

	<b>Agenda Item</b>	<b>3</b>
Meeting	Wealthy Theme Group	
LSP Visionary Goal and Priority Objective	A wealthy city which creates and shares prosperity	
Responsible Officer	David Draffan: WTG Co-ordinator	
Title	Update on Plymouth Local Economic Strategy 2006-2021 & beyond – Leadership Action Plan	
Purpose of Item	To provide members information for discussion and update of the Leadership theme Action Plan of the LES	
Recommendations	Wealthy Group members are requested to: <ul style="list-style-type: none"> <li>• Note the contents of the report</li> <li>• Update the LES Action Plan Leadership theme</li> </ul>	
Date	11 October 2010	

## **Update on Plymouth Local Economic Strategy 2006-2021 & beyond – Leadership Action Plan**

### **1.0 Introduction**

1.1 This report seeks to provide information on the current status of the actions ascribed to the Leadership theme in the Local Economic Strategy (LES). These date from 2006 when the LES was published. Through the Wealthy Theme Group review process the LES has once more become the focus of the groups' activities. The process of reviewing the LES Action Plan on an annual rolling basis will ensure that actions remain current and relevant and that they will be delivered by the partnership.

### **2.0 Background**

2.1 The Leadership theme of the LES is concerned with the establishment of the Plymouth City Development Company (Plymouth CDC). The original actions are outlined in the table below:

<b>5. Leadership</b>
5.1 Establish City Development Company, Memorandum and Articles and agree Board membership
5.2 Complete and endorse City Development Company Business Plan
5.3 Initiate Business Plan

2.2 Then shadow board for the Plymouth CDC was established in 2007 with a formal launch of the CDC in February 2008. The Plymouth CDC was established to lead on major inward investment issues for Plymouth and to promote the city to investors at home and abroad. It was set up through funding from Plymouth City Council, South West Regional Development Agency and English Partnerships (which subsequently became the Homes and Communities Agency (HCA)).

2.3 Since this time there have been a number of changes to the CDC structure as it has had two Chief Executives and an Interim Chief Executive. The recession has also happened and impacted on the work of the CDC and its ability to operate in the manner envisaged. Finally, the change of Government and the announcement of a spending review has meant that all the partners involved in the CDC have had sever funding cuts or are being disbanded. This will result in the Plymouth CDC stopping operations in late 2010. The functions it used to oversee will be given to other organisations in the city.

2.4 The first Business Plan, under the first Chief Executive, was launched in September 2008. A revised Business Plan was being developed under the final Chief Executive during 2009/2010 but was never implemented. Latterly, a number of Directors were employed to drive forward projects including the city branding work and discussions with developers on major investment sites, such as North Cross.

- 2.5 The original three actions as outlined under 2.1 above have, therefore, all been achieved. Given the current situation of the CDC ceasing there is an opportunity to reshape the LES Leadership theme Action Plan to reflect the new topography in Plymouth. A series of questions for discussion are outlined below which can inform any new actions.
- 2.6 The 14 Critical Success Factors (CSF) of the LES are used to monitor the implementation of the LES and are reviewed annually. Statistics are compiled using these as the basis to measure the impact of the LES. One of the sections of the CSFs is 'Leadership' which mirrors the actions with the LES. Below is an extract from the LES CSFs:

<b>Critical Success Factors for Plymouth Current Position &amp; 2016 Target</b>			
<b>Critical Success Factor</b>	<b>Components</b>	<b>Current Position</b>	<b>2016 Target</b>
<b>Leadership</b>	Coordination and Championing	Lack of a well defined delivery vehicle for strategic economic development and regeneration activity	Successful development and implementation of delivery vehicle
	Image & Branding	No current branding and marketing strategy	Development and implementation of successful branding and marketing strategy

2.7 Past monitoring has seen progress being made on both of these CSFs with the establishment of the Plymouth CDC and the image and branding work being under development, and latterly released and used. The CSFs have been reviewed in the past and are likely to be reviewed again in the future, however the LES is still current and its direction supported. Any future work of the LES on Leadership would still need to work towards achieving these two CSFs.

### **3.0 Key Issues**

3.1 There are a number of key decisions that are required to be made in order to successfully update the LES Action Plan. These are outlined below:

3.2 **Positioning the WTG:** Publicity of the WTG and its new membership, the cessation of the Plymouth CDC and the emerging LEP agenda and how this could impact on the WTG need to be considered and are

interrelated. Actions need to be implemented that position the WTG as the organisation for businesses to interact with in order to put forward their view. As such, work needs to be undertaken to make this happen.

- 3.3 **Inward investment enquiries:** Large and foreign inward investment enquiries were dealt with by Plymouth CDC with support from Plymouth City Council. The Council also deals with the smaller local enquiries. The Council therefore has good experience of dealing with inward investors and the new Economic Development Service brings together Economic Development and Commercial Property, those services most likely to be involved.

A two-pronged approach is required, one to deal with the enquiries that come in with support from partners, and the second is to consider how to use the branding and publicity to promote Plymouth to investors outside the region in a proactive manner.

- 3.4 **City Branding:** The Plymouth CDC had produced a comprehensive marketing proposal for Plymouth which has started to be utilised by organisations in Plymouth, including Plymouth City Council. In order that this work does not become 'lost' ownership and promotion of this needs to be established.

The information can be found at [www.positivelyplymouth.mobi](http://www.positivelyplymouth.mobi) (eventually to become .com).

- 3.5 **Economic Data requirements:** Plymouth CDC commissioned research into needs and uses of economic data in Plymouth as this is currently schizophrenic in provision. In order to fully appreciate the issues effecting Plymouth and how the WTG can play a realistic role in achieving its aims in the current climate, greater information is required on key subjects. This work set out the possible mechanism for achieving this. With the demise of Plymouth CDC this work now needs to be studied and carried forward.

- 3.6 **Digital Plymouth:** The issue of getting better digital (especially ICT) access to Plymouth has been a long-standing issue. High capacity connections would benefit the city and aid business development. A number of methods of achieving this have been identified and this was a project that was being led by the City Development Company and latterly the Chamber of Commerce.

It now needs to be decided whether this is a priority for Plymouth and should be pursued.

## 4.0 Proposed New Actions

- 4.1 This section seeks to outline a number of new actions that could replace those in the current LES Action Plan under the 'Leadership'

theme, based on the key questions outlined above. It is not an exhaustive list but can be used to spark discussion.

- Establish the position of the Wealthy Theme Group in the emerging Local Enterprise Partnership agenda  
Lead:  
Target date:  
Key milestones:
- Drive forward the production of a Visitor Strategy for Plymouth  
Suggested Lead: Destination Plymouth  
Target date:  
Key milestones:
- Identify and take forward the City Branding work to organisations in Plymouth.  
Lead:  
Target date:  
Key milestones:
- Arrange a campaign of publicity to surround the WTG, reposition it for the business community and to actively engage with the media to disseminate the work of the group.  
Suggested lead: Dawn Bebe  
Target date:  
Key milestones:
- Decide on a suitable mechanism for the provision of economic data to the WTG to fully understand the implications of actions being undertaken.  
Lead:  
Target date:  
Key milestones:
- Identify the key delivery vehicles to take forward key projects such as Digital Plymouth.  
Suggested lead: Plymouth Chamber of Commerce and Industry  
Target date:  
Key milestones:

## **5.0 Proposal**

- 5.1 It is proposed that the WTG members note the contents of this report and use it as the starting point for a discussion to agree revised actions for this theme in the LES Action Plan

Jeffery Kenyon  
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22 September 2010