

# Growth and Infrastructure Overview and Scrutiny Committee



Date of meeting:	14 February 2024
Title of Report:	<b>Plan for Economic Growth Refresh - Report</b>
Lead Member:	Councillor Tudor Evans OBE (Leader)
Lead Strategic Director:	Anthony Payne (Strategic Director for Place)
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Your Reference:	<a href="#">Click here to enter text.</a>
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

Presenting progress on the refresh of the Economic Strategy and future governance arrangements for the Growth Board for consideration.

## Recommendations and Reasons

The Committee is asked:

1. To endorse the approach on the Economic Strategy including the production of 4 delivery plans and governance arrangements;
  - Phase one – March 2024. Vision, Analysis of the main underlying competitive advantages and strengths of Plymouth, opportunities for strategic connections across regions, growth over the next 10 years.
  - Phase two – post March 2024 and - Plymouths top public and private sector investment priorities.
2. To add the 4 delivery plans to the Scrutiny work programme.

*Reasons: Due to folding in of Local Enterprise Partnerships (LEPs) in April 2024 the Council needs to refresh its plan.*

## Alternative options considered and rejected

1. Do not refresh Plan for Economic Growth – Our previous Local Economic Strategy was developed in 2014 and is out of date now. As part of the folding in of Local Enterprise Partnerships (LEPs), Government has asked for Local Authorities to produce an economic strategy. As such, doing nothing is not an alternative option.
2. Refresh Plan for Economic Growth later – The folding in of the LEP is subject to a tight schedule, with folding in planned for April 24. The deadline for completing is currently September 2025. As such, it is vital that this work is done in time for this.

## Relevance to the Corporate Plan and/or the Plymouth Plan

The Strategy sits under the Plymouth Plan and helps to provision economic development targets to meet the City's vision for growth. As a requirement for folding in of the LEPs, Government has asked for a refreshed economic strategy. The Economic Strategy will underpin the Plymouth Plan.

### Implications for the Medium Term Financial Plan and Resource Implications:

The Plan for Economic Growth itself does not have any implications for the Medium Term Financial Plan. Any projects stemming from this will be subject to individual decisions.

### Financial Risks

The Strategy itself does not carry any financial risks. Any projects stemming from the Strategy will be subject to individual decisions.

### Carbon Footprint (Environmental) Implications:

The Strategy itself does not carry any environmental implications, as any projects will be subject to individual decisions. It is noteworthy, that one of the pillars of the Plan will support regenerative growth and therefore aims to create positive implications for Plymouth's carbon footprint.

### 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 Strategy itself does not carry any other implications. Any projects stemming from the Plan for Economic Growth will be subject to individual decisions.

### 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	Plan for Economic Growth Refresh - Report							

### 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:

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Originating Senior Leadership Team member: Anthony Payne

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 09/01/2024

Cabinet Member approval: Councillor Tudor Evans OBE (Leader) - approved verbally

Date approved: 18/01/2024

# Plan for Economic Growth – Refresh



## Context and Reason for Update:

The current Plan for Economic Growth ([Delivering Economic Growth 2020-2025](#)) was written pre-pandemic. A brief refresh of the plan in 2020 added the relevant documentation and strategies of the time including the six 'Flagships' and Resurgam. The plan was built on solid logic and well-reasoned economic evidence but is now noticeably out-of-date. We are not looking to throw-out this plan but to evolve it, updating the evidence base and projects and realigning to more current challenges and aims and objectives.

Anticipating a national focus on the climate emergency and reaching net zero, we are incorporating this agenda throughout the plan. As innovation and sustainability is important to the city, we want to make sure that Plymouth is positioned most appropriately, in order to see the maximum gains of new potential funding.

This Strategy is a successor to the Plan for Economic Growth 2020 and the Local Economic Strategy 2014, it will continue to be led by the Plymouth Growth Board and managed by Plymouth City Council's Economic Development Department. Refreshing this Plan has been driven by several reasons:

- With the folding-in of Heart of the South-West Local Enterprise Partnership (LEP) functions, Plymouth has the latest economic evidence and a refreshed strategic direction to achieve growth for the city. This is a government requirement.
- Since the release of the previous Plan, an enormous amount has been achieved. Through a refresh, we can look to the future and build on this momentum.
- To integrate the strategic direction of the Plymouth Plan and South-West Devon Joint Local Plan into our economic growth.
- To align with issues such as climate change and net zero.
- To provide co-ordination support and alignment for other plans and strategies such as the Plymouth Visitor Plan, Plymouth Culture Strategy, Green Skills Action Plan.
- To present a clear direction and ambition for the city in terms of its economic growth.

It is logical to establish a strategic framework, based on research and an evidence base and establish, before producing a ranked list of investment proposals. The first phase aims to be completed by 31 March 2024. Phase two can then be developed starting in April 2024, which will involve developing pipeline documents of public and private sector investment priorities around our four 'Key Pillars'.

When considering the update of this plan, we are ensuring that we are aligning with the other plans and strategies developed, this includes building on the regional economic policies Build Back Better and the Local Industrial Strategy. In approaching this, we have engaged across the Council and incorporated the suggestions of the stakeholders and experts. In addition, we have worked with the team updating the Joint Local Plan to ensure consistency with this document.

**Proposed Plan Structure:**

Due to the timelines surrounding the Economic Strategy update, we have split this document into a clear two- phase approach.

**Phase 1** - Update to the evidence base and economic context for Plymouth. Identifies the city's economic objectives and Key Pillars. Set our high-level governance arrangements.

**Phase 2** – Develop Plymouth's top public and private sector investment priorities in 4 delivery plans, one for each Key Pillar, working with the Plymouth Growth Board.

The document will have clear messaging about the current state of the economy and its ambitions; with clear linkages to the highlighted opportunities and threats to the city and evidenced through extensive contextual analysis. The overall plan for economic growth broad structure:

- Intro – objective and vision
- Achievements and Economic USP's and what is unique about our economy what strengths are we building on
- Opportunities for strategic direction across the region
- Rational for pillars
- The 4 pillars (2 – 4 pages each)
  1. Productive Growth/high value jobs
  2. Inclusive Growth
  3. Sustainable Growth
  4. Civic Pride and Regeneration
- Governance
- Outputs and measures of success and impacts

Accompanying this proposed strategy document, we would look to develop separate pipeline documents – Plymouth's top public and private sector investment priorities. These could be updated more frequently (three years) and would provide a set of deliverables to achieve the objectives set out in the plan.

*A summary of the emerging strategy is set out over the page.*

**Introduction:**

Plymouth is a significant urban centre located in the south-west and, as 'Britain's Ocean City', few places can rival its rich cultural, natural and built assets. The city has a population of almost 268,000, a real economic output of over £5.4 billion and a growing workforce of almost 120,000 people. Over the past ten years and with the development of the Plymouth and South Devon Freeport, social enterprise city status, the first National Marine Park in the UK, and (alongside significant development and cultural place making) Plymouth has received clear endorsement of its opportunities. This economic strategy sets out how Plymouth will build on its distinctive assets which include: the largest naval base in western Europe; a vibrant manufacturing; an engineering sector employing 20% of the workforce; one of only 16 critical care teaching hospitals in the UK and the associated Plymouth Science Park.

## Vision

**Britain's Ocean City, one of Europe's most vibrant waterfront cities.**

## Aim

**Delivering increased prosperity through sustainable and inclusive growth.**

Plymouth's Economic Strategy looks to refresh and update these previous documents whilst aligning with the strategic vision of the Plymouth Plan and Plymouth and South West Devon Joint Local Plan. It builds on work undertaken by the Local Enterprise Partnership, the Great South West and the neighbouring local authorities. It will focus on identifying the successes and challenges facing the city, building on the achievements of the previous plans, whilst going further to ensure a resilient and prosperous economy. The city has seen many exciting developments over the last few years, the benefits of which are only just beginning to be realised.

Plymouth has a series of competitive economic advantages and unique selling points. We will build on our strengths which are nationally significant:

- Port City with a population of 267,000.
- Largest Naval Base in Western Europe.
- Strong research and innovation base in HE and research institutions.
- SMART Sound, designed for testing and development of pioneering scientific sensors and platforms.
- Large teaching hospital, 48,000 people per week.
- 3 universities with distinct portfolios, 23,000 students.
- A Government High Potential Opportunity in Marine Autonomy.
- Science Park with 1100 people based in the Centre, working in technology and a developing cluster in Health Technology Innovation and Advanced Digital Manufacturing.
- Nationally recognised for cultural place making (Theatre Royal Plymouth and Box).
- £1bn development and regeneration pipeline.
- Highest density of manufacturing employment in South England - 13%.

**Opportunities for strategic connections across the region:**

The Plymouth economy does not operate in isolation, it is a key driver for the local travel to work area and over 100,000 people commute into the city every day for education, health care and work. The travel to work area extends from Cornwall and into Devon. We will work with the County Combine Authorities and the Great South West to ensure regional and national approaches.

This strategy will look to support economic policy which reaches beyond the local authority boundary and extends to a larger scale - these specifically include:

- Defence - Security and Defence Cluster – network covering Great SW area of defence-based businesses.
- Maritime South West – network of marine businesses covering the Great South West area.
- South West Health Alliance.
- Plymouth and South Devon Freeport.
- Plymouth Sound National Marine Park.

### **What has already been achieved:**

Since the publication of the Plan for Economic Growth 2020/1 an enormous amount has been achieved which was focused on recovery post the pandemic. The six flagships of our previous Plan were Inclusive Growth, Ocean City Infrastructure, Business Growth & Investment, Defence, Learning & Talent Development and Visitor Economy & Culture. Some of the highlights of the previous three years are listed below:

- Delivers £900m of regeneration and created a £1bn future pipeline of investment including Royal William Yard, the Barcode, Range Head Office, Derriford District Centre, Millbay, Civic Centre, Hilton on the Hoe and City Centre Health hub.
- Secured City Deal, Oceansgate, Marine Enterprise Zone Plymouth and South Devon Freeport, Innovate UK maritime and marine launchpad
- Opened the £47 million Box and flagship new museum and cultural quarter for the city.
- Opened the Devonport Market Hall Dome, an international centre for immersive technology
- Declared the UK's first National Marine Park, securing over £13 million of funding.
- Developed the Smart Sound, to include a sub-sea element, securing a High Potential Opportunity for Marine Autonomy and a national pilot for regulations testing.
- Plymouth Charter has achieved over 350 signatories committing businesses to fairer and greener future for Plymouth.
- completed 10 direct developments at Oceansgate Langage, Derriford and Plymouth Science Park phase 5
- Created a £220m property regeneration fund.
- Brought major events to the City including MTV and Sail GP
- Secured renewals for City Centre and PWP BIDS
- £25m sport led regeneration project at Brickfields with Plymouth Albion, PAFC and Devonport community Trust.
- Delivered the Resurgam covid economic recovery programme
- £250m investment by the University of Plymouth's campus masterplan including new health and engineering teaching and research facilities.

**Our Approach:**

This Economic Strategy will provide the direction for economic growth for the next 10 years 2024-2034, it will continue to build on the strengths of the previous Economic Development Strategies. This strategy will have an increased emphasis on sustainability and net zero opportunities. It will also tackle some of the challenges the city faces, particularly around the City Centre. The approach will include four interconnected Pillars, these are:

1. Productivity and high-value jobs
2. Inclusive Growth
3. Sustainable Growth and
4. Civic Pride and regeneration

The strategy and the revised four interconnected Pillars will each be supported by detailed 3 year delivery plans. The four delivery plans will list key specific projects, their costs, a development pipeline and where appropriate how they will be taken forward - these will be completed by March 2025. The delivery plans will be refreshed every three years. Each pillar will be led by a cabinet sponsor and at least one growth board member. Each of the delivery plans will be brought to Scrutiny and the Growth Board with final sign off at Cabinet.

The Strategy will work across agencies and partnerships and business networks in the city, including:

- Devon and Plymouth Chamber of Commerce
- Federation of Small Businesses
- Plymouth Culture
- Destination Plymouth
- National Marine Park
- Plymouth Manufacturers Group
- Digital Plymouth
- Inclusive Economy Group
- Employment and Skills Board
- Building Plymouth



**SWOT Analysis:****Strengths**

- Growing workforce with more full-time employees in the city.
- Highly developed bedrock sectors of Marine, Defence, Manufacturing and Health.
- Marine Autonomy cluster.
- Lower than national average unemployment rate.
- Developed Higher/Further Education sector with 3 universities in the city.
- Significant improvement in numbers of individuals with no qualifications – lower than national average.

**Weaknesses**

- Overall population growth is slow.
- There is a high number of economically inactive residents due to long-term sickness.
- Lower than national average wages across workforce.
- Large amounts of inequality across the city – 29% of LSOAs in the top 2 deciles for index of multiple deprivation (IMD).
- Strategic approach to support businesses adapt to Climate Change.

**Opportunities**

- Floating Offshore Wind Technology (FLOW).
- Net Zero port development .
- PSNMP.
- Freeport.
- Heat networks.
- Naval Base Investment.

**Threats**

- Tight labour market and rising numbers of job vacancies could lead to the economy overheating.
- Automation/Artificial Intelligence.
- Shifting Global Macroeconomics.
- Changing Landscapes (LEP fold-in).
- Climate Emergency – cost to the economy.



Plymouth has a population of

**267,000**

Aged 0-15

**46,000**

Aged 65+

**50,000**



**116,000**

employee jobs  
in 2022



Low unemployment  
rate of only

**3.8%**



High levels of economic  
inactivity in Plymouth

Almost

**15,000**

people economically  
inactive due to long-term  
sickness



Over

**3,600**

people in Plymouth live in  
the **1%** most deprived  
areas in England

Over

**46,000**

people in Plymouth live in  
the **10%** most deprived  
areas in England



Significant demand for  
new workers in Plymouth,  
consistently over

**3,000**

job vacancies across a  
diverse range of sectors



**6,325**

businesses across  
the city

Population  
**267,000**

Over **20,000**  
jobs in the Marine & Defence sector

**£5.44bn**  
real GVA

**3 universities**  
and 2 world leading  
research institutions

Over  
**23,000**  
Students

The largest  
specialist teaching  
hospital in the  
South West  
peninsula

**6,325**  
Businesses  
across the City

Largest  
naval base in  
Western  
Europe

1st wave  
of Freeports

Net zero  
city by  
2030

UK's first  
National  
Marine Park

Globally  
recognised  
Cluster  
of Marine  
Autonomy

Plymouth  
Smart Sound  
World's first 5G  
marine-focused  
testbed



## **New Opportunities for Growth over the next 10 years:**

Whilst Plymouth has strong economic foundations due linked to the blue economy. The blue economy already creates over \$4 trillion of value worldwide and is expected to be worth an additional £2 billion to the Great South West by 2035. The marine sector in Plymouth is at the leading edge of several key technologies and there are numerous opportunities to increase the share of global markets. We are working to develop our export potential, including marine autonomy - a global market forecast to be worth \$136 billion over the next 15 years - and our unrivalled opportunities for clean energy production. It is important to identify where new opportunities, technological advancements and societal changes will affect our economy. Our analysis suggests the following are disruptive opportunities for the city.

**Green growth** – Opportunities **Floating Offshore Wind**, particularly around marine Autonomy and surveying, the University of Plymouth Cyber Ship, Training Opportunities at Turnchapel and port deployments from Cattewater represent significant opportunities for Plymouth to capitalise on supply chain opportunities linked to the Celtic Array. **Community Heat initiatives and local energy production** are likely to increase in popularity as energy security and the environmental cost of fossil fuels become more of an issue. The shift towards net zero is likely to require a shift in the types of businesses and the skills needed to include **retrofitting and installation** and ongoing servicing of low carbon heating and insulation.

**Defence** – Geo-global uncertainties have increased the importance of defence particularly the nuclear deterrent. Plymouth is home to the largest naval base in western Europe, it is the only place which has the facilities and the capability to base port the nuclear class submarines. The largest private sector employer in the city is Babcock. Ensuring the long-term success of the naval base is closely linked to the economic success of the city, this includes supporting defence-based innovation and skills delivery particularly linked to engineering and nuclear.

**Robotics and AI** – Plymouth has a significant manufacturing sector which in order to remain competitive will need to embrace robotic manufacturing and automated manufacturing techniques. Plymouth has a growing and nationally recognised cluster in marine autonomy and Marine Artificial intelligence around navigation systems.

**Health care** – As Plymouths population ages, more people will require care support and they will consume more health support. Plymouth large teaching hospital will continue to act as a regional centre of expertise and a significant employer. It is anticipated that healthcare will be increasingly delivered digitally, and health tech will become more advanced.

**City Centre and place making** - In order to attract people to study, live and work in the city we need a vibrant City Centre. This interlocks multiple players including Destination Plymouth, Plymouth Culture, the City Centre Company and regeneration. It requires significant change in how the city centre business eco-system operates and requires a shift away from a retail economy towards more uses which attract foot fall and vibrancy. The perception of the city includes building a more positive image of the City Centre.

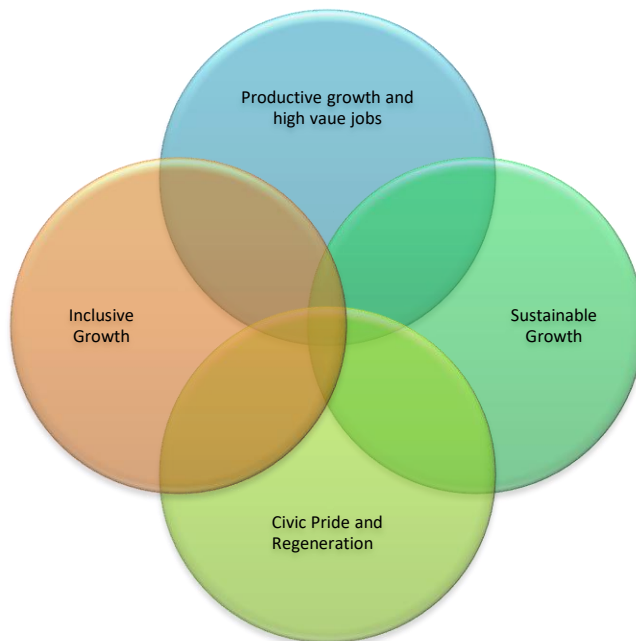
**Digital** – All sectors will increasingly be built on digital platforms, this maybe digital trading, manufacturing, communication or systems. As the workforce becomes increasingly dominated by digital natives, it is key that Plymouth has the digital infrastructure including cyber security to continue to support business growth.

**Immersive technology** – There is an emerging cluster of immersive technology businesses linked to the Devonport which alongside the creative digital sector, the Arts University and Plymouth University should be encouraged.

**Importance of Ports** - Plymouth has four different ports each have a different function. Together, they provide international connectivity, opportunities to trade and support the defence and fishing sector. Strategically the ports are key elements to the Cities economic success.

### A Proposed Way Forward:

Building on Plymouth's economic assets, and looking at the challenges, we have identified four pillars of activity within an economic eco-system. Skills and workforce development and digital technologies are cross cutting in all the pillars. These are not separate pillars which operate in isolation, they overlap and are intertwined. Where activity contributes multiple pillars, it has greatest impact on the city. We will aim to focus activity where the four pillars all support each other and work together.



The interlinking Four pillars are listed below with an evidence base setting out the rationale for their focus.

#### 1. Productive Growth and High Value Jobs.

The relationship between productivity growth and better jobs is generally accepted. Plymouth as a tight labour market and needs better paid roles to shift the economy.

- Productivity is measured using GVA per hour worked. Over the last 10 years there has been a downward trend. Productivity within Plymouth peaked in 2012, with GVA per hour worked rising to 89.5% of the national figure and remained at around this level up until 2017. Since 2017, productivity has decreased consistently, dropping 88.2% in 2017 to just 81.5% in 2021. Without growth in GVA it is hard to address wage rates.
- Plymouth and the South West have consistently held annual gross pay figures below the national average. Despite the 12% increase over the last 10 years, Plymouth's resident annual gross pay still remains over £6,000 below the national average of £33,279 – an 18.1% difference.

Growing Plymouth's productivity is the foundation for improving prosperity for all residents. Through supporting our higher value sectors where we have natural advantage, we will look to increase wages, create additional highly productive jobs, attract new businesses and investment

into the city. Focusing on productive growth puts the emphasis on higher-value and higher-quality jobs, supporting both the economy and workforce.

## 2. Inclusive Growth

Inclusive Growth focuses on growing a prosperous economy that reduces inequality, is sustainable and truly serves the wellbeing of local people. Without targeted actions and a focus on specific areas and groups, there is a risk that too many people find it difficult to access the work opportunities that make the most of their talents.

- Plymouth also has a significantly higher proportion of economically inactive residents due to long-term sickness; residents being long-term sickness accounts for 35.0% of economically inactive residents in Plymouth. In comparison, the national average is 25.8%.

## 3. Sustainable Growth

Sustainable growth is growth which does not negatively impact the environment, and will help to drive a green economic revolution. Plymouth's economic strength in the "blue" sectors has businesses" is at the forefront of economic development. Sustainable growth (does not negatively affect the environment) will be a priority, building on Plymouth's marine or blue economy.

## 4. Civic Pride and regeneration

The combination of a tight labour market (i.e. constant population numbers and high job vacancies) and the city's aging demographics means that it is important to continue to attract new residents, students and workers into the city.

- Plymouth's population has remained relatively constant since the turn of the century; the average population growth being just 3.19% between 2011 and 2021. When compared to a national population growth rate for England of 6.49% across the same time period, it is clear to see that Plymouth's population is not following the national trend.
- Plymouth's has aging population, before 2016, the number of children (aged 0-15) exceeded the number aged 65+ However, beyond 2016 the number of people aged 0-15 has fallen below the number aged 65+.
- Historically, overall employee numbers in the city have been relatively stable. However, since 2018, there has been an upward growth trend; rising to 116,000 total employee jobs in the most recent 2022 data. The data shows evidence to suggest that this employment growth has been driven by changes in full-time numbers rather than part-time, with part-time numbers actually decreasing in 2022 despite the growth in total employment.

Plymouth prides itself on being Britain's Ocean City and one of Europe's most vibrant waterfront cities. Supporting strong communities and a sense of place is essential to the cultivation of a vibrant and attractive city to live, work, study and stay and attract investment.

**National guidance on economic strategies:**

Government has published guidance on folding in LEPs, which includes minimum requirements for economic strategies:

- Analysis of the main underlying competitive advantages and strengths of your area, as well as opportunities for strategic connections across regions
- Opportunities for growth over the next 10 years, and your vision for what would happen if these opportunities were successfully grasped in this period. Outputs and measurables should include the base line data and targets for growth.
- Your top public and private sector investment priorities - this has to be in the pipeline documents and will be reviewed on a 3-year rotation, but looking at the guidance this will need to be accelerated.

**Pillar 1. Productive growth and high value jobs**

Plymouth has comparatively high employment rates. We are home to three Universities and four internationally renowned research institutions each with their research and innovation strengths. We have a plethora of strategic assets, from the Plymouth and South Devon Freeport to the Plymouth Science Park and our port facilities. Yet our productivity and our wages lack behind national averages.

Through this pillar we will focus on driving economic output by focussing where we have natural economic competitive advantages in our key sectors whether clusters, specialisms, knowledge base, assets or skills.

**1.1 Our sectors**

By supporting the sectors where we have a specific and identifiable advantage, we can increase productive growth and high-value jobs.

**1.1.1 Marine and Defence**

Plymouth is a globally significant location for Marine Autonomy. We have a unique location – Smart Sound – for autonomous testing, we have key businesses, such as Thales, Frugo, M-Subs and MarineAI, and we have several internationally renowned marine research institutions located in Plymouth. The Plymouth and South Devon Freeport builds on this by focussing on innovation across marine, defence and space. We will support the Marine sector by:

- Developing the Plymouth and South Devon Freeport.
- Creating the right conditions to innovate, e.g. by developing a research centre to drive growth opportunities in defence, FLOW and environmental monitoring, supporting the creation of new regulatory frameworks to make innovation easier and supporting businesses to access funding for innovation.
- Supporting our business clusters by supporting cluster networks such as FAST and Maritime UK South West.
- Increasing Inward investment through our High Potential Opportunity around marine autonomy.

Plymouth is home to the largest naval base in West Europe. Marine and defence are some of the largest employment sectors in the city. We are proud of our military tradition and heritage, and we will continue to ensure that Plymouth can play its part in the defence of the realm. Building on Government's vision for HMNB Devonport, we will work with Government to deliver the through-life maintenance of the Type 26s and Type 31s and retain a significant footprint of Royal Marines in the city.

In addition, we will support the wider defence sector through fostering the Southwest Regional Defence and Security cluster (SWRDC) and working with our strategic partners in Plymouth to design and embed social value activity across their processes.

### 1.1.2 Advanced Manufacturing

Not only is Plymouth a globally recognised centre for Marine Autonomy, but we also have the largest manufacturing base in the South of England. University of Plymouth has recently opened the Babbage Building – a £63m state-of-the-art space to inspire the engineering and design pioneers of the future. Working with our business representative groups such as Plymouth Manufacturers Group, we will support businesses through creating the right business environment and supporting innovation, e.g. through innovation facilities such as the Advanced Digital Manufacturing Innovation Centre and the Digital Reverse Engineering And Metrology facility at Plymouth Science Park.

### 1.1.3 Health and Health Technology

Plymouth's regional leadership position in health and health technology is unrivalled. We have one of the largest teaching hospitals in England and University of Plymouth is not only the largest provider of healthcare courses in the South West but also the only provider of dental training in the GSW. Overall, close to 20,000 people are employed in the health sector across the city, which includes globally recognised organisations such as K2 Medical and Becton Dickinson. The health tech sector, as a subset of the wider health sector, employs currently 1430 people and enjoys a GVA per FTE of £123,730 (2021), far exceeding the city average.

We will support the development of a health and health tech innovation ecosystem, building on our key innovation facilities, such as the Plymouth Science Park and working with research facilities, such as the Brain Research Imaging Centre, Centre for Health Technology and the Derriford Research facility. We will work with partners, such as Health Innovation Southwest and DDRC HealthCare, to enable continued innovation and clinical trials in digital delivery, AI, and automation.

### 1.1.4 Creative and immersive digital

We have a vibrant creative and immersive digital cluster in Plymouth. Real Ideas Organisation's Market Hall in Devonport is home to a 360 degrees immersive dome – the first of its kind in Europe. We will work our stakeholders and partners to grow the sector and encourage cross-sector collaboration. In order to attract and retain talent in the city, we will be working with Plymouth Culture on enhancing our creative offering.

We will also develop a new creative industries plan working with Plymouth Culture and partner bodies such as Creative UK, Plymouth University and the Arts University.

## 1.2 Encouraging innovation, business growth and investment

Plymouth's businesses are predominantly SMEs and micro businesses. As a city, we are performing worse in terms of business competitiveness and innovation. To improve our competitiveness, we need to enable all businesses to grow, attract new businesses, as well as encourage new businesses to start-up and grow.

In the last 5 years there has been marked improvement in the start-up rate in the city reversing a long-term trend. We have some excellent assets supporting start-ups, such as University of Plymouth's Cube, which is ranked No.2 in the UK for student start-up support, and which has supported 239 student and graduate businesses with a turnover of £3.3m. We will support start-ups by providing the right conditions to grow including incubation space and supporting initiative such as Plymouth Freelancers.



We will continue to work regionally and nationally with partners such as Great South West, Devon and Torbay Combined Authority and Cornwall Combined Authority to identify opportunities to deliver at scale.

We will help local businesses access the right business support through initiatives from organisations such as British Business Bank, Innovate UK and the Department for Business and Trade (DBT).

Having the right mix of employment and commercial space is critical for our business stock to continue to prosper. We will undertake direct development where there is market failure in employment space, using high environmental specifications.

We will work with University of Plymouth, Plymouth Science Park and the Freeport to create an innovation hotbed where we support high growth businesses and create high value jobs linked to the science of the University.

We will support the development of our Plymouth Science Park and new innovation assets in the Freeport. We will work with innovate UK through the Marine and Maritime Launchpad to access funding and business support.

### **1.3 Skills and Workforce development**

By focusing on productive growth, it is essential that the local training offer meets employer needs in our higher value sectors. This strategy is therefore closely aligned and compliments our key local skills strategies, including the updated Skills 4 Plymouth Plan, Local Skills Improvement Plan and the Plymouth & South Devon Freeport Skills Plan. As a result, we are committed to maintaining and growing investment in training local people for employment in these sectors. This includes those who live, work and learn within the city's Travel to Work Area.

To achieve this, we will make best use of existing programmes and take advantage of new funding opportunities. This includes:

- Growing the number of apprenticeships, including at higher and degree level, and supported apprenticeships.
- Raising the aspiration / supporting our young people through the education system to take advantage of high value sectors, such as STEAM.
- Creating and building a programme of incentives to retain graduates.
- Maintaining support / brokerage between people looking for work and employers, including our military service leavers, in high value sectors through sector skills partnerships and sector skills academies.
- Working with employers to ensure training is based on their needs.
- Working with employers to support improved workforce development planning that increases the level of upskilling / retraining investment in the current workforce.
- Sustaining and growing our training and research facilities to be a regional and national leader in identified sectors through new sources of funding.

This can only be delivered through collaborative working and working through multi-agency bodies, such as Plymouth Growth Board and the Plymouth Employment and Skills Board.

## Pillar 2. Inclusive Growth

Growing Plymouth's productivity should grow a prosperous economy that reduces inequality and improves social mobility for all the residents. We will pilot new ways of working to change engrained issues. The aim of this pillar is to increase equality and the economic conditions that work for everyone. We know this has been stubbornly difficult to achieve. We will develop new partnerships and approaches, pulling in different expertise from across the pillars and from a variety of agencies:

1. **Targeted focus** – putting our resources into the geographic areas and groups which are the most disadvantaged in the economy.
2. **Good Growth Business Models** - Helping our businesses to make Plymouth a better place for everybody, focusing on “good growth”.
3. **Accessing employment opportunities** - Working with individuals and employers to overcome skills barriers which affect access to employment opportunities.

### 2.1 Targeted Focus

Plymouth is ambitious and inclusive of all its residents. We want to help remove barriers that stop some people accessing well paid jobs and opportunities. Persistent low wages are due to a complex set of underlying causes which are often compounded in particular neighbourhoods.

- Plymouth has two LSOAs in the most deprived 1% in England. These LSOAs are home to 3,617 residents (1.4% of the total Plymouth population).
- Plymouth has 28 LSOAs in the most deprived 10% in England. These LSOAs are home to 46,075 residents (17.6% of the population).
- The most deprived LSOA in Plymouth is located in the Stonehouse neighbourhood and is the 163rd most deprived LSOA in England.

Plymouth has a tight labour market, with high employment and businesses reporting difficulty in filling skilled vacancies. It is beneficial to both businesses and the city to help people overcome barriers, including health issues, caring responsibilities experience and skills to access jobs, thereby increasing the available labour market in the city.

Some groups of people are more likely to be impacted and find it harder to access opportunities, examples include people with health conditions, veterans, people with caring responsibilities and care leavers. Inequality is due to a complex set of underlying causes which are often compounded in particular neighbourhoods and groups. We will look at new ways to move the dial, so that people who have inter-generational issues around access to opportunities and have higher unemployment, economic inactivity, lower average wages and worse health outcomes are able to benefit from the job opportunities in the city. To achieve this, we will:

- Look at new ways to engage, provide tailored support and connect the existing support in new ways.
- We will work across different partnerships to trial new ways to tackle some of these sticky and difficult issues.
- There will be a focus on digital inclusion, to ensure people have access to services and ability to access knowledge, expertise and education.
- We will actively pursue creative use of the apprenticeship levy to allow Plymouth to imaginatively use the levy to support young people in disadvantaged neighbourhoods.
- Plymouth has strong links to the armed forces, veterans have key skills, so we will actively support businesses to embrace the armed forces covenant.

#### 2.1.1 People with Caring responsibilities

People with caring responsibilities need good quality, reliable and accessible work. This has historically focussed on women but this is changing. It increasingly effects both men and women caring for children, elderly relatives, and friends and neighbours. Accessibility to good quality, part time, flexible work is particularly important. We will:

- Support the Childcare strategy and promote flexible working practices.
- When looking at new employment spaces we will consider caring facilities.
- Work with businesses to address the gender pay gap and to reduce violence and abuse against women and girls that is often caused by financial insecurity.
- Ensure that there is visibility of good practice in the city.

### 2.1.2 People with Work-Limiting Health Challenges

Plymouth has a disproportionately high number of people not in work due to health reasons. The two main areas muscular skeletal issues and mental health. Plymouth currently has **15,900 people** not in employment due to long-term sickness which is 9.33% of the working population (GB average is 5.65%). This equates to an additional 6,250 people in Plymouth not able to work. We will engage businesses and their employees in activities to reduce the health inequality gap. We will:

- Support Public Health and the Thrive Plymouth programme to address the main lifestyle risks of poor health and early death including exercise and food.
- Support businesses and celebrate businesses with the Wellbeing at Work programmes.
- Work with partners to bring new, accessible health facilities to fruition.

## 2.2 Good Growth Models

We will embrace innovation to support our businesses, agencies and partners to help make Plymouth a better place. We will provide them with the tools, including frameworks and information, to ensure actions have the biggest impact. We will support the following:

### 2.2.1 Plymouth Charter

We will celebrate local businesses which commit to the Plymouth Charter. Signatories are businesses who are “*committed to a fairer, greener future for Plymouth*”.

### 2.2.2 Social Value

The ‘Social Value Model’ requires a minimum of 10% of public procurements evaluation weighting to be allocated to specific social value criteria. We will provide a social value framework for businesses to navigate actions which will have positive impact on the city. This tool kit for good growth will be measurable and evidence based it needs to work across all 4 pillars.

### 2.2.3 Better Buying

We will support buyers to maximise the multiplier effect of through their procurement policies, we will help local business access contracts with key institutions. We will build on the Plymouth and Devon Chamber of Commerce project to increase local procurement, which is good for local economy, social value and working towards net zero.

### 2.2.4 Social Enterprises and Co-operatives

Plymouth’s 2019 sector report found that there were 200 social enterprises and community businesses, employing over 10,000 people. Social Enterprise and Co-operative businesses work to reduce inequality. Many operate in deprived areas and with particular communities in need. We will ensure Co-operatives and Social enterprises thrive by providing:

- Business support advice and guidance.
- A Business Relationship Programme.

### 2.2.5 Supporting Community Economic Development

Plymouth's Community Economic Development organisations provide valuable employment spaces in the deprived wards. We will continue to support the following:

- Millfields Community Economic Development Trust
- Wolseley Community Economic Development Trust
- Real Ideas Organisation
- Four Greens Community Trust
- Nudge Community Builders

### **2.3 Accessing Employment Opportunities Skills and Workforce Development:**

To ensure everyone benefits from economic growth, we need to ensure skills and workforce development is based on maintaining and growing our reach and engagement across the city. This means a commitment to work in and across communities, both communities of place and communities of interest. This will involve an increase in outreach delivery and sustaining / growing our cross-sector community-based provision. This includes supporting the Employment Skill Board and the Chamber led Local Skills Improvement Plan.

We will maintain our collaboration with all training providers to lever the greatest value from existing funding and secure new funding that will enable us to support more people facing disadvantages and/or barriers to learning new skills and gaining qualifications.

There are a number of practical steps to ensure that everyone can benefit from a growing economy and access the workforce opportunities created by employers, these include:

- Providing local people with localised support for skills, training, education, careers and jobs by sustaining service delivery of Skills Launchpad Plymouth.
- Working collaboratively with statutory agencies, such as DWP, to ensure we support the city's Universal Credit claimants.
- Supporting soft and hard skill development into employment, from working for a business to self-employment.
- Support people to develop and accredit key skills, such as literacy, numeracy and digital.
- Being proactive with our children and young people, aligning with the recently published 'Unlocking Plymouth's Potential' strategy to support young people Not in Employment Education or Training (NEET). We want to raise aspiration and reduce NEET numbers.
- Provide our most vulnerable young people with SEND with experience of work, placements and supported internships.
- Retraining older people in the skills needed by employers in an evolving economy.

For economic growth to be genuinely inclusive, we need to do more than simply consult with local people and employers. In developing work and creating new initiatives, we will engage and listen, involving our people and employers in both the design and delivery of skills and workforce programmes. Businesses need an adaptable and skilled workforce to remain competitive. The business community has a role to play in helping to raise aspirations and ambitions of the City's young people.

- We will support careers advice and guidance in schools to raise aspirations and awareness of opportunities in the City.
- Raise the aspirations for the kind of jobs people can get in Plymouth. This will encompass all age groups from primary schools through to University Graduates.
- Support activity for young people with Special Educational Needs and Disabilities (SEND) that is connected with employment.
- Encourage Businesses to put together meaningful work experience programme.

## **Pillar 3. Sustainable Growth**

### **Scope**

For Plymouth to be a city attracting investment and maintaining a highly skilled workforce it needs to both have and project a sustainable economy. The city needs to promote its sustainable credentials - how it is shifting to a low carbon economy and restoring the environment. This is particularly important, not only because of the necessary commitment to environmental restoration, but also if Plymouth wants to attract and retain young people. Research in 2021 showed that young people (18–22-year-olds) value sustainability and environmental credibility and consider it important for employers to act on environmental issues, and 59% would remain longer with environmentally responsible employers.

In 2019, Plymouth City Council declared a status of ‘climate emergency’ and begun work on actions that help combat climate change through the transition to net zero. There are strengths in research, business expertise and natural resources to pivot the economy. The University of Plymouth expertise is internationally recognised and it is the second carbon neutral university in the UK. We have geographic advantages in supporting Offshore wind production and as a port City have considerable opportunities around clean shipping.

The Economic Strategy will focus resources on the following elements:

1. Attracting new investment into the city in green jobs, specifically around new and emerging energy production and storage.
2. Business support, helping businesses adapt to climate change and move to net zero emissions.
3. Decarbonise the current economy, including retrofitting the existing commercial building stock and opportunities.
4. Restorative actions which improve sustainability.
5. Skills and Workforce Development needs for a more sustainable economy.

### **3.1 Attracting New Investment into the City focused on new energy production.**

We will target inward investment and growth activity on businesses linked to Net Zero opportunities within energy production - looking specifically at:

#### **3.1.1. Offshore Wind Opportunities**

There are multiple opportunities linked to the licencing of new wind farms in the Celtic Array and off the Devon/Dorset Coast. Plymouth has a geographic advantage with its road and rail connectivity linked to the port infrastructure. It is important that we take advantage of these opportunities and work efficiently with international markets through exporting. To do this, we will:

- We will build on our existing industrial capabilities and strengths in marine autonomy for surveying.
- Promote bespoke offshore marine training facilities.
- Promote freight port infrastructure for servicing offshore wind farms specifically around Cattewater.
- Support research capabilities linked to the University of Plymouth’s wave tanks and cyber security.

#### **3.1.2 Hydrogen Fuel Cell Technology**

Hydrogen fuel provides a potential to provide low carbon fuel for shipping, HGV’s and buses. We will build on the £20 million investment in the Plymouth and South Devon Freeport to build a 10MW green Hydrogen Electrolyser providing a clean source of power.

#### **3.1.3 Heat Networks**

Plymouth has been a successful in becoming a pilot for the government's Heat Network Zoning Pilots. The heat networks opportunity in the UK is expected to amount to between £60 and £80 billion. Plymouth is an early adopter of this technology and likely roll out areas will include business districts. Plymouth will seek to capitalise on the innovation through:

- Developing financial models which maximise the economic multiplier effect through the adoption of local ownership models.
- Innovative uses of financial models to reinvest in net zero innovation and local skills.
- Supporting the business infrastructure needed for roll-out of heat networks including supply chain development and workforce skills development; expertise can therefore be exported to other areas and the development of a high value cluster.

#### 3.1.4 Solar Energy Generation

We will support the opportunity for businesses to install solar energy on roof and over carparking with battery storage systems. This will reduce harmful emissions, cut energy costs, improve the environmental credentials and improve productivity. Support may include innovative financial payback models.

#### 3.1.5 Other Forms of Energy Generation – Wave, Geothermal and Ground or Ocean Heat Pumps

The city will encourage all forms of energy generation and will work with the business community, research institutions and Innovate UK to embrace new technologies as they emerge.

### **3.2 Business support business, helping businesses adapt to climate change and move to net zero emission**

We will provide information advice and guidance to the business community to help them make informed decisions on actions to shift to net zero. We will specifically focus on the business advice on adaptations to the existing building stock and business transport, which includes logistics and freight of goods and how the workforce commutes.

#### 3.2.1 Business Advice

Research has shown that businesses are more likely to act on business advice if it is delivered by somebody they trust, they have a regulatory requirement or it is at a key change point in a business life cycle. We will therefore:

- Work with procurement specialists to include contractual shifts to net zero.
- Support Business Representative Organisations such as the Chamber of Commerce, FSB to promote best practice.
- Ensure all business support/advice and guidance integrates net zero ambitions.
- Waste effects both business productivity and is bad for the environment; we will reduce waste and encourage the circular economy.
- Support initiatives such as the [Net Zero Exchange](#) to bring researchers and businesses together to deliver a whole system approach to net zero.

#### 3.2.2 Helping Business Adapt to Climate Change

Some businesses in the city will be adversely effected by the impact of climate change, specifically increased flooding and more violent storm surges. We will work with partners such as the environment agency to mitigate and manage the risk.

### **3.3 Decarbonise the current economy, including retrofitting the existing commercial building stock and transport related to the business operations (freight, logistics and commuting)**

#### 3.3.1 Retrofitting

There are considerable business opportunities around retrofitting the existing building stock. It is estimated that 80% of the buildings in 2050 are already in existence. To achieve Net Zero there will need to be a huge investment in retrofitting existing buildings, specifically those in private ownership. The supply chain needed to achieve this challenge is not in place and research indicates the stop start nature of initiatives has put the business community off investing or moving into this area of work.

- We will support financial models to drive forward large-scale retrofitting of the building stock alongside a supply chain development project.
- We will work with prominent local land-mark buildings to raise awareness about practical steps which can be taken and ensure they are used as case studies. The refurbishment of InterCity Place which has gone from an old, energy inefficient building to a SKA Gold Standard building supporting the teaching on health professionals in the region.
- We will look to create a digital twin of the City for net zero and make the data open source.

### 3.3.2 Clean Transport

How businesses transport their goods and services, how staff commute to and from work all contribute to carbon emissions. Innovation and infrastructure support are both needed on the journey.

- We will support lobbying for grid connectivity to ensure our ambitions for net zero are not restricted around shore power, electric charging and the shift to new zero.
- We will support clean port development specifically, actions which encourage short sea shipping, increased energy efficiency and alternative in propulsion systems and the shift to shore power.
- We will support innovations including the electrification of other port operations (electric tugs, pilot boats, craneage).
- Support businesses to transition to electric vehicles by investing in electric charging points and carparking facilities throughout the city.

## 3.4 Restorative Actions which improves sustainability.

The "restoration economy" is economic activity and investments that restore Plymouth's ecology and natural habitats which have been degraded, damaged, or destroyed. Restoration projects can include habitat enhancement, water quality improvement and nature recovery flood management schemes. The "restoration economy" refers to economic growth that's based on repurposing, renewing and reconnecting the natural, built and socioeconomic environments. It works on the assumption that economic, social, ecological, systems replenish and restore one another.

### 3.4.1 National Marine Park

We will support the partnership delivering Plymouth's National Marine Park (NMP). This celebrates and is restoring the rich marine biodiversity of the city's coastal waters. The project is designed to prioritise conservation and sustainable use activities, including sustainable aquaculture. The Park seeks to preserve the marine ecosystems (e.g. kelp beds and sea grass), promote responsible recreation and support scientific research. The National Marine Park will create green jobs through generating jobs in habitat restoration projects, scientific research, marine education, wildlife observation and green tourism and hospitality sectors.

### 3.4.2 Habitat Bank

We will put in place a green finance platform allowing businesses to invest locally in biodiversity and carbon offsetting. A form of green finance known as a Habitat Bank will ensure that the biodiversity net gain required by law for large developments will not only benefit residents, it will also ensure that natural habitats are looked after and maintained.

A Plymouth based scheme benefits both local residents, provides nature recovery jobs and improves the City's environment they can have a positive impact on the local economy.

### **3.5 Skills and Workforce Development:**

The 'climate emergency' has redefined what sustainable growth means for future generations. Emerging technologies are already transforming labour markets, creating thousands of new jobs every year and displacing others. The rise of new green jobs generates a significant demand for new skills, and the imperative to upskill and reskill. This has moved beyond sustaining economic growth to one that places the transition to net zero at the heart of economic planning. This has placed an even greater importance on the new green jobs that will be created and those existing jobs that need to become 'greener.'

We will therefore:

- Develop and implement a comprehensive Green Skills Action Plan – from our strengths in the 'blue' sectors to the wider economy.
- Map and grow the training provision focusing on green skills.
- Be pro-active in securing new and emerging skills funding, such as Skills Bootcamps.
- Accelerate the plans to create Sector Based Work Academies.
- Support employers through the transition by providing them with information, advice and training for their workforce.

We recognise that without direct support for our employers and investment in infrastructure, the city will not be able to fully optimise the opportunities that exist in current and emerging sectors.



## **Pillar 4. Civic Pride and Regeneration**

Plymouth is Britain's Ocean City. Nestled between the sea and the Dartmoor National Park, it's an attractive, vibrant place to live, a port city with a strong trading identity and a proud naval history.

Through this Pillar we will seek to build on the work of Destination Plymouth and Plymouth Culture's leadership of the Visitor Plan, Culture plan and City Branding work. We will focus on how the city is perceived by its residents, businesses, visitors and the media. In doing so we will ensure that the City has a compelling narrative that can be used to attract businesses, employees and retain graduates.

We will also continue to priorities the city's 15 years of focus on growth and regeneration with a renewed focus on the City Centre.

### **4.1 Culture and active leisure**

Plymouth has a national reputation for cultural place making. We will build on our achievements, such as the establishment of a cultural quarter and the opening of the Box, our award-winning £47m arts and heritage complex. In order to attract people to live work and visit the city, we will support our existing cultural assets such as The Box, Theatre Royal Plymouth, Devonport Market Hall, Arts University and University of Plymouth and work with Plymouth Culture through the Culture Plan to build on and expand our existing offer.

We will increase the attractiveness of our city by supporting a varied music and comedy scene and increasing our offer of leisure and sport facilities, e.g. through the £21m Brickfields development, Plymouth Active Leisure and the Plymouth Guildhall upgrade.

### **4.2 Attractive vibrant City Centre**

Our City Centre is the focal point of the city and one of the main arrival gateways via the train station. Having a vibrant and busy City Centre boosts city pride, provides a focal point and a significant employment hub and key business services.

We will work with our Business Improvement Districts in the City centre and around the waterfront to create initiatives which encourage footfall and new visitors.

In addition, we will deliver high-quality regeneration to bring redundant buildings back into use, improve the street scene and actively support and encourage alternative uses to generate additional visitors and foot fall in the City Centre.

We will work with strategic partners such as, Plymouth Community Homes, Health England, Homes England and DLUC to secure funding for housing and health led regeneration.

### **4.3 Growth and Regeneration**

We will continue to focus on our key growth and regeneration sites including Derriford, Royal William Yard, Sherford, Langage, Millbay, Oceansgate and Stoke

### **4.4 The National Marine Park**

Plymouth will deliver the UK's first National Marine Park. Building on a £11.6m investment by the National Heritage Lottery Fund, we will raise aspirations, create a sense of pride and revolutionise the way Plymouth interacts with its heritage. We will work with partners to open up new "gateways" – a series of sensitive regeneration projects across the citywide waterfront that will enable greater accessibility to Plymouth Sound National Marine Park. The 'Digital Marine Park' will bring to life the amazing heritage of Plymouth Sound – providing an inclusive and accessible online platform and open up the UK's first National Marine Park to a global audience.

We will support the development and profile of Plymouth's marine research expertise and innovation and technology developments, including developments which support the fishing and aquaculture sector and development in marine nature conservation. We will restore habitats and species including sea grass beds, mudflats and saltmarshes, oysters, mussels, little egrets, avocet's thornback ray, seahorses, sand eels and the rare allis shad.

#### **4.5 Prosperous Ports**

Plymouth is home to four unique ports, championing different uses, providing global connectivity and supporting many of our other priorities:

- Millbay – Roll on Roll off ferry terminal and a marina.
- HMNB Devonport – largest naval base in western Europe.
- Cattewater – Freight port and an international cluster of Autonomy and innovation, marina berthing.
- Sutton Harbour – Fishing and marine berthing.

We will develop a Plymouth Port Strategy, providing a vital roadmap to understand the changing needs of modern ports and enable us to maximise the use of these assets. We will support actions which improve the productivity of port operations, such as smart port operations, short sea shipping, and net zero adaptations.

#### **4.6 Develop and Improve Plymouth's Image**

We will ensure that Plymouth's attractiveness is not only recognised by its citizens but by people around the world. Improving the image of Plymouth is key to attracting talent and businesses to relocate to the city. Through Destination Plymouth, we will develop a clear and distinctive Plymouth brand and deliver a branding strategy for the city, which will showcase our identity, improve the perceptions of the city and market Plymouth to the world. We will promote Plymouth as a prime conference venue and increase the number of conferences that we host in the city.

#### **4.7 Skills and Workforce Development**

Plymouth's regeneration both builds and reinforces the sense of pride that local people have in their city. To support the initiatives within this strategy, we need to embed a specific skills and workforce approach to underpin delivery.

This includes:

- Plymouth has a large pipeline of over £1 billion construction projects in the next 5 years. We will continue to support and develop Building Plymouth, raising the profile of careers in construction sector to ensure a steady supply of skills in this sector. We will monitor the construction pipeline and work with partners to maximise the economic impact of construction.
- Maintaining and growing a universal support service for all residents, students and workers, removing barriers and signposting to work.
- Designing training to meet the needs that arise from the transition to a high value and green economy, building on Plymouth's traditional and emerging strengths.
- Developing and growing a programme of events that both promotes and celebrate Plymouth's heritage and future economic growth i.e. job fairs, sector open days etc.

Skills and workforce development are a critical component of economic growth. Our approach builds on the city's traditional strengths and prepares the city for the transition to net zero. We recognise that future success is based upon an economy that is productive, inclusive and sustainable; an economy that ensures that everyone (from residents to employers) receives the support to turn opportunity in to reality.

**Output measures:**

In order to measure the success of the actions presented in the paper, it is important that we keep account of some indicator variables and measure their trends and changes. Each proposed pillar will have a unique set of variables that would be appropriate to use as proxies for pillar improvement. Below, we have listed some examples of suggested variables by pillar that should be considered and monitored as key performance indicators. Every quarter we will publish this data on the Growth Board website and circulate it to key partners, Scrutiny Panel and the four lead Councillors. Base line data will be from the latest available data in March 2024.

Some examples of output measures include:

1. Productivity and High Value Jobs:

- Productivity (GVA per hour worked)
- Number of start-up businesses/number of businesses in Key sectors.
- Number of unique job postings

2. Inclusive Growth:

- Annual overall wage rates
- Percentile annual wages
- Index of Multiple Deprivation figures
- Reasons for economic inactivity
- Qualification attainment levels

3. Sustainable Growth:

- Per person CO2 emissions?
- Number of EV charging points
- Number of FTEs linked to Environmental Industries

4. Civic Pride and Regeneration:

- Population and demographics
- Number of university students
- Footfall in the City Centre/investment spending in the City Centre

### **Where are we now & Consultations:**

The approach has been built on the existing strategies (the Local Industrial Strategy, Build Back Better). These strategies had extensively consultation processes. Our initial focus has been on engaging relevant stakeholders to support us in developing the four Key Pillars. We circulated and worked on first drafts for each pillar, ensuring we are aligning with all relevant plans and are not missing key content. We have attended EDMT to talk through these, engaged with members of the Plymouth Growth Board and relevant other groups such as the Inclusive Growth Group and Low Carbon Plymouth team. We also have a number of consultation sessions organized in early 2024 to continue developing this plan.

### **Governance:**

The economic strategy delivery will be overseen by the Growth Board, which is Nolan principle compliant. The Growth Board will be responsible for the delivery of the economic strategy, monitoring its progress and developing pipeline documents. The Growth Board is the City's voice of business as the public private partnership and chaired by the Chamber of Commerce. The Economic Strategy and the Growth Board will be responsible for joining up other economic strategies and initiatives including; County Combined Authority Economic Strategy, Great South West plans, Plymouth and South Devon Freeport and Plymouth plans such as the Culture Strategy, the Visitor Plan, City branding work and

skills delivery. As other initiatives are developed the Growth Board will ensure integration and alignment.

To ensure democratic and broad city-wide ownership, each of the 4 Pillars will have the following:

- A nominated elected member champion
- 2 champions from the Growth Board (a lead and a supporting member)
- 2 Council Officers or publicly funded roles to provide technical support and champion delivery.

LES Chapter	Cabinet Lead	PGB Lead	PGB Support	Staff Lead	Staff Support
<b>Productivity and High Value Jobs</b>	Tudor Evans	TBC	TBC	Nina Sarlaka	Tina Brinkworth, Ian Macfazden, Richard May
<b>Inclusive Growth</b>	Chris Penberthy	TBC	TBC	Anna Peachey	Ellie Tigue Tina Brinkworth
<b>Sustainable Growth</b>	Tom Briars Delve	TBC	TBC	Amanda Ratsey	Kat Deeney John Green Tina Brinkworth
<b>Civic Pride and Regeneration</b>	Jemima Laing	TBC	TBC	Matt Ward	Hannah Harris, Amanda Lumley Victoria Pomeroy Emma Hewitt

### **Plymouth Growth Board & pipeline documents.**

The Plymouth Growth Board will be assuming ownership of the Economic Strategy

To ensure the effective execution of the Strategy, dedicated project teams and strategic leads will be assigned to each Pillar.

- A dedicated member/members of the Plymouth Growth Board will act as Champion and work directly with the PCC officer for each of the four Key Pillars.
- A PCC officer will be designated under each of the four pillars to liaise with specific partnerships (therefore including private businesses) and support the Growth Board Champion.

## Pipeline Documents - Plymouths top public and private sector investment priorities

- Driven by specific partnerships, the Plymouth Growth Board will develop documents that outline the public and private investment priorities for each Pillar, outlining actions and progressive steps to address key challenges highlighted in each pillar.
- While the overarching strategic framework will remain stable, the actions themselves will be more fluid, subject to periodic review and tweaked to incorporate new opportunities/interventions as they emerge.

**Timeline moving forward:**

<b>Action</b>	<b>Date</b>
Cabinet	11 <sup>th</sup> March 2024
Deadline for publishing	31 <sup>st</sup> March 2024
Phase 2: Delivery Plans publishing	March 2024-2025