration and trading standards services



Creating higher value jobs

Scope: why is this important?

As a city, we recognise that economic productivity is the most fundamental and important factor that can help shape and improve our standard of living. This means we need to create good, high paying jobs. Over the long term, increased productivity is the key driver of economic growth and, together with higher and better-quality employment, the primary route to better living standards.

- While Plymouth's growth rate exceeds national trends, it has not yet closed the gap in productivity, with our rates only equivalent to 86 per cent of the UK average
- The city has a 'low wage' economy, with Plymouth workers receiving £521 weekly compared to £577 nationally
- Nearly 60 per cent of all employment in the city is within the science, technology, engineering and maths (STEM) sectors – the city has considerable strengths and opportunity for wage growth in key sectors including marine autonomy, digital tech, healthtech and defence
- Provision of high value employment opportunities for our university graduates to keep them in the city is a high priority

Star actions

- Target high-value jobs and business innovation through inward investment and support for growth sectors and enabling projects including:
 - Freeport mobilisation and launch
 - Ocean Futures and Smart Sound
 - Immersive digital technologies
 - Plymouth Science Park's 3D metal printing as a national centre of excellence
 - Oceansgate Phase 3
 - Turnchapel Wharf
- Increase exports, inward investment and growth in new businesses through major port infrastructure improvements at Millbay and Cattewater – through a city port strategy
- Deliver major transport, infrastructure, and other capital investment schemes to further improve sustainable transport options (walking, cycling, buses, trains and ferries), new private sector investment, housing, job growth and resilience
- Drive the Britain's Ocean City brand and the National Marine Park, establishing Plymouth as a global coastal city to invest in, nationally and internationally

Government asks to move further and faster

- Fully support the city's Freeport proposal
- Capital funding for an innovation centre at Oceansgate
- Support from Department for International Trade for a dedicated trade and investment team and Department for Business, Energy and Industrial Strategy for an innovation delivery service
- Agree Plymouth's Levelling Up Fund second round application
- Support for train times to London in under three hours
- Ongoing support for the implementation of the Destination Management Organisations review and continue to lobby for cultural investment

Measures of success

- Productivity rates GVA per Head: Plymouth versus UK
- Claimant unemployment (percentage of residents aged 16-64)
- Number of job postings – top five hiring industries in Plymouth
- Enterprise birth rate/survival rate
- Plymouth gross weekly pay
- Apprenticeship starts by level

Delivery plans and oversight

- Plymouth's Plan for Economic Growth 2021-2025
- Plymouth Skills Plan 2021-2026
- Transport Implementation Plan
- Culture Plan 2021-2030
- Visitor Plan 2020-2030

Partnerships and governance

- Plymouth Growth Board
- Employment and Skills Board
- Culture Board
- Destination Plymouth

Plymouth and South Devon (PASD) Freeport

The Freeport will supercharge the economy by building on our unique innovation-led capabilities in marine, defence and space with low carbon applications. Using national Freeport policy levers that offer a supportive tax, customs and regulatory environment, it will provide Plymouth and South Devon with an opportunity to level up through:

- **Physical regeneration** – by delivering infrastructure to unlock key employment sites and innovation assets, supporting business clustering and clean growth opportunities
- **Economic regeneration** – by delivering inward investment, supply chain opportunities and productivity gains within identified growth sectors
- **Social regeneration** – by delivering a pipeline of jobs across the spectrum of employment from entry level to higher skilled/high value with upskilling opportunities.

Focusing on key sites at Langage, Sherford and South Yard, it will deliver 88.3 hectares of land, leveraging in over £241 million of private sector investment in buildings and development and creating 3,584 jobs over a seven-year period, of which 10 per cent will be filled by people outside of the labour market. Approximately 50 people will be upskilled.

Plans will see 20 new businesses trading through the tax sites over a five-year period including foreign direct investment, generating an estimated £441 million of trade output and increasing the value/tonnage of cargo through the port.

With 2,400 square metres of new innovation space and an enhanced innovation service, the Freeport expects to lever £16 million in private research and development investment, leading to collaborative projects and new product development. Positive spill-overs will be created for the local economy and wider South West.

Implementation

Following a successful bid through an open competition, PASD were invited to prepare an outline business case for Freeport status which was positively assessed by government, paving the way for a full business case to be submitted.

Led by Plymouth City Council, the business case has been co-created with key partners including Devon County Council, South Hams District Council, Associated British Ports (ABP), Princess Yachts and other private sector organisations alongside the Heart of the South West Local Enterprise Partnership (LEP) and the universities of Plymouth and Exeter. Strategic inputs have also been secured from a wider range of local stakeholders.

The project directly contributes to a number of national policy objectives around levelling up, net zero and innovation. It also responds directly to the Maritime 2050 and Clean Maritime plans. Locally, it supports the area's plans for strategic development and economic growth as set out in the Joint Local Plan and Plan for Economic Growth.

Impact

The full business case is currently being appraised by Government with a view to the sites being operational by September 2022. We have set up a private sector-led board to drive the initiative forward and have a strong pipeline of interest from businesses wishing to locate on the tax and customs sites that will be created. Partners are proactively developing trade and investment, skills and innovation strategies to maximise the opportunities.

The Future

Plymouth City Council is currently bidding for a package of Levelling-Up funding from Government to complement the Freeport and will also be seeking funding to maximise the innovation opportunity, aligned with our Ocean Futures programme of work.

More information:

www.plymouth.gov.uk/plymouthandsouthdevonfreeport



Delivering good quality, green homes

Scope: why is this important?

The city has set ambitious housing targets to match Plymouth's growth plans to 2034. Our current Plan for Homes sets out the ambition to directly support the delivery of around 1,000 new homes every year for the next five years. It includes support to deliver more homes for everyone to buy and rent, as well as an increased range of accommodation solutions including specialist housing, tackling and preventing homelessness, improving housing conditions within the private rented sector, reusing empty homes and neighbourhood regeneration.

- There are 8,000 jobs in the pipeline and we need good quality green homes to attract and retain the city's workforce
- Homelessness is on the rise in Plymouth, as elsewhere across the country, with numbers of households in emergency accommodation increasing over the last two years
- Construction index inflation, supply chain issues and cost of living increases are impacting delivery targets and the affordability of all house-building

Star actions

- Deliver the Eco Homes programme
- Deliver new and affordable homes in the city through our housing partnership agreements with housing associations
- Complete the North Prospect, and deliver the Barne Barton estate regeneration schemes
- Deliver a new City Centre Housing Programme in partnership with the Department for Levelling Up, Homes and Communities and Homes England
- Deliver a new Veterans Housing Programme, including self-build
- Deliver a new City Council Direct Homes Programme to build new homes that people will be proud to live in

Government asks to move further and faster

- Establish a Strategic Place-based Partnership with the Department for Levelling Up, Homes and Communities and Homes England to focus on city centre and brownfield opportunities for new homes and regeneration
- Consolidate funding for retrofitting energy insulation measures into homes into a single pot with a five-year allocation
- Use Plymouth as a testbed to develop housing delivery models to tackle the number of non-decent private sector rented homes
- Pilot creative housing delivery models drawing upon our track record of innovation through our award-winning Plan for Homes

Measures of success

- Delivery of 1,000 new homes per year
- Number of households prevented from becoming homeless
- Number of households in emergency accommodation
- Reduction of carbon emissions from housing

More information: Delivery plans and oversight

- Plan for Homes 3 2019-2024
- Plymouth Alliance Accommodation and Homelessness Prevention Delivery Strategy 2019-2024
- Preventing Homelessness and Rough Sleeping Delivery Plan 2019-2024

Partnerships and governance

- Plymouth Housing Delivery Partnership Board
- Local Care Partnership

Stirling House – Service Veterans Self-Build

Stirling House is helping up to 12 service veterans in housing need to build their own homes, providing the opportunity for them to rehabilitate and reintegrate into society through community self-build.

Taking inspiration from the award-winning Nelson Project, it will deliver a mix of 25 high quality, green affordable homes on a previously derelict city-owned site.

The veterans will earn construction qualifications and skills that will help them gain employment once the project is complete.

They are supported throughout the project to rebuild their self-esteem, mental health and wellbeing, enabling them to live successful, independent civilian lives in the new homes they have built.

Implementation

Stirling House is a Plan for Homes initiative providing housing for service veterans. It is being delivered in a true partnership between Plymouth City Council, LiveWest and veterans' charity Alabaré. Coyde Construction are building the scheme, which has been designed by architects Form Design.

With a total build cost of £4.3 million, the site was provided at no cost following the demolition and remediation of the site, funded, through the Government's Land Release Fund. Homes England are also providing funding for the affordable homes.

The scheme will provide affordable homes to rent for a mix of families and individuals, including up to 12 ex-service personnel who have been referred from various support agencies. The project includes one large home built for a wheelchair-user family.

The project demonstrates continued support of our Armed Forces Covenant commitment to help meet the housing and support needs of local veterans.

Impact

The project will help meet all four priority themes: creating employment, delivering quality green homes, providing training and new skills and promoting health and well-being.

The future

The project will support delivery of a new Veterans Housing Programme, including self-build.



Ensuring decent education

Scope: why is this important?

A crucial element in ensuring local children get the best start in life is making sure they reach their full potential at school. Plymouth's educational attainment levels have not kept pace with national benchmarks over several years, particularly in terms of achieving strong passes in maths and English.

The Plymouth Education Board was established to address this, working to drive an improvement in standards.

- 64 per cent of Plymouth's Key Stage Two pupils achieved the expected standard in reading, writing and maths combined (one percentage point below the national average) and 78 per cent achieved the expected standard in just maths (also one percentage point below the national average)
- Currently only 61 per cent of secondary schools have a recorded Ofsted inspection of good or outstanding in their overall effectiveness, compared to 76 per cent nationally
- The city's education offer must provide the skills required to equip the workforce to fill 8,000 new jobs
- We need to expand technical literacy opportunities for children and young people
- We need to prepare children and young people for the changing landscape of work, to be engaged and informed in digital technology
- We need to ensure children and young people understand career choices and the world of work and have clear aspirations for their futures

Star actions

- Continued work with all schools leaders to implement the next phase of the place-based School Improvement Plan, including a focus on improving secondary education
- Improving educational outcomes for children and young people with special educational needs and disabilities
- Focusing on inclusion arrangements to improve access and outcomes for disadvantaged children, ensuring they are prepared for adulthood and positive futures
- Embedding an extensive education outreach programme to focus on raising aspirations, extensive cultural outreach, environmental sustainability and preparing children and young people for the world of work with high aspirations
- Improving careers engagement activities linked to key sectors, particularly in STEM, digital, care and health and education opportunities
- Provide clear career pathways within further and higher education so that young people know about what careers are available to them across sectors and know which courses/routes will take them to these roles

Government asks to move further and faster

- Devolution of the adult education budget
- Greater flexibility in the use of the apprenticeship levy
- Early release of ring-fenced shared prosperity fund skills funding
- Review special educational needs and disability (SEND) funding streams to address placement sufficiency and support in the long term
- Review special schools' base funding per pupil

Measures of success

- Percentage of early years settings and schools judged by Ofsted to be 'good' or 'outstanding'
- Percentage of Key Stage Two children 'achieving the expected standard in maths'
- Percentage of Key Stage Four pupils 'achieving the basics' (5+ in English and maths)

- Improvement in attainment levels in STEM subjects
- Reduction in the 'not in employment, education or training' (NEET) rate
- Reduction in suspensions across the city across all phases
- Improved outcomes for SEND children

Delivery plans and oversight

- A Bright Future (CYP Plan) 2021-2026
- Schools Improvement Plan
- SEND Strategy
- Plymouth Skills Plan 2021-2026
- Inclusion Plan

Partnerships and governance

- Children and Young People's Strategic System Leadership Board
- Plymouth Education Board
- Employment and Skills Board

School Improvement Partnership place-based programme

The city has the aspiration that every Plymouth child attends a good school.

Plymouth developed a place-based school improvement programme to improve the city's secondary school outcomes and increase the percentage of secondary schools judged by Ofsted as good or outstanding. It became one of four trailblazers in England.

Implementation

Working in partnership with the Regional School Commissioner, schools and multi academy trust CEOs, Plymouth City Council presented a compelling case to the Schools Minister for the city to pilot new ways of working in a changed education landscape, where 18 of the city's secondary schools are academies (with the remaining one joining a multi academy trust soon).

In May 2021, the DfE designated Plymouth as one of four trailblazer areas for testing new place-based improvement partnerships, sharing £2m investment (with the Council contributing to the funding of an implementation lead).

The improvement programme focuses on five work streams – system, leadership, curriculum, SEND and teaching and learning – to improve secondary schools' standards and quality. Different multi academy trusts take the lead in delivering each work stream, sharing their particular areas of strength, for example the Ted Wragg Trust leads on teaching and learning, Greenshaw Trust on leadership, Reach South on inclusion and West Country Trust on Curriculum.

Impact

The programme serves as a catalyst for city-wide improvement. As a result, Plymouth's secondary education attainment levels have improved beyond the

national average, reversing the trend of below-average performance for many years. The city-wide Attainment 8 score, which is used to measure the achievement of a pupil across eight different subjects, is now 50.5 per cent better than the national average of 48.9 per cent and KS4 students' final results in basic English and maths averages at 51.9 per cent, also better than the national 48.4 per cent.

In the past year, three secondary schools have improved their Ofsted grade from 'RI' (Requires Improvement) to good. Before May 2021, only 44 per cent of secondary schools were rated good or better. Now 61 per cent in Plymouth are.

The future

We are proud of our progress to date but recognise more work is needed, as well as a focus on school improvement across all educational phases. We have now extended our place-based improvement approach to increase our focus on our early years and primary schools, while stabilising the secondary school improvement. This will ensure we sustain and continue improvement in the long-term.

More information:

www.plymouthstrategy.org



Access to first class health and care

Scope: why is this important?

The health system in Plymouth shares national challenges coming out of the COVID-19 pandemic, with delays in urgent care, elective waiting lists, accessibility of primary care and workforce challenges. Adult's and children's social care has also experienced increased challenges, including market capacity and increased complexity of need. We aim to influence health and wellbeing, with a focus on both adults and children who are most in need, through:

- Developing health promoting environments
- Encouraging healthy life choices
- Improving the quality of health and care services across the city
- Protecting the public from harm
- Developing and growing our workforce

Star actions

- Continuing the development of wellbeing hubs and family centres – agreeing funding for and delivering the West End Health Hub
- Implementing new 'out of hospital' services to help people leave acute settings
- Building on the 'make a difference' campaign to recruit and retain more care workers for adults' and children's services
- Restarting and refocusing Thrive Plymouth, the plan for reducing health inequalities in the city
- Expanding mental health provision and availability for children and adults in the city
- Maximising the benefits that our blue and green environments and our cultural assets bring to support wellbeing
- Deliver a foster care recruitment campaign

Government asks to move further and faster

- Approve West End Health Hub business case
- Support the provision of health and wellbeing hubs in Plymouth
- Address immediate funding challenges in adult social care
- Ensure appropriate support for reform of social care alongside wider health reforms set out in the Health and Care Act and other upcoming legislation
- Improve sufficiency of care placements for our children in care, especially for those with complex needs

Measures of success

- Adult social care service users who feel safe and secure
- Reductions in delayed discharge of care numbers
- Fewer admissions to residential care for adults and children
- Increase in foster carers and a subsequent reduction of children placed outside of Plymouth
- Stability of adults' and social care workforce with a reduction of agency use across the services
- Expansion of the wellbeing hubs
- Launch of a new online adult mental health support service

Delivery plans and oversight

- Local Care Partnership Delivery Plan 2021-2024
- Thrive Plymouth 2014-2024
- Plymouth Prevention Concordat for Better Mental Health Action Plan 2022
- A Bright Future (CYP plan) 2021-2026

Partnerships and governance

- Health and Wellbeing Board
- Local Care Partnership
- Children and Young People's Strategic System Leadership Board

Plymouth Short Term Care Centre

Plymouth needed a facility to support patients who were well enough to leave hospital but not yet able to go home safely.

The Council worked with partners to refurbish the upper two floors of the William and Patricia Venton Centre in Mount Gould. The former 24-bedded care home is owned by Age UK Plymouth but had fallen into disuse as a residential facility, although offered day centre support on the ground floor.

The building was refurbished with capital funding from the Council. The new service is run by Livewell Southwest and Age UK Plymouth and opened in May 2022.

Implementation

The project refurbished the upper two floors of the building, reinstated 24 bedrooms and installed new bathrooms and equipment suitable for people recovering from illness.

A project team from the Council, Age UK Plymouth, Livewell Southwest and NHS Devon CCG oversaw the building works, recruited staff and put in place the processes and protocols to safely manage the centre.

The Council invested £823,410 of capital funding into the refurbishment and lease part of the building from Age UK Plymouth, who continue to use the rest of the building to run services. Age UK Plymouth invested £290,000 in the development of the centre.

The project links to developing new models of care for adult social care clients and continuing to support Derriford Hospital with the effective discharge of patients.

Impact

Since opening 31 clients have been supported. Clients can join in Age UK Plymouth activities, including day care, veterans' groups, keep fit classes, book groups and guided walks. Those leaving the centre have been offered help including information about gardening and handypersons' services, shopping and pharmacy support.

One client said: "Staff here are like family and I am grateful for all their kindness, I will miss them all dearly. I will not wish myself back here in ill health but will be happy to return for coffee mornings to see them all."

The future

The next steps are to develop the rest of the building into a wellbeing hub with a range of information and support services.

More information:

www.plymouth.gov.uk/newsroom/plymouthnews/newshorttermcarecentreopens



Delivering quality services for Plymouth residents

We deliver more than 350 services for Plymouth residents, covering nearly every aspect of living in the city. They range from registering births, deaths and marriages to maintaining streets, monitoring air quality, providing sports and leisure facilities and putting on events and cultural activities.

There is increasing pressure on budgets, and demand for our services outstrips our available resources. This means we have to continuously strive for greater efficiency and find new ways of working to maintain the services that Plymouth residents tell us they value.

While we have to prioritise what we do, we will always aim to provide quality services that are customer-focused and represent good value for money. This means listening to our residents, businesses and communities.

The commitments made in the Corporate Plan will determine our approach to some of our day-to-day services to Plymouth residents. These include:

A clean and tidy city

We know that people feel strongly about wanting Plymouth to be a clean and tidy city. We are always seeking to improve efficiency and provide a cleaner, safer, greener environment.

We will get the basics right, delivering efficient waste collections while encouraging higher levels of recycling. Plymouth residents need to do their bit and we will take action against those who cause litter and other types of environmental crime such as fly-tipping and graffiti. We will also support groups who want to do their bit for their communities through litter picks and other activities. We will maintain grass cutting and weed removal wherever possible, while also supporting the natural environment by allowing wildflowers and grass to grow in suitable places.

An exciting, cultural and creative place

COVID-19 hit the tourism and hospitality sectors hard. We will continue to work to support cultural activities and events in Plymouth for Plymouth residents and visitors.

With the opening of the award-winning Box we now have one of the best museum and art galleries in the country and we will ensure it continues to attract a wide range of visitors, with an exciting programme of events and activities.

We will continue to attract more visitors and investment to Plymouth through events such as SailGP and the British Firework Championships.





A green, sustainable city that cares about the environment

Cutting our carbon footprint is a theme that runs throughout everything we do as an organisation. We will deliver the two action plans setting out what we will do to reach our target of becoming a carbon neutral city by 2030 – the Climate Emergency Action Plan (CEAP) and our Corporate Carbon Reduction Plan.

We will also continue efforts to increase the amount of household waste sent for recycling, reuse or composting. We are very fortunate in Plymouth to have an abundance of green space. We look after 950 hectares of open green space and will work with partners to look after these spaces and ensure they are accessible to everyone.

We will also work with partners to invest in promoting greater access to our blue spaces through the development of the National Marine Park in Plymouth Sound.



A friendly, welcoming city

We will continue to uphold Plymouth's strong track record as a welcoming city by tackling all forms of discrimination, celebrating our city's diversity, encouraging volunteering and welcoming those fleeing persecution and hatred through initiatives such as the Homes for Ukraine scheme.



People feel safe in Plymouth

We will continue to listen to all Plymouth residents about how safe they feel in the city and to invest in measures such as CCTV coverage and help points.

Our work to tackle violence against women and girls through the actions recommended by the recent Commission report will remain a high priority.

Championing Plymouth regionally and nationally

We will ensure Plymouth presses its case for the investment and support from the Government to deliver our shared ambitions for the city to help us address our challenges and to help the city grow.





Executive Office
Plymouth City Council
Ballard House
West Hoe Road
Plymouth PL1 3BJ

www.plymouth.gov.uk