

1) Vision

TO SUPPORT GROWTH, RAISE PRODUCTIVITY AND DRIVE PROSPERITY THAT BENEFITS AS MANY PEOPLE AS POSSIBLE

Through our economic strategy and in support of the Corporate Plan, we are seeking to create quality jobs, valuable skills, attract investment and drive productivity by focussing on our strengths including a vibrant visitor offer.

The Local Economic Strategy identifies six flagships: Ocean City Infrastructure, Learning and Talent, Peoples Communities and Institutions, Visitor Economy and Culture, Business Growth and Investment and Digital Economy.

The Economic Department also plays a major role in generating income for the Council through the Asset Investment Fund and our property estate.

2) Purpose

The Economic Development department was created in 2009 to support the delivery of Plymouth's growth agenda. Working through the Plymouth Growth Board, the department has overall responsibility for delivering Plymouth's Economic Strategy, bringing together all the Council's economic resources and levers into a single place.

In a hugely innovative step the functions set out below were combined to create a department entirely focussed on delivery. We use the concept of **star projects** to identify our strategic priorities to 2021.

3) Performance Overview

- FTE – **123.2**
- Net Budget – **£(447)**
- Department Income – **£16.4m (an increase of £10m since 2014)**
- External Funding - **£69.9m**
- Development Pipeline - **£500m**
- Jobs pipeline – **3,873**
- Assets under management - **£150m**
- Staff Survey – **Engagement: 85%; Response Rate: 92.8%**
- Absence – **2.86%**

Service	HOS & FTE	Net Budget 000's £	Service Income £	Star Projects	Service Functions
Economy & Enterprise	Amanda Ratsey/Amanda Lumley	696	3405	<ul style="list-style-type: none"> • Mayflower 400 • Plymouth Science Park • Co-operatives and Mutuels • Visitor Plan Refresh • Fishing Sector infrastructure development & support 	<ul style="list-style-type: none"> • City Business & East End Business Park • Tourist Information Centre • Events • Inward Investment • Inclusive Growth
Heritage & Arts	Paul Brookes/Nicola Moyle	1.875	2580	<ul style="list-style-type: none"> • The Box • Mount Edgumbe 	<ul style="list-style-type: none"> • Elizabethan House • Merchants House • Smeaton's Tower • Records Office
Land & Property	James Watt	(3.684)	9291	<ul style="list-style-type: none"> • Asset Investment Fund • Growth Dividend • Direct Development 	<ul style="list-style-type: none"> • Plymouth City Market & Shops • Derriford Business Park • Plymouth International • Asset Management
Strategic Projects	Mark Brunsdon	0.318	320	<ul style="list-style-type: none"> • City Centre Development Programme • Plymouth Railway Station • Hotel Development • Range HQ 	<ul style="list-style-type: none"> • Development and Valuation • Site acquisition and assembly
City Deal	Patrick Hartop	1.082	456	<ul style="list-style-type: none"> • Oceansgate & Marine Enterprise Zone 	<ul style="list-style-type: none"> • Three phases of commercial development
Management & Support		0.159	405		
ED Total		0.447	16.461		

The service activity and outputs can best be grouped in 5 main areas:

1. **ECONOMIC GROWTH THAT BENEFITS AS MANY PEOPLE AS POSSIBLE**
2. **QUALITY JOBS AND VALUABLE SKILLS**
3. **INCREASED INVESTMENT**
4. **ENHANCED VIBRANT CULTURAL & VISITOR OFFER**
5. **DRIVING INCOME & FUNDING**

The tables below show our activities starting with our priority 'Star' projects and also our other service delivery and the enabling projects that we deliver with external partners. These also address the Pledges from the Plymouth Labour Manifesto 2018 which are summarised in the appendices.

1. **ECONOMIC GROWTH THAT BENEFITS AS MANY PEOPLE AS POSSIBLE**

In the HOTSW Productivity Plan, we worked with our partners to introduce 'Inclusive Growth' into the thinking about economic growth and productivity. In Plymouth we have a strong focus on inclusive economic development initiatives such as community economic development trusts, co-operatives, social enterprises and optimising economic opportunities through community activities. The enabling activities run through the projects, service delivery and enabling where we can influence the activities of our colleagues, suppliers and partners.

Star Projects	Description	Accountability (KPI/Lead)
Co-operatives and mutual Action Plan (pledge 10)	Plan to double the size of the co-operative sector by 2025	Anna Peachey <i>KPI Gross weekly pay (gap between 80th/20th percentile)</i>
Co-operative Business Investment Fund (pledge 10)	A £2m PCC fund, informed by the co-operatives and mutual action plan, to enable growth.	Anna Peachey <i>KPI Gross weekly pay</i>
Fishing Sector Infrastructure Development and support (pledges 37-39)	Adoption of a sustainable fishing plan and appointment of fishing co-ordinator. Further development of lifejackets project.	Amanda Ratsey <i>KPI Gross weekly pay</i>

Service Delivery	Description	Accountability
Inclusive Growth campaign (pledge 9)	A campaign, rolled out across Plymouth's businesses and agencies that targets interventions that optimise the contribution to and benefit from economic growth of all citizens.	Anna Peachey
District Shopping Centres (pledge 4)	A plan for the revival of Mutley Plain, Marlborough Street, Ernesettle	Patrick Knight
Enablers	Description	Accountability
Millfields Community Trust	PCC supported community economic development trust focussed on managed workspace to build a more sustainable community	Rodger Pipe
Wolseley Community Trust	PCC supported CEDT (Community Economic Development Trust) focussed on developing/managing business parks and community facilities	Sarah Taylor
Four Greens Community Trust	PCC supported new CEDT focussed on creating community led economic development and improved community health and well being	FGCT Board
Procurement (pledge 6)	Ensure that Economic Development Procurements maximise the benefit to Plymouth through development of local suppliers and requirements for all suppliers to deliver the highest standards of ethical behaviour and quality	Andrew Hardingham/Anna Peachey <i>KPI PCC spend on SMEs</i>
Brexit research (pledge 11)	Contribute to the publication of research into the impact of Brexit where appropriate.	Nina Sarlaka
Credit Union and Fair for You (pledge 60)	Continued support for the Credit Union and Fair for You	Amanda Ratsey

2. QUALITY JOBS AND VALUABLE SKILLS

The Local Economic Strategy and HOTSW Productivity Plan target productivity and job growth by focussing on our key economic strengths; marine, nuclear, advanced manufacturing, fishing, tourism & culture. Pledge 1

Star Projects	Description	Accountability (KPI/Lead)
Oceansgate (pledges 2/3)	A 7.5 hectare marine business park with deep water access, 3 dry docks and 1200 new jobs	Patrick Hartop <i>KPI: Jobs facilitated by the Council & Inward Investment</i>
Plymouth Science Park (pledges 3/ 5)	Jointly owned with Plymouth University, the Park's focus is to create high value jobs linked to the science of the University	Ian McFazden <i>KPI: gval/hour & inward investment</i>
Direct Development	A £75m programme of direct development supporting jobs and growth	James Watt <i>KPI: employment floor space created</i>
Range HQ	Joint venture with CDS leading to major inward investment of national HQ creating 570 new jobs and safeguarding 250	Mark Brunson <i>KPI: Jobs facilitated by the Council</i>
Service Delivery	Description	Accountability
Business Parks (pledge 3)	183 business units providing 57,000ft ² of managed workspace. Work towards highest standards of digital connectivity.	Amanda Ratsey
Plymouth Market	150 stalls, 6 cafes and 40 shops	James Watt
Marine Business Technology Centre	Innovation support for marine businesses and new in-sea test range	Patrick Hartop
Growth Hub	The LEP managed growth Hub will deliver c 1,000 businesses support interventions across HOTSW, which is about 100 businesses just for Plymouth, from light touch signposting and referrals to more intensive face to face	Amanda Ratsey

	engagements across HOTSW LEP (Heart of the South West Local Enterprise Partnership) area	
Sector Support	Bespoke support for key sectors such as marine, digital, nuclear, health and medical, fishing, tourism, retail and cultural. This includes support to the Royal Navy at Devonport to win contracts including the new frigates (pledge 1).	Amanda Ratsey
Brexit	Supporting businesses and signposting through the growth Hub.	Amanda Ratsey
Enablers	Description	Accountability
Plymouth Growth Board	Our strategic economic partnership with the private sector monitors and scrutinises delivery of the Local Economic Strategy.	Amanda Ratsey
Heart of the SW LEP	Strategic regional economic partnership with private sector and conduit for government funding	Amanda Ratsey
Devonport Taskforce	Cross party political and lobbying group supporting the dockyard and naval base	Amanda Ratsey
South Coast Marine Cluster	Marine network promoting investment across the South and SW of England	Sheldon Ryan
Digital/Connected Plymouth	Network supporting digital businesses	Nina Sarlaka
Building Plymouth (pledge 7)	Network of Construction companies and stakeholders.	Nina Sarlaka
Construction Charter (pledge 7)	Unite the Union charter to maximise the impact of construction in the local economy. Implemented through procurement	David Draffan

3. INCREASED INVESTMENT

We are developing a strong investment pipeline focussing on existing businesses, our target sectors and fully utilising our land and property assets. Development activity is focussed in 2 major growth hubs in the City Centre/Waterfront and Derriford areas. Pledges 2/3/82

Star Projects	Description	Accountability
City Centre Development Programme	£350m development programme including BL Campus, Drakes Leisure, Colin Campbell Court, Derrys and public realm.	Mark Brunson <i>KPI: employment space created & inward investment</i>
Hotel Development (pledge 8)	Support the development of New Hotel product	Mark Brunson <i>KPI: employment space created & inward investment</i>
Plymouth Station (pledge 14)	Regeneration of railway station to create new gateway and commercial heart.	Mark Brunson <i>KPI: employment space created & inward investment</i>
Oceansgate	50 office and light industrial units to be let in phase 1 and phase 2. Disposal of Phase 3 to operator	Patrick Hartop <i>KPI: employment space created & Inward Investment</i>
Service Delivery	Description	Accountability
Business relationship programme	Programme of aftercare visits for our largest 60 businesses	Amanda Ratsey
Royal William Yard	Joint venture with Urban Splash to drive development of the yard	Mark Brunson
Weston Mill	Sports improvement and food retail investment opportunity	James Watt
Woolwell	Land ownership agreement enabling urban expansion	Mark Brunson
Colin Campbell Court	Site acquisition programme to enable major mixed used development to support West End	Mark Brunson
Bath Street	Site acquisition and demolition programme to enable major mixed use development	Mark Brunson

Civic Centre	Supporting Urban Splash to enable regeneration of Civic Centre	Mark Brunsdon
Millbay	Supporting Muse to enable regeneration of Millbay & delivery of boulevard	Mark Brunsdon
MIPIIM	Promotion of Plymouth's development sites in UK's biggest property event	Amanda Ratsey
Enablers	Description	Accountability
HOTSW LEP Inward Investment & Department of International Trade	Strategic investment partnership with the LEP and DIT to manage inward investment enquiries	David Ralph
Economic Intelligence	In house economic analysis and statistical capability	Amanda Ratsey
Events	Annual programme of inward investment events and activities	Amanda Ratsey
Plymouth Plan	Identifies a Pipeline of future development opportunities	Mark Brunsdon

4. ENHANCED VIBRANT CULTURAL & VISITOR OFFER

We have placed Culture at the heart of our economic strategy and service plans acting as a major catalyst, through Mayflower 400, to reposition the City nationally and internationally. We also provide an award winning programme of events and cultural programmes and work with colleagues to enable development of phone apps and digital technology to enrich the tourism experience (pledge 70).

Star Projects	Description	Accountability
Mayflower 400 (pledge 68)	Transformational year long programme of cultural and signature events	Charles Hackett <i>KPI: increased visitor numbers & visitor spend</i>
The Box (pledge 83)	New flagship cultural destination combining Plymouth Museum, Records Office, SWFTA, SWIB and a new contemporary art gallery	Paul Brookes <i>KPI: increased visitor numbers & visitor spend</i>

Star Projects	Description	Accountability
Mount Edgcumbe	Grade 2 listed country house and grade I listed landscape gardens jointly owned with Cornwall and managed by Plymouth.	Nicola Moyle <i>KPI: increased visitor numbers & visitor spend</i>
Visitor Plan refresh	Refresh of existing plan to take city up to 2030 building on success of current plan which expires 2020	Amanda Lumley <i>KPI: increased visitor numbers and visitor spend</i>
Service Delivery	Description	Accountability
Historic Houses and Records Office	Operational management of Smeaton's tower, Elizabethan House, records office and Merchants House	Nicola Moyle
Events Programme	Plymouth's celebrated events programme including National Fireworks, MTV Presents, Pride (pledge 76) and Armed Forces Day	Amanda Ratsey
Tourist Information Centre	Operational management of Barbican TIC	Amanda Ratsey
Museum on Tour (pledge 83)	HLF funded activity programme building to BOX opening in 2020.	Nicola Moyle
Marketing	Delivering visitor marketing for DP and BIDs, plus inward investment marketing.	Amanda Ratsey
International visitor marketing	Programme of international activity supporting growth in overseas visitors	Amanda Lumley
Cruise Plymouth (pledge 36)	Programme of international marketing supporting growth in cruise visits	Amanda Lumley
NPO Core Programme	ACE funded programme of activities that deliver against the goals of excellence, access for all, leadership, sustainability and children and young people.	Nicola Moyle
Marine National Park (pledge 34)	A partnership with stakeholders of Plymouth Sound and its associated areas to maximise accessibility and enjoyment of Plymouth's marine environment for current and future generations.	Patrick Knight

Star Projects	Description	Accountability
Cruise Liner Terminal at Millbay (pledge 36)	Partnership with ABP and Brittany Ferries	David Draffan
Landmark Illuminations (pledge 73)	Extension of existing programme, starting with Royal Navy Memorial and other memorials on the Hoe	David Draffan
Blue Plaques (pledge 77)	A People's Choice Competition for new blue plaques	Nicola Moyle
Enablers	Description	Accountability
Destination Plymouth Ltd.	Plymouth's accredited Destination Management Organisation	Amanda Lumley
Plymouth City Centre Company Ltd.	PCC supported City Centre BID	Steve Hughes
PWP Ltd.	PCC supported Waterfront BID	Sarah Gibson
Plymouth Culture	Partnership leading Plymouths cultural strategy	Dom Jinks
Arts Council England	Strategic partnership with ACE across 11 NPOs and £ 8M investment in The Box (pledge 83)	Phil Gibby/Nema Hart
Heritage Lottery Fund	£14.8m investment in The Box	Nerys Watts
RIO	Arts Council bridge organisation working with PCC on Ocean Studios and Devonport Market hall	Lindsey Hall
Theatre Royal	PCC & ACE supported award winning regional producing theatre	Adrian Vinken

5. DRIVING INCOME AND FUNDING

The department plays a major role in generating income, sponsorship and grant funding for the Council – Over £67m in 2017/18. The department will also generate £15.6m service income in 2018/19, which is an increase of £9m since 2014.

Start Projects	Description	Accountability
Plymouth Growth Dividend	Accumulation of Business rates, New Homes Bonus and Council Tax from development activity to support wider council services	Andy Sharp <i>KPI: growth dividend quarterly report</i>
Asset Investment Fund	£155m investment fund to acquire commercial property assets to support economic and employment growth and regeneration in Plymouth and TTWA (Travel to Work Area) and deliver long-term income generation (via rental receipts) to the Council.	James Watt <i>KPI: AIF quarterly report</i>
Service Delivery	Description	Accountability
Asset Management	Active management of c 450m commercial and corporate property portfolio of which the investment portfolio comprises circa £140m, with a rent roll in excess of £10m (7%+return).	James Watt
European programmes	Maximising EU funding into Plymouth	Amanda Ratsey
External Grant Funding	Proactive identification, analysis and bid writing capability	Amanda Ratsey
Direct Development	£75m programme of direct development creating future commercial job creating and income producing assets for the Council in addition to further NNDR revenue Langage Phase 1 - 30,000sq ft Langage Phase 2 - 30,000sq ft Langage phase 3 - 25,000sq ft Broadley Park – 20,000sq ft Plymouth International – 15,000sq ft	James Watt

	Land at Embankment Road Land at Outland Road Weston Mill Site Blue Monkeys Site	
Enablers	Description	Accountability
PIP	Wholly owned PCC economic development delivery vehicle. Income from property assets supports ED service. Tavistock Road improvement properties to be leased to PIP Ltd to navigate right to buy issues and provide housing and income during holding period.	James Watt, company secretary
External assurance	Working with specialist consultants to validate business cases and provide quality assurance.	James Watt

3 Service Priorities for 2018/19 and 2019/20

Our strategic service priorities are defined by our star projects

- a. **Co-operatives and Mutuals Action Plan**
- b. **Co-operative Business Investment Fund**
- c. **Fishing sector infrastructure development and support**
- d. **Oceansgate**
- e. **Plymouth Science Park**
- f. **Direct Development**
- g. **Range HQ**
- h. **City Centre Developments**
- i. **Hotel Development**
- j. **Plymouth Station**
- k. **Mayflower 400**
- l. **The Box**
- m. **Mount Edgcumbe**
- n. **Visitor Plan refresh**
- o. **Growth Dividend**
- p. **Asset Investment Fund**

Service Priority <i>What it is and why you're focussing on it</i>	'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i>	Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Oceansgate	<ul style="list-style-type: none"> • Secure £11m to close Oceansgate funding gap in Phase 3 • Secure anchor tenant for phase 3 by March 2019 • Launch Marine Business Technology Centre in July 2018 • Maintain FAST autonomy cluster to ensure development of test range and growth of autonomy technology sector • Secure £3.2m ERDF for phase 2 • Construct Phase 2 of Oceansgate commencing Jan 19 	<ul style="list-style-type: none"> • Economy Enterprise and Employment service support in marketing and inward investment and links to the LEP • Land and Property support for lettings and property management • Legal and procurement support for construction of phase 2 and phase 3 • Finance support for maintenance of financial model and EZ implementation

Service Priority <i>What it is and why you're focussing on it</i>	'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i>	Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Direct Development	<p>To facilitate direct development, key priorities/sites are:</p> <ul style="list-style-type: none"> • Sufficient financial viability. • Ensure that the completed development will attract and secure occupier demand. • Langage Phase 2 – 30,000 sq ft • Broadley Park – 20,000 sq ft • Plymouth International – 15,000 sq ft • Land at Embankment Road • Land at Outland Road • Weston Mill Site • Blue Monkeys Site 	<ul style="list-style-type: none"> • Sufficient property market conditions and levels of occupier demand. • Efficient procurement process • Legal/finance to support on commercial transactions
Range HQ	<ul style="list-style-type: none"> • To support the Range in completing the development of the new head office development • To support the Range in recruitment and relocation of 450 new jobs • Maximise the benefit to Plymouth of the new Range Training Academy 	<ul style="list-style-type: none"> • Coordination with SPI and planning and transport issues • Support from PESB on skills issues • Legal to support on commercial transactions
City Centre Developments	<ul style="list-style-type: none"> • Support British Land in the development and opening of Drakes Leisure scheme maximising the impact for the City • Work with British Land to develop plans for investment in the New George Street block linked to Batter Places public realm programme. • Work with City Centre Company to identify a development partner and bring forward plans for the regeneration of Colin Campbell Court • Support Urban Splash to bring forward plans for the redevelopment of the Civic Centre • Continue to undertake strategic acquisitions to facilitate/de-risk private sector inward investment 	<ul style="list-style-type: none"> • Work in partnership with the Better Places public Realm team to lever in private investment on the back of public realm improvements. • Work with the City Centre Company to manage the impact of development works • Legal to support on commercial transactions

Service Priority <i>What it is and why you're focussing on it</i>	'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i>	Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Hotel Development	<ul style="list-style-type: none"> Actively promote hotel development at PCC sites including the railway station and Quality Inn site. Support hotel development on third party sites including Millbay and Pavilions. Stimulate visitor demand through the refreshed visitor plan. 	<ul style="list-style-type: none"> Visitor Plan refresh Mayflower 400
Plymouth Station	<ul style="list-style-type: none"> Foster closer working arrangements between the 4 key stakeholders involved with the Station regeneration proposals Exploit the Council's covenant strength to directly engage with the funding and delivery of upfront enabling works De-risk development sites freed up by the enabling works to facilitate private sector inward investment Continue to work with external organisations to continue lever in additional funding sources such as growth Deal and OPE Continue to raise the profile of the project with Government Secure an anchor tenant 	<ul style="list-style-type: none"> Co-ordinate partners through cross party railway steering group – GWR, Network Rail, UOP, CIOS LEP and DFT Legal to support on commercial transactions
The Box	<ul style="list-style-type: none"> To complete the capital project within financial envelope To procure and deliver the exhibition fit out contract To prepare for the recant and exhibition fit out To complete the staff restructure and appoint senior team To firm up the opening programme working with international artists To develop a 'plan for opening' 	<ul style="list-style-type: none"> Work with the Box shadow board to become an institutional board Work closely with corporate comms on marketing plan SPI to support/complete public realm and enabling transport schemes Support from finance on financial modelling Support from HR on Box restructure
Mayflower 400	<ul style="list-style-type: none"> To work with the Arts Council to appoint a Creative Director and submit funding bids to deliver a series of national moment through the Creative Programme To firm up the signature events in the annual programme including The Box opening, Festival of Sail, Mayflower Muster and Illuminate. 	<ul style="list-style-type: none"> Support Destination Plymouth to deliver with support from Events Team on signature events and Arts and Heritage Teams with the BOX Strategic partnerships with ACE and HLF Work closely with corporate comms on marketing plan

Service Priority What it is and why you're focussing on it	'Must do' actions What do you have to do to make the successful deliver against your priorities	Dependencies Who or what (e.g. systems; other departments) are you dependent on to achieve your actions
	<ul style="list-style-type: none"> • To work with Reg & Co to deliver against corporate sponsorship targets • Secure the appropriate national political support to formally make an ask of government for strategic funding for Mayflower 400 • To continue to build community engagement through the Cultural and Community funds. • To deliver the Mayflower Capital programme including the Elizabethan House, Mayflower Trails and Mayflower Monument • To ensure an appropriate Marketing plan is in place and funded to deliver against our national and international ambitions 	<ul style="list-style-type: none"> • To set up a City readiness group 12 months ahead of the opening programme.
Mount Edgcumbe	<p>To deliver agreed targets set out in the commercial business plan, towards cost neutrality, whilst maintaining free access. Funded through the approved revenue and capital investment plan.</p> <ul style="list-style-type: none"> • Development of holiday accommodation • Increase in Day Visitors • Development of commercial rents • Growth of weddings, conferences and events plans 	<ul style="list-style-type: none"> • Continue to work closely with Cornwall Council and the Mount Edgcumbe Joint Committee
Growth Dividend	<ul style="list-style-type: none"> • To maximise the business rates and new homes bonus available to the City Council • To continue to drive a long term development pipeline for the City including Derriford district centre, Sherford, City Centre and Waterfront • To ensure of current schemes and stalled schemes working with key regeneration bodies including Homes England, Heritage England and MHCLG High Streets fund 	<ul style="list-style-type: none"> • Joint Local Plan • Hotel Study
Asset Investment Fund	<ul style="list-style-type: none"> • Acquire income-producing, direct development and forward funding commercial property schemes in Plymouth and TTWA to deliver:- • Stimulation of economic and employment growth and 	<ul style="list-style-type: none"> • Continued oversight from cross party investment panel • Finance support for provision debt finance and modelling

Service Priority <i>What it is and why you're focussing on it</i>	'Must do' actions <i>What do you have to do to make the successful deliver against your priorities</i>	Dependencies <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
	<ul style="list-style-type: none"> regeneration in the city • Long-term income generation (via rental revenues) to support the wider financial position of the Council 	
Visitor Plan Refresh	<ul style="list-style-type: none"> • To work with Destination Plymouth to produce a new strategic document for the Visitor Economy by March 19 • To develop a detailed delivery plan to 2030 • To maximise the impact for the visitor economy of current investments including the Box, Elizabethan House, Mayflower steps etc. 	<ul style="list-style-type: none"> • Plymouth Culture • Mayflower 400 • Hotels Study • Events
Plan for cooperatives and Mutuals	<ul style="list-style-type: none"> • We believe there is scope to increase the number of businesses owned by the people that employ them. As we've shown with community energy, people should be able to come together to use their buying power to improve the quality of the goods and services they receive. We will map the current work of co-operatives and mutuals within the city and set out an action plan to double the size of this sector by 2025. • Plymouth City Council is the first council in the country to commit to doubling the size of its cooperative economy – helping local people to take more control of jobs, livelihoods and to keep more money in the city. Creating the right environment for organisations to be established that are owned and run by their own staff and customers – signalling a return to the city's cooperative's roots. • Plymouth City Council has launched its strategic action plan that outlines how we will double the co-operative economy by 2025. The plan focuses on creating the right conditions for co-operative formation, promoting and supporting pathways into co-operation for local businesses/organisations. There is also a specific focus on health and social care in terms of encouraging and 	Anna Peachey

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	supporting co-operative approaches in the wellbeing economy.	
Cooperative business investment fund	<ul style="list-style-type: none"> We are in the process of developing a new investment/loan fund to support the growth of this important sector. 	Anna Peachey

Summary of ED delivery of the Plymouth Labour Party pledges

Pledge	Growth for all	Jobs and skills	Cultural and visitor	Investment	ED lead	Lead/Support
1 We will strongly fight attempts by the Conservative Government to cut Devonport-based amphibious ships and cut Plymouth-based Royal Marines. We will also support the campaign for the new Royal Navy frigates to be based in Devonport		✓			Amanda Ratsey	S
2 Labour will support Plymouth's entrepreneurs and small businesses by creating more small business and business start-up spaces. We will build more factories and invest in better quality office space in the city and encourage private investors to do the same. To boost manufacturing, we will also sign up to support the GMB's Making It campaign		✓			James Watt/ Amanda Ratsey	L
3 We will continue to demand the highest standards of digital connectivity to give Plymouth's data and digital-dependent businesses the tools they need to compete in today's world. The council's own business parks should lead by example.		✓			James Watt / Amanda Ratsey	L
4 Working alongside local residents and businesses we will launch a plan for the revival of district shopping centres to help reopen empty shops. Our initial focus will be on Mutley Plain, Marlborough Street in Devonport and Ernesettle shops.	✓				David Draffan	L
5 Labour will continue to invest in science and innovation by supporting the growth of the Plymouth Science Park - the largest in southern England - as we have done since Labour created it.		✓			Ian McFadzen	L
6 Labour will review the City Council's procurement procedures to make sure the City Council buys as much as it can locally. We will ensure that all suppliers to the City Council work to the highest standards of ethical behaviour and quality. We will continue to take action to make sure every pound we spend brings the maximum benefit to Plymouth.	✓					S to Simon Arthurs
7 We set up Building Plymouth to encourage jobs in the construction industry. We will continue to support its work and will be encouraging opportunities for older workers, whether they are looking for a change of job or are out of work. We will sign up to Unite the Union's Construction Charter.	✓					S to Ed Coley/ Emma Hewitt
8 To support Plymouth's ever-growing tourism industry and to capitalise on the legacy of Mayflower 2020, we will attract more high-quality hotels to open in the city.			✓		Mark Brunsdon	L

Pledge	Growth for all	Jobs and skills	Cultural and visitor	Investment	ED lead	Lead/Support
<p>9 Many local businesses work hard for the good of Plymouth, going the extra mile to help meet the city's needs and working for inclusive growth. We will explore ways in which we can help businesses and social enterprises that go further than a standard corporate social responsibility programme to grow.</p>	✓				Anna Peachey	S to Matt Garrett
<p>10 We believe there is scope to increase the number of businesses owned by the people that employ them. As we've shown with community energy, people should be able to come together to use their buying power to improve the quality of the goods and services they receive. We will map the current work of co-operatives and mutuals within the city and set out an action plan to double the size of this sector by 2025.</p>	✓				Jane Hunt/ Anna Peachey/ Amanda Ratsey	L
<p>11 Under the Conservatives not enough work has been done on the economic impact of Brexit – both positive and negative - on the City Council and Plymouth in general. We will make sure that research is undertaken and is made available to the public.</p>	✓					S to Kevin McKenzie
<p>14 Working with Network Rail, Plymouth University, Great Western Railway and Government partners, we will support the development of the new gateway project at Plymouth Train Station. This will include plans for a grand new entrance overlooking the city, a new car park and more spaces for business and retail.</p>				✓	Mark Brunsdon	L
<p>34 We will support the campaign being run by Plymouth Labour and Co-operative MP, Luke Pollard, for Plymouth Sound to be designated the country's first National Marine Park.</p>			✓		Patrick Knight	S to Kat Deeney
<p>36 Labour supports the creation of a cruise liner terminal at Millbay. We will work with ABP and Brittany Ferries to support the creation of better quayside facilities and the protection of cross-channel crossings and welcoming more cruise ships to Plymouth.</p>			✓		David Draffan	L
<p>37 Britain's Ocean City is not just a brand; it is a celebration of Plymouth's maritime role. That is why we will work with Plymouth's fishing industry to launch a Plan for Sustainable Fishing to secure the industry's future in the city.</p>		✓			Amanda Ratsey	L
<p>38 We will also review the proposals for improved facilities for the fishing sector. These proposals have come from the local fishing industry, and include better infrastructure at the east of Sutton Harbour and a fishing-related building development.</p>	✓				Amanda Ratsey	L
<p>39 The life-saving lifejacket scheme started by Labour for Plymouth fishermen has been copied by many other councils. We will continue to give it our full support.</p>	✓				Amanda Ratsey	L

Pledge	Growth for all	Jobs and skills	Cultural and visitor	Investment	ED lead	Lead/Support
60 In 2012 we took on Wonga, and in 2016 we introduced Fair For You to Plymouth. High street banks have disappeared from many neighbourhoods and many low earners are denied access to bank accounts altogether. So, it is important that we continue to fight for affordable access to financial services through continued support for the City of Plymouth Credit Union and Fair For You.	✓				Jane Hunt	L
61 We will examine how the Council can best support South West Mutual, a new regional savings and loan bank for small and medium sized businesses, community groups and people of ordinary means.	✓				Amanda Ratsey	L
68 Mayflower 2020 is now only two years away. We will work with Mayflower 400 to ensure that Plymouth is not only at the heart of national and international commemorations, but that the benefits from this year of events last long into the future, creating a legacy for the whole city, not just those communities along the waterfront.			✓	✓	Charles Hackett	L
69 Having illuminated Charles Church, we will continue the investment in this important war memorial by restoring the plaques that tell the story of Charles Church.			✓		Nicola Moyle	L
73 We will continue the successful Labour programme of lighting up our landmarks by extending the illuminations to other city landmarks, starting with the Royal Navy Memorial and other memorials on the Hoe.			✓		David Draffan	L
76 2017 saw the biggest Plymouth Pride event ever on the Hoe. We will continue to support the organisers and we will arrange to have Pride flags flown from the Hoe flagstaffs and illuminate Smeaton's Tower with the rainbow.			✓		Victoria Allan	L
77 Plymouth has too few blue plaques that celebrate and commemorate our city's long history and high achievers. Labour will start a People's Choice competition for new blue plaques that enable nominations, voting and crowd-funding of new blue plaques.			✓		Nicola Moyle	L
82 We will work with investors to create new shop units to attract retailers currently missing from our city centre.				✓	Mark Brunsdon	L
83 By tripling the size of our museum, we will make sure The Box is the biggest cultural investment in the south outside London. It will be big enough to tell the story of Plymouth properly for the first time. The Box will also contain a major celebration of Plymouth's Naval history, which will reflect the contribution Plymouth has made to the country and the world. We			✓	✓	Paul Brook	L

Pledge	Growth for all	Jobs and skills	Cultural and visitor	Investment	ED lead	Lead/Support
will also ensure it becomes the home to the National Figurehead Collection.						
88 We are committed to not charging organisations like Park Run to use Plymouth City Council land for major events. COMPLETE			✓		Amanda Ratsey	L

Appendices to the Business Plan

1. Budget
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register
4. Service Standards – the standards of service you are providing to citizens/internal customers (new)
5. Strategic Workforce Plan
6. ED Scorecard
7. Info graphic