



# DESTINATION PLYMOUTH

Activity plan 2021 to 2023 Version 12 Update October 2023

## Overview

The activity plan below is a high-level view of the key work streams and projects, which underpin the Visitor Plan 2030. It is currently in very draft format and provides the following information:

Column 1 – reference to Visitor Plan key activity, project or ambition

Column 2 – key milestones or aspects of work that we have already identified

Column 3 – information on the current status of the project including where milestones or targets have been met or not

Column 4 – The senior responsible person for the overall project or projects

Column 5 – an indicative Rag rating based on whether the project is 'live' e.g. there is current activity to develop the project, funded or not, resourced or not.

ACTIVITY AREA	ACTIVITIES and milestones	CURRENT STATUS	ACTIVITY LEAD	LEAD OFFICER	RAG RATING
<b>1) GOVERNANCE AND FUNDING</b>	a) Secure core funding from 2021 to 2024 a. Confirm by Jan 2021  b) Review longer term structure post 2021 a. Confirm by Nov 2022  c) Identify longer term funding opportunities a. Confirm by Nov 2022	<b>UPDATE: SEPT 2023</b> PCCC BID funding secured to 2024 PWP BID funding secured to 2026 PCC commitment via UK Shared Prosperity Funding to 2025 application submitted. PCC has now sent CCC a funding agreement for UKSPF.  <b>UPDATE: SEPT 2023</b> One additional Director recruited in July 2023 and a 'Special Advisor' role recruited.  Core funding from PCC ceased from April 23, UKSPF grant to be used instead. New model to be agreed for long term by spring 2024.	DP Board	Amanda Lumley	
<b>STAR PROJECTS</b>					
2) Ocean Playground – National Marine Park	a) Complete development studies/costings to establish four NMP 'strategic hubs': - NMP 'participation hub' - Mount Batten Watersports Centre/Peninsula - Sept 2020. - NMP 'ocean/fishing quarter hub' (link modernised fish market and fish quay with new visitor offer and the NMA) - March 2021. - NMP 'wellbeing hub' - Hoe Foreshore/ 'Tinside Cove' improvements to establish inclusive destination. - NMP 'heritage hub' - Mount Edgcombe visitor experience, probably located in Garden Battery.	<b>UPDATE: SEPT 2023</b> The second round submission to secure the remaining budget including an uplift request was submitted on 15 <sup>th</sup> Sep. The bid has full cross party support and PCC has increased its commitment to the project by an additional 3.1m. The National Lottery Heritage fund will review the proposal as well as do a site visit, expected in November. A board decision will be taken in early December and the result should be communicated to the project team before the end of the year. Assuming the bid is successful the project will mobilise during Jan-March, with all major works and activities planned to start from April onwards.	PCC/University/NMA/Sutton Harbour/Mount Batten Trust/Mount Edgcombe	Sharon Mercer/Patrick Knight/ Elaine Hayes	

	<ul style="list-style-type: none"> <li>b) Complete costings for new NMP visitor 'orientation centre' (probably located at the TIC) and other physical regeneration elements of the NMP e.g. signage and interpretation.</li> <li>c) Identify and assemble funding packages</li> <li>d) Delivery of developments/projects</li> </ul>	<p>All elements of the PSNMP's capital programme have been designed to RIBA Stage 3 and, also, secured all necessary statutory approvals (including Planning permissions, Listed Building Consents and Scheduled Monument Consent). The Marine Management Organisation licence approval (for the Mount Batten pontoon replacement) is expected shortly.</p> <p>The NMP visitor 'orientation centre' has been progressed through its incorporation into the NMP's 'digital park' and also via the 'Sea in the city' project within the NMP's Activity Plan. The ocean/fishing quarter hub has been on pause.</p>			
3) Stories of the Ocean- National Marine Park	<ul style="list-style-type: none"> <li>a) NMP grant application</li> <li>b) Develop digital product</li> <li>c) Engage community with Ambassador programme</li> </ul>	<p><b>UPDATE SEPT 2023:</b> Ongoing part of 'Digital park' see above</p>	PCC	Elaine Hayes/Sharon Mercer/Patrick Knight	
4) National Marine Park Gateway	<ul style="list-style-type: none"> <li>a) Feasibility and re-imagination of National Marine Aquarium</li> <li>b) RE-development of fish market</li> <li>c) Identify and assemble funding options</li> </ul>	<p><b>UPDATE SEPT 2023:</b> Work has been paused on these elements of the Horizons project.</p>	PCC/NMA/Sutton Harbour	Sharon Mercer/Amanda Ratsey	
5) The Box effect	<ul style="list-style-type: none"> <li>a) Develop 3 year rolling exhibition/cultural programme</li> <li>b) Maximise British Art show 2022</li> <li>c) Identify wider cross city linked product offer</li> <li>d) Source funding to support programme</li> </ul>	<p><b>UPDATE SEPT 23:</b> The new season of Box exhibitions opened at the end of June themed around a 'Summer of Light &amp; Colour'. Planning continues on the programme for 2025 and 2026. We anticipate that this will be finalised in November 23. We are working with several national partners.</p>	The Box/PCC/Plymouth Culture	Victoria Pomery/Hannah Harris	
6) Après sea – developing our night time economy	<ul style="list-style-type: none"> <li>a) Work with Plymouth Culture to identify music opportunities for city</li> <li>b) Map and develop existing product, gaps and opportunities</li> <li>c) Develop marketing plan and campaigns to promote</li> </ul>	<p><b>UPDATE SEPT 23:</b> Progressing conversations with several promoters regarding the development of outdoor music events and festivals at the large scale. We are still in negotiations but it is looking positive and an announcement will be made in October. We have been working with the music ambassadors to develop a music action plan based on re-establishing Plymouth as a music</p>	Plymouth Culture/BIDS	Hannah Harris / Victoria Allen	

		city. In support of this we have been convening a music forum on a quarterly basis comprised of venues, promoters and artists. This work is focused on grassroots music development (venues and artists) and will be shared publicly soon.			
7) Celebrating our maritime and military heritage	<ul style="list-style-type: none"> <li>a) Work with NMRN and RN to vision and agree future for Naval heritage centre</li> <li>b) Identify suitable building</li> <li>c) Clarify 'Courageous' timeline</li> <li>d) Assemble feasibility funding/resources</li> </ul>	<b>UPDATE SEPT 23:</b> The Courageous project has currently stalled. Discussions are ongoing in relation to the Naval Heritage collection.	National Museum of Royal Navy/Navy	Ian Whitehouse/Naval base Commander	
8) City Conference campus and accommodation	<ul style="list-style-type: none"> <li>a) Demand study for conference meetings and events</li> <li>b) Bid for Future high streets fund</li> <li>c) Project feasibility</li> <li>d) Assemble funding</li> </ul>	<b>UPDATE SEPT 2023:</b> Main focus for new conference space is the city's Guildhall, where planning and listed building consents have recently been approved. The project is due to start on site late 2023 and complete by the end of 2024. The Civic Centre is progressing as a stand alone project.	PCC/Urban Splash	Matt Ward	
9) Brunel Plaza	<ul style="list-style-type: none"> <li>a) Partnership agreement signed</li> <li>b) Funding assembled</li> <li>c) Planning permission</li> <li>d) Demolish parking</li> <li>e) Refurbish intercity house</li> </ul>	<b>UPDATE SEPT 2023:</b> Installation of new gateline completed. First phase of infrastructure and public realm improvements have been completed. Conversion of Intercity Place for new University of Plymouth medical sciences teaching space was completed summer 2023, ready for teaching to start in the autumn. Next phase of the project will be the provision of new office accommodation for GWR staff, which is due to start on site by autumn 2024, subject to funding.	PCC/University/Network Rail/GWR	Matt Ward	
10) Plymouth cruise and ferry port	<ul style="list-style-type: none"> <li>a) Meeting with ABP and key partners to agree scope</li> <li>b) Assemble funding</li> </ul>	<b>UPDATE SEPT 23:</b> Plymouth City Council, Millbay Docks and the dock's major customer Brittany Ferries have pledged to work together to support the docks to grow and to work towards Net Zero by signing a Memorandum of Understanding. The move will support Millbay Docks as a key economic driver for Plymouth and work towards the Council's ambition to become Net Zero by 2030.	ABP/PCC/Brittany Ferries	David Draffan/Amanda Ratsey	
<b>ENABLING PRIORITIES</b>					

<b>11) Partnerships</b>	<ul style="list-style-type: none"> <li>– Feeding into strategies at high level regionally/nationally</li> <li>– Establishing and attending meetings and events/ lobbying for the sector on key issues at government/regional level</li> <li>– Partnership working nationally/regionally/locally</li> <li>– Assembling funding and resources</li> </ul>	<p><b>UPDATE SEPT 23:</b></p> <ul style="list-style-type: none"> <li>i. Phase 1 of the South West Data Hub project has been completed and the LEP has agreed progress to Phase 2. Procurement has started on the digital delivery partner, with the aim to have a partner in place by November 2023.</li> <li>ii. DMO review update</li> </ul> <p>Work has commenced on a county wide consultation to explore what a future Local Visitor Economy Partnership can look like for Devon. A steering group has been set up and it is anticipated that the report and recommendations will be ready in October 2023.</p>	Destination Plymouth	Amanda Lumley/Sarah Elliott	
<b>12) People / Businesses</b>	<p>Skills and employment:</p> <ul style="list-style-type: none"> <li>– Identify – establish relationships with businesses, employers and training providers to identify need and training opportunities/resources for project delivery</li> <li>– Promote – develop the concept of a regional tourism and retail centre of excellence, raise the sector profile, within schools/community and support national 10-year campaign to recruit more employees</li> <li>– Recruit – Encourage businesses to recruit trainees and apprentices now for 2020 onwards/raise awareness of ‘t’ levels and apprentice levy</li> <li>– Retain – provide signposting for employee/employers to further training and development opportunities</li> <li>– Evaluate – Set targets for recruitment, training and retention and evaluate through regular monitoring and reporting</li> </ul>	<p><b>UPDATE SEPT 23:</b></p> <p>Skills and employment – DWP has confirmed that they will fund a Visitor Economy Coordinator role, after the grant was submitted by PCC. The aim is to recruit in to the position in October/November 2023 and the contract will run for 18 months. The role will support DWP claimants into positions or training within the visitor economy.</p>	PCC skills team/marketing team	Tina Brinkworth/Emma Hewitt/Sarah Elliott	
	<p>a) Product development:</p> <ul style="list-style-type: none"> <li>– Encourage businesses to sign up to quality schemes for example ‘Green tourism’ which include auditing for accessibility and sustainability</li> </ul>	<p><b>UPDATE SEPT 2023:</b></p> <p>The Green Tourism Scheme ended in March 2023. The team will continue to support and encourage businesses to get over the line.</p>	Destination Plymouth	Amanda Lumley	

	<ul style="list-style-type: none"> <li>- Signpost businesses, local community and visitors to areas of best practice and adopt local charters including 'plan for plastic' and 'zero carbon'</li> <li>- Secure funding to provide training, share best practice and work one to one with businesses on product development</li> </ul>				
<b>Community and team</b>	<p>a) People</p> <ul style="list-style-type: none"> <li>- Explore opportunities to continue 'Mayflower Maker' programme post 2020 and develop longer term approach to volunteering and community engagement linked to national marine park</li> <li>- Encourage participation and engagement across capital programmes and cultural/event programme</li> <li>- Approach our daily activities with a 'team Plymouth' culture encouraging inclusivity, diversity and accessibility</li> </ul>	<p><b>UPDATE SEPT 2023:</b> Cruise Ambassadors and NMP rangers continue their good work across the city. Plymouth Culture continues to engage with community audiences through the cultural Partnership activity.</p>	DP/PCC/Our Plymouth	TBC	
<p><b>13) Ocean City Infrastructure</b></p> <p><b>a. Transport and public realm</b></p>	<ul style="list-style-type: none"> <li>- Work with the city council and key transport partners to support the strategic plan for the future security and sustainability of key transport routes including rail, air and sea</li> <li>- Support development of star projects through facilitation and cross partner working</li> <li>- Develop relationships with major carriers to secure a planned programme of marketing initiatives to encourage visits off peak and extend the season</li> <li>- Encourage carriers and tour operators to work together to take advantage of inclusive tour fares</li> <li>- Actively promote cycling, walking and 'getting on the water' through targeted campaign activity and development of new digital trail</li> </ul>	<p><b>UPDATE SEPT 23:</b> Growth in rail patronage has been amongst cheaper local travel where many lines are now carrying more passengers than prior to the pandemic. However, because these journeys are taking advantage of low cost fares, the farebox revenue has not recovered to the same extent creating challenges for train operators and Government alike as subsidy is still making up the gap between income and expenditure. Strategic Outline Business Case submitted to reconnect Plymouth and Tavistock by rail under Restoring Your Railways. No announcement from Government yet about funding the next stage of scheme development. Construction of phase 4 of 5 of the Dawlish sea wall scheme to commence Spring 2023.</p> <p>The final tranches of e-bikes are in service, with all 510 scheduled for Plymouth now available. There are now 101 locations where e-bike docking stations are operational with 678 docks now available. Uptake has proved popular with</p>	PCC	Philip Heseltine Head of Transport	

		40,000 e-bike journeys having now taken place since the launch with 10,000 different people having taken at least one e-bike ride.			
<b>b. Digital</b>	<ul style="list-style-type: none"> <li>- Developing a new digital marketing strategy</li> <li>- Growing the reach of online and digital in line with marketing plan targets</li> <li>- Developing digital signposting and wayfinding solutions including exploring augmented and virtual reality</li> <li>- Working with key city partners to develop compelling content/creative digital approaches connected to our core themes</li> <li>- Ensuring our team has the specialist skills to develop compelling content and innovative approaches to digital activity</li> <li>- Exploring opportunities around 5G</li> </ul>	<p><b>UPDATE SEPT 23:</b> Work continuing to explore digital opportunities through 'Horizon's digital project. Consortium of digital and engagement specialists have been appointed and consultancy work has recently started.</p> <p>In line with branding work for city web and digital will be reviewed towards the back end of 2023.</p> <p>We are working with PCC marketing team and the BIDs on development updates to the Trails app.</p>	Destination Plymouth	Amanda Lumley/Hannah Harris/Sharon Mercer	
<b>c. Accommodation</b>	<ul style="list-style-type: none"> <li>- Produce a conference demand and feasibility study</li> <li>- Market Plymouth internationally for accommodation investment</li> <li>- Continue to benchmark accommodation supply and demand</li> <li>- Work with existing hotel and accommodation providers to raise quality</li> <li>- Lobby for improved legislation around Air BnB</li> </ul>	<p><b>UPDATE SEPT 2023:</b> The Moxy Marriott has opened and is already seeing strong demand. The Hilton Hotel on the Hoe is going through the pre-application planning process at the moment and a planning application is expected in 2024. A proposal to convert the Money Centre to a 168-bed Hampton by Hilton is going through a formal pre-application process. Planning application date tbc. A hotel demand study for business users is being undertaken in autumn 23 to understand local demand for accommodation specifically.</p>	PCC/DP	Matt Ward	
<b>14. Our Ocean City brand</b> <b>a) Positioning</b>	<ul style="list-style-type: none"> <li>- Developing a more sophisticated creative approach for the city, building on the good work to date and positioning the city as a great place to live, work, study and visit</li> <li>- Mapping key products and experiences that the city can confidently lead on</li> <li>- Exploring new market opportunities to support the city's growth and investment ambitions</li> <li>- Developing a compelling narrative to position the city internationally</li> </ul>	<p><b>UPDATE SEPT 2023:</b> Following the Brand Development Group meetings earlier in the year, work has started over the summer on the revised Brand Strategy. This work includes establishing an evidence base for targets and audience, proposing the vision and mission and starting to think about the narrative pyramid for use within different sectors.</p> <p>Draft strategy will go to DP Board in October 2023.</p>	Destination Plymouth	Amanda Lumley/Sarah Elliott	



<b>b) Marketing plan</b>	<ul style="list-style-type: none"> <li>– Identifying opportunities for a campaign based approach into new target markets</li> <li>– Developing short term detailed delivery plan – up to 3 years</li> <li>– Assembling target funding and resources to deliver activity across the different target markets</li> <li>– Develop 3 year action plan to grow conferencing in city</li> </ul>	<p><b>UPDATE SEPT 2023:</b> See separate marketing report for full details.</p> <p>Planning is underway for 2023/24 activity which will see an increased focus on digital as budget constraints will significantly affect resources for delivery.</p>	Destination Plymouth	Amanda Lumley	
<b>c) City events and cultural programme</b>	<ul style="list-style-type: none"> <li>– Setting up a city wide events and cultural programming group</li> <li>– Auditing key city locations and agreeing what they are best used for</li> <li>– Promoting the city as a stage/venue through our marketing activities</li> <li>– Targeting specific events connected to our key themes and products</li> </ul>	<p><b>UPDATE SEPT 23:</b> Following the initial few Strategic Events Group meetings, it has been agreed that it would be a better use of limited time and resource to use the existing Cultural Partnership to consider strategic events on an annual/bi-annual basis and do ‘horizon’ scanning for things which are coming along in the future.</p>	DP/PCC/Plym Culture	Victoria Allen/ Hannah Harris	
<b>d) City welcome and visitor information</b>	<ul style="list-style-type: none"> <li>- Review existing information provision and explore future opportunities connected to digital and new technologies and passport style schemes</li> <li>– Re-inforce Britain’s Ocean City branding and emerging new creative concepts at all key gateways</li> <li>– Continue with volunteer ‘Ambassadors’ and develop guiding offer post Mayflower 400</li> </ul>	<p><b>UPDATE SEPT 23:</b> Cruise Ambassadors and NMP rangers continue their good work across the city. Branding work will start to inform city welcome as the strategy develops during 2024.</p>	DP/PCC	Amanda Lumley/ Amanda Ratsey	