

Foreword

We have big plans for Plymouth. We want to be a leading European city; we are hungry for growth and want to flourish in a way that will benefit everyone.

As well as playing on the international stage, we want to see the city develop its role as the powerhouse for this part of the region. But such ambitions need investment and this plan sets out what is needed.

As well as what we want to achieve, this plan shows how far we have come. Plymouth is delivering: Life Centre, East End Transport Scheme, West End public realm to name but a few. Not only is development happening across the city, but the main agencies are working to deliver important projects.

And this is being achieved even during the recession: the Council's Market Recovery Action Plan resulted in over £100 million worth of development last year - development that probably would not have happened otherwise. We are at the forefront of the Local Development Framework process and are well on the way to achieving the tough targets we set to keep our vision on track.

Public sector agencies here are committed to working together and to make substantial investment in infrastructure and facilities, to help unlock other development opportunities. Investing in the necessary infrastructure increases business confidence and is a catalyst to private sector investment.

As we move into a new era of public sector financial restraint, more than ever we need to invest wisely. As a result, this plan sets out a series of investment priorities, which are critical to achieving the city's vision and where it is essential that the public sector takes the lead.

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Introduction

This is Plymouth's first Local Investment Plan. The Plan is the product of the Homes and Community Agency's Single Conversation which is their most important business planning process.

It is a new way of working - seeking to align the resources of key public agencies behind the city's agreed Vision. As such it not only secures the delivery of key priorities, but it also adds value by encouraging those agencies to work together. There is much to be gained by working smarter together. Hence it is as much a discipline as it is a document. The process will be refined over time as the long-term relationships that are critical to success develop and mature. The Plan is a living iterative document.

By robustly setting out the city's priorities, the Investment Plan exerts influence in two directions: it seeks to influence the spending plans of key partners; and it sets a robust framework to guide delivery agencies.

This first Investment Plan concentrates on housing, transport, the economy and regeneration. It covers the year from April 2010 to March 2011 in greatest detail, with a strong indication of priorities for the 3 years following that. Whilst in that sense it is a pilot, it is nevertheless a robust statement of investment for the future. Much of the funding identified in this first year is already committed which has influenced the scope of the projects included.

The Investment Plan does not seek to make policy: strategic direction is robustly established by the Sustainable Community Strategy, Local Development Framework, the Local Economic Strategy, the Local Transport Plan and the Housing Strategy amongst others. Similarly it is not a detailed programming document. For example infrastructure planning and coordination is included within the emerging Infrastructure Delivery Plan. There is therefore a two-way relationship between the Investment Plan and the Infrastructure Delivery Plan. The Investment Plan will influence the programming within the Infrastructure Delivery Plan because it establishes priorities; the Infrastructure Delivery Plan will influence the Investment Plan because it deals with the reality of timescales, interrelationships etc.

The priorities in this plan are based on those things that are required in the short to medium term to support achievement of the vision. Those projects not identified for investment in this plan have not been removed from the overall programme: they will appear later. The priorities identified are those that are needed to secure transformational change.

The Plan identifies firm investment commitments for 2010/2011 and strong indicative investment requirements for 2011-2014 and beyond. Our intention is to refine the process, the priorities and the levels of investment required over the first half of 2010/2011, in preparation for a second Investment Plan towards the end of 2010. This will also allow us time to bring the Investment

Plan into the same timescales as other key documents such as the Comprehensive Spending Review, the Local Transport Plan and the Local Area Agreement, and to encompass other investment requirements – for health, schools, police, higher education etc. The Plan will be used not only as a delivery plan for the city’s priority projects, but also a bidding document to other agencies and funding sources. This first Plan will be a living and emerging document. There are 8 sections:

1. Introduction
 2. Plymouth’s Vision and rationale for investment
 3. The City’s Priorities
 4. The Investment
 5. Delivery and Governance
 6. Monitoring and Review
 7. Towards Investment Plan 2
 8. Evidence and References
- Annex 1: Project Listings
 Annex 2: Suggested Prioritising Framework
 Annex 3: Meeting National and Regional Targets
 Annex 4: Governance Architecture

There are a number of initiatives emerging at this time, aimed at improving the performance of the public sector. This Investment Plan is complementary to, for example, the Total Place and Total Capital pilot programmes and we will explore in more detail how all these can work together to best advantage.

The Total Place initiative sets a new direction for local public services and enables local areas to explore innovative ideas and solutions to change the way public services are delivered, both at a local level and in conjunction with central government (*Total Place: a whole area approach to public services*).

Total Capital looks at increasing the efficiency of capital investments and public sector assets in a place or city region, in part by encouraging more co-location of services and shared procurement of common infrastructure (*Putting the Frontline First: smarter government*).

The Plan sends a clear message both to potential funding bodies and also to the private sector, that public sector agencies are committed to the Plymouth Vision. They are investing huge sums of money in infrastructure and housing to enable the growth in jobs and homes to be delivered, and ultimately the improvement in quality of life for everyone, that is the central tenet of the Vision. The Plan clearly identifies where public investment in infrastructure, housing and facilities opens up opportunities for private sector development.

Plymouth Is Delivering The Local Development Framework

Plymouth has one of the most advanced LDFs in the country. Its Core Strategy was one of the first to be adopted in 2007, and there are now 6 adopted Area Action Plans covering most of the priority areas identified in this Plan.

Plymouth Vision (and Rationale for Investment)

A Vibrant Waterfront City

Plymouth wants to be:

“...one of Europe’s finest most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone”

In pursuance of this, the Sustainable Community Strategy sets out a series of key objectives which guide the work of the LSP and its partners. This is shown in the diagram below.



To achieve this the city must undergo transformational change. It needs to:

- ❑ Create more and better jobs, so that more of the population can be employed and income levels can be raised, and the private and third sectors can realise their full potential
- ❑ Provide more homes, including affordable, so that the city can be the place of choice and we can reach our population targets
- ❑ Provide better facilities such as shopping, leisure and culture
- ❑ Improve the environment, with more attractive public realm, better quality buildings and protection for our natural resources, so that Plymouth people can be proud of their city

- ❑ Develop more sustainable neighbourhoods which are safer, have better quality housing and improved access to the range of local facilities that people need, ensuring that disadvantaged communities are regenerated, including those along the city's waterfront
- ❑ Ensure that transport solutions are sustainable and contribute to sustainable communities and economic development
- ❑ Improve the health of the population, and reduce health inequalities
- ❑ Improve standards of educational achievement, skills levels, and aspirations so that the emerging workforce can meet the needs of the improved economy

This will mean changes to the way we deliver services across the city as well as investment in structural improvements. This Plan concentrates on the capital investment required to provide the development and infrastructure for the growing city.

Achieving the vision will therefore inevitably mean a significant change in the pace of development across the city over the next 20 years. The target population in 2026 is 300,000, an increase of 50,000 over 2006. To achieve this we are planning for 42,000 new jobs across the sub region and 30,000 new homes in the city, as well as over £2billion of new infrastructure.

The City's long term vision and overall delivery strategy is defined through a range of strategies including the Local Economic Strategy which sets out proposals for increasing economic inclusion and raising the city's Gross Value Added (GVA), and the Housing Strategy which sets out the strategic housing and regeneration agenda. Spatially this is developed through eight adopted Local Development Framework (LDF) documents, including the Core Strategy and 6 Area Action Plans. The full range of strategy documents is identified in **Evidence and References**. The approach is to use the emphasis on providing new homes, jobs and services and improving transport infrastructure as a positive catalyst for change – promoting sustainable forms of development which meet local aspirations and promote the city's regeneration.

The City already has in place many of the foundations necessary to achieve this major step change and can demonstrate that this growth meets national, regional and local ambitions. There is a considerable degree of fit between the Plymouth Vision and other national and regional targets. This is shown in detail in **Annex 3**. In summary, growth will help to:

- ❑ meet the Government's ambition of 3 million new homes by 2020
- ❑ meet key PSA targets in relation to the economy
- ❑ deliver key regional objectives particularly around reducing the significant intra regional inequalities, and
- ❑ fulfil Plymouth's vision of becoming one of Europe's finest, most vibrant waterfront cities, improving quality of life for all its residents.

There can be no question that this growth and regeneration agenda will totally transform the city. But this requires major investment from all sectors – transport, housing, employment, infrastructure and services. And whilst

Plymouth is one of the most sustainable locations for housing and jobs growth, care will need to be taken to ensure that this growth maintains the foundations for a sustainable future.

Plymouth is well on its way to achieving its ambitions. There is wide consensus behind the overall vision. Plymouth, including the western part of South Hams District Council's area, is a New Growth Point with the support of all the key agencies. Both local authorities clearly see their roles, not only as service providers, but also as place shapers for their respective communities.

Plymouth Is Delivering Some of our Recent Achievements

A lot has been achieved already:

- in the last decade we have renewed 9% of our schools
- over 90% of our new homes are being built on previously developed land
- the five year average of housing completions shows a consistent year on year improvement
- people economically active in employment has increased over the last 3 years
- we have outperformed many of our LAA targets eg affordable housing by 45%
- the Councils' housing stock has been transferred to PCH
- we have been awarded a significant level of investment as part of the Building Schools for the Future programme
- we have been selected to become one of the host cities for World Cup in 2018

This plan sets out what else is required to achieve this Vision in the long term, and it establishes what investment is required in the short and medium term to take the next steps on the journey.

The Economic Hub for the Far South West

The draft Regional Spatial Strategy (2006 to 2026) for the South West envisages the following for Plymouth:

“Plymouth will be transformed and revitalised, realising its potential as the economic hub for the far South West and enhancing its role as a retail and cultural centre”.

The delivery of the Plymouth Vision is critical to the delivery of the draft South West Regional Spatial Strategy (RSS) – particularly in terms of the economic, housing, transport and environmental objectives. This is recognised in the draft RSS and there was almost unanimous support from participants at the RSS Examination in Public to Plymouth's ambitions, the only area in the south west where there was this level of consensus. Plymouth is seen as the region's second city, alongside Bristol.

It is acknowledged that Plymouth should be the economic engine room for the far south west and its structural weaknesses must be addressed, not least its relatively low economic productivity, and its areas of multiple deprivation. On the positive side the City has comparative relative advantage in certain activities such as marine, advanced engineering, medical & healthcare, creative - the key sectors, and these need to be encouraged to grow.

The importance of this to Plymouth is that the delivery of the Regional Goals, particularly in terms of employment growth and the acceleration of residential construction rely heavily on the realisation of the Plymouth Vision. The city will also play a key role in delivering one of the key regional objectives which is to reduce regional disparity. Consequently, Plymouth has been identified in the RSS as an area where development should be stimulated.

The Need for Investment

The need for investment in Plymouth has never been greater.

- We have an ambitious Vision (see **Plymouth Vision**)
- We have a vital role to play within the region
- We need to improve our accessibility
- We are in the deepest recession of the modern age
- Over £2bn of infrastructure is required (see **Evidence and References**)

While the potential and the opportunities for the city are clear, Plymouth does experience the problems common to many major urban areas. It has some significant pockets of deprivation, structural problems with the economy, and elements of the city's infrastructure are tired and in need of investment. While many of our neighbourhoods already provide attractive living environments with good access to facilities, there are some that do not. Evidence also indicates the need for intervention in the housing market and in improving the condition of private sector housing.

Positive action is needed to prevent further deterioration of our neighbourhoods. We need to raise skills and investment, reduce crime levels, and reduce the numbers of people suffering from social exclusion, poor health and poor educational achievement. Health inequalities in particular require serious attention to reduce the gap in life expectancy of 13 years between the most affluent and most deprived neighbourhoods.

The Sustainable Community Strategy has a strategic objective for promoting inclusive communities, which involves reducing social inequality, renewing disadvantaged neighbourhoods, protecting the vulnerable and ensuring equal access to services and opportunities. A key cross cutting theme for all objectives is a focus on those in the most deprived communities, which include Devonport, Stonehouse, Barne Barton and North Prospect. In securing investment for the physical aspects of the Vision, we must ensure that opportunities are taken to improve community cohesion, reduce deprivation and enhance opportunity for all.

For Plymouth, economic outcomes are key. Work provides for social and economic mobility, and economic inclusion makes for a more sustainable community.

Outcomes, Indicators and Targets

To be clear about what outcomes we are expecting to achieve for the city, we have taken some of the key indicators from established indicator sets, rather than creating new ones. This will enable us to see clearly how each priority contributes to the overall vision, as well as enabling us to monitor and review progress. It also demonstrates that capital investment, when used wisely, can achieve a much broader set of outcomes, helping to meet a range of different agendas. Whilst some of the indicators have 2021 targets, very few have targets that stretch as far as 2026 – consideration needs to be given within the development of Investment Plan 2 as to whether targets for such a period would be beneficial and/or definable.

Outcome	Base	Target 2026
Increase in Population	250,000	300,000
Less health Inequality/mortality rates (LI1) ¹	2.64y	2.64y (LAA 2010/11) ²
Better Housing conditions	31.7% (Percentage of housing stock failing to meet Governments Decent Homes Standard excluding council's stock.	See footnote ³
Energy efficiency in private sector homes (NI187) ⁴		Targets to be set annually
Promote good health		
Improved Neighbourhood satisfaction and community participation (LI9)	57.5% (Stonehouse & North Prospect)	See footnote ²
Strong third sector (NI7)	14.2%	18.5% (LAA 2010/11) ¹
Higher levels of Education and skills (NI164)	42.63% (Working age population qualified to at least Level 3 or higher)*	46% (LAA 2010/11) ¹
More and better Culture and leisure facilities	60.8% Satisfaction rate with facilities in 2004/05 position (Plymouth Sustainable Community Strategy)	28,500 visitors (LAA 2011) ¹
Less Crime	75.1 per 1,000 population in 2003/04 (Appendix 3, Sustainable Community Strategy)	No targets available?
Less fear of crime		
No Homelessness	3 rough sleepers recorded in Nov 2006 (Community Strategy)	No targets available?
	343 households in temporary accommodation 2003/04	
Housebuilding (NI154)	1026pa	2,200pa 2026

¹ LI = Local Indicator

² No targets set beyond 2011

³ No targets available

⁴ NI = National Indicator

Outcome	Base	Target 2026
Sufficient Affordable housing (NI155)	173pa	660pa 2021-2026
More Accessibility (and greater equity of access) (NI175)	86% Access to services and facilities by public transport, walking and cycling (% of households with no car, that are within 30 minutes travel time by public transport to Derriford Hospital)	87% (LAA 2010/11) ¹
Greater social cohesion (NI1)	69.9%	74.56% (2010/11) ¹
Communities with good range of facilities		See footnote ²
Safeguard vulnerable children	55% (2006/07) Core assessments carried for children's social care that were carried out within 35 working days ...	82% (2010/11) ¹
Activities for young people (NI110)	79.3%	82.9% (LAA 2010/11) ¹
Support for older people and those with disabilities (NI124)	69%	77% (LAA 2010/11) ¹
Higher Economic output	GVA per head - 79% of UK average (2004) Economic inactivity rate = 23.1% (2004)	GVA per head 100% of UK average ⁵ Economic inactivity rate = 19% ³
Higher Employment and lower unemployment/worklessness (NI151)	Employment - 74% (2004) 136,042 jobs (2003) LES	80% ³ 178,104 jobs (for 2026)
Less poverty, higher household income and benefit take up	Child poverty percentage of 24.2% Older person poverty percentage of 15.4%.	No targets available?
More VAT registered businesses (NI171)	35.96	Plymouth VAT registration rate to be 77.4% of the regional VAT registration rate (equates to 41.0 against regional baseline) ¹
Better infrastructure		
Less Carbon dioxide emissions and household energy use (NI186)	5.65t pc	Reduction 13.8% (LAA 2010/11) ¹
Better Eco footprint	5.8 tCO ₂ per person 1,488,000 tonnes of CO ₂ based on figures from 2005	5.0 tCO ₂ per person by 2013
More and better Green spaces	?	All green spaces will score 'good' or above in 2023 (Green Space Strategy)
Better air quality	3 x Air Quality Management Areas (AQMA) declared in city	0 x AQMA ⁶
Better local environmental	1	

⁵ Target for 2016 (Local Economic Strategy)

⁶ Target not official

Outcome	Base	Target 2026
quality and public spaces (L115)		
Respect for built heritage		
Improved Biodiversity		Development causes no net loss of biodiversity of acknowledge importance (2021) Core Strategy
Less Waste disposal (NI192)	26.86%	36% (LAA 2010/11) ¹
Greater Use of public and sustainable transport	20569811 (public transport passenger journeys per year 2008/2009)	20172000 (LAA 2010/11) ¹
Less Traffic congestion	03:12 (2008/09) (minutes and seconds per mile on A roads)	See footnote ²

Adapted from Plymouth Sustainable Community Strategy Appendix 3, Plymouth’s LAA 2008-2011, and Government Strategy – World Class Places

The table below gives an idea of what achieving the Vision will mean for the people and communities of the city. This is what will characterise Plymouth in 2026.

A glimpse into the future: Plymouth in 2026

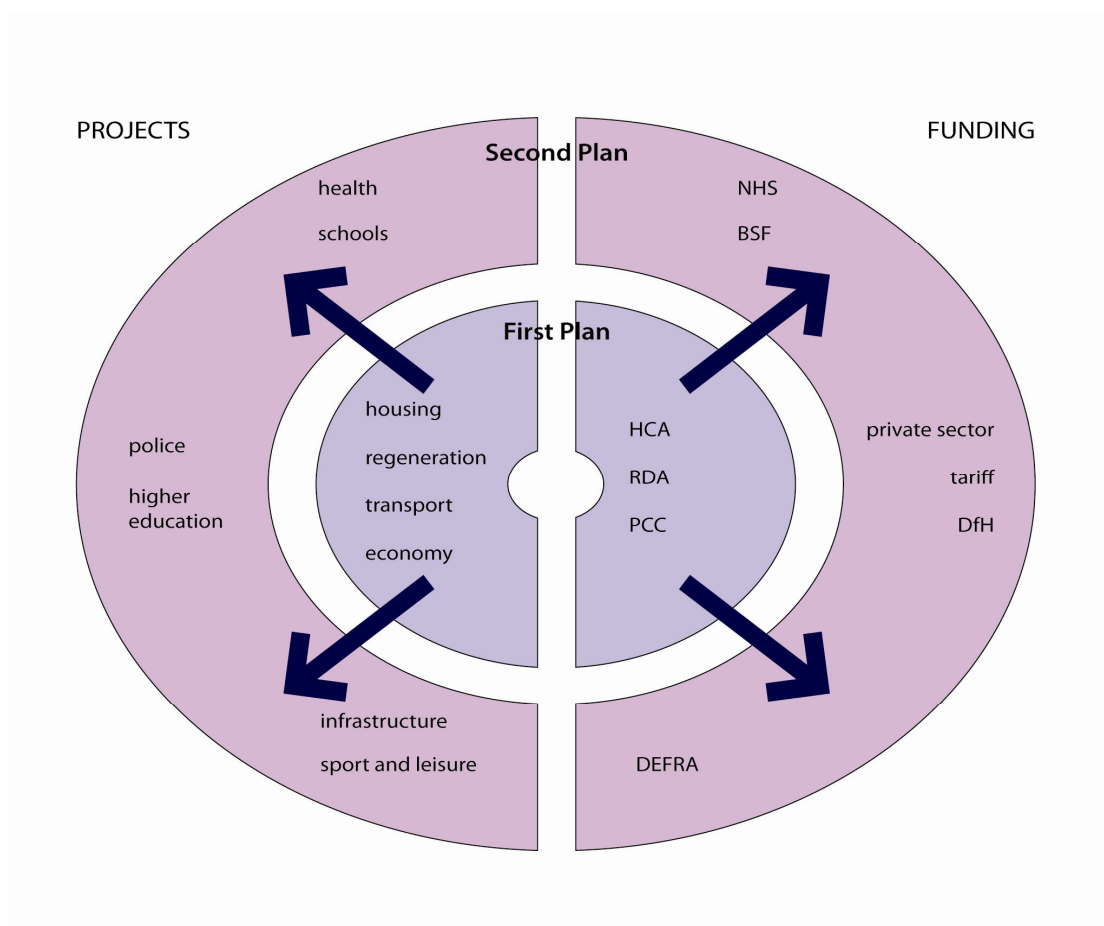
- Higher quality employment opportunities, through the provision of jobs in key sectors such as bioscience and medical, advanced engineering, business and professional services, and marine industries
- Less worklessness, greater levels of economic inclusion and a higher skilled workforce
- Higher numbers of older people who have greater levels of independence
- Revitalised priority neighbourhoods, especially North Prospect
- Regenerated waterfront neighbourhoods: Devonport, Millbay and Stonehouse, Sutton Harbour, Hoe and East End
- Revitalised and vibrant City Centre that has become a major regional centre
- New housing within sustainable communities along the Eastern Corridor
- A new heart and new sustainable communities for Northern Plymouth
- A network of high quality public transport, cycleways and footpaths linking the key parts of the city
- A welcoming city with high quality arrival points for visitors
- Improved infrastructure, services and facilities such as healthcare, cultural, waste management, flood defence, sporting venues, open space
- More employment opportunities, to keep pace with the growth in population, around the City Centre, along the Eastern Corridor (especially at Langage) and in Northern Plymouth (especially at Derriford)
- Fewer people in housing need through the provision of affordable housing
- Better housing conditions, especially in the priority neighbourhoods
- Regionally and nationally significant facilities such as the Life Centre, Derriford Hospital, the Airport, visitor attractions
- People who are healthier, more prosperous and who have adopted more sustainable lifestyles
- A city that is proud, and makes full use of its strengths and assets, including its heritage, its environment and its biodiversity

The Priorities

The Scope of this Plan

This first Investment Plan concentrates on housing, regeneration, the economy and transport. It contains firm proposals for 2010/2011, strong indicative proposals for 2011-2014 and more aspirational requirements beyond that. That is not to say that other activity areas are not as important, but simply that the Single Conversation is initially about funding from the HCA and the RDA, and their funding is primarily concerned with activity in the economy, housing and regeneration and growth.

However to achieve the Vision and indeed to progress towards truly sustainable communities, other areas such as health, police, defence and education will be included in preparation for the second Plan that will be prepared during 2010/2011. This is shown in the diagram below.



How the Priorities in this Plan were Determined

For this first Plan most of the projects, in particular for the period 2010/2011, are included primarily because there are already firm investment

commitments, and in some cases the projects are underway. Existing commitments must be honoured and therefore this Plan reflects those.

For the period 2011-2014 the funding available is less certain and therefore the priorities at this stage, whilst still consistent with the long term Vision, are more indicative. During the first six months of 2010/2011 these will be reviewed and refined to enable the second Investment Plan to contain a much firmer programme for the 2011-2014 period and beyond. It is possible therefore that some of those priorities identified now for the 2011+ period will change in consultation with funding and other partners, once further work is done and the economic climate becomes clearer.

For 2010/2011 the Investment Plan includes those projects we know we can deliver rather than those we would like to deliver. For these projects there are firm delivery plans and funding sources in place to enable the projects to be commenced. The Plan also identifies the work streams required to bring other projects into the “can deliver” category – such as securing funding, creating delivery vehicles, unblocking barriers to delivery (see [Towards Investment Plan 2](#)).

Future iterations of this Plan will need to robustly demonstrate why certain projects have been chosen in preference to others and therefore a framework is suggested that can be developed and then used as the basis for evaluating alternative priority choices. The suggested framework is attached at [Annex 1](#). In summary it seeks to address the following criteria:

1. Does the project contribute to the Vision and other strategy objectives?
2. Is the project on the critical path or is there some other justifiable urgency to undertake the project within the period in question?
3. Does the project represent value for money?
4. Can the project add value and/or achieve leverage?
5. Is it sustainable?

Given the likely significant reduction in public sector investment in future years, an assessment will need to be made as to whether it is essential that the public sector takes the lead on bringing a project forward rather than playing a supporting role to the private sector.

Equality Impact Assessment

Equality Impact Assessment is a systematic process to determine the impact of a policy on equalities groups, and to assess whether impacts are positive or negative. Plymouth City Council has adopted an Equality Impact Assessment process that covers six equality strands (age, disability, faith and belief, gender, race, sexual orientation). In November 2008 Plymouth achieved level 3 of the Equality Standard for Local Government. The Council aims to achieve 'excellent' under the new Equality Framework for Local Government by 2012.

Equality Impact Assessments have been conducted on all Development Plan Documents within the Local Development Framework. They are carried out at Issues and Preferred Options stage so that any actions identified can

inform the final document. The Equality Impact Assessments are written up as reports and published as part of the evidence base.

Sustainability / Strategic Environmental Assessment

Strategic Environmental Assessments / Sustainability Appraisals have been carried out on all LDF documents and therefore most of the priorities that appear in this Plan will have been assessed. Some of the larger proposals will also have been subject to Environmental Impact Assessment at planning application stage.

Maintaining Flexibility

This Plan demonstrates that there are some clear priorities for investment and that these can be identified because they are at an advanced stage of design. Once the Plan is agreed there may well be other projects that appear or that we would wish to bring forward, that can equally well meet the needs of the Vision and other objectives. Or it may be that further funding becomes available, possibly because of an underspend elsewhere within the region. It is important to have a mechanism that enables such projects to be assessed for investment. It is likely therefore that there will be worthy projects that are able to secure investment that are not included in this Investment Plan. Such projects will be assessed against the criteria identified above.

The Priorities

The priorities have been arranged under spatial or thematic headings. These headings relate to the Programme Board structure discussed in the **Delivery and Governance** section below. For each priority the following is included:

- ❑ Main outputs and outcomes
- ❑ Principal interventions or projects
- ❑ Investment required
- ❑ Investment committed

Of the seven Programme Boards, the four highest priorities for investment at this time are considered to be:

- ❑ the Eastern Corridor because of the significant opportunities it opens up for jobs and housing,
- ❑ the Waterfront because of the need to continue the regeneration programme and its significance for achievement of the Vision
- ❑ the City Centre because of its potential to drive the economic success of the city and the sub-region, and
- ❑ North Prospect, within the Sustainable Neighbourhoods priority area.

That is not to say however that investment will not be required in any of the other three Programme Board areas. Indeed preparatory work will be required to ensure that these other priority areas can be delivered later in the programme period, for example the Northern Corridor and Economy and Enterprise.

Within each of the seven priority areas, the interventions have been categorised as: High Priority and Other Priority. The High Priority projects are shown in summary in the table below.

High Priority Projects

Eastern Corridor

EC Major Scheme Bid
East End Transport Scheme
Sherford
Langage Energy Park

Waterfront

Millbay and Stonehouse
Devonport

City Centre

North Cross
Colin Campbell Court
Cornwall Street
Public Realm
Life Centre

Northern Corridor

A386 Corridor Major Scheme Bid
Airport
Area Action Plan

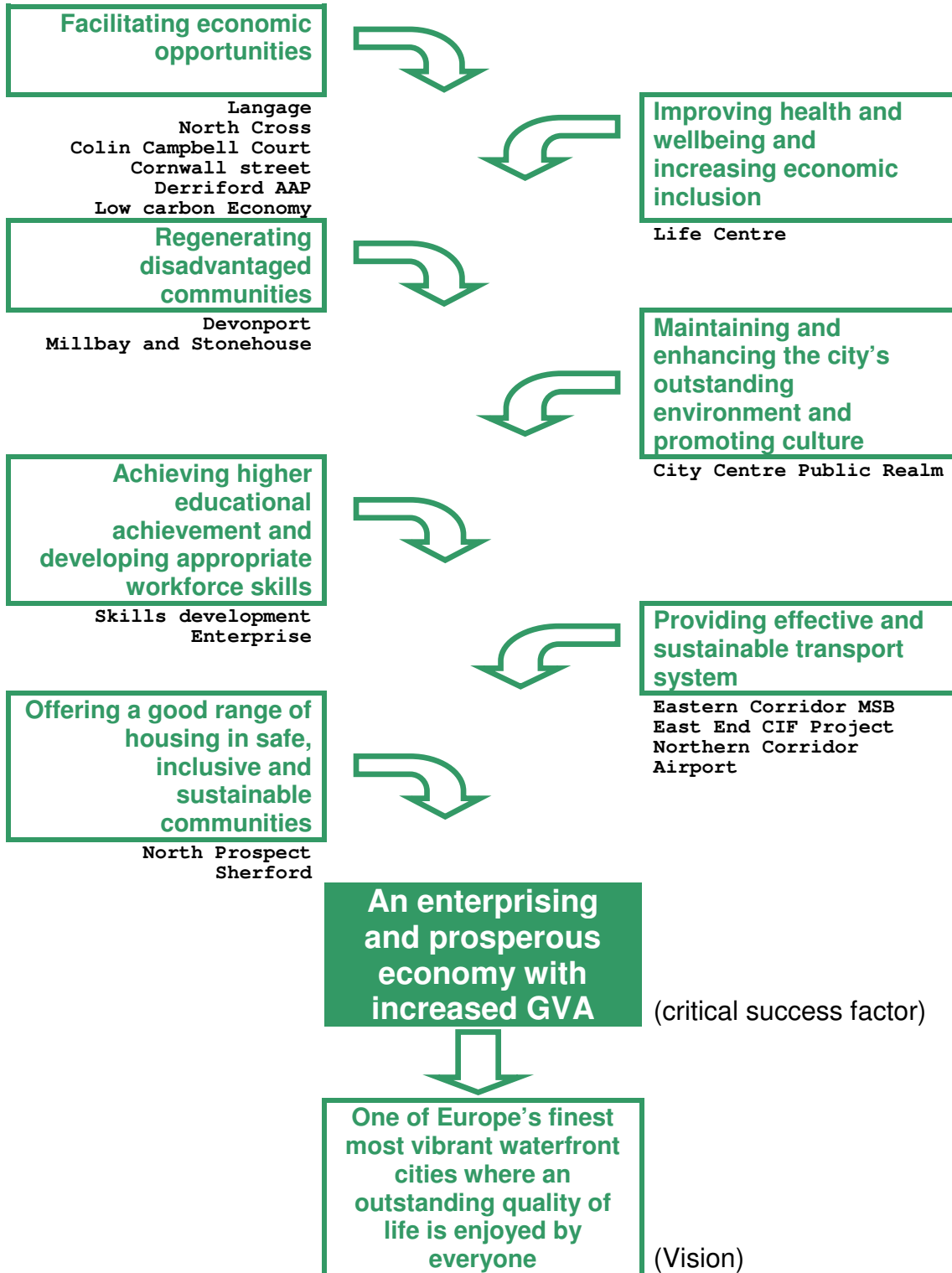
Sustainable Neighbourhoods

North Prospect

Economy and Enterprise

Low Carbon Economy
Skills
Enterprise and Innovation

The aim is the creation of sustainable communities where enterprise and a prosperous economy is the driving force. Housing, regeneration and growth are at the heart of this agenda, but clearly this cannot be achieved without looking at skills, education, health etc. The key is to ensure that that all this is joined up. The Investment Plan is a key stage in that process. The following diagram shows how each of the high priority projects relate to the overall objectives and the City Vision. The objectives are adapted from the Sustainable Community Strategy.



Priority: Realising Development Opportunities along the Eastern Corridor

The Eastern Corridor contains a number of opportunity sites to meet Plymouth’s and South Hams’ housing need as well as providing for economic development. For the city to grow there need to be sustainable communities which offer the appropriate range, mix and type of housing. The Eastern Corridor is one of the three strategic locations for employment development.

In total the Eastern Corridor contributes over 7000 new homes and 35 ha of employment space. There are also opportunities for the provision of significant green infrastructure. The Eastern Corridor makes a significant contribution to the achievement of the Vision, as demonstrated in the Outcomes table below. Investment is required particularly in the movement network, to enable these medium to long term opportunities to be realised.

Eastern Corridor Main Outputs and Outcomes						
Population and Housing	Culture and Leisure	Affordable Housing	Eco-footprint	Green Spaces	Sustainable Transport	Congestion
To make a significant contribution to meeting housing targets	To provide sufficient culture and leisure opportunities for the new residents	To make a significant contribution to meeting the affordable housing needs of Plymouth and South Hams	To substantially reduce the eco footprint of new development and create truly sustainable new communities	To provide sufficient green space for new residents and new strategic parks for the city	To improve accessibility by all modes of sustainable transport	To ensure that the new development does not add to traffic congestion along the Eastern Corridor / A38
7000 new homes at Sherford Plymstock Quarry	Sports hub at Sherford	1500 affordable homes at Sherford Plymstock Quarry	High standards of sustainability built into design	2 new strategic parks	EC HQPT scheme through MSB and CIF	Improvements to EC through MSB and CIF

To achieve the agreed vision for the Eastern Corridor and to open up the development opportunities, the following major interventions are required, led by the public sector:

- ❑ The Major Scheme Bid – a series of transport interventions to enable effective connection between the new communities and the rest of the city and supporting the city’s High Quality Public Transport network
- ❑ The Community Infrastructure Fund Project – a key piece of transport infrastructure linking the Eastern Corridor with the City Centre and helping to revitalise the East End community.
- ❑ Green infrastructure – the creation of two new strategic parks at Plymstock and Sherford

Plymouth Is Delivering ...

... The East End Transport Scheme

A successful bid to the Government's Community Infrastructure Fund resulted in a £9.7million investment in a key part of the Eastern Corridor transport improvement scheme. A further £7.1million has been borrowed from the RDA's Regional Infrastructure Fund. This will be paid back with contributions from the Council's Development Tariff. It not only provides a key link in the eastern corridor, enabling improved public transport and cycling routes, but it will also improve the living conditions for residents of the East End of the city. The scheme got underway in March 2010, with completion due in 2011. The short funding window for spending the CIF money posed a particular challenge.

Investing in these infrastructure projects will help to enable the following developments to be delivered, largely by the private sector:

- Sherford – a new community of 5500 new homes on the eastern edge of the city
- Plymstock Quarry – a new community of 1600 homes, currently at 12.5% affordable housing without grant, but grant required to reach target
- Langanage - a major new employment area

Eastern Corridor Priority Projects

High Priority

EC Major Scheme Bid

East End Transport Scheme

Sherford

Langanage Energy Park

Other Priority

Plymstock Quarry

Saltram Countryside Park

Sherford Community Park

Eastern Corridor Investment Required and Committed

Priority	Intervention	Investment Required
Eastern Corridor Major Scheme Bid		0.3M ✓ NGP 129.7M
East End Transport scheme		19.1M ✓ CLG, RIF, NGP
Sherford		5M ✓ HCA *
Langanage Energy park		0.2M ✓ RDA
Saltram Countryside Park		11M
Sherford Community Park		9M

* To be included in Devon Local Investment Plan, not Plymouth's

Priority: Regenerating Plymouth’s Waterfront Communities

The city’s waterfront areas are the focus for regeneration activities. Turning these areas around will be key to Plymouth’s renaissance. Not only do they represent a significant challenge because of the relative disadvantage of many of the areas, but they are also major opportunity areas. The waterfront is the city’s greatest asset and represents a great opportunity to reconnect the city with the water but also to make effective use of the waterside location. Investing in the fabric of these areas will open up these opportunities, as well as improving the quality of life of current and future residents.

Waterfront: Main Outcomes, Outputs and Projects							
Education and Skills	Housing and population	Culture and Leisure	Employment	Health Inequality	Housing Conditions	Poverty	Crime
To improve educational attainment and skills levels	to redress imbalances in housing type and tenure	To make full use of the waterfronts potential for leisure and culture	To increase the numbers of jobs and to encourage entrepreneurs	To improve levels of health, and access to health services	To improve the quality of housing and neighb’h’ds	To reduce poverty	To reduce levels of crime and antisocial behaviour
New primary school; new secondary school	Mixed use new neighb’h’ds; housing renewal projects	Millbay waterfront; The Hoe; NMA	New employment areas in mixed use developments	New health facilities; Neighb’h’d regeneration	improved housing; housing renewal projects	Creating new employment opportunities and improving living environments	Improved environments

The Principal interventions in the waterfront area are:

- ❑ Millbay and Stonehouse, where investment is required to support regeneration
- ❑ Devonport - comprising the Vision development, the renewal of housing stock, schools and other community infrastructure

Further areas within the waterfront that may require investment include The Hoe, Sutton Harbour, where a considerable of development has already been achieved, and the East End.

Devonport

The recent new Deal for Communities programme has pumped £47million into the area’s regeneration. There is still much to do however to continue to enable it to play to its full potential. Devonport is undergoing a long term programme of housing led regeneration and change, and despite the current housing market slowdown remains firmly in the delivery phase.

Housing developments at Gun Wharf, King William Heights and Brickfield Close have been completed with a programme of over £30m of funding already received from the HCA. New developments at Ker Street, Vision and Mount Wise are being supported with HCA funding of over £15.5m, including

Kickstart, to continue the regeneration momentum. Project Roundel may result in further opportunities for development (see **Naval Base** below).

Plymouth Is Delivering ...

... Vision, Devonport

The recent slowdown in the economy has had a knock on effect on the building industry, which has resulted in a reduction in the numbers of planning applications. A number of development projects have also stalled, across the city. At Vision in Devonport, the City Council and the Homes and Community Agency have supported the continuation of the development through a combination of Kickstart funding and concessions to improve the viability of the project. This has enabled a key regeneration project to continue, bringing much needed new housing to the area as well as providing construction jobs.

Millbay and Stonehouse

Much of Millbay is now disused and there has been a great deal of demolition in recent years. Stonehouse is one of Plymouth's most deprived neighbourhoods. In addition there are some significant flood risk issues. Millbay is seen as a key contributor to the future success of Plymouth with its opportunities for transformation and the creation of a new sustainable neighbourhood.

The HCA has already supported the provision of 25% affordables at Cargo and Phoenix Quay. Kickstart is also funding Phoenix Quay. There is planning consent for the development of over 1,200 homes as part of an exciting mixed use waterfront and wider Millbay redevelopment. 25% of homes will be affordable housing, potentially requiring subsidy over a 10 year development period. However it is crucial that regeneration activity is also extended beyond the Millbay dock area. £4.6M has just been agreed by the HCA to fund infrastructure, to be completed by June 2010.

North Stonehouse Homezone

This is a residential public realm project, adopting home zone principles in designs that improve the quality of life of residents as well as providing safer and more accessible street environments.

The Hoe

The Hoe is synonymous with Plymouth and has majestic views across Plymouth Sound. It is important to the city's economy with internationally important heritage assets and is a popular destination for tourists and visitors. The key is making the most of this area whilst respecting its heritage status.

Waterfront Priority Projects

High Priority

Millbay and Stonehouse

Devonport

Other Priority

The Hoe

National Marine Aquarium

Waterfront Investment Required and Committed		
Priority	Intervention	Investment Required
Millbay and Stonehouse	North Stonehouse Homezone	0.7M
	Millbay Plot G	0.5M ✓ HCA
	Royal William Yard	0.5M ✓ RDA
	Stonehouse Arena Pavilions	3.0M ✓ HCA 4.0M
Devonport	Vision	2.9M ✓ HCA
	Ker Street	1.1M ✓ HCA
	Peoples Park	2.3M ✓ PCC
National Marine Aquarium		0.5M ✓ RDA

Priority: Improving The City Centre

A vibrant city centre will bring wealth, opportunity and a platform from which other improvements will flow. It is the hub for sustainable forms of movement around the city, it is the arrival point for visitors, it will be home to many of our residents, it is the city’s key meeting place for cultural and social interaction, and above all it is where a wealth of business transactions are undertaken through its commercial and retail activity. Turning the City Centre into a major regional centre is critical to the effective realisation of the vision.

City Centre: Main Outcomes, Outputs and Projects							
Population and Housing	Crime	Culture and Leisure	Economic Output	Eco-footprint	Employment	Sustainable Transport / Accessibility	Congestion
To increase the numbers of people living in the city centre	To reduce the levels of crime and anti social behaviour	To increase opportunities for activity and interaction thus contributing to a 24 hour city	To contribute to the raising of GVA and to improve the city’s retail standing	To substantially reduce the eco footprint of new development	To increase the numbers of jobs available	To improve accessibility by all modes of sustainable transport	To reduce congestion thereby contributing to economic output and improving air quality
Cornwall Street (700 homes) Colin Campbell Court (400 homes)	More residents, 24 hr activity, Better design improved Public Realm	New leisure facilities and creation of opportunities for cultural facilities	Business services sector at North Cross Turning City Centre into true regional centre	Renewable energy: ESCO	107,000 sqm office floorspace; North Cross 95,000 sqm retail Retail at Colin Campbell Court and Cornwall Street	HQPT, strategic cycle network, public realm, improved rail station, more / better facilities	More public transport, improved junctions

There are three massive development opportunities that need to be grasped, all of which are included within the City Centre and University AAP:

- ❑ North Cross – the creation of a new business quarter for the business services sector, and improvements to the railway station
- ❑ Colin Campbell Court – retail led mixed use scheme linking the City Centre with the waterfront at Millbay via the Boulevard, and anchoring the West End and Independent District
- ❑ Cornwall Street – a major City Centre reconstruction enhancing the city’s shopping experience whilst providing new homes and jobs and securing the regional role for the City Centre

Each will be developed with a mix of public and private sector involvement, with most of the enabling and facilitation being undertaken by the public sector, and most of the development by the private sector. In addition, to give the city centre its “sense of place”, the public sector will need to lead on:

- ❑ Public realm improvements, to enhance Plymouth’s unique sense of identity and improve the shopping and living environment.
- ❑ Investing in the effective movement of people and vehicles

- ❑ Facilitating new energy networks, to ensure low carbon development

Just outside the City Centre is Central Park which is home to Plymouth Argyle FC (Home Park), and the new Life Centre (under construction). Projects here include:

- ❑ The Life Centre
- ❑ Central Park improvements
- ❑ Home Park

Plymouth Is Delivering West End Public Realm Improvements

A £3million investment in Plymouth City Centre's West End has recently been completed. The scheme applies the principles of "shared space" to create an attractive environment for shoppers and visitors to this end of the City Centre. It underpins the city's aspirations for the West End, the City Market and the Independent District as a premier shopping venue. Most of the funding came from the Government's New Growth Point Programme.

Specifically, public investment will be required to support:

- ❑ Feasibility studies, masterplans and other preparatory works
- ❑ Land assembly and the setting up of delivery vehicles
- ❑ Marketing initiatives
- ❑ The provision of infrastructure
- ❑ The provision of affordable housing

Other potential investment opportunities include the redevelopment of Bretonside Bus Station, enhancement of the City Market, refurbishment / redevelopment of the Civic Centre and redevelopment of Plymouth College of Art / Campbell Square Police Station. The City Centre and University AAP identifies many other potential commercial opportunities which will effectively be facilitated by the public investment programme identified in this Plan.

City Centre Priority Projects

High Priority

North Cross

Colin Campbell Court

Cornwall Street

Public Realm

Life Centre

Other Priority

Transport schemes

ESCO

PCA / Campbell Square

Bretonside

City Market

Civic Centre

Home Park

Ice Rink

Central Park improvements

City Centre Investment Required and Committed		
Priority	Intervention	Investment Required
Life Centre		46M ✓
Public Realm		5M
City Centre transport schemes		42.5M
PCA / Campbell Square		22.5M
City Market		5M
Energy Services Company		12.8M

Priority: Improving Communities in the Northern Corridor

Northern Plymouth houses a large proportion of Plymouth’s population.. Much of it is low density residential estates that do not lend themselves to effective public transport, walking or cycling, and without the critical mass to support essential facilities.

Derriford itself currently lacks a clear identity and focus despite being a sub-regional destination and the city’s northern gateway. The area has evolved incrementally resulting in a fragmented urban form with no clear centre and is predominantly car based. In addition there are significant infrastructure issues in Derriford (and between Derriford and the City Centre), particularly in relation to transport.

Northern Corridor Main Outcomes and Outputs						
Population and Housing	Employment and Economic Output	Affordable Housing	Eco-footprint	Green Spaces	Sustainable Transport and Congestion	Culture and Leisure
To provide opportunities for new housing led mixed use neighb'h'ds	To provide high quality jobs and business opportunities in priority sectors	To make a significant contribution to housing need	To deliver renewable energy	To provide new recreational opportunities	To improve transport in the northern corridor and enable new developments; To reduce congestion	To improve leisure opportunities
Derriford AAP sites	PIMTP; TSP; Airport improvements; transport improvements	Derriford AAP sites	ESCO	Derriford Park	Improvements to N Corridor; Forder Valley Link A38	Derriford Park

The emphasis is about ‘putting a heart into northern Plymouth’ and Derriford offers a unique opportunity to help deliver Plymouth’s long-term vision. It is already a sub-regional employment destination. With appropriate development, it has the potential to help raise the quality of the economic, social and urban fabric of the city.

The key interventions include:

- ❑ A386 corridor transport improvements
- ❑ Forder Valley Link to connect northern Plymouth to the E. Corridor
- ❑ Securing the future of the Airport
- ❑ New Community Park
- ❑ The establishment of an ESCO to deliver renewable energy

These will open up a significant number of development opportunities which include:

- ❑ New District Centre
- ❑ Employment opportunities
- ❑ New residential neighbourhoods
- ❑ Health facilities, public and private

- Higher education and leisure facilities

Northern Corridor Priority Projects

High Priority

A386 Corridor Major Scheme Bid

Airport

Area Action Plan

Other Priority

District Centre

Forder Valley Link

Community Park

Medipark

Plymouth International Business Park

Tamar Science Park

Energy Services Company (ESCO)

Northern Corridor Investment Required and Committed

Priority	Intervention	Investment Required
A386 Corridor		0.8M √ NGP 79.2M
Forder Valley Link		9M
Derriford Community Park		10M
Medipark		0.1M √ RDA
ESCO		27M

Plymouth is Delivering ...

... The George Park and Ride

Completed in 2007, the park and ride facility at The George links northern Plymouth with the City Centre. A fleet of especially dedicated buses runs every 10 mins via Milehouse/Home Park. The facility and the associated improvements to the A386 junction, which also facilitated an extension to the runway safety zone, represented an investment of over £??million.

Priority: Creating Sustainable Neighbourhoods

There are a number of thematic and spatial interventions required across the city and in particular neighbourhoods (in addition to those neighbourhoods included in other Priorities). These include all the activities that make up sustainable communities. These interventions are important given that the basic premise on which the Vision is based is to improve the quality of life of everyone, using the growth of the city to achieve this.

Sustainable Neighbourhoods Main Outcomes and Outputs							
Population and Housing	Poverty	Affordable Housing	Health Inequalities	Eco-footprint	Green Spaces	Accessibility	Housing Conditions
To use new housing as a catalyst for change within neighb'h'ds	To increase economic inclusion	To provide affordable housing and narrow the affordability gap	To improve the health of those living in the most disadvantaged neighb'h'oods	To reduce the city's eco-footprint	To create new green spaces to serve the growing city	To improve access to facilities and services	To improve housing conditions within the private sector
Affordable housing projects; neighb'h'd regeneration	Local jobs	Affordable housing projects	Neighb'h'd regeneration	Waste project; Energy efficiency schemes	Green infrastructure projects		Private sector schemes

Housing and Regeneration

Our Housing Strategy 2008 - 2011 examines the diverse housing needs and challenges facing Plymouth and sets out our plans and ambitions for addressing these issues. It highlights our track record of achievement, innovation and partnership working to show how we can make a real difference to people's lives.

It details our five key housing priorities and the actions we are taking to make Plymouth a better place to live:

- Places and communities - Our priority for places and communities is concerned with narrowing the gap between neighbourhoods and helping to create places where people choose to live, and in particular regenerating priority neighbourhoods
- Affordable housing and housing needs - Our priority for increasing affordable housing will help meet our substantial housing needs and support the delivery of housing and economic growth
- Housing choice - Our priority for housing choice is concerned with improving access to housing and ensuring that the housing and support needs of those that are most vulnerable are met
- Housing conditions in the private sector - Our priority to improve conditions in the private sector recognises that the city depends upon all housing to meet overall housing needs so we must invest in making existing and empty homes decent and energy efficient
- Landlord role and stock transfer - Our priority for the landlord role and stock transfer is to achieve decent homes across the council's housing

stock, improve services and participation for residents and tackle anti social behaviour

Plymouth is Delivering Building Communities Initiative, Efford

including development of 40 unit extra care scheme, new community library and new church with community space on Torridge Way.

North Prospect

North Prospect is the Council's top housing and regeneration priority. Housing in North Prospect has significant and particular structural problems requiring substantial investment. We have approved a package of City owned sites and funding that has helped secure £44m of HCA funding over 10 years for the redevelopment of North Prospect with a mix of new homes and refurbishment to support wider Stock Transfer across the City, and which will deliver over 200 new affordable homes by 2011. The Decent Homes Gap Funding has also committed a maximum of £118M.

Plymouth is Delivering Housing Stock Transfer

Plymouth successfully transferred its housing stock to Plymouth Community Homes in November 2009, which will bring in £250M to achieve decent homes standards in housing for the 15,000 households who were former Council Tenants. We are setting up the council's partnership arrangements with Plymouth Community Homes and will monitor the transfer promises delivered by PCH. PCH will have a key role to play in enhancing and regenerating neighbourhoods in some of the most deprived parts of the city.

Private Sector Housing

Plymouth has significant problems with poor housing, deprivation and affordability. It also has high levels of private renting and houses in multiple occupation. Much of the housing stock is old, and its age and character compound the problems of its condition. Those in the greatest financial need tend to gravitate to the poorest housing. According to the most recent figures, there are 92,500 homes, or 86% of Plymouth's housing, in the private sector. Of these, over 30% fail the minimum standard of acceptability.

We have a successful track record of tackling empty homes in the private sector, our Strategy's combination of prevention, advice and support for owners and enforcement demonstrates good practice. A significant challenge is the need to tackle the problem of some of the most neglected long term empty properties in the city by increasing enforcement action, and three potential projects have been identified; Mutley Court, Stoke Damerel School and Saltash Road. Capital funding is required to support our enforcement action and bring the properties back into use. Such activity is supported by recommendations from Budget Scrutiny to invest in tackling these abandoned properties and is a key performance measure for CIP 5.

We have worked with a range of partners to deliver a number of programmes aimed at improving energy efficiency and tackling fuel poverty. This activity levers in significant investment from energy companies and households, but despite all the activity there are still a substantial number of energy inefficient homes in the city.

A key issue is that future expenditure will be shifting from low cost to high cost measures, as much low cost cavity wall and loft insulation work has been completed in the city. The cost of treating solid wall property is expensive and to encourage take up we will need to provide a council subsidy to help fund measures which would include external wall insulation, internal wall insulation, draught proofing and connections to gas supply for central heating. With a focus on hard to reach households and hard to treat properties we are looking to develop a Community Energy Savings Programme scheme for Plymouth for 2010 - 2012 and this will require funding to add value to the overall scheme.

Affordable Housing

In 2008/09 we enabled the delivery of 290 new affordable homes, exceeding our LAA target of 215, placing us in the top quartile nationally on delivery. In 2009/10 we are on track to deliver 389 new affordable homes, exceeding our LAA target of 226. Our LAA target over the three year period 2008/11 for new affordable homes is 678, we are on course to deliver approx 979 - a 45% increase despite the current housing market slowdown.

In 2008/09 we secured £12.1m of social housing grant to support our affordable housing programme. In 2009/10 we have secured over £50m of investment; made up of £20m of social housing grant, matched by an equivalent amount of RSL funding, £4m kickstart funding, £3m Home Buy Direct and £4.5 Infrastructure funding.

We have secured Government Kickstart One funding to house builders of £3.9m for 3 projects to support the completion of 201 homes on sites that are presently stalled due to the current housing market slowdown. Another site is currently being approved for Kickstart Two funding.

We have secured planning and funding to replace the SHIP Hostel with a new State of the Art facility for single homeless households in Millbay. Major future projects include supporting the development and regeneration of key strategic sites including Sherford, Devonport, Millbay and Plymstock Quarry. In 2010/11 341 units are proposed to be built, requiring investment of £24.85million.

Plymouth is Delivering ...

... East End Community Village

The £14 million East End Community Village scheme comprising business centre, community resource centre, 30 unit extra care scheme, 16 units of affordable housing, primary care centre, public realm improvements and the refurbishment of Astor Park was completed in 2009.

Gypsies and Travellers

PCC has a statutory responsibility under the Housing Act 2004 and Circular 01/06 to make adequate provision for Gypsies and Travellers. Reflecting the requirement identified in the RSS, Policy CS17 of the Adopted Core Strategy contains a commitment to find around 50 pitches, in addition to setting out criteria against which sites will be considered.

The City Council has one permanent residential Gypsy site at The Ride, adjacent to the River Plym. This site has 13 pitches and has a waiting list of 8. There are currently no transit pitches in the city. In 2009 Planning permission was given for a 10 pitch residential site at Military Road at Efford. Also during 2009, the Council undertook a wide ranging consultation on further possible sites near Mowhay Road, St Budeaux and near Coypool, Plympton. Further sites may come forward as part of the Sustainable Neighbourhoods Development Plan Document, and the Urban Fringe DPD being prepared jointly with South Hams District Council.

Green Infrastructure

The provision of green infrastructure is vital to provide opportunities for recreation for new residents as well as maintaining the attractiveness of the city. Four strategic projects have been included in other parts of this Plan. Additional projects currently being developed are:

- ❑ Plym Valley and Cann Woods
- ❑ Mount Edgcombe
- ❑ Plymouth Sound and Estuaries
- ❑ Lee Moor and Hemerdon
- ❑ Flood Reduction
- ❑ Timber, Wood fuel and Energy crops and Local Food
- ❑ Active Lifestyles
- ❑ Biodiversity and Landscape Connections
- ❑ Sustainable Transport

Sustainable Neighbourhoods Priority Projects

High Priority

North Prospect

Other Priority

Green Infrastructure

Plymouth Housing Company

Affordable Housing

Private Sector Housing

Gypsies and Travellers

Womens Refuge

Alleviating Flood risk

Zed Factory

Low carbon development

Waste management

Weston Mill District Centre

Durnford Street

Southway 1A

Sustainable Neighbourhoods Investment Required and Committed		
Priority	Intervention	Investment Required
North Prospect	Delivery 2010/2011	1.3M ✓ HCA
	Delivery 2011+	42.7M ✓ HCA
Plymouth Housing Company / Affordable Homes	Delivery 2010/2011	5M ✓ HCA
	Delivery 2011+	252M
Womens Refuge	Delivery 2010/2011	1M ✓ HCA
Private Sector Housing	Delivery 2010/2011	1.7M ✓ PCC
	Delivery 2010-2014	4M
Green Infrastructure		50M

Priority: Economy and Enterprise

Plymouth must improve its economic performance, become more competitive and diversify its economic base in order to raise incomes and tackle economic and social exclusion. However the city has many assets including a growing education infrastructure and established specialisms in advanced manufacturing, medical, environmental, and marine sciences.

The University of Plymouth is a key driver for the expansion of the city’s knowledge economy and a critical influence on the future prosperity of the city. Private sector investment is also increasing as demonstrated by investments such as Tamar Science Park and the recently created Plymouth Science and Innovation Partnership and its impact in clustering high value added knowledge intensive businesses.

The challenge is to significantly improve Plymouth’s competitive position and to transform it into a competitive, diversified, balanced and well connected economy. The Local Economic Strategy promotes the following interventions:

- ❑ Productivity and competitiveness
- ❑ Business and enterprise
- ❑ Knowledge and technology
- ❑ Skills and learning
- ❑ Key centres
- ❑ Participation and
- ❑ Leadership

Economy and Enterprise Main Outcomes and Outputs						
Education and Skills	Employment	Economic Output	Eco-footprint	Poverty	Businesses	Less Congestion
To ensure that the workforce has the appropriate skills to meet the needs of future job requirements	To increase the numbers of jobs	To increase GVA	To reduce the carbon footprint and to identify opportunities for low carbon employment	To raise income levels	To increase the numbers of businesses and create an entrepreneurial climate	To reduce the business burden of congestion
Skills interventions BSF	Langage Derriford City Centre	Priority sectors	ESCO	Skills interventions worklessness Priority sectors	Enterprise initiatives	Transport interventions

42000 jobs are proposed across the TTWA, together with an increase in GVA. There are 6 priority sectors:

- ❑ Marine
- ❑ Creative Industries
- ❑ Medical and healthcare
- ❑ Advanced engineering
- ❑ Tourism and leisure

- ❑ Financial and business services

Other priorities include:

- ❑ Skills, worklessness and economic inclusion
- ❑ City marketing and inward investment
- ❑ Connectivity
- ❑ Developing a low carbon economy

Low Carbon Economy

The Government has recognised the opportunities that may exist for renewables and other low carbon initiatives in Plymouth and Cornwall in particular, as part of the SW Low Carbon Economic Area, and funding is being made available for suitable projects. In Plymouth the RDA are working with PCC and UoP on the Plymouth Science & Innovation Programme which links marine science, coastal and engineering research at the University, with innovative start-up firms and incubation services operated by Tamar Science Park - a new £25m programme which encompasses the Plymouth Marine Science Partnership project.

Plymouth is Delivering ...

... Urban Enterprise

Urban Enterprise is part of the European Competitiveness Programme funded through the European Regional Development Fund (ERDF). £14 million of ERDF has been allocated for the provision of Urban Enterprise in Plymouth. This is matched at a level of 25% by the RDA and the Council has also set aside £1 million. Urban Enterprise aims to tackle low levels of enterprise by providing help to start and develop small businesses with a strong emphasis on the parts of the City with the worst deprivation indices. It also works towards a low carbon economy.

Economy and Enterprise Priority Projects

High Priority

Low Carbon Economy

Skills

Enterprise and Innovation

Other Priority

Urban Enterprise

Plymouth Science & Innovation

Worklessness

Aspiration

Connectivity

Marketing & inward investment

Creative Economy

Economy and Enterprise Investment Required and Committed

Priority	Intervention	Investment Required
Plymouth Science and Innovation		25M ✓ RDA, PCC, UoP
Urban Enterprise	2010-2014	5M ✓ RDA, PCC, ERDF 9M

Priority: The Naval Base

There are a number of workstreams (Programme Roundel, Vision 25 and Naval Base review) underway which could result in some decisions around what surplus land may be available and how that land could be used in the future. During the next 12 months there should be further clarity concerning surplus land at the Naval base. This situation will be kept under review.

The Naval Base Priority Projects

Other Priority

Programme Roundel

Vision25

Naval Base Review

The Naval Base Investment Required and Committed

Priority	Intervention	Investment Required
Programme Roundel	Feasibility studies (2010/2011)	0.2M ✓ RDA

The Investment

Investment Context and Resources

Whilst this first Investment Plan mainly covers financial investment from public sources, there are a number of other forms of investment that are critical to the delivery of the city Vision.

The private sector will continue to be the biggest investor in this city. The key challenge for this Plan is to ensure that limited public sector resources are used to best effect to augment but also facilitate private finance.

The land and property held by public agencies is also a major asset and resource. A City Asset Plan should be developed to identify how public land can be used to best effect to help deliver some of the city's priorities. By combining the land and property of the city's main agencies, significant improvements can be achieved in service delivery, the provision of community facilities and value for money.

People are another key resource. We must find ways of improving the way we harness the significant capacity and expertise that exists within the city's public agencies. The Programme Boards will assist in this regard but making the step change in the "culture" of partnership working remains a significant challenge.

Existing Sources of Financial Investment

The Growth agenda is joined up across a range of different agencies and partnerships. Consequently considerable effort is being directed towards the various aspects of the growth programme. Amongst the resources and funding being applied are:

- ❑ The Local Area Agreement will provide the framework for delivering the economic block targets (and targets in other blocks that support economic growth) specific to the various proposals in the growth agenda.
- ❑ Integrated Transport Block, as set out in LTP2, and funding through the Regional Funding Allocation process for major schemes, will be the primary sources of public funding for transport infrastructure projects. There is also the potential for additional funding through the Urban Transport Challenge Fund
- ❑ The Regional Funding Allocation, which concentrates on three high level outcomes: productivity led economic growth; a low carbon and resource efficient region; and successful places and sustainable communities
- ❑ PCC has a history of successfully securing developer contributions towards community infrastructure. A Development Tariff has been introduced by way of a Planning Obligations and Affordable Housing

SPD. This includes a combination of tariffs and negotiated planning obligations in order to deliver community benefits and meet the infrastructure costs of future development. In 2010/2011 this is expected to yield £1.5M, and in the period 2011-2014, up to £20M could be raised.

- The private sector will continue to provide the majority of the funding to deliver the physical changes to the city through development opportunities.
- The New Growth Points Programme is providing short term funding to unlock development, particularly on the eastern corridor, provide short term capacity funding and other preparatory work.
- The Community Infrastructure Fund provides opportunities for the funding of infrastructure. Funding has recently been secured for parts of the Eastern End scheme.
- The Regional Infrastructure Fund provides forward funding for key infrastructure on the basis that funds will later be repaid through developer contributions. This is being used to part fund the East End scheme
- The new European Competitiveness funding, focussed around what is known as the Lisbon agenda, is providing European funding to address the key competitiveness issues facing cities like Plymouth within the European Community. In Plymouth a Strategic Investment framework sets out how Urban Enterprise funds can be used to support higher levels of participation and enterprise in the City's most deprived neighbourhoods.
- The European Social Fund will contribute to sustainable economic growth and social inclusion by extending employment opportunities and by developing a skilled and adaptable workforce.
- Maximising the use of other external funding opportunities to provide finance for priority projects, such as the "Stepping Stones to Nature" project.
- The emerging citywide Framework for Action on Climate Change, and its potential to support the benefits of a low carbon economy as well as delivering a sustainable city within environmental limits, will provide opportunities for research and investment, energy and cost savings and partnership working to support growth in the city. This, in turn, could attract new private and public sector finance with a particular emphasis on European potential.

Investment Partners

For the purposes of this first Investment Plan, there are three key investment partners, Plymouth City Council, the Homes and Communities Agency and the Regional Development Agency. The objectives of each partner already bear a significant degree of similarity and consistency.

Plymouth City Council

The Council's Corporate Plan objectives for 2009-2012 are:

- Helping people to live independently

- ❑ Reducing inequalities between communities
- ❑ Providing better and more affordable housing
- ❑ Providing more and better culture and leisure activities
- ❑ Keeping children safe
- ❑ Improving skills and educational achievement
- ❑ Developing high quality places to learn
- ❑ Disposal of waste and increasing recycling
- ❑ Improving access across the city
- ❑ Delivering sustainable growth

In addition the Council identifies a series of Corporate Improvement Priorities (CIPs), ie areas where levels of performance over and above business as usual are required. Capital investment is prioritised to ensure that outcomes are maximised against the Council's 14 CIPs, of which sustainable growth is one.

Due to the current economic climate, the Council undertook a comprehensive review of its five year capital programme for the period 2009/10 to 2013/14. The overall scale of the programme had to be reduced to ensure affordability linked to the future ability for generating capital receipts. The opportunity was also taken to reinforce the alignment of the Capital Programme with the growth agenda and to improve the governance arrangements.

The Council remains committed to a significant capital investment programme despite the current economic climate. The Council, engaging with partners in major regeneration of the City, will not only contribute towards delivering improvement priorities, but will also help to sustain much needed work opportunities in the local area (for example, the construction industry).

Significant schemes included in the Capital Programme and that will be delivered by 2014 include:

- ❑ £37.5m on a state of the art new college at Estover;
- ❑ £14.2m on improving Schools in the Southern Way Federation;
- ❑ £6.5m for a new School to replace Chaucer and West Park Primary;
- ❑ £7.6m for a new School at Ham Drive;
- ❑ £8.6m for a new School at Efford;
- ❑ £6m on the modernisation of Mill Ford special School;
- ❑ £22m on improving transportation in Plymouth (Local Transport Plan);
- ❑ £60m on improving transport access in Eastern side of the City Centre;
- ❑ £3.88m on bringing Devonport People's Park 'back to life';
- ❑ £46.5m on the Life Centre – the biggest investment in leisure facilities in Plymouth for many years.

In addition to the approved capital programme, there is additional funding for Building Schools for the Future which will generate an initial additional investment of approximately £80m. The Council has also recently transferred its housing stock which will bring investment of £168m into improving the quality (Decency Standards) of housing through Plymouth Community Homes.

The Homes and Communities Agency

The HCA was created by bringing together the functions of the former English Partnerships, the Academy for Sustainable Communities, aspects of the Housing Corporation and other key Government housing and regeneration programmes.

Its objects as set out in the Housing and Regeneration Act 2008 are

- To improve the supply and quality of housing;
- To secure the regeneration or development of land or infrastructure;
- To support in other ways the creation, regeneration or development of communities or their continued well-being; and
- To contribute to the achievement of sustainable development and good design, with a view to meeting the needs (and future needs) of people living in England.

The HCA Corporate Plan goals are:

- Growth – to contribute to the delivery of housing growth, particularly in Growth Areas and Growth Points, to meet the needs of an expanding number of households and to address existing shortfalls in accommodation.
- Affordability – to secure the delivery of new affordable housing (for social rent and as affordable home ownership) and to ensure that existing social rented stock is made decent.
- Renewal – to support and accelerate the regeneration of under-performing areas in line with the Government’s regeneration framework and the renewal of deteriorating estates.
- Sustainability – to maintain high and value for money standards of design in buildings, public spaces and places; and to embed sustainability – economic, social and environmental – across our programme and the broader housebuilding and development industries, leaving a legacy of skills, knowledge and capacity.

The HCA Corporate Plan strategic priorities are

- To maintain the programme momentum in the delivery of affordable housing and sustainable regeneration;
- To increase housing supply, responding actively and innovatively to the market and laying the foundations for the future;
- To implement and embed a place-focussed model of working; and
- To create a single, integrated and responsive organisation that operates efficiently and provides value for money.

The HCA and its predecessors are already significant investors in the city. The HCA has invested £253million in the Council’s housing stock transfer and during 2008/2009 has invested £12million and in 2009/10 £20+million in affordable housing which has levered in an additional £20million from the private sector.

South West of England Regional Development Agency

The Plymouth economy is strategically significant for the economic development of Devon and Cornwall. As such it is one of the RDAs priority areas. The RDA's objective here is to support the sustainable growth of the city's population from 250,000 to 300,000 within 20 years, and in the process create 42,000 new jobs in the Plymouth sub-region as set out in the Local Economic Strategy for the city. The RDA will do this by working with Plymouth City Council (PCC) and Plymouth City Development Company (which is jointly funded by the RDA, Plymouth City Council and the Homes and Communities Agency) and the private sector.

Plymouth has been the subject of significant investment by the RDA to support the wider regeneration of the city and encourage the creation of high value employment. The RDA has invested around £120m in projects and businesses in Plymouth since 1999 - this excludes £50m of SRB funding (managed by the RDA) and the activities of Business Link in advising small firms, which is RDA-funded. Its investment in the Tamar Science Park (£9m) and Plymouth International Medical and Technology Park (£11m) has been pivotal in helping establish the Derriford area as a centre of excellence in medical science and technology.

The £35m investment in the Royal William Yard helped secure further investment and expertise from the private sector, preserving one of the finest collection of historic buildings in Plymouth, opening up the Yard for the first time to the public and providing opportunities for high quality residential and business space.

The RDA has also supported infrastructure improvements at Plymouth City Airport (£3.2m), the development of the National Marine Aquarium (£6m), the University of Plymouth Arts Building (£2m), mixed-use regeneration projects in Devonport (£3.6m) and workspace projects across the city totalling £2.5m.

RDA Capital Projects to be supported during 2009 – 2011 (Plymouth Ceiling (£9.5 million)) includes the following projects:

- ❑ Plymouth Marine Science Partnership
- ❑ Plymouth City Development Company
- ❑ Langage Energy Park
- ❑ Royal William Yard
- ❑ Plymouth Strategic Investment Framework
- ❑ South Yard
- ❑ Plymouth Medipark Research Capability

In addition, The RDA will invest any additional funding that can be brought to bear through the Regional Infrastructure Fund and business GBI grants

The 1st Investment Plan

Clearly each organisation needs to keep control over its resources. However, the benefit of this Investment Plan is that each organisation is now able to

take decisions on how it invests its resources based on an overall plan for the city, ie that the priorities for the city are more clearly articulated, and that all partners will be aligning their resources behind those priorities. The investment that is already committed for 2010-2011 is highlighted in the table below.

“Committed” Investment 2010/2011 (£M)					
	PCC	RDA	HCA	NGP	RIF
High Priority Projects					
EC Major Scheme Bid				0.3	
East End Transport Scheme	13.0**				2.5
Sherford			5.0*		
Langage Energy Park		0.2			
Millbay and Stonehouse		0.5	0.5		
Devonport	2.3		4.0		
Life Centre	26.2**			2.1	
A386 Corridor MSB				0.8	
North Prospect			1.3		
Other Priority Projects					
Plymouth Marine Science Project		1.5			
Plymouth City Development Company					
Medipark Research Capability		0.1			
Saltram Park				0.5	
National Marine Aquarium		0.5			
Programme Roundel		0.2			
Urban Enterprise		1.0			
Private sector housing	1.7				
Local Housing Company / Affordable Housing			5.0		
Stonehouse Arena			3.0		
Womens Refuge			1.0		
Total	43.2	4.0	14.8	3.7	

PCC Plymouth City Council Capital Programme

RDA Regional Development Agency

HCA Homes and Communities Agency

NGP New Growth Point

RIF Regional Infrastructure Fund

* Sherford contribution likely to be from Devon Investment Plan and not Plymouth's

** Consists of funding from different sources

Delivery and Governance

Governance

A new structure for governance arrangements is being proposed that will deliver effective strategic leadership of the growth and regeneration agenda, based upon partnership working at the appropriate spatial level. It will deliver a joined up approach to policy and strategy development with neighbouring local authorities as well as engaging key stakeholders in the delivery of key growth agenda programmes and projects.

The proposal recognises that the growth agenda affects and depends on an area wider than the administrative area of Plymouth; it covers the city and its sub region. The proposed arrangements will provide the sub region with a powerful and unified voice for representing this agenda at international, national and regional levels, and ensure delivery of major projects. It will also provide new structures to better coordinate, drive forward and deliver growth, improving access to funding programmes and providing clarity about the alignment of key projects to delivery vehicles. The delivery of the Growth Agenda will require a more coordinated and focused partnership approach with funding agencies, delivery bodies, the private, public and voluntary / community sectors.

The recent Comprehensive Area Assessment for Plymouth states that this is a key area of improvement to ensure that the Growth Agenda can be delivered. Partnership working has been at the forefront of the great strides made in the city over recent years. However, there has been such an explosion of partnership activity that there is a need for rationalisation and a simplification of the governance structures. The existing groups have been established for good reasons, and in themselves are symbolic of the drive and ambition of the city. However the sheer number (over 80) is problematic. This results in the relationships between groups being unclear, leading to diluted strategic leadership, confusion around governance and responsibilities, lack of focus and accountability for delivery, duplication of roles, inefficient use of time and energy of different agencies, and lack of attendance.

The suggested structure looks at policy, strategic and delivery levels, it clarifies the role of Members and officers, it seeks to reduce the number of meetings and groups that are expected to be serviced and attended, and clarifies mechanisms for and accountability of delivery. Key elements include:

- A Portfolio Holders Board, including portfolio holders from each of the constituent authorities, representing economic development, strategic housing, planning and transport issues, with a remit to 'join up' policy in relation to economic growth and regeneration at a sub regional level.

- A delivery-focused Growth Board, related to but distinct from the Local Strategic Partnership's Wealthy Theme Group. The Growth Board will coordinate the Local Investment Plan
- A series of Programme Boards which will drive forward delivery of key priorities and identify, engage and commission Local Delivery Vehicles as appropriate.
- A framework within which consultation and scrutiny takes place.

The proposed arrangements are designed to be flexible, enabling evolution into other forms of partnership working at a later date should the partners consider this appropriate. For example, the Government's Sub National Review of Economic Development and Regeneration identifies Multi Area Agreement and Economic Prosperity Boards as potential structures to help drive city regional economies. The proposals are due to be considered at the Cabinet meeting being held on 13th April 2010. A diagram is included at Annex 4.

Within the City Council there have already been significant changes to ensure that the authority is geared up to deliver. A new Department of Development and Regeneration has been established which brings together for the first time all the key development services: planning, housing, economic development and transport.

The Programme Boards, which will report to the Growth Board, have been established. They have been developed to reflect the priorities identified in this Plan. The Programme Boards will ensure that the appropriate partners are fully engaged in the delivery of each priority and that Programme Teams are fully inclusive, achieve joined up working, and secure added value.

This new emphasis on delivery will ensure a much more focused approach around the priorities and away from the traditional departmental or agency silo approach. It will also enable progress to be made acknowledging the wider context, looking for opportunities to join up and form solution focussed partnerships. It will also allow key partners, particularly over the medium and longer term, to identify, and then concentrate, on those areas where the public sector can add value.

Delivery: Current Arrangements

Plymouth is well placed to achieve delivery of its vision with substantial foundations already in place including:

- ❑ One of the most advanced LDFs in the country with an adopted Core Strategy and 6 adopted Area Action Plans which are the delivery vehicles for the city's major areas of change
- ❑ A fit for purpose Housing Strategy 2007-2011 is delivering significant housing and regeneration priorities including stock transfer

- The establishment of the Plymouth City Development Company, who will act as a key delivery vehicle for aspects of this Plan and therefore the contents of their Business Plan will be guided by it.
- Buy-in from all regional and sub-regional partners, particularly through the Growth Point designation
- Evidence on the ground that growth is well underway, eg housing completion rates are already showing significant increases over recent years, although the next few years will be challenging with the impact of the current recession
- The introduction of a Development Tariff from 1st January 2009, embodied within the Planning Obligations and Affordable Housing SPD
- The creation of a delivery framework and infrastructure database giving a much more proactive approach to the monitoring and management of development and infrastructure, enabling barriers to development to be unblocked in a timely and effective manner
- The creation of a joint committee and a programme management function to oversee and progress the Eastern Corridor developments, which will form an integral part of the new sub regional governance arrangements

Plymouth Is Delivering ...

... The Plymouth City Development Company

The Plymouth City Development Company (PCDC) was launched in February 2008 to drive the city's ambitious plans for economic growth and regeneration. The company is one of the first of its type in the UK and is a partnership between the private sector and Plymouth City Council, the South West RDA and the HCA.

The creation of the company is one of the key components of Plymouth's Local Economic Strategy which spells out how the city will encourage the creation of 42,000 new jobs and develop the skills market to match its development programme and ambitions.

The company is developing a full programme to achieve the economic growth in the city which includes developing economic and regeneration activities and business growth, securing inward investment, leading branding and marketing initiatives, developing the city's economic infrastructure and facilitating job creation and GVA growth. A Business Plan is currently being finalised.

Social Housing providers, provide diverse housing solutions including affordable and sub-market rent, supported and sheltered housing, low cost home ownership and an increasingly wide range of community and regeneration services. They are key partners in the delivery of new affordable housing. Devon and Cornwall Housing Trust are the lead Registered Social Landlord for the Plymouth Investment Plan, with Spectrum Housing Group and Plymouth Community Homes as shadow leads.

The Plymouth Housing Development Partnership is the key delivery vehicle for affordable housing in the city, a collaborative partnership with our developing Housing Association Partners and the Homes and Communities Agency. It brings together the resources and skills of all partners and provides a strong delivery framework for activity and investment in the city.

Some of the interventions identified in this Plan will be delivered directly by partner organisations such as Plymouth City Council or Plymouth City Development Company, whilst others will be commissioned from other organisations such as Registered Social Landlords (RSLs). More work is needed in relation to some of the interventions to establish how delivery will occur. This will be undertaken during the review process, once the Programme Boards have had time to establish their detailed work plans.

Ensuring Design Quality

Good design must be at the heart of change. Ensuring high quality new development is one of the central principles of the LDF Core Strategy, whether it be a large or small scheme. A Design Supplementary Planning Document has recently been adopted and the City Council is using the Building For Life methodology to assess and improve the quality of new housing development. A Member Design Champion has been appointed. The Council also has a proactive approach to the Code for Sustainable Homes.

Sustainable Development and Adapting to Climate Change

The city's plans are for sustainable growth – a city of sustainable linked communities. There are strong targets relating to sustainable transport, waste, energy efficiency, protection of open space, social inclusion, provision of leisure facilities, protecting heritage and wildlife. We have clear ambitions to ensure that new development is sustainable, achieving a balance between the key overarching objectives of:

- ❑ Economic progress
- ❑ Social improvement
- ❑ Environmental sustainability
- ❑ Reduced use of resources

A number of the interventions identified in this Plan progress the low carbon agenda, for example, energy efficiency measures in the private housing stock, North Prospect, Sherford, Zed Factory and the low carbon economy.

Plymouth is one of nine pioneering local authorities that will work with government to develop an ambitious programme of action to tackle climate change. Plymouth's local carbon framework will initially target businesses and the development of a low carbon economy, as well as looking at the impact on vulnerable communities.

Risk Assessment and Contingencies

Risk 51 of the Council's Risk Register relates to the failure to deliver sustained and accelerated economic and population growth. The High Level Risk Assessment has identified a number of areas where delivery of growth was at risk unless mitigation measures were put in place. It also highlighted

potential risks that are largely outside the control of the City Council. These included:

- ❑ Macro level issues such as national recession, dips in the housing market, or further reductions in household size
- ❑ Failure to secure key infrastructure investment
- ❑ Development and construction industry has inadequate capacity
- ❑ Job creation fails to meet targets
- ❑ Local capacity and skill shortages hindering public agencies ability to deliver the Government's sustainable communities agenda

The Risk Assessment did however highlight that there were a number of areas where there was little risk to effective delivery and these included:

- ❑ community and partners commitment to an agreed vision
- ❑ robust evidence base
- ❑ well developed policy framework including Regional Spatial Strategy, LDF

In response the partners are actively seeking to mitigate risks by:

- ❑ rigorous scheme appraisal
- ❑ monitoring and managing performance against identified risks
- ❑ identifying potential risks at an early stage and using a cross agency approach to unblocking risks and barriers
- ❑ targeted market interventions such as the Market Recovery Action Plan
- ❑ improving partnership working
- ❑ establishing focussed and effective delivery vehicles
- ❑ improved coordination of investment

Plymouth is Delivering ...

... The Life Centre

Work has just started (March 2010) on Plymouth's flagship leisure centre. Housing a swimming pool, diving facilities and provision for a range of other sports, the £46million project is due for completion in time for the 2012 Olympics. A complex funding package has been put together and the project has always been up against the clock with the Olympics deadline. Not only does the Life Centre make sporting opportunities available to a wider range of people, thus helping to meet health targets, but it is also an important piece in the complex jigsaw of redeveloping the city's waterfront. It enables the swimming pool at the Pavilions to be relocated, thus helping facilitate the Boulevard, a critical component of the regeneration of Millbay, one of Plymouth's most disadvantaged neighbourhoods.

Monitoring and Review

Monitoring and Performance Management

Performance management of the priorities identified in the Plan will be undertaken primarily by the respective Programme Board. These boards will oversee the progress of each action, and take any necessary measures to keep projects on track.

The outcomes and targets identified in **The Vision** above will form the basis for high level monitoring. This will be monitored and reported elsewhere, within the monitoring regime of the source document such as the LAA.

A brief Annual Report will be prepared which will summarise the main issues of relevance arising from either of the above monitoring regimes, and will inform the Refresh or Review of the Investment Plan.

Review

Normally the Investment Plan would be reviewed every three years, with a refresh every year, to mirror the Local Area Agreement process. However, given the current uncertainties, this Plan will be reviewed during the first year. This will also bring it into line with the Local Area Agreement period.

Under certain circumstance it may be necessary to undertake a review outside of the review process identified above. This may be triggered by, for example:

- ❑ a change in national or local government
- ❑ significant change in economic circumstances
- ❑ new legislation

Plymouth is Delivering ...

... Airport Improvements

To enable infrastructure improvements at the city's airport the Council has recently granted planning consent for housing development on the redundant southern runway. A complex S106 Agreement ensures that some of the proceeds from the development will fund improvements in the passenger experience as well as environmental improvements for the local community thereby enabling the airport to increase passenger numbers and make a greater contribution to the city's economy.

Towards Investment Plan 2

The aspiration is that the second Investment Plan will firm up on the priorities for the period 2011-2014, give stronger indications for 2014-2017 and a robust direction of travel for the period 2017-2026. However, the investment environment is likely to be much more challenging than recent years and therefore the Plan will need to be much more focussed and creative in order to deliver against the long-term Vision.

Delivery and Funding: The Way Ahead

It is acknowledged that there are some shortcomings with this first Plan. During the early stages of the preparation of the second Plan, consideration will need to be given to:

- widening stakeholder engagement in the process, and in particular with neighbouring authorities
- developing a more robust prioritisation and appraisal process (see Annex 2)
- firming up on the delivery strategy, clearly identifying the lead agencies and contributors for each intervention

There is some important research that needs to be undertaken before Investment Plan 2 can be finalised. Given the scale of the challenge of delivering such complex and ambitious projects, creative approaches will need to be taken to tackling delivery and financing. In particular, the following areas of work will need to be undertaken in conjunction with the relevant partners:

- A review of appropriate delivery vehicles required to deliver the priority projects. Currently Plymouth City Development Company and Plymouth Housing Development Partnership are the main delivery vehicles, but further work needs to be done to establish the appropriate delivery mechanisms for key development and regeneration projects such as North Cross and Cornwall Street. This may include Joint Venture Companies or Asset Backed Vehicles.
- An investigation of new ways of funding development and infrastructure projects, including tax incremental financing and Community Infrastructure Levy.
- An examination of the potential for social enterprise, including community trusts, in delivering key projects such as the Derriford and Saltram Parks.

Other Areas for Further Development

For the reasons identified, the scope of this Investment Plan is limited. However the aspiration is to develop a much more comprehensive and holistic approach for the second Investment Plan. Amongst the areas that need to be developed are:

- ❑ For some of the projects that are not yet commitments, further work needs to be done to establish detailed commercial viability. It has not yet been fully established, for example, how the Plymouth office market might respond to a development such as North Cross, or whether further evaluation is required of the likely demand for the development.
- ❑ An assessment of the investment required to make the link between aspirations / educational attainment / skills and the need to secure the right people for the high value knowledge based and low carbon jobs of the future. This needs to be seen within the context of the wider educational agenda, including schools and higher education and the role of apprenticeships.
- ❑ Ensuring that the Investment Plan does not only concentrate on “physical development” but also considers the wider long term investment needs of the city such as low carbon, regeneration/reducing disadvantage, health inequalities.
- ❑ A key challenge for the Investment Plan is to demonstrate, through its linkages with the Local Area Agreement in particular, how the softer (non physical) community challenges can be addressed. The second Investment Plan should be developed in conjunction with the review of the Local Area Agreement as this will give a real opportunity to join up and coordinate the physical development and regeneration of the city and the community regeneration issues such as skills, crime reduction, community engagement, tackling disadvantage etc
- ❑ The need to ensure the full integration of other city strategies and programmes such as Building Schools for the Future, Police Estates Strategy, Naval Base Review, University Expansion etc. In particular the Plan needs to recognise the contribution that these strategies make to delivering sustainable communities in their widest sense.
- ❑ Reviewing the role of each partner to maximise the value that can be added to each priority.
- ❑ Ensuring that the Investment Plan is fully integrated with any City Asset Plan, thus enabling the land and property assets of the key public agencies to be aligned with financial investment.
- ❑ The development of a long-term capital strategy to set the context for the Investment Plan.
- ❑ Investigating opportunities to assist the delivery of the Creative Plymouth agenda
- ❑ The role that public sector procurement can play, viewing it as a form of investment in the city
- ❑ The impact that capital investment can have on delivering more efficient services and ensuring that the revenue implications of capital investment are taken into account.
- ❑ Using investment to demonstrate our role as community leader.
- ❑ Refinement of the Plymouth Delivery Framework to ensure that any barriers to the effective delivery of future projects can be identified and unblocked in good time, in conjunction with our partners.
- ❑ Review of the key outcomes and indicators and in particular looking to identify targets for 2021/2026.

Investment Plan 2: Process and Timescales

The preparation of Investment Plan 2 will start as soon as the ink is dry on this one. It will be based on enhanced stakeholder engagement and will look more holistically at how investment can help achieve the Vision. The intention is to have the second Investment Plan agreed by the end of 2010.

When	What
May/June 2010	Begin collecting data, and initial stakeholder engagement to begin prioritisation exercise
July - September 2010	Prepare draft Plan, and undertake community involvement, refine priorities
October/November 2010	Seek approvals from relevant agencies, including PCC
December 2010	Adopt and publish Investment Plan 2 to give the opportunity to influence the spending plans of partners

Stakeholder Engagement

Most of the projects identified in this first Plan have been subject to community engagement, much of which has been as part of the preparation of LDF documents. Other key strategies such as the Housing Strategy have similarly been consulted upon. Further stakeholder engagement has been undertaken during the course of preparation of this Plan. The HCA, RDA and PCC are signed up to the investment identified in the Plan. The Plymouth City Development Company are also signed up as the key delivery agency for economic projects within the city. During this first Investment Plan the emphasis has been on avoiding drawn out processes whilst ensuring the key delivery partners are involved as necessary. Engagement during the preparation of Investment Plan 2 during 2010-2011 will be more wide ranging given its much wider scope.

Evidence and References

An effective Investment Plan must be based on a coherent understanding of the local area in demographic, economic and housing market terms. The policy framework within which this Plan has been developed includes the following principle strategies:

- ❑ Plymouth Sustainable Community Strategy (see **Vision**)
- ❑ Plymouth LDF Core Strategy (see **Vision**)
- ❑ Plymouth Local Area Agreement (see **Vision**)
- ❑ Plymouth Housing Strategy

It is also informed in particular by:

- ❑ Plymouth Area Assessment
- ❑ Plymouth Local Economic Strategy
- ❑ The emerging Local Economic Assessment
- ❑ Plymouth Sustainability Framework
- ❑ South West Regional Spatial Strategy (see **Vision**)

Other key strategies include:

- ❑ HCA Corporate Plan (see **Investment Partners**)
- ❑ PCC Corporate Plan (see **Investment Partners**)
- ❑ RDA Corporate Plan (see **Investment Partners**)
- ❑ PCDC Business Plan (see **Delivery and Governance**)
- ❑ Regional Housing Strategy
- ❑ Regional Economic Strategy
- ❑ Integrated Regional Strategy
- ❑ Strategic Housing Market Assessment
- ❑ Strategic Housing Land Availability Assessment
- ❑ Infrastructure Study
- ❑ Local Transport Plan2
- ❑ Housing Strategy
- ❑ South Hams LDF
- ❑ Area Investment Framework
- ❑ Plymouth LDF Area Action Plans
- ❑ Plymouth LDF Planning Obligations and Affordable Housing SPD
- ❑ PCH Business Plan and Agreement
- ❑ Plymouth's Joint Strategic Needs Assessment

Annex 1 – Project Listings

This Annex contains basic details on all the projects contained within this Plan. For each project the information includes:

- Outputs expected from the project
- Delivery lead and partners
- Timing
- The main identified public sector interventions
- Total cost, and
- Investment required

Each project is also categorised as to where they appear on the continuum between “Aspirational” (denoted by the letter A) and “Deliverable”, (letter D).

Eastern Corridor

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Major Scheme Bid	Network improvements and HQPT to enable housing and employment development opportunities	PCC; HA DfT	2010-2018		Scheme preparation	NGP: 0.349M			
					delivery				
				130M	Total		7.2M	47.6M	29.8M

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
East End Transport Scheme	Network improvements and improved living environment, helps to enable eastern corridor developments	PCC	2010-2011			CLG: 1.4M PCC: 0.778M RIF: NGP:			
				19.1M	Total	12.7M	4.9M		

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Saltram Countryside Park	new strategic park	PCC NE NT AI WT landowners	2010-2020		Masterplan development	0.5M			
					Recreation routes				
					Biodiversity enhancements				
					Branding and interpretation				
				11M	Total	0.5M	5M	5M	0.5M

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Sherford	New sustainable community including	Redtree LLP SHDC PCC	2010-2021	5M	Waste water treatment		5M		

	5,500 homes 16700 sqm retail								
					175 Affordable homes	Nil	8.6M		
					Community facilities				
					Sports hub				
				5M	Park and Ride		5M		
					Schools		34.2M		
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Sherford Community Park	New community park	Redtree SHDC PCC NE	2010-2020		masterplan	0.5M			
					Delivery of Park				
				9M	Total	0.5M	3M	3M	2.5M

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Langage Energy Park	Expansion of employment area to provide high quality location for new businesses	SHDC PCC DCC RDA		2.1M	Southern Access road	RDA: 0.2M			
					Total	0.2M		2.1M	

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Plymstock Quarry	New mixed neighbourhood	PCC landowner	2011-2024		Pomphlett Ind estate / access to PQ				
					Affordable homes (N Prosp decants)	Nil			
					Total				

Waterfront

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Millbay and Stonehouse	1500 homes, 45000 sqm employment new active frontage link between city centre and Millbay	HCA PCC PCDC RDA Urban Splash ECF	2010-2021	0.9M	North Stonehouse Homezone	HCA: 0.7M			
					Millbay plot G (30/40 affordable units)	HCA: 2.5M			
				infrastructure	HCA 4.5M				
				RWY	RDA: 0.5M				
				Stonehouse Arena 56 units (CSH5)	HCA: 3.0M				
				Pavilions	4M				
				Flood risk					
				New mixed neighbourhood					
				6M	Boulevard, including land purchase				
					Secondary school		30M		
					Cruise Terminal				
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Devonport	Redevelopment of “Stores Enclave” Redress imbalance in housing Reduce disadvantage	PCC DRCP HCA Redrow	2010-2018		Vision				
					Ker St Ph 1	HCA: (KS)			
					Ker St Ph 3	HCA: 0.7M			
					Extra Care units 40	HCA: 4M			
					Primary				

					School				
					Secondary School				
					Peoples Park		PCC: 3.9M		
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
The Hoe		PCDC		0.2M	Masterplan or AAP				
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
NM Aquarium	Improvements to ensure a viable visitor attraction	RDA	2010-2011	0.5M		RDA: 0.476M			
					Total				

City Centre

A	Outputs	Delivery	Timing	Public Sector Interventions	Total Cost	Investment Required			
						10/11	11/14	14/17	17/26
North Cross	100,000 sqm office space improved railway station	PCDC PCC RDA N. Rail UoP	2012-2022	Preparatory works / Masterplanning	0.3M				
				Transport infrastructure					
				Land Assembly / Delivery Vehicle					
				Funding gap	20M				
				Total					

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Cornwall Street	86,000 sq m retail; 700 homes	PCC LABV PCH	2013-2020		Preparatory works	Nil			
					Transport infrastructure				
					Land assembly / Delivery Vehicle				
				1B	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Colin Campbell Court	11,000 sqm retail; 400 homes	PCC RDA PCH	2013-2015		No	Nil			
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Public Realm	Improvements to public realm throughout	PCC	2010-2021		Delivery Plan	Nil			

	city centre								
				2M	New George Street				
				3M	Armada Way				
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Life Centre	Major new regional leisure facility				Commence build	NGP: 2.111M			
				46M	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Ice Rink	Major new regional ice facility to replace the Pavilions								
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Home Park	Expansion of football stadium								
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Central Park Improvements	Programme of improvements to the city's premier park	PCC PCT	2010-2015		Master-planning and consultation	0.05M			
					Delivery of improvements				
					Penny-comequick				
				??	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Transport schemes	Improvements to road network to enable new development, reduce congestion and improve public transport, cycling and walking	PCC	2010-2021	See below	Drake Circus				
				See below	Western Appr / Union St / Millbay				
				10M	Car parks				
				5M	Bretonside bus station				
					Strategic cycle network				
				27.5M	Other SRN schemes				
				42.5M	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
PCA / Charles Cross	Campus expansion, Police station redevelopment	PCC PCA	2011-2021		Preparatory works	Nil			
				17.5M	Charles Cross relocation				
				5M	PCAD redev				
				22.5M	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Bretonside	Redeveloped bus station	PCC			Feasibility study				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
City	Improved city	PCC							

Market	market								
					Total		5M		

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Civic Centre	Redeveloped or refurbished offices	PCC							
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
ESCO	Energy services company to deliver renewable energy				Network	0.5M			
					generation				
				12.8	Total				

The Northern Corridor

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
A386 Corridor MSB	Major improvements to the A386 corridor	PCC	2012-2026		Manadon junction	NGP: 0.4M			
					MSB				
					Marsh Mills junction	0.2M			
				80M	Total				80M

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
AAP	Setting the policy framework for the future of this area								
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Forder Valley Link	Linking Derriford to the E Corridor and A38	PCC landowner	2012-2020		design				
					delivery				
				9M	Total				

D/A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Airport	Improved passenger throughput from improvements to airport and runway extension	PCDC PCC	2010-2021		Airside Infrastructure improvements		10M		
					Runway extension			15M	
					New link road	0.4M			

						Total				
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A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
District Centre	Major new district shopping centre (7000 sqm)	Landowner PCC	2012-2021		Relocation of water treatment works				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Derriford Community Park	New community park, One planet living centre	PCC NE NHS landowners FC	2010-2020		Feasibility study and masterplan	NGP: 0.05M			
				2M	Deliver Park				
				8M	Deliver One Planet Living centre				
				10M	Total		10M		

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Medipark		RDA			research	RDA: 0.116M			
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Plymouth International Business Park	80000 sqm employment space	RDA	2010-2021						
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Tamar Science Park		RDA							

					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
ESCO	Energy services company to deliver renewable energy				Establish ESCO (see City Centre)				
				27M	generation				
					Total				

Sustainable Neighbourhoods

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
North Prospect	Improvements to the housing fabric of the neighbourhood	PCH PCC HCA CLG	2010-2020		Decants	HCA: 7M			
					Kinterbury Ave & Foulston Ave	Nil			
					Demolition, refurb, land assembly	HCA: 4.5M			
					Carlton Terr	0.8M	Nil		
				250M	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Plymouth Housing Company	Setting up new company to deliver housing programme				Set up	HCA: 0.1M PCC: 0.1M			
					14 sites (1300 homes) 50% affordables				
					Total				

D/A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Affordable Housing	Major programme of affordable housing provision				Deliver 341 homes in NAHP	HCA 25M			
					Deliver 1600 homes in NAHP		HCA 71M		
					Deliver 1700 in NAHP			HCA: 65.5M	
					Deliver 4300 in NAHP				HCA: 156M
					Total				

D/A	Outputs	Delivery	Timing	Total	Public	Investment Required
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				Cost	Sector Interventions	10/11	11/14	14/17	17/26
Private Sector Housing					Empty properties	HCA: 0.5M	HCA: 1.5M		
					Energy Efficiency	HCA: 0.5M	HCA: 1.5M		
					Private sector renewal				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Gypsies & Travellers	Provision of new sites								
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Womens Refuge	High quality scheme, 11 units plus communal facilities	PCC HCA	2010/2011			HCA: 0.99M PCC: 0.286M			
				1.3M	Total	1.3M	Nil	Nil	Nil

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Flood Risk	Schemes to alleviate flood risk				Plympton				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Zed Factory	Manufacturing facility for CSH6 housing components								
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26

Low Carbon									
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Waste	New efw plant	PCC	2010-2014		Deliver PFI scheme	PFI			
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Weston Mill	New district retail centre								
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Durnford Street	Refurb of empty homes				Empty Homes scheme	HCA: 0.15M			
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Southway 1A	Affordable housing units				Affordable housing	HCA: 0.7M			
					Total				

Economy and Enterprise

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Plymouth Science & Innovation		UoP RDA PCC				RDA: 1.5M			
					Total				

D	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Urban Enterprise		RDA PCC ERDF				RDA: 0.25M PCC: 0.25M ERDF: 0.5M	RDA: 0.5M PCC: 0.5M ERDF: 1M	RDA: 0.25M PCC: 0.25M ERDF: 0.5M	
				5M	Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Skills									
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Low Carbon Economy									
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Worklessness									
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Enterprise									
					Total				

A	Outputs	Delivery	Timing	Total	Public	Investment Required
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				Cost	Sector Interventions	10/11	11/14	14/17	17/26
Aspiration									
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Connectivity		<u>PCDC</u>	2010+	0.2M	Digital Plymouth				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Marketing & inward investment		<u>PCDC</u>	2010+	0.1M 0.1M	Plymouth Identity Inward Investment				
					Total				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Creative Economy					New arts centre				
					Total				

Naval Base

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Programme Roundel		RDA PCC MOD			masterplanning	RDA: 0.2M			
					South Yard - Princess Yachts				
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Vision 25									
					Total				

A	Outputs	Delivery	Timing	Total Cost	Public Sector Interventions	Investment Required			
						10/11	11/14	14/17	17/26
Naval Base Review									
					Total				

Annex 2 – Suggested Prioritisation Framework

The future funding environment will be very challenging. It is important therefore to have a robust prioritising framework to enable the right projects to benefit from the reduced levels of funding. We need to be sure that the selected priorities are those that will be most effective at achieving the Vision. The framework suggested here should enable projects to be prioritised for inclusion in future Investment Plans as well as giving a firm basis for undertaking a “Pressure Test” in the event that funding availability is even tighter.

The Framework is divided into two parts. The first part is “entry level”. Projects must pass the Gateway Questions to be considered for inclusion in the Plan. The second part enables projects to be scored against a series of criteria.

Gateway Questions (To be included in the Plan, projects must be able to comply with the following statements)

1. There is a delivery plan in place, or at an advanced stage, for the project that demonstrates that it can be delivered during the period in question (which must include whether it has planning permission, whether it is allocated in the LDF, if resources are identified for scheme preparation, have potential barriers to delivery been identified etc)
2. Funding sources have been identified
3. It is essential that the public sector takes the lead (ie the development is unlikely to happen without public sector support)

Evaluation Questions (these questions will be scored to indicate priority level)

4. How does the project contribute to the Vision and other strategy objectives?
5. Is the project on the critical path or is there some other justifiable urgency to undertake the project within the period in question?
6. Does the project represent value for money?
7. Can the project add value and/or achieve leverage?
8. What is the sustainability score?

Does the project contribute to the Vision and other strategy objectives?

Here we are looking for

- the quantity of outputs such as numbers of jobs, affordable homes, contribution to GVA growth etc
- compliance with key local strategies, in particular the PSCS, the PLDF, the PLES, and impact on for example IMD, health inequalities etc
- compliance with national and regional strategies

Is the project on the critical path or is there some other justifiable urgency to undertake the project within the period in question?

This will include:

- ❑ how the project relates to achievement of the wider output, for example if it is a critical piece of enabling infrastructure
- ❑ whether there is some other urgency for the project such as a limited funding window

Does the project represent value for money?

- ❑ Possibly a measure of the extent to which the project contributes to GVA, or maybe making use of a “Wellbeing” Index?

Can the project add value and/or achieve leverage?

Projects will need to demonstrate:

- ❑ added value, for example by combining smaller projects to meet multiple objectives (such as a school that also provides a health centre, or a road scheme that also acts as flood alleviation)
- ❑ opportunities for additional investment from other sources

What is the sustainability score?

This will be measured by:

- ❑ Using the Building For Life standard to score each physical building project.

Using these evaluation questions will enable an overall score to be produced for each priority. Priorities can therefore be ranked according to level of importance and significance. This Framework will be tested, and where necessary refined, during the preparation of the second Investment Plan.

Annex 3 – Meeting National and Regional Targets

Government PSA set (relevant to Plymouth)	Extent of fit	How the Plymouth outcomes contribute, add value and incorporate innovation
PSA1 raise the productivity of the UK economy	√	Major increase in GVA; reduction in worklessness
PSA2 improve the skills of the population	√	Raise aspirations; higher qualification levels; skills for the knowledge economy
PSA4 promote world class science and innovation in the UK	√√	Science, technology, medical and marine are priority sectors
PSA5 deliver reliable and efficient transport networks that support economic growth	√√	The transport interventions are geared towards improving the economy
PSA7 improve the economic performance of all English regions and reduce the gap in economic growth rates between regions	√√	Plymouth has enormous potential to raise the economic performance of the south west region
PSA8 maximise employment opportunity for all	√	Worklessness strategy and skills strategy
PSA20 increase long term housing supply and affordability	√√	Growth point, aiming to develop 33000 new homes, of which c 7000 will be affordable. Economic strategy aims to reduce affordability gap
PSA27 lead the global effort to avoid dangerous climate change	√	Build on Plymouth's position as a sustainable location.
PSA28 secure a healthy natural environment for today and the future	√√	Plymouth's surroundings are its unique selling point

Regional Objective	Extent of fit	How the Plymouth objectives contribute, add value and incorporate innovation
Integrated Regional Strategy		
Aim 1 to harness the benefits of population growth and manage the implications of population change	√	Plymouth intends to grow the city to 300000 population. This will provide the investment and critical mass to achieve sustainable urban renaissance. Sustainable transport networks and measures to reduce the need to travel will facilitate the management of population growth.
Aim 2 to enhance our distinctive environments and the quality and diversity of our cultural life	√	The environment is one of Plymouth's unique selling points, and protection and enhancement features highly within the LDF. Significant investment in cultural projects is proposed. Managing the growth of congestion and its associated problem through effective transport solutions will enhance the quality of life for

<p>Aim 3 to enhance our economic prosperity and quality of employment opportunity</p>	<p>√√</p>	<p>residents affected by traffic along corridors of major growth. The Economic Strategy and the Area Investment framework contain policies to make a step change in Plymouth's economy to the benefit of the sub region. The City Development Company will support the delivery of these ambitions. Efficient, reliable and effective transport networks are essential for the improving productivity and competitiveness.</p>
<p>Aim 4 to address deprivation and disadvantage to reduce significant intraregional inequalities</p>	<p>√√</p>	<p>Growth at Plymouth will significantly improve intra-regional disparities.</p>
<p>Aim 5 to make sure that people are treated fairly and can participate fully in society</p>	<p>√</p>	<p>Regeneration of priority neighbourhoods is a key feature of the Plymouth vision. Improving accessibility to employment, retail and leisure opportunities, particularly in areas of social deprivation, is a key priority.</p>
<p>Regional Economic Strategy</p>		
<p>Support business productivity</p>	<p>√</p>	<p>Efficient, reliable and effective transport networks are essential for improving productivity and competitiveness</p>
<p>Encourage new enterprise</p>	<p>√</p>	<p>Plymouth works in partnership with other organisations to encourage and nurture new enterprises.</p>
<p>Deliver skills for the economy</p>	<p>√</p>	<p>Provision of advice to new and existing businesses on how to access skills for their workforce. Encouraging new businesses to widen the city's skills base.</p>
<p>Compete in the global economy</p>	<p>√√</p>	<p>Promotion of Plymouth at events to "put Plymouth out there". Work is also ongoing to develop priority sectors for future growth and to diversify the business base. The City's ports and airports play a vital role in connecting the city with international opportunities. Key priority is to improve bandwidth.</p>
<p>Promote innovation</p>	<p>√</p>	<p>Provide the framework to allow companies to innovate through support etc. Priority sectors are chosen for their ability to innovate.</p>
<p>Improve participation in the economy</p>	<p>√√</p>	<p>Worklessness and skills strategies. Efficient, reliable and effective transport networks are essential for the improving productivity and competitiveness.</p>
<p>Regenerate the most disadvantaged areas</p>	<p>√√</p>	<p>Using economic development as a driver for renewal of priority areas. Improving accessibility to employment, retail and leisure opportunities, particularly in areas of social deprivation, is a key priority.</p>
<p>Plan sustainable and successful communities</p>	<p>√√</p>	<p>Integrating regeneration, housing, transport and economic development around the theme of sustainable neighbourhoods. Reducing the need to travel by providing local facilities with excellent walking and cycling routes.</p>

Improve transport networks	√√	Efficient, reliable and effective transport networks are essential for the improving productivity and competitiveness. Improving accessibility to employment, retail and leisure opportunities, particularly in areas of social deprivation, is a key priority.
Promote and enhance what is best about the region	√	Taking part in international gatherings to promote Plymouth. Working with more local partners to develop strengths.
Improve leadership, influence and partnership	√	Work as a greater collective through LSP groups to speak with common voice and disseminate information to key stakeholders.
Regional Spatial Strategy		
Meet identified housing and community needs	√√	Housing growth planned in line with HMA assessment and RSS. Sustainable neighbourhood assessments enable planning for community needs.
Improve connectivity, accessibility and the functional efficiency of places;	√√	Transport improvements unlock the development set out within the RSS and Plymouth's Core Strategy for the Plymouth HMA and actively promote and improve options for sustainable travel, making the urban area of Plymouth work more effectively, creating sustainable and successful communities. Council takes a place-shaping approach.
Enhance economic prosperity within environmental limits	√√	Key driver is sustainable economic growth. All key plans and programmes are subject to sustainability appraisal. Key development areas are being promoted as exemplars of sustainable development.
Provide for most new development at SSCTs	√√	Plymouth is an SSCT and emphasis is on urban renaissance. Transport improvements create a more attractive place to live by developing the transport network in support of the strategy to concentrate growth and development
Regional Transport Strategy		
Supporting economic development by improving connectivity within the region and between the south west and other regions, and to international markets	√	
Address social exclusion by improving accessibility to jobs and services	√√	
Making urban areas work effectively and creating attractive places to live by developing the network in support of concentrating	√√	

growth at SSCTs
Reduce the negative impacts of transport on the environment including climate change ✓

Regional Housing Strategy

Aim 1 – Improving the balance of housing markets ✓

Aim 2 – Achieving good quality homes ✓

Aim 3 – Supporting sustainable communities ✓✓

Annex 4 – Governance Architecture

