

## CITY OF PLYMOUTH

<b>Subject:</b>	Mayflower 400
<b>Committee:</b>	Place and Corporate Overview and Scrutiny Committee
<b>Date:</b>	19 April 2017
<b>Cabinet Member:</b>	Councillor Bowyer, Leader of City Council
<b>CMT Member:</b>	Anthony Payne, Strategic Director for Place
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<b>Ref:</b>	
<b>Key Decision:</b>	No
<b>Part:</b>	I

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### Introduction

2020 is the 400th anniversary of the Mayflower voyage, a seminal journey and symbolic moment in the shared history of Britain and the US. The anniversary, our national partnership and international connections give us a once-in-a-lifetime opportunity to inspire people in our communities and across the country with the history of that iconic voyage, and explore themes of migration, tolerance and freedom that are so relevant today.

The Mayflower 400 Programme will ensure that Plymouth maximises the opportunities presented by the 400th anniversary of the journey of the Mayflower from Plymouth to the US in 2020. Exploiting Plymouth's great natural and heritage assets, the programme will modernise the city and help stimulate an economic renaissance attracting jobs and commercial opportunities. Alongside this, it proposes a transatlantic cultural celebration fit for a global audience. It will provide a legacy for the city as a first class cultural destination, touching residents, friends and visitors alike for generations to come.

The programme has already delivered significant benefits to the city, drawing £500k of funding from central government for cultural projects within Plymouth and a further £500k for marketing across the national Mayflower partnership. Alongside this, it has provided impetus for a range of wider activities, including the redevelopment of the Quality Hotel site and the renewal of the City Centre Company and Plymouth Waterfront Partnership bids, with further potential investment including cruise and rail infrastructure being investigated.

Key progress to date includes:

- The submission of a national HLF bid on behalf of the Mayflower Compact Partnership, valued at c£12m as a total project. This will support the creation of a national trail, with common signage and interpretation across partner destinations and a coherent portfolio of events in 2020.
- The successful submission of a round one funding application to the Discover England Fund for marketing activities in the US to increase heritage visitors to the UK. This secured funding of £20k for the development of a round 2 bid, which if successful will provide a further £1.2m to the national programme
- Significant engagement with major stakeholders including the US Ambassador to the UK, Chief Executives of high profile private and public sector organisations, senior members of the Cabinet and the Prime Minister
- The successful delivery of a range of activities, including the Illuminate Festival, Mayflower Trade Expo and Mayflower Ambassador's Reception, hosted by Matthew Barzun

- The initiation and moving into delivery phase of associated major capital projects, including the History Centre and private developments such as the Bretonside redevelopment and Quality Hotel site

Looking forward, the key upcoming PCC decision point is for approval of the Mayflower Capital Programme, valued at £5m, at the Council's Capital Investment Board following Cabinet agreement in February 2017. This is anticipated to come to the Board in summer 2017.

## Project Aims

- Plymouth perception: To showcase Plymouth internationally, nationally and locally to drive visibility and engagement with the Plymouth city brand
- Residents engagement: To increase pride and aspiration in Plymouth through the Mayflower 400 programme locally and internationally to make 2020 'our year' for Plymouth
- Physical space & experience: To catalyse improvement in the space & experience of Plymouth and the necessary infrastructure to host visitors
- Improved offer, service & welcome: To increase the offer, service and welcome to visitors, and increase the number of national and international visitors through 2020 and afterwards

## The M400 partnership

The international Mayflower 400 partnership now comprises of 11 UK locations, Leiden in the Netherlands and further locations across Massachusetts.

YORKSHIRE  
Austerfield & Doncaster

HAMPSHIRE  
Southampton

NOTTINGHAMSHIRE  
Scrooby and Babworth

DEVON  
Dartmouth  
Plymouth

LINCOLNSHIRE  
Gainsborough area  
Boston  
Immingham

HOLLAND  
Leiden  
Amsterdam

WORCESTERSHIRE  
Worcester

MASSACHUSETTS  
Plymouth  
Plymouth Colony,  
Boston  
Provincetown  
Cape Cod

LONDON/ESSEX  
Rotherhithe  
Southwark  
Harwich  
Leigh-on-Sea

Plymouth has been formally designated as the lead partner for the UK by central government, successfully co-ordinating a range of activities nationally including the creation of coherent branding, the delivery of multiple funding applications and the alignment of events such as Illuminate.

Furthermore, Plymouth has provided leadership in promoting a coherent international approach to Mayflower 400. The goals of the international partnership are to:

- Highlight the special relationship between our nations, emphasising the values of freedom, democracy, humanity and the future embedded within it

- Further the community, cultural, business, military, educational, youth and scientific links between our countries. Exchange knowledge, best practice and collaborative research.
- Increase visitors and business investors to our countries and places
- Commemorate the legacy of the Mayflowers' lineage with millions of Americans that are its direct descendants
- Tell the true histories of the people, the Native Americans, the English and Dutch Pilgrims and the places that are at the heart of the journey

## **Governance**

Strategic leadership for Plymouth's Mayflower 400 programme is provided through the Destination Plymouth framework, with Adrian Vinken OBE chairing the DP board. Additional attendees include the Leader and Chief Executive of the Council, David Alder representing Plymouth University, Richard Stephens representing Devon Chamber of Commerce and Doug Fletcher representing Plymouth's business community.

An operational programme board sits under this, comprising of project leads and key partners including the City Centre Company and Plymouth Waterfront Partnership. Project leads carry responsibility for delivering their own project boards with key stakeholders.

Adrian Vinken also acts as the chair for the National Compact Partnership, with lead representatives from each UK destination meeting on a quarterly basis to progress the national programme.

## **Stakeholder Engagement and Communication**

The programme has made significant progress in securing buy-in from a broad range of stakeholders:

- An All Party Parliamentary Group has been created to promote Mayflower 400, chaired by John Mann MP and co-chaired by Oliver Colvile MP
- Oliver Colvile MP has been appointed by the Prime Minister as Special Representative and Coordinator for the Mayflower Anniversary Commemorations, providing a dedicated champion for Mayflower 400 within Parliament
- Further correspondence has been exchanged with the Prime Minister, highlighting her support for the commemoration
- Strong links have been developed with DCMS, reflected recently in a meeting with Karen Bradley, Secretary of State for Culture, Media and Sport, and a visit to Plymouth by Tracey Crouch, Parliamentary Under Secretary of State for Sport, and senior staff from the department
- An initial meeting has been held with the Chief Secretary to the Treasury, David Gauke
- In September 2016 the programme delivered a major stakeholder event in conjunction with the US Ambassador to the UK, Matthew Barzun, including Chief Executives and senior staff from a range of private and public sector organisations
- The United States Acting Ambassador to the UK visited Plymouth March 21 and 22 to experience the many connections between Plymouth and the United States from the Mayflower to the present. The visit was prepared with members of the US Embassy staff, including a pre-visit and engagement to ensure ongoing connection with Cultural Attache and wider Embassy team

The programme is committed to involving Plymouth's residents, businesses and community organisations in the commemoration. Opportunities for co-design and delivery will be embedded within specific projects, for example Plymouth's Mayflower heritage trails, promoting ownership of Mayflower 400 through to 2020 and beyond.

A dedicated communications plan is being created that will ensure all stakeholders are effectively engaged in the commemoration. Underpinning this specific branding has been created for community

and partner organisations, mirroring the London Olympics' 'Spirit of' brand, providing capacity to recognise the contribution of local groups while maintaining the integrity of the core brand for marketing and sponsorship purposes.

## **Revenue Programme**

The Council has committed £2.25m over 5 years to deliver a dedicated Mayflower 400 programme team and a series of major events that will engage the city's community, raising pride and extending ownership of the commemoration while providing a significant uplift to our visitor economy.

To date the project has spent £470k, achieving a range of outcomes including the recruitment of dedicated Chief Executive, Project Management and Education resources, and supporting wider activities including Transat 2016 and volunteering.

As the programme is still in the planning stage additional details regarding proposed events will become available later in 2017, and the overall scope of the programme may change. However, to date significant progress has been made in preparation for 2020:

### **Signature events**

Progress – the programme is working with key stakeholders including the Navy, Plymouth Culture and Plymouth University to design and deliver a series of major events for the city in 2020, building on our experience of successfully delivering high profile activities such as Armed Forces Day. Potential events include a 'Mayflower Muster', bringing together UK, US and Dutch naval forces to celebrate the special relationship between our nations and opening and closing ceremonies of significant scale.

Next steps – further details will be released as the programme formalises agreements with partners. The programme will look to consult heavily with stakeholders and communities to ensure that signature events meet the needs of Plymouth's businesses and residents. When details are released, wider organisations will be enabled to schedule their own aligned Mayflower events appropriately in order to take part in the events programme.

### **Cultural Projects**

Progress – Plymouth has continued to grow its 'Illuminate Festival' in conjunction with Plymouth Culture, attracting over 2,000 participants in 2016. This will further expand in the build up to 2020, aligning with other Illuminate events held across the UK, in Leiden and in the US.

Consultation is underway with the city's cultural community to identify opportunities to involve them in the commemoration. Plymouth Culture has secured over £600k from the Art Council's Ambition for Excellence fund to develop capacity in the city in the build up to 2020, with a further £500k allocated from central government to support the delivery of cultural activities through the commemoration year.

Next steps – Plymouth Culture will facilitate the allocation of secured funding by inviting local organisations to come forward with activity proposals. This will ensure that Mayflower 400 is embedded within Plymouth's Cultural community, building capacity and learning that will leave a legacy of enhanced activity post 2020.

### **Arts and Heritage**

Progress – the History Centre's opening in 2020 will be a highlight of Plymouth's Mayflower 400 programme. The History Centre programme is making significant progress, with construction work now underway. Alongside this, the programme has recently secured funding of £2m from the Coastal Communities fund, with a further £250k secured from the Garfield Weston Foundation. Planning has

started on content for the centre, with a number of exhibitions incorporating Mayflower related content.

Next steps – the History Centre will continue as an independent programme, with dependencies with monitored through reciprocal representation on each programme board. Funding from Mayflower 400 will support the delivery of a dedicated Mayflower exhibition within the History Centre.

### **Education and Academic**

Progress – a dedicated education officer has been recruited to Plymouth's Mayflower 400 team. They are making strong progress in engaging with Plymouth's schools and wider education institutions, including the British Council and partners in the US. Bespoke educational materials are being developed that align with the National Curriculum, and these will be made available nationally and internationally through the Mayflower website.

Next steps – education content will be formally launched in autumn 2017, ensuring that every child in Plymouth knows the Mayflower's story. Links with partners will be strengthened, enabling sharing between schools in the UK, US and Leiden.

### **Trade and Tech**

Progress – Plymouth's inaugural Mayflower Trade Expo event launched in 2016, drawing in around 100 senior representatives of the marine tech community from across the world and highlighting world-class developments taking place in the city including the Mayflower Autonomous Ship and Ocean's Gate.

Next priorities – funding has been allocated from the Mayflower 400 programme to grow the Expo, which will run on a two yearly basis through to 2020 and beyond. The project will focus on securing enhanced commercial income to ensure it is sustainable once Mayflower funding is withdrawn post 2020.

### **Sport**

Progress – contacts have been made across a range of national sports bodies, including the FA and British Swimming, to understand and scope opportunities to deliver international quality sporting events in the city. Local sports organisations are already embracing Mayflower 400 by creating proposals for sporting activities and competitions that reflect the spirit of the commemoration.

Next priorities – opportunities to run sports events will be delivered to the Destination Plymouth board, to decide on their inclusion within the Mayflower programme within the context of available funding. Additional grass roots activities will be developed alongside the headline programme, targeting communities traditionally excluded from cultural and heritage activities to ensure Mayflower 400 reaches across the city.

### **Visitor economy and marketing**

Progress – a range of visitor economy outputs have been completed, including the creation of dedicated branding and associated promotional material, engagement with tour operators and attendance at international marketing events. The market is already returning interest in the Mayflower 400 product, for example with operators already booking accommodation across the national partnership.

Next steps – funding secured from central government or other national organisations will enable the further development of the Mayflower 400 product in 2017/18, delivering a range of content including a photography bank, dedicated itineraries for each UK partner location and bespoke marketing material. Alongside this material will be translated to target the Dutch market, and further resources

will be allocated to monitor and measure the programme's impact on the visitor economy locally and nationally.

### **Volunteering and Community Engagement**

Progress – funding has been used to embed Mayflower 400 in the city's Voluntary and Community Sector contract held by Improving Lives Plymouth, providing capacity to promote and monitor volunteer activity. Alongside this, the Make a Difference for Mayflower campaign has been successfully launched, providing opportunities for businesses to contribute to the programme.

Next steps – the public facing Mayflower 400 volunteer project will launch towards the end of 2017, providing a range of opportunities for individuals to contribute to the commemoration and to their wider community. This will be co-ordinated as a legacy project, with volunteers encouraged to continue volunteering post 2020. Funding has been allocated to a community fund, which will be made available to local groups to enable them to run their own Mayflower related events through 2020. Applications for this funding will be made available from 2018, with decisions on the allocation of funding made by a 'Dragon's Den' panel of community representatives.

### **Digital**

Progress – a new Mayflower website is currently being developed using funding allocated from central government. This will provide a high-quality visitor experience, as well as the opportunity to promote commercial opportunities. Wider digital activities, including a Virtual Reality Mayflower ship developed by Birmingham University, are actively being explored.

Next steps – the Mayflower website will launch in April 2017. Further digital infrastructure is incorporated in the National Trail Heritage Lottery Fund bid; this will be refined through the project's development phase if it is successful.

### **Capital Projects**

The Mayflower programme is making significant progress in supporting and delivering a series of major capital projects for 2020. These will highlight the city's heritage, raise pride amongst residents, drive significant private sector investment and transform Plymouth's offer to visitors.

### **National and Plymouth Heritage Trails**

A business case has been submitted to Cabinet requesting £5m for the development of a series of interlinked capital projects, including the implementation of heritage trails, upgrades to key assets such as Elizabethan House, and to provide match funding for an Arts Council bid to deliver a Mayflower public art installation. This will be considered by the Council's Investment Board in summer 2017.

A supporting Heritage Lottery Fund bid, delivered on behalf of the National partnership, was submitted on 16 March. A response is anticipated in June; if successful, this funding will support the delivery of a joined up national trail linking partners and driving visitors between Mayflower Compact destinations.

### **Public Realm Improvements**

£1.5 million has been committed through the Council's Investment Board to help prepare the city for 2020. This has already delivered some major interventions, including supporting the installation of free Wi-Fi in key sites across the Barbican and city centre, improvements to the Belvedere and Cliff Road and the provision of new street furniture on the Hoe.

Future anticipated activity includes the restoration of the city's heritage plaques, investment in the Barbican's public realm and a dedicated 'find and fix' team running through 2019 to make sure the city is uplifted for 2020.

## **Private Sector Investment**

Alongside public sector investment, projects valued at over £60m are currently being progressed by the Private Sector in the city that will further transform the city for 2020. These include the development of the Quality Hotel site, the Bretonside Leisure development and potential upgrades to cruise and rail infrastructure.

## **Additional Funding**

The programme anticipates securing additional funding from a range of sources which will increase the scope of the programme or mitigate the Council's commitment, delivering greater value to the city. These include:

- Sponsorship, targeting key local, national and international institutions. Sponsor packs are actively being developed, with a view to initiate related activity in the 3<sup>rd</sup> quarter of 2017. This will align with the Mayflower branding pack, which incorporates a hierarchy of sponsorship logos to recognise contributions ranging from in-kind support from local organisations to major financial backing from international partners
- Commercial income, from a range of sources including branded merchandise and ticket sales. Conversations are already underway with potential partners regarding possible merchandising opportunities, and capacity to develop commercial income has been integrated in the new Mayflower website
- Additional funding applications, for example to the Arts Council and Coastal Communities Fund. The project will proactively seek additional opportunities to leverage funding, and support partners in Plymouth's community to draw additional resources into the city
- Wider sources, including Section 106 funding and city's two Business Improvement Districts. For example, Plymouth Waterfront Partnership has incorporated Mayflower 400 within its business plan, while the programme has previously used Section 106 money to support feasibility work

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## **Corporate Plan 2016-2019:**

### **PIONEERING PLYMOUTH**

Many of Plymouth's key existing heritage assets, for example Elizabethan House, do not provide optimum value to the city, either due to their poor condition or through the lack of a coherent narrative to attract visitors and drive footfall between locations. The Mayflower programme will address this, transforming these assets to ensure they deliver best value, while at the same time raising pride in the city. Further investment in the public realm will uplift the Barbican, Hoe and city centre, further promoting these assets and highlighting Plymouth's status as Britain's Ocean City.

The programme will embrace new ways of working, promoting a commercial approach that will extend the scope of the Mayflower 400 and potentially mitigate the Council's exposure by securing additional income, therefore delivering best value for residents.

The programme is grounded in a partnership approach at a local, national and international level, providing an opportunity for the city to build legacy relationships that will deliver benefits post 2020. Within this Plymouth City Council has been designated as the lead partner for the UK's national programme, raising our profile and highlighting our ability to provide leadership through the exceptional skillset embedded within the city.

### **GROWING PLYMOUTH**

Mayflower 400 proposes to realise significant benefits to the city's economy through an increase in visitor numbers and investment. Across all associated projects the impact is estimated at 5,407 FTE jobs and £256m GVA in the Plymouth drive to work area. Within this the Mayflower Trade Expo will

promote the marine tech sector and associated opportunities linked to Oceansgate, delivering high-skilled jobs for the city and aligning with world-class projects such as the Mayflower Autonomous Ship.

Mayflower 400 has already secured significant investment, including £1m of funding from central government for cultural activities and marketing linked to the national Mayflower trail. Further investment will be secured through a range of funding bids, for example to the Heritage Lottery Fund and Arts Council. Alongside this, the programme has played a pivotal role in promoting private sector investment in the city, including the Quality Hotel development, renewal of the Plymouth Waterfront Partnership BID and infrastructure projects relating to cruise and rail.

The programme has secured significant funding for improvements to the public realm, supporting developments that promote Plymouth as a green and pleasant city. Example of work completed to date includes improvements to Cliff Road and the installation of improvement street furniture in the Hoe area. This work will continue through to 2020, reducing maintenance costs and delivering an improved environment for residents, visitors and businesses.

### **CARING PLYMOUTH**

The programme will promote social inclusion by generating additional employment opportunities and targeting resources in traditionally excluded communities, ensuring that the Mayflower celebration involves the city as a whole and generates meaningful opportunities for residents. Alongside this, a major volunteer campaign will provide opportunities for people to engage in the commemoration, build relationships and develop their skills, creating additional social capital.

Health inequality will be addressed through investment made in public spaces as part of the Trails programme, encouraging residents to engage in healthy leisure activities such as walking and leaving a legacy of improved well-being. A dedicated sports programme is currently being defined in partnership with key local and national organisations, which will further contribute to health outcomes for the city.

### **CONFIDENT PLYMOUTH**

Plymouth has a unique history, particularly in relation to navy and maritime events that extend beyond the Mayflower voyage, including Sir Francis Drake, Sir William Hawkins and associated expeditions to Africa, HMS Endeavour and the second voyage of HMS Beagle, carrying Sir Charles Darwin. However, Plymouth's story is often underplayed, weakening the city's brand. The Mayflower programme will focus on creating a joined up heritage offer, bringing to the fore key narratives in a cohesive manner, so generating community pride in the city's achievements and reinforcing Plymouth's status as 'Britain's Ocean City'. This will be supported through wider investment, which will improve our public realm and key assets, further improving Plymouth as a destination and further raising pride locally.

The programme will directly involve citizens in the co-design and co-delivery of projects, including the creation of heritage trails and through the involvement of volunteers in signature events. A community fund will be created, empowering residents to run their own Mayflower events, spreading ownership and ensuring the whole city has the opportunity to benefit from the commemoration.

Plymouth's designation as the lead partner for the UK's Mayflower activities has enabled the city to provide leadership and set the direction at a local, regional, national and international level, raising our profile and building confidence in Plymouth's brand both within the city and externally.

### **Recommendations and Reasons for recommended action:**

It is recommended that the Scrutiny Committee:



- Support the continuing delivery of the Mayflower 400 programme in Plymouth and nationally
- Support the required bids into grant funding opportunities to secure additional funding for the overall programme
- Support the release of capital funding for the Mayflower Trails and associated Mayflower public realm improvements in Plymouth
- Support the work growing international relationships up to and beyond 2020 for the long term economic and community benefit of the city