

# Plymouth Economic Strategy (PES) 2024-34.

## Delivery Plan and Project Pipeline (PES Part 2)

### Introduction

This is the Delivery Plan for the Plymouth Economic Strategy 2024-34. It outlines the rationale and projects pipeline for the PES and is referred to as PES Part 2.






**The Plymouth Economic Strategy (PES) 2024-34** has already been approved and published and is referred to as PES Part 1

### Rationale

The rationale for the delivery Plan is as follows:

### Pillars

The approach set out in PES (Part 1) includes four interconnected Pillars, with skills as cross-cutting. These are:

-  Productive Growth & High-Value Jobs
-  Inclusive Growth
-  Sustainable Growth
-  Civic Pride & Regeneration
-  Skills

Each pillar is led by a Cabinet sponsor and at least one Plymouth Growth Board member.

### Investable Themes

Project delivery is shaped around four Investable Themes, with skills as a cross-cutting / integrated pillar:

- Defence Sector and Devonport
- The Waterfront and Maritime
- The Heart of the City Centre
- The North of the City
- Skills

The Investable Themes each focus on a particular locality in Plymouth, however their work overlaps/interrelates and delivers across the whole city where required. A theme is not constrained by geography, although it does have a sense of place. The themes also reflect the national governmental shifts towards mission-led change and its emerging industrial strategy.

### Project Identification

Building on the work done to date, we have identified a number of Project Areas under each Investible Theme. For some of these project areas, there are separate, albeit aligned individual projects. These projects may deliver at a differing pace, however they all contribute to the overall programme.

Projects have been primarily allocated to a theme, although a number of projects can be viewed as city-wide. We also need to ensure that social value is embedded into delivery which will be worked through in more detail once we have approval of the projects in the Delivery Plan.

### Delivery Plan

This Delivery Plan will be refreshed every 2/3 years in order to accurately reflect the current investment priorities of the city, incorporating the defence work, and prioritising projects already in train. We will develop a pipeline and bring forward new projects.

Each theme contains a wide array of project areas that will be categorised and prioritised for investment, supporting Plymouth's long-term growth and sustainability and delivering benefits across the city. Any project will be assessed against the delivery of the outcomes associated with the key pillars in the PES.

The process of project identification has drawn upon the pipeline work developed at a major engagement/consultation session held in Sept 2024. The individual aims were presented to Scrutiny in Oct 2024 alongside projects that have been developed through the Growth Alliance Plymouth (GAP) work in Nov/Dec 2024. GAP will have its own dedicated programme management and will pick up delivery of projects, under the umbrella of the PES.

This has resulted in a set of projects that sit under each Investable Theme. These projects have, wherever possible, resolved discrepancies and duplication.

## Missions

The Delivery Plan has also been developed to demonstrate the role that the city can play in delivering against the milestones for mission-led government through the national 'Plan for Change', specifically:

**Strong Foundations** – the plan will help grow the local and regional economy contributing towards economic stability. It will also support HMNB Devonport and Dockyard in its critical role in national security.

**Kickstarting economic growth** – the plan will deliver growth through partnership working and a focus on innovation and technology that embraces net zero and AI. It will also support local people, graduates and veterans to take advantage of the new opportunities.

**An NHS fit for the future** – the plan will support University Hospitals Plymouth NHS Trust to deliver the improvements at Derriford Hospital.

**Safer streets** – the plan will deliver an enhanced living environment, particularly in the City Centre, creating a safer town centre.

**Break down barriers to opportunity** – the plan has a clear focus on skills from pre-16 education through to post-16 skills. This will raise attainment and achievement amongst our school children while building skills to enable everyone to take advantage of the opportunities that growth will bring.

**Make Britain a clean energy superpower** – the plan makes a significant contribution to net zero in our critical infrastructure, while helping to develop the clean green energy of the future that will drive growth across the city, region and beyond.

## Industrial Strategy

The Delivery Plan has also been developed to align with the emerging Industrial Strategy. The Invest 2035 green paper sets out how the country will deliver growth, with a focus on the 8 growth driving sectors:

- Advanced manufacturing
- Clean energy industries
- Creative industries
- Defence
- Digital and technologies
- Financial services
- Life sciences
- Professional and business services

Plymouth is a leader in all these areas, with the exception of financial services. We have multiple partnership projects across all areas to deliver growth, while never losing sight of the importance of the Pillars in the PES and our commitment to ensuring that social value is at the heart of everything we do.

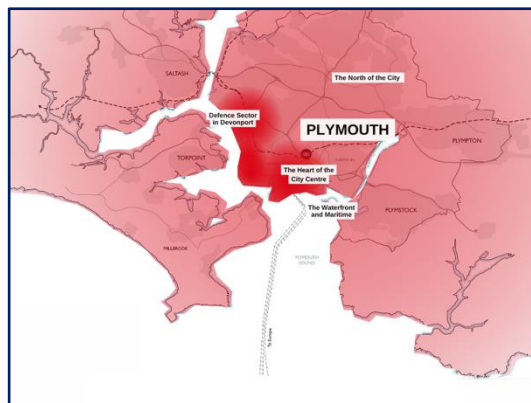
## Projects Pipeline

### Investable Theme - Defence Sector and Devonport

Devonport and the wider defence industry support impacts that extend beyond the city's boundaries. Currently, the defence sector creates 14% of the city's economic output and the Naval Base is the daily workplace for 11,600 workers. The UK's National Nuclear Strategic Plan for Skills has forecast additional national nuclear skills requirements; this includes an increase of 40,000 new roles by 2030. We propose working across government departments to capitalise on the major investments in HMS Devonport Dockyard, learning from good practice across other large investments such as the Olympic games in London and Hinkley in Somerset. Investment in Plymouth is nationally significant and links to investments in Barrow-in-Furness and Derby.

Plymouth's defence supply chain and workforce extend into Cornwall, Torbay and Devon. At the same time, the impacts also need to positively affect the communities of Devonport and the others that sit alongside the dockyard, transforming them from some of the most deprived areas of the city into great places to live and work. At present, however, the city does not have sufficient skilled labour due to legacy challenges of poor education, poor health outcomes and skilled labour retention, and the lack of high-quality housing and entry level graduate housing. This creates risks to local growth, social cohesion and cost increases to the defence programme.

Plymouth City Council, the Royal Navy and Babcock have established Growth Alliance Plymouth as a partnership to ensure the vital defence outputs are delivered into the future; whilst supporting the region's growth, understanding the risks and opportunities and scoping potential solutions.



**Project area: Oceansgate, innovation and business support**      ▪      **Defence Sector & Devonport**

### Supporting local supply chain initiatives

**Project Description:**

We will support local supply chain initiatives to ensure that money stays in the local economy and will do this by helping businesses to access the major public and private sector buyers, as well as supporting this with an associated campaign to raise awareness and continuing support for ‘Find it in Plymouth’.

**Lead organisation:**

Devon Chamber of Commerce

**Partners & other key stakeholders:**

Babcock, PCC, MoD, FSB, private sector and social enterprises

Productive & High-Value Jobs



Inclusive Growth



### Building the Oceansgate Innovation Barns

**Project Description:**

We will build two Innovation Barns at Oceansgate, within the PASD Freeport’s designated South Yard tax site, putting them at the heart of a marine and defence innovation eco-system. This will attract high value employment and encourage innovation.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

PASD Freeport, MoD, Devonport Naval Heritage Centre

Productive Growth & High-Value Jobs



### Supporting the SW Defence and Security Cluster

**Project Description:**

We will continue to support the work of the SW Defence and Security Cluster supporting businesses collaboration and innovation.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** DASA, Innovate UK, PASD Freeport alongside industry, academia/research institutions and government departments, specifically MoD

Productive Growth & High-Value Jobs



### Establishing the Maritime Autonomous System Centre of Expertise

**Project Description:**

We will work with the MoD to support the establishment of a MoD/Navy maritime autonomous system Centre of Expertise (MASCoE) in Plymouth, bringing together Royal Navy innovation and high-tech facilities to the dockyard, specifically targeting Marine Autonomy to enhance Plymouth as the national centre for Marine Autonomy.

**Lead organisation:** Ministry of Defence

**Partners & other key stakeholders:** Navy, NATO, UK Hydrographic Office, PASD Freeport, University of Plymouth

Productive Growth & High-Value Jobs



**Project area: Oceansgate, innovation and business support**      ▪      **Defence Sector & Devonport**

**Strengthening the interface between business and research**

**Project Description:**

We will work with the University of Plymouth to strengthen the interface between manufacturing and defence SMEs / research institutions.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, research organisations, Plymouth Manufacturers' Group, local SMEs, PASD Freeport

Productive Growth & High-Value Jobs



**Developing the skills work with Babcock and the MoD**

**Project Description:**

We will support City College Plymouth and partners to develop their work with Babcock and the MoD to drive growth and employment.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** University of Plymouth, Babcock, MoD

Productive Growth & High-Value Jobs



Inclusive Growth & Skills



**Project area: Helping local people benefit from investment**      **Defence Sector & Devonport**

**Championing good business models**

**Project Description:**

There are lots of businesses in Plymouth who are working individually and through strong, collective approaches to improve the benefits of the economy for those who face challenges and disadvantage to achieving their optimum economic participation. We will actively champion and amplify businesses’ efforts to improve incomes and economic activity. People in our target communities will see local employers and their employees as allies in providing routes out of poverty. Everyone will understand the priorities for action. As a result, the economy will offer better access to good jobs for a wide range of different skill types and levels with flexibility to support people from the target audiences.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth Growth Board and other businesses who are taking action to improve income and levels of economic activity for the target audiences as identified in the Growth Strategy

Inclusive Growth

Productive Growth & High-Value Jobs & Skills



**Building pathways to employment**

**Project Description:**

We will support a range of activities to increase the visibility of job opportunities in defence and manufacturing and build effective pathways for all, particularly focusing on deprived wards and people not in work. This will be universal, but with a specific focus on young people who are NEET and those with SEND.

**Lead organisation:** Babcock

**Partners & other key stakeholders:**

Plymouth City Council, skills providers, employers, local VCSE organisations

Inclusive Growth

Productive Growth & High-Value Jobs & Skills



**Increasing accessibility to local jobs**

**Project Description:**

We will identify new ways to increase accessibility of jobs across the city, particularly for those from target audiences. Long-term sickness, low women’s wages and deprivation are persistent symptoms of underlying economic issues and will need innovative approaches to achieve change. A voluntary, structured partnership will enable coordination to make a bigger impact. Workstreams are expected to be workforce, supply chain and community/place making.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Large Anchor collaboration, Building Plymouth Client Group – Babcock, University of Plymouth, University Hospitals Plymouth NHS Trust, Plymouth Community Homes & others as appropriate. Human resources, procurement outreach professionals.

Inclusive Growth

Productive Growth & High-Value Jobs, Civic Pride & Regeneration & Skills



**Project area: Devonport place-making**      **Defence Sector & Devonport**

### Establishing Devonport as a ‘Creative Cluster’

#### Project Description:

We will support the development of creative and cultural industries in Devonport, within the overarching creative and cultural offer. We recognise the need to increase the visibility of businesses and jobs as many defence jobs are ‘beyond the wire/wall’. As part of developing a vibrant creative quarter, we will develop the creative and cultural offer to make Devonport and the west of the city a desirable destination to live, work and play. This includes supporting local festivals, breathing new life into redundant or under used spaces, working with key anchor institutions and activating the nighttime economy. We will work with the large-scale businesses related to developments in the dockyard, and their supply chains to unlock social value, building better links between the dockyard and the community that sits alongside it.

**Lead organisation:** Real Ideas Organisation

#### Partners & other key stakeholders:

Plymouth Community Homes, Arts University Plymouth, University of Plymouth, other partners and stakeholders

Civic Pride & Regeneration

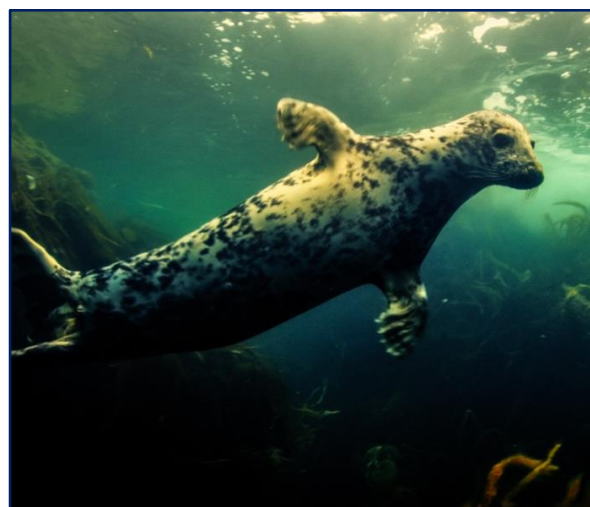
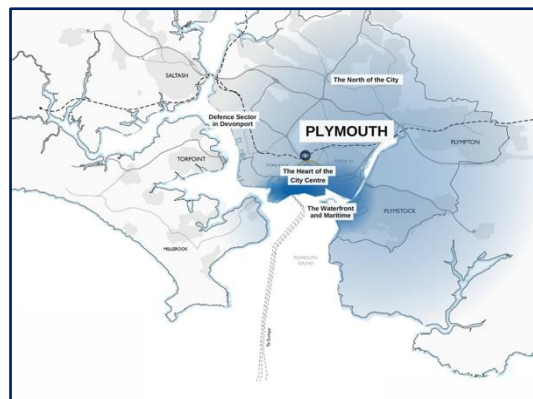
Productive Growth & High-Value  
Inclusive Growth & Skills



## Projects Pipeline: Investable Theme - The Waterfront and Maritime

Plymouth is proudly recognised as Britain’s Ocean City, home to the UK’s first National Marine Park and a cluster of world-class marine businesses and leading research institutions and facilities such as the Smart Sound. It is a unique port as it is a genuinely mixed-use port. There is no other port in the country which has the diversity of operations at scale than Plymouth. It has defence operations, leisure with 1,500 gold star marina berths, a large mixed fishing fleet, international ferry routes and a freight port.

These components make it internationally strategic for defending the Atlantic and Western Approaches, providing the freight routes for fuel, an important leisure and community asset. In order to fully harness opportunities in the marine sectors, such as Floating Offshore Wind, marine autonomy and marine high-tech manufacturing, it is important that we continue to invest in our port and waterfront infrastructure, ensuring our assets are future proofed. At the same time, we need to tackle barriers that prevent significant numbers of Plymouth’s residents accessing the new high-quality jobs and connecting with the marine opportunities associated with Britain’s Ocean City.





**Project area: Plymouth and South Devon PASD Freeport**      ▪      **The Waterfront & Maritime**

### Supporting and Maximising the Impact of Plymouth and South Devon PASD Freeport

**Project Description:**

PASD Freeport aims to unlock employment land and workspace after many years of inactivity, overcoming long-standing viability gaps and supporting business clustering, jobs creation and skills. This delivers against the national Freeport programme’s core policy objectives to create national hubs for Trade & Investment, promote regeneration and job creation; and create hotbeds for innovation - focusing on the target sectors of marine, defence and space as well as advanced manufacturing/ engineering and Net Zero tech. We will support these endeavours through our role within the Freeport’s Governing Body and through our Accountable Body function. This will include financial oversight of the capital programme, promoting the Freeport opportunity to help secure lead generation, aligning skills requirements and supporting its integration within the city’s innovation ecosystem to maximise the Freeport’s potential as a major economic policy intervention.

**Lead organisation:**

PASD Freeport

**Partners & other key stakeholders:**

Plymouth City Council, Devon County Council, South Hams District Council, University of Plymouth, MoD, Princess Yachts, Babcock, Carlton Power, the Sherford Consortium

Productive Growth & High-Value Jobs



Sustainable Growth & Skills



**Project area: Autonomy and innovation**      ▪      **The Waterfront & Maritime**

### Establishing an Advance Marine Technology Hub

**Project Description:** We will develop a city proposition for Advanced Marine Technology that takes advantage of the geography and existing facilities in Plymouth, comprising a MOD Maritime Autonomous System Centre of Expertise, combined with a University of Plymouth led Advanced Marine Technology Innovation Hub (engaging other MRP Partners) to drive innovation in Marine Autonomy and associated Advanced Sensor Technology. This application will enable emerging priorities for Defence, Security and offshore Commercial Application, leveraging existing investments at Oceansgate and engagement from the Future at Seas Technology Cluster.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** MoD, Navy, Plymouth Marine Laboratory, The Crown Estates, PASD Freeport, FAST cluster

Productive Growth & High-Value Jobs



Inclusive Growth & Skills



**Project area: Autonomy and innovation**      ▪ **The Waterfront & Maritime**

### Growing Smart Sound Plymouth

**Project Description:** We will invest in Smart Sound to elevate world-class facilities, creating a premier surface and sub-sea marine robotics testing hub. Advance regulatory frameworks for autonomous systems and establish the UK’s first accredited marine autonomy trials authority, working with PASD Freeport to leverage the national Freeport Regulatory Engagement Network (FREN). We will strengthen the FAST cluster, driving growth in the UK’s marine autonomy and technology sector.

**Lead organisation:** Plymouth Marine Laboratory

**Partners & other key stakeholders:** University of Plymouth, Marine Biological Association, PASD Freeport and industry engagement through the FAST cluster partners

Productivity Growth & High-Value Jobs



Sustainable Growth



### Supporting and engaging with Maritime UK SW

**Project Description:** We will continue to actively support and engage with Maritime UK SW to drive growth. Maritime UK South West is a public, business, research partnership which brings together the breadth of the ocean economy, working in partnership to champion, grow and clean the sector. The cluster aims to champion and promote the SW Ocean Economy, internally, nationally and abroad, drive clean growth and build centres of excellence to maintain regional competitive advantage.

**Lead organisation:** Maritime UK South West

**Partners & other key stakeholders:** Plymouth City Council, academic/research institutions, private sector

Productive Growth & High-Value Jobs



Sustainable Growth



### Creating an Innovation Taskforce

**Project Description:** We will create an Innovation Taskforce.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, research organisations, Plymouth Science Park, PASD Freeport, innovation businesses, relevant government departments, Plymouth City Council

Productive Growth & High-Value Jobs



Sustainable Growth



**Project area: Port development** ▪ **The Waterfront & Maritime**

### Investing in shore power / net zero infrastructure

**Project Description:**

We will invest in shore power and net zero infrastructure supporting the port operations at Millbay. This will include facilitating additional private sector investment into Millbay by Associated British Ports, safeguarding Brittany Ferries’ long-term commitment to the city and other passenger and freight operations.

**Lead organisation:** Associated British Ports

**Partners & other key stakeholders:**

Brittany Ferries, Destination Plymouth, University of Plymouth, Plymouth City Council

Sustainable Growth



Productive Growth & High-Value Jobs



### Supporting Port Operations

**Project Description:**

We will support our port operators. Our ports are strategically important to the city, for international trade. By supporting the port operators, we will grow both sea freight volumes and the frequency of Brittany Ferries’ routes from the city.

**Lead organisation:** Cattewater Harbour Commissioners

**Partners and other key stakeholders:**

Port operators, Brittany Ferries, Plymouth City Council

Sustainable Growth



Productive Growth & High-Value Jobs



### Supporting Floating Offshore Wind (FLOW)

**Project Description:**

We will proactively support inward investment linked to the Celtic Array floating offshore wind (FLOW). This represents a significant opportunity for the city, particularly around the University of Plymouth’s research and testing capabilities, Turnchapel’s autonomy cluster for marine surveying, specialist maritime training facilities and attracting new investment into the PASD Freeport

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** PASD

Freeport, FAST cluster, private sector

Sustainable Growth



Productive Growth & High-Value Jobs



**Project area: Port development**

▪ **The Waterfront & Maritime**

**Investing in our under-utilised waterfront sites**

**Project Description:**

We will support private sector investment in the underutilised sites adjacent to the water (Pomphlett Jetty, Turnchapel Wharfs and land behind Victoria Wharf).

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Private sector

Sustainable Growth



Productive Growth & High-Value Jobs



**Retaining our fishing industry**

**Project Description:** We will work with partners to ensure that sustainable fishing can continue to be based in Plymouth, with the facilities to land / sell their catch.

**Lead organisation:** Plymouth City Council

**Partners and other key stakeholders:**

Sutton Harbour Group, Plymouth Fishing and Seafood Association, Cattewater Harbour Commissioners

Sustainable Growth



**Project area: Plymouth Sound National Marine Park**      **The Waterfront & Maritime**

### Completing the delivery of the major capital investments

**Project Description:** We will complete the major capital investments across the Sound at Tinside Lido, Mount Batten Watersports and Activities Centre and Mount Edgumbe Garden Battery.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Plymouth Active Leisure, Mount Batten Watersports and Activities Centre, Cornwall Council

Civic Pride and Regeneration

Inclusive Growth  
Sustainable Growth



### Delivering the 'Sea in our School' programme

**Project Description:** We will deliver a Key Stage 2 schools engagement programme where all Year 3 students in school in Plymouth are invited to partake. We are raising awareness of the PSNMP with physical, virtual & outreach experiences, to raise aspirations & encourage interest in marine careers.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Schools, Ocean Conservation Trust, Plymouth Active Leisure, Mount Batten Watersports and Activities Centre, Cornwall Council

Civic Pride and Regeneration

Skills



### Developing and delivering a creative digital PSNMP Programme

**Project Description:** We will secure external funding to develop and deliver a transformational cultural programme of creative digital work in support of the PSNMP ambition to reconnect citizens to the sea. This will transform audience development strategies across the culture sector to build sustainable audiences for culture and will establish Plymouth as a centre of excellence for creative/marine/environmental collaborations.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** The Box, Theatre Royal Plymouth, University of Plymouth, Arts University Plymouth, Real Ideas, Plymouth Sound National Marine Park, Ocean Conservation Trust

Civic Pride and Regeneration

Skills

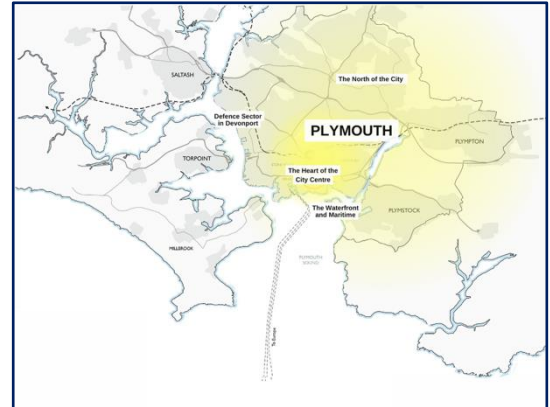


## Projects Pipeline: Investable Theme - The Heart of the City Centre

Without the infrastructure to attract new people to relocate to the city, we will not attract and retain sufficient people to meet the needs of defence and other growth projects such as FLOW. This includes new homes, health care facilities and a city centre which is attractive to single young people, family homes, retirement properties and affordable housing.

Plymouth has a long-term ambition to create a new ‘Town within the City Centre’ through a series of transformative investments that will deliver at least 10,000 additional homes in the city centre, however, the financial viability of developments remains a significant challenge. This attraction and retainment of the top talent is particularly important for high-growth sectors that rely on the recruitment of graduates and apprentices. To achieve this, the city centre should instil a sense of pride, safety and desirability as a place to live, work and visit.

The goal should be to deliver a liveable centre that supports at least 10,000 homes and provides the quality of experience to match the world class quality of the marine environment and reflecting the distinctive competitive strength of Plymouth as a location for marine based activities.



**Project area: Town within the city centre**      ▪      **The Heart of the City Centre**

### Delivering the city centre masterplan

**Project Description:** We will secure ministerial sponsorship and support for an ambitious city centre masterplan that leads to delivery of new and affordable homes at scale, and consideration of Plymouth in priority housing programmes, including by the New Towns Taskforce.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**  
Homes England

Civic Pride and Regeneration



### Plymouth Heat Network

**Project Description:** We will procure a Development Partner to invest in, deliver, operate and expand a zonal heat network, starting with an initial phase into the City Centre, harnessing a significant waste heat source, and intended to provide heating and cooling services to buildings in this area. New heat network zoning regulations are being introduced nationally (under the Energy Act 2023), where heat networks have been assessed to be the lowest cost, low carbon heat solution. Construction of the initial phase is intended to start later in 2026 and will take a number of years to complete, with the first heat to buildings anticipated from 2028. Heat networks have been identified as a low/no regret technology for heat decarbonisation, core to the future net zero transition and meeting our national net zero trajectory. In Plymouth, this heat network offers the potential for up to 5% reduction in the city’s carbon emissions. This will bring in significant green investment and green skills and jobs.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**  
Plymouth City Council are working closely with the Department of Energy Security & Net Zero, who are supporting this process. A range of key stakeholders have been engaged in the City Centre as potential heat customers.

Sustainable Growth



Productive Growth and High Value Jobs



### Investing in our priority sites

**Project Description:** We will secure priority site investment to include additional funding for the Civic Centre, working with City College Plymouth to develop a Blue / Green Skills Centre. We will also work on the acquisition of sites and master planning at Armada North.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** City College Plymouth, Homes England

Civic Pride and Regeneration



Skills



**Project area: Town within the city centre**

▪ **The Heart of the City Centre**

**Regenerating the West End**

**Project Description:** We will regenerate the West End of the city centre to build on the momentum created through the delivery of the recently commenced Community Diagnostics Centre to improve access to health care in the city centre.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**  
University Hospitals Plymouth NHS Trust

Civic Pride and Regeneration



Inclusive Growth



**Developing a Joint Vehicle**

**Project Description:** We will develop a Joint Venture (JV) vehicle with government to accelerate land acquisition, infrastructure funding and housing delivery.

**Lead organisation:** Plymouth City Council

**Partners and other key stakeholders:**  
Homes England

Civic Pride and Regeneration





**Project area: Cultural and community place-making**      **The Heart of the City Centre**

### Improving our public realm

**Project Description:** We will undertake public realm improvements, including completing Armada Way and Brunel Plaza, as well as contributing to building climate resilience for the businesses in the city centre

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Plymouth City Centre Company, British Land

Civic Pride and Regeneration

Sustainable Growth



### Creating Culture and Creative Clusters

**Project Description:** We will create Culture and Creative Clusters to improve the visibility of the sector and enable businesses to cluster to benefit from proximity to skills, customers and knowledge. Clusters will form around existing anchor organisations including

- 1) Culture Cluster around The Box and Universities
- 2) Performance Cluster around TRP extending from the Guildhall to the Millennium
- 3) CreaTech Cluster around Market Hall and
- 4) Production Park around TR2.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** The Box, Theatre Royal Plymouth, Real Ideas, Arts University Plymouth, University of Plymouth, Plymouth City Council

Civic Pride and Regeneration

Productive Growth and High Value Job



### Establishing a Creative and Cultural Business Support and Investment programme

**Project Description:** We will establish a Creative and Cultural business support and investment programme to support creative businesses in the clusters to start and grow. The programme will be tailored to the sector needs and focus on every stage of business development with improved access to finance.

**Lead organisation:** Plymouth Culture

**Partners and other key stakeholders:** University of Plymouth, Arts University Plymouth, Real Ideas, Creative UK, Plymouth City Council

Civic Pride and Regeneration

Productive Growth and High Value Jobs



**Project area: Cultural and community place-making**      ▪      **The Heart of the City Centre**

**Growing the night-time economy**

**Project Description:** We will establish a Night-Time Economy (NTE) office and appoint an officer to create a NTE strategy in collaboration with city stakeholders as a key component of city centre regeneration.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** Plymouth Music CIC, Business Improvement Districts, Theatre Royal Plymouth, University of Plymouth, Plymouth City Council and Destination Plymouth

Civic Pride and Regeneration



**Empowering our community sector**

**Project Description:** We will empower community groups and social enterprises to be resilient and lead lasting change in communities. We will do this by creating a Land Exchange to reduce barriers to community ownership of local assets, attract investment and implement the Community Right to Buy; and by strengthening community infrastructure to address local needs and opportunities.

**Lead organisation(s):** Community Economic Development Trusts

**Partners & other key stakeholders:** Plymouth Social Enterprise Network; Plymouth Octopus Project; Plymouth Culture; Nudge Community Builders; Real Ideas; Four Greens Community Trust, Millfields CEDT, Wolseley Trust, Plymouth City Council and local communities

Civic Pride and Regeneration



Inclusive Growth



**Project area: City image and brand**      ▪      **The Heart of the City Centre**

**Repositioning the city's image and brand**

**Project Description:** We will maintain support for the work to improve the perception of Plymouth as a place to live, work, invest, study

**Lead organisation:** Destination Plymouth

**Partners & other key stakeholders:** Plymouth City Council, Plymouth Growth Board partners

Civic Pride and Regeneration



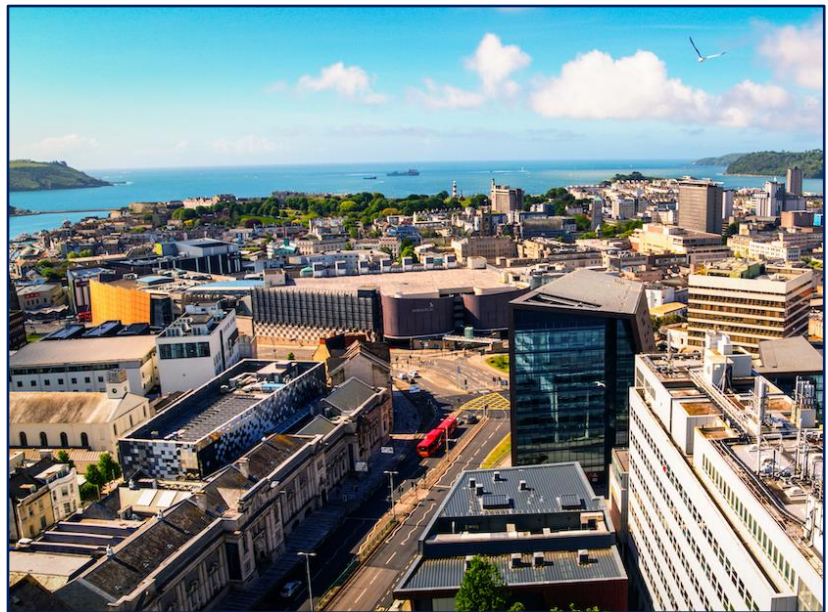
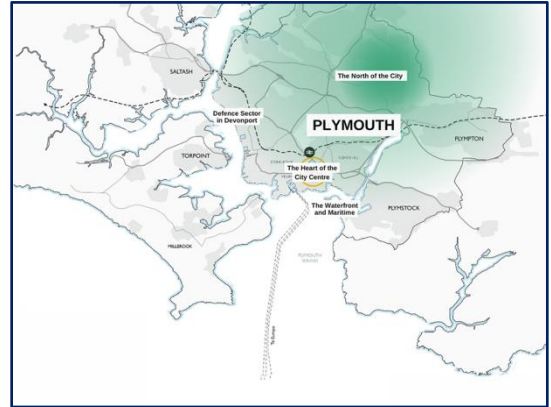
Skills



## Projects Pipeline: Investable Theme - The North of the City

The north of Plymouth plays an important role in the city's economic landscape; it serves as a location for key institutions such as Derriford Hospital, Plymouth Marjon University and Plymouth Science Park. It is also a hub for our manufacturing sector, which represents a vital key sector of the city's economy. Focusing investment in this area is essential to support the growth of these industries, ensuring they can continue to thrive and attract highly skilled workers.

By enhancing infrastructure and facilitating the development of innovation and expansion, we can strengthen these institutions within a national and global context. Positioning Plymouth at the forefront for healthcare, research and manufacturing will not only boost the local economy but also generate more balanced, sustainable and fair growth across the city, particularly in communities that are struggling.



**Project area: Plymouth Heat Network**      ▪      **The North of the City**

### **Plymouth Heat Network**

**Project Description:** We will procure a Development Partner to invest in, deliver, operate and expand a zonal heat network, to provide heating and cooling services to buildings in the Derriford zonal area. New heat network zoning regulations are being introduced nationally (under the Energy Act 2023), where heat networks have been assessed to be the lowest cost, low carbon heat solution. Heat networks have been identified as a low/no regret technology for heat decarbonisation, core to the future net zero transition and meeting our national net zero trajectory. In Plymouth, this heat network offers the potential for up to 5% reduction in the city’s carbon emissions. This will bring in significant green investment and green skills and jobs.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Plymouth City Council are working closely with the Department of Energy Security & Net Zero, who are supporting this process. A range of key stakeholders have been engaged in the Derriford area as potential heat customers.

Sustainable Growth



Productive Growth and High Value Jobs



**Project area: Growing the health-tech, life science and healthcare sectors**      ▪      **The North of the City**

### **Growing the health-tech, life science and healthcare sectors**

**Project Description:** We will reimagine Plymouth Science Park as part of a city-wide and regional eco-system, including the Health-tech & Life Sciences Accelerator Facility, transforming Plymouth Science Park into a thriving ecosystem that attracts and retains a diverse range of high-quality tenants. This will be delivered under the strapline of “innovation starts here”. STEM Innovation will be embedded in the culture of the tenants we seek to attract to Plymouth Science Park.

**Lead organisation:** Plymouth Science Park

**Partners & other key stakeholders:** University Hospitals Plymouth NHS Trust (Derriford Hospital), University of Plymouth, Plymouth City Council, Tech South-West and other major stakeholders

Productive Growth and High Value Jobs



Sustainable Growth



**Project area: Strengthening supply chains for University Hospitals Plymouth NHS Trust**      ▪      The North of the City

### Strengthening supply chains for University Hospitals Plymouth NHS Trust

**Project Description:** We will work with the University Hospitals Plymouth NHS Trust to support their supply chain specifically around construction, working with Building Plymouth and others. This aligns with the Construction Taskforce project set out under the skills theme.

**Lead organisation:** University Hospitals Plymouth NHS Trust

**Partners & other key stakeholders:** Building Plymouth and supply chains

Productive Growth and High Value Jobs

Skills



**Project area: Supporting our manufacturing sector**      ▪      The North of the City

### Supporting our manufacturing sector (city-wide)

**Project Description:** We will develop a dedicated support programme for the city’s manufacturing sector, to enable the successful businesses and wider sector to grow from its established roots. This includes addressing the lack of industrial space, skills gaps and the ageing demographic of skilled workers in manufacturing, while encouraging and supporting innovation. We will work with businesses to foster the cross-pollination of ideas, services and skills across the sectors (not just with defence) wherever possible, thus enhancing the city’s competitive edge with potential for ground-breaking work.

**Lead organisation:** Plymouth Manufacturers’ Group

**Partners & other key stakeholders:** Plymouth City Council, Plymouth Science Park, National Composites Centre and wider HVM Catapult Network, Innovate UK, FE & HE anchor institutions, other relevant Training Providers, PASD Freeport, Careers Hub, Devon Chamber of Commerce (LSIP), other sector specific support bodies as necessary, Make UK, SWMN

Productive Growth and High Value Jobs

Skills



**Project area: Supporting our tech sector**

▪ The North of the City

**Supporting our tech sector (city-wide)**

**Project Description:** We will create a campaign, linked to the city brand, to encourage the creation of new digital and tech businesses (relocation and growth) with a focus on innovation and generating IP. This will support a growing CreaTech sector and underpin innovation across all sectors. Key technology domains for Plymouth to focus interventions on will be cybersecurity, visualisation and AI.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** University of Plymouth, Real Ideas, Digital Plymouth, Destination Plymouth, Plymouth City Council

Productive Growth and High Value Jobs

Skills



**Project area: Supporting our start-ups and entrepreneurs**

▪ The North of the City

**Supporting our start-ups and entrepreneurs (city-wide)**

**Project Description:** We will work with partners and stakeholders to facilitate start up and entrepreneurial support. This includes ongoing support of the 'Find it in Plymouth' platform, The Cube and, potentially, dedicated commissioned provision.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Devon Chamber of Commerce, University of Plymouth, Plymouth Science Park, commissioned providers

Productive Growth and High Value Jobs

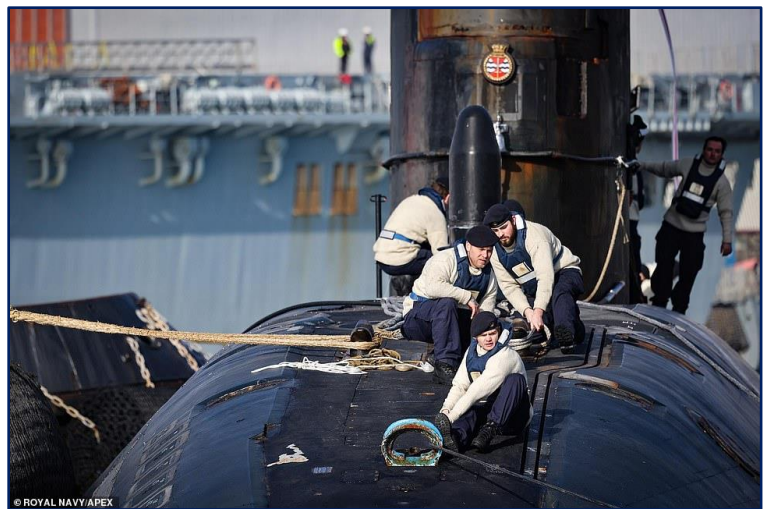
Inclusive Growth



## Projects Pipeline: Investable Theme - Skills

Skills and workforce development is a cross-cutting pillar within the Economic Strategy. We must ensure that the city has the workforce it needs to meet future and current growth. The opportunities identified in the Investable Themes will grow the economy. We must work with our residents, skills providers and employers to ensure everyone has equal opportunity and employers can draw upon a committed and qualified workforce.

The projects below are designed to meet these needs through an approach that reaches out across the city and beyond. This can be defined as a skills escalator. The city needs to provide firm educational foundations for our local children, train/upskill our adults and retain the talent that comes into the city through our academic institutions and armed forces.



**Project area: Reinforcing our Pre 16 education system to meet future workforce needs**

▪ Skills

### **Accelerating the local belonging framework**

**Project Description:** We will accelerate the local belonging framework to increase inclusion. This includes enhanced transition for some children and young people at KS 2 to 3, KS 3 to 4 and KS 4 to 5. In addition, we will deliver an inclusive leadership & de-escalation training.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholder(s):**  
Place-based Working Group

Inclusive Growth



Skills



### **Investing in Early Help**

**Project Description:** We will support families who do not or no longer meet the threshold for a statutory intervention. Early help and early interventions will be provided from early years through to adolescence, and support will be provided to parents, children or whole families.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**  
Multi-agency partners

Inclusive Growth



Skills





**Project area: Supporting and building the capacity of our Post 16 providers** ▪ **Skills**

**Levering existing resources to address skills priorities**

**Project Description:** We will work with the strategic skills leads and employers to create a formal partnership / taskforce to lever existing resources to focus on the city’s skills priorities.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers Network, Plymouth City Council, employer representatives

Skills



Inclusive Growth



**Building provider capacity**

**Project Description:** We will maintain support and advocate for the growth of our FE and HE anchor institutions, specifically in their requests for funding; while supporting our ITPs to increase their capacity to meet the growth needs that will arise through the GAP.

**Lead organisation:** City College Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers’ Network, Plymouth City Council

Skills



Inclusive Growth



**Project area: Supporting and developing the current and future workforce** ▪ **Skills**

### Developing skills brokerage

**Project Description:** We will explore a ‘single approach’ with partners to skills brokerage, while continuing to support Skills Launchpad Plymouth, Building Plymouth and other partners working to increase the breadth and depth of the talent pipeline.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers’ Network, DWP, employer representatives, local VCSE organisations

Skills

Inclusive Growth



### Enhancing cultural education

**Project Description:** We will develop the Cultural Education Partnership to create a Creative and Cultural Sector partnership that can champion and support creative pathways into the creative industries and wider creative economy. This will support the cultural capital of young people, evolving a workforce for the future economy which embeds and values creativity and innovation.

**Lead organisation:** Plymouth Culture

**Partners & other key stakeholders:** Plymouth Cultural Education Partnership, Plymouth City Council

Skills

Inclusive Growth



### Increasing the number and quality of work experience

**Project Description:** We will work with partners to increase the number and quality of Work Experience opportunities, including Supported Internships and Supported Apprenticeships.

**Lead organisation:** Plymouth City Council

**Partners and other key stakeholders:** FE & HE anchor institutions, Devon & Cornwall Training Providers’ Network, Careers Hub, DWP, employer representatives, local VCSE organisations

Skills

Inclusive Growth



**Project area: Talent retention** ▪ Skills

### Retaining graduates

**Project Description:** We will work with FE and HE anchor institution partners to improve student experience and build civic engagement to increase student commitment to the city, contributing to graduate retention.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, Destination Plymouth, Plymouth City Council

Skills

Civic Pride and Regeneration,  
Productive Growth & High Value Jobs



### Retaining veterans

**Project Description:** We will work with the Armed Forces covenant and organisations supporting ex-service personnel to support veterans to overcome challenges and access opportunities, including work with Up and around the military covenant focusing on careers transitions.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** Armed Forces Covenant, FE & HE anchor institutions

Skills

Inclusive Growth, Productive Growth  
& High Value Jobs



### Building recruitment events

**Project Description:** We will work with FE & HE providers to develop / build on annual sector-focused recruitment events where students meet employers as they approach the end of their studies.

**Lead organisation:** University of Plymouth

**Partners & other key stakeholders:** FE & HE anchor institutions, DCTPN, Destination Plymouth, Plymouth City Council, employer representatives

Skills

Inclusive Growth, Productive Growth  
& High Value Jobs



**Project area: Support for economically inactive people and NEET young people** ▪ Skills

### Supporting those furthest from the labour market

**Project Description:** We will ensure that Plymouth receives an allocation of funding that meets the needs of the city from Get Britain Working. This includes the new Connect to Work programme and to be a pilot area for new initiatives, such as the Youth Guarantee and National Youth Strategy.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:** DWP, NHS, voluntary and community sector partners

Inclusive Growth



Skills



**Project area: Construction and aligned skills** ▪ Skills

### Establishing a Construction Taskforce

**Project Description:** We will establish a Construction Taskforce, to look at the best way to drive the construction market to respond to the huge demand in Plymouth and across the region. The taskforce will need to work with Building Plymouth and other key stakeholders in the sector and could lead to a construction summit.

**Lead organisation:** Homes England

**Partners and other key stakeholders:** Building Plymouth, University of Plymouth, City College Plymouth, Babcock, University Hospitals Plymouth NHS Trust, Plymouth City Council

Skills

Inclusive Growth, Productive Growth & High Value Jobs



### Adopting new modes of construction

**Project Description:** We will work with partners to attract investment into new and accelerated modes of construction to meet increased demand for housing in the city and beyond.

**Lead organisation:** Building Plymouth

**Partners & other key stakeholders:** Homes England, University of Plymouth, City College Plymouth, Babcock, University Hospitals Plymouth NHS Trust, Plymouth City Council

Sustainable Growth

Civic Pride and Regeneration, Skills



**Underpinning area: Adapting to climate change**

**Accelerating efforts to deliver a green estate**

**Project Description:** We will lead the way to ensure that we embed net zero in to all aspects of new build and retrofit within our estate, sharing and encouraging best practice with other estate owners in the city. We are committed to climate adaptation and building resilience in our infrastructure and processes.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

Plymouth Growth Board partners, Building Plymouth

Sustainable Growth

Civic Pride and Regeneration



**Enabling Plymouth Climate Adaptation**

**Project Description:** We will produce a Climate Adaptation Plan to ensure that Plymouth develops suitable strategies, particularly to address / adapt to projected sea level rise.

**Lead organisation:** Plymouth City Council

**Partners & other key stakeholders:**

University of Plymouth, Plymouth Sound National Marine Park, Plymouth Growth Board partners

Sustainable Growth

Civic Pride and Regeneration



## Monitoring

The projects set out in this Delivery Plan are all in train. Some are already underway, some are about to start and some are in development. The intention is to have a single programme management system under the Economic Strategy, but to keep this light touch. We do not want to introduce an additional layer of bureaucracy for projects as many will already have monitoring requirements in place from funders.

We will, however, engage and work with all project lead organisations to monitor progress against the PES KPIs, ensure that social value is embedded into delivery and remains aligned to the key pillars. We will also produce a funding pipeline for all projects to ensure that they are financially viable. A funding pipeline will also enable us to identify gaps in funding and potential funding sources for projects in development. Lead organisations and partners will be responsible for securing and being accountable for funding.

We will report on a Pillar basis to the Plymouth Growth Board, provide regular updates to both Scrutiny and Cabinet and work closely with the GAP programme management team.

Finally, we will remain open to new opportunities, so the Delivery Plan will be flexible adjusting to both changing need and changing policy.

## Regional Partnership Working

As a city, we are stronger when we work with our regional partners. We work closely with colleagues in neighbouring authorities, as well as our local Members of Parliament and the skills and innovation eco-system across the South West peninsula.

Plymouth is critical to the regional economy. The city has an extensive Travel to Work Area and our Functional Economic Area has reach beyond the city's boundaries in to Cornwall and Devon. As a result, there are a number of projects within this Delivery Plan, including PASD Freeport and GAP, that have a wider footprint than Plymouth. This is also reflected in the business and innovation ecosystem and the work carried out by our academic and research institutions across the South West.

Ultimately delivering growth is a collaborative effort, so we will continue to work closely with business and the voluntary and community sector across Plymouth and beyond to ensure that our city, our region and our country is stronger and more resilient in the future.