

Cattewater Harbour Masterplan

Stakeholder Engagement Report

November 2023



Background

Cattewater Harbour Commissioners (CHC) is the Statutory Harbour Authority and the Competent Harbour Authority for the Port of Plymouth (otherwise referred to as Cattewater Harbour).

CHC has been in discussion with Mott MacDonald Limited (MML) in connection with its desire to develop a Port Master Plan for the Port of Plymouth. CHC's have identified the following as central drivers for the masterplan:

- The ambition for the Port to become a key gateway to the South West which will drive progress towards regional and national net zero targets.
- Changes in cargo, future trends, and opportunities.
- Resolution of constraints on existing port operations and the potential for growth.
- Opportunities presented by the Plymouth and South Devon Freeport and alignment to the Joint Local Plan for Plymouth and South West Devon.
- Opportunities to drive technological investment into Turnchapel Wharf, and closely engage with autonomous industries.
- Challenges associated with climate, nature, social inclusion, and the growth of the port-city relationship.

Why Engage?

Workshops at an early stage of a masterplan development with relevant stakeholders and the local community are hugely beneficial and are often called community visioning. This forward-looking approach allows the users of the area to co-lead the development process rather than simply react to it.

This strategy empowers communities to actively shape their surroundings, and grants developers the advantage of tapping into the distinctive local expertise of communities. This, in turn, permits the exploration and refinement of concepts in their early stages, while also gathering support for the fundamental aspects of their developmental proposition.

Project Aims

The aim of the project was to build on the existing visioning work and enable the key stakeholders who have helped craft the vision and objectives an opportunity to validate the outcomes as well as help shape plausible future scenarios for Cattewater Harbour ahead of producing a masterplan for the harbour site. We held two workshops on the 16th October and 6th November with approximately 20 stakeholders.

This project sought to ensure that there is buy in from stakeholders by allowing for continuous engagement throughout the process, as shown in the graphic below. This work will enable wider community involvement at the next stage of the master planning process.

Methodology

During the workshops, we used tools from our Mott MacDonald toolkit called FUTURES (Future Uncertainty Toolkit for Understanding and Responding to an Evolving Society). Further detail on the process we followed is outlined on the next page.



What is it?

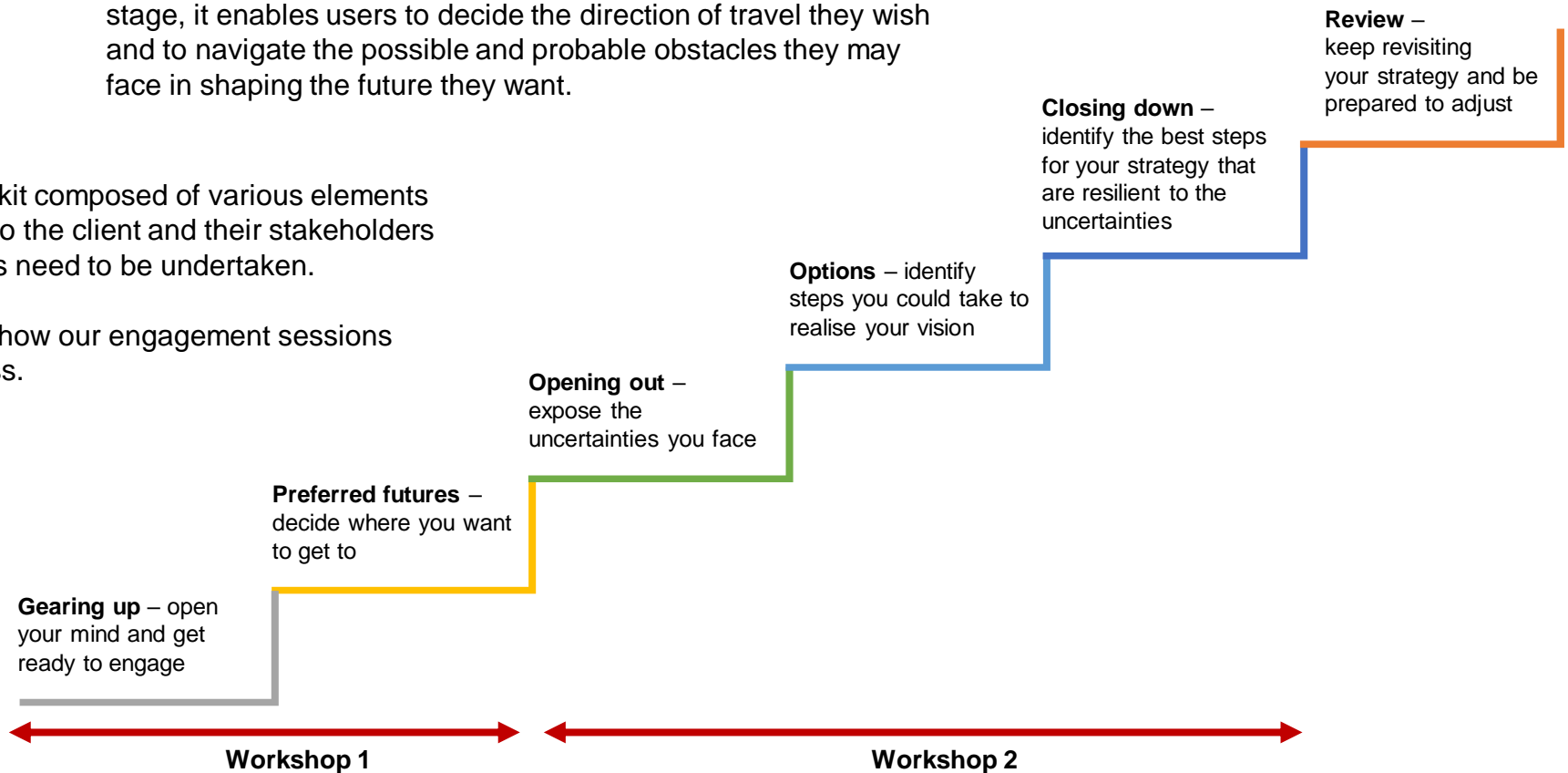
A **Futures Uncertainty Toolkit** for **Understanding and Responding to an Evolving Society**, using vision-led strategic planning approach for an uncertain world comprised of a six-stage approach:

1. Gearing up
2. Preferred futures
3. Opening out
4. Options
5. Closing down
6. Review

Designed to support decision making at the strategic planning stage, it enables users to decide the direction of travel they wish and to navigate the possible and probable obstacles they may face in shaping the future they want.

FUTURES is a toolkit composed of various elements that can be tailored to the client and their stakeholders needs. Not all stages need to be undertaken.

The diagram shows how our engagement sessions align with the process.



To learn more visit: [FUTURES: vision-led planning for an uncertain world - Mott MacDonald](#)

Overview

The interactive workshops* enabled participants to explore the future of Cattewater Harbour through six highly collaborative activities.

WORKSHOP 1

1. Validation of vision and objectives for the Cattewater Harbour Masterplan



“The Cattewater Harbour Masterplan will serve as a manual for decision-makers to futureproof the port over the next 25 years. It will enable the port to adapt to changes in the environmental, technological and socio-economic landscape, harnessing these winds of change to enhance Plymouth's proud maritime heritage in close collaboration with local partners, ensuring it delivers innovation, social and environmental justice to the wider area.”

The objectives that underpin environmental justice exclusively to carbon. This is only one area of relevance to the port: the need water quality, biodiversity, and ocean health generally (including in terms of climate change) also built in.

There is no clear pathway to social or environmental justice in the objectives.

economic viability



2. Explore the Strengths, Weaknesses, Opportunities & Threats

How can we ensure a more resilient future for Cattewater Harbour?

Education, Employment & Upskilling

Decarbonisation & Operations

Cooperation & Collaboration



3 a. Identify critical uncertainties that are likely to have the biggest impact the future of Cattewater Harbour

What could impact on the future of Cattewater Harbour?

SOCIAL

ECONOMIC

POLITICAL

ENVIRONMENTAL

WORKSHOP 2

3 b. Identify plausible future scenarios for Cattewater Harbour



Tell us more about Cattewater's emerging scenarios

Strong public pro sustainable

Osmosis Cattewater

Lighthouse Cattewater

Rudderless Cattewater

Weathered Cattewater



4. Identify actions to move Cattewater Harbour towards the vision

Actions

What actions could help Cattewater Harbour reach its vision in this scenario? (add ideas in the sticky notes)

Support through local plan making e.g. policies in key for achieving low land costs

Strong collaboration / partnership working - unified working to reach a vision

Connecting together what happens on the water and what happens on the land

Seek greater engagement with the city council - across all efforts

Political support

Better coordination between water and shore-side stakeholders

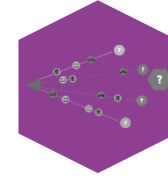
What culture are we looking for?

Picking up on where the disconnect is

Environment - Statutory Consultees - playing a bigger role in decision making

Env action

PRIORITISE TWO OPTIONS (add ideas in the sticky notes)



5. Test the robustness of interventions by assessing how well they help move your scenario closer to the vision

Select your top actions to guide us in our scenario to reach the vision

Scenario 1 - Osmosis Cattewater

Scenario 2 - Lighthouse Cattewater

Scenario 4 - Rudderless Cattewater

Scenario 3 - Weathered Cattewater

1. Validation of vision and objectives for the Cattewater Harbour Masterplan



We undertook a collaborative process to develop the preferred vision and objectives for Cattewater Harbour Masterplan

When undertaking transformational change, it is essential to establish a navigational aid, such as a vision, to effectively communicate the goal to all stakeholders. A vision statement helps bridge the past and present with the future, setting out a common goal and inspiring a long-term purpose.

Objectives are specific strategy development steps that provide guidance and direction. They ensure measurable outcomes that help facilitate change and directly contribute to achieving the shared vision.

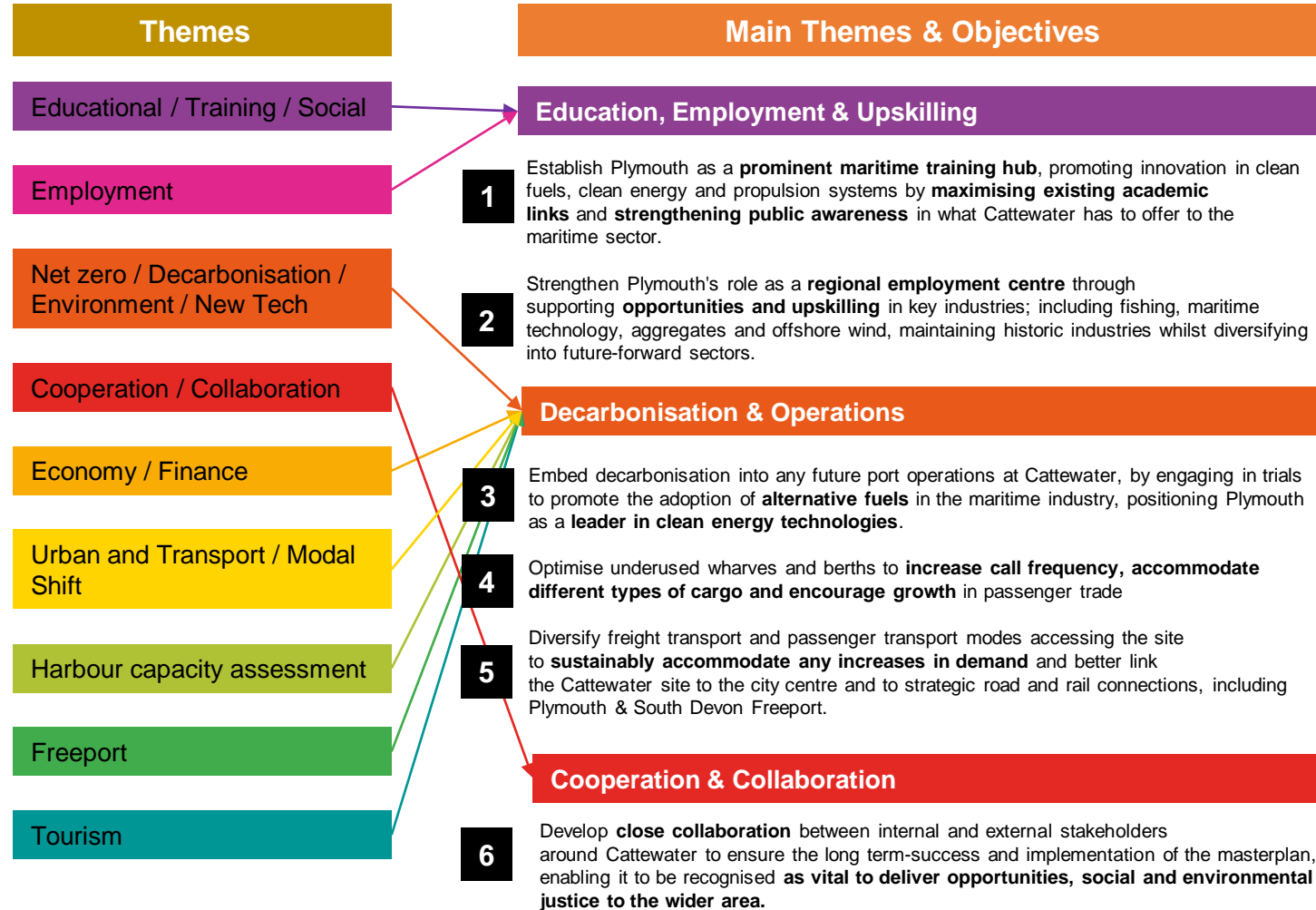
To support the development of a masterplan, we identified the need to develop a clear vision and objectives to withstand future uncertainties and tackle current issues. This was undertaken using our FUTURES toolkit. In order to develop a vision and objectives to withstand future uncertainties and tackle current issues, we need to gather data from a wide range of sources.

We interviewed representatives from local organisations at the start of the project to understand their thoughts and ideas for the future of the harbour.

We also reviewed local and national policy to understand how Cattewater Harbour can contribute to wider planning objectives. Combined, this stakeholder feedback and policy review gives us a detailed picture of issues and opportunities affecting Cattewater Harbour.

Following the interviews, we created 9 themes, that grew out from our conversations and a review of local policy documents. Complementary themes were merged to create main themes.

Under each main theme, we summarised the information gathered into a series of 6 simplified statements – or “objectives”.



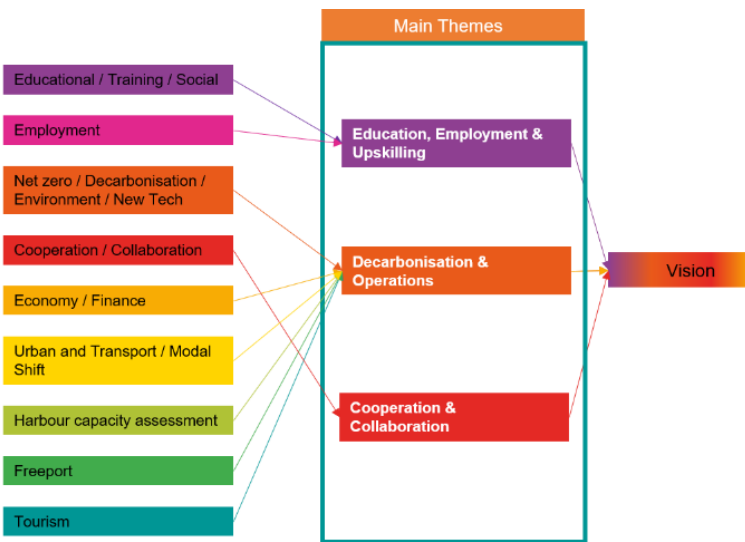
1. Identify a preferred vision and objectives for the Cattewater Harbour Masterplan



The three main themes and associated objectives were used to guide the overall vision statement for Cattewater Harbour Masterplan as shown on the right.

During Workshop 1, participants were presented with the vision and given the opportunity to provide comment for further refinement.

The vision was accepted and approved in its current form during the workshop.



The Cattewater Harbour Masterplan will serve as a manual for decision-makers to futureproof the port over the next 25 years. It will enable the port to adapt to changes in the environmental, technological and socio-economic landscape; harnessing these winds of change to enhance Plymouth’s proud maritime heritage in close collaboration with local partners, ensuring it delivers innovation, social and environmental justice to the wider area.

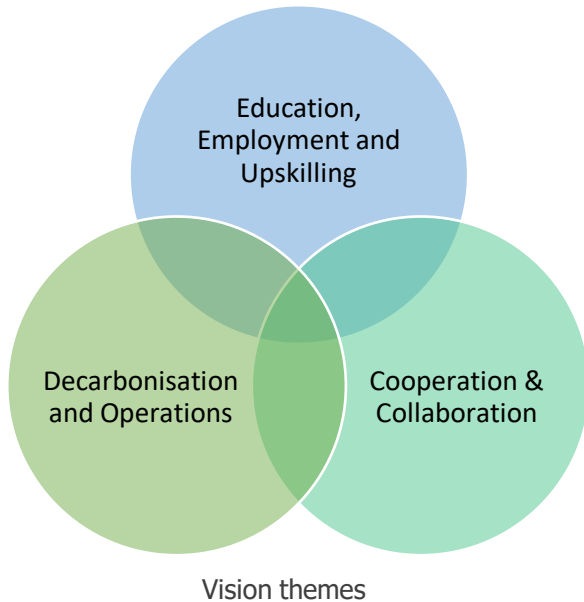


2. Exploring the strengths, weaknesses, opportunities and threats



Exploring the strengths, weaknesses, opportunities and threats of Cattewater Harbour to work towards a resilient future

During Workshop 1, the participants were guided to identify the strengths, weaknesses, opportunities, and threats to Cattewater Harbour to enable the development of a resilient future, with a particular emphasis on how these elements aligned with the vision themes.



Strengths

- Powerful investor background e.g. attracting skills investment
- Good education facilities and big maritime training provider
- Wealth of local knowledge
- Strong reputation
- DfT backing (Connectivity Study)
- SME growth
- Maritime expertise and history
- Essential location for Devon, Cornwall and Somerset
- Strong and integrated supply chain network

Weaknesses

- Confusion over Cattewater's freeport position
- New and changing environmental legislation
- Public acceptability of change
- Uncertainty over older infrastructure and ability to support growth
- Lack of capacity
- Access to Cattewater and perceived remoteness of Plymouth
- Impact of climate change
- Siloed working
- Limited depth of water
- Lack of capacity on electricity grid
- Lack of a clear regulatory framework

Opportunities

- Alternative fuels for vessels – renewable energy
- High salary of the maritime industry could be very attractive to a skilled workforce
- Taking advantage of the government's pushing for short sea shipping
- National focus on coastal community
- Established international customers focusing on the area
- More investment – particularly looking at those which will bring environmental benefits and upgrades to Victorian infrastructure
- Expansion in rail infrastructure
- Using policy to protect the port
- Systems thinking approach

Threats

- Housing development
- Legal ownership
- Changing politics
- Planning policy
- Having to turn people away
- Competitive job market
- Increased water use – recreation, hard to manage
- Unpredictability of climate change e.g. sea levels
- AI
- Decline in biodiversity
- Lack of data to support adaptation
- Not approaching challenges holistically
- Ships getting larger

3 a. Identify key drivers of change for the future of Cattewater Harbour



Drivers of change and the critical uncertainties were identified that are likely affect Cattewater Harbour in the future

Drivers of change are elements which will have a significant influence on how the future will look.

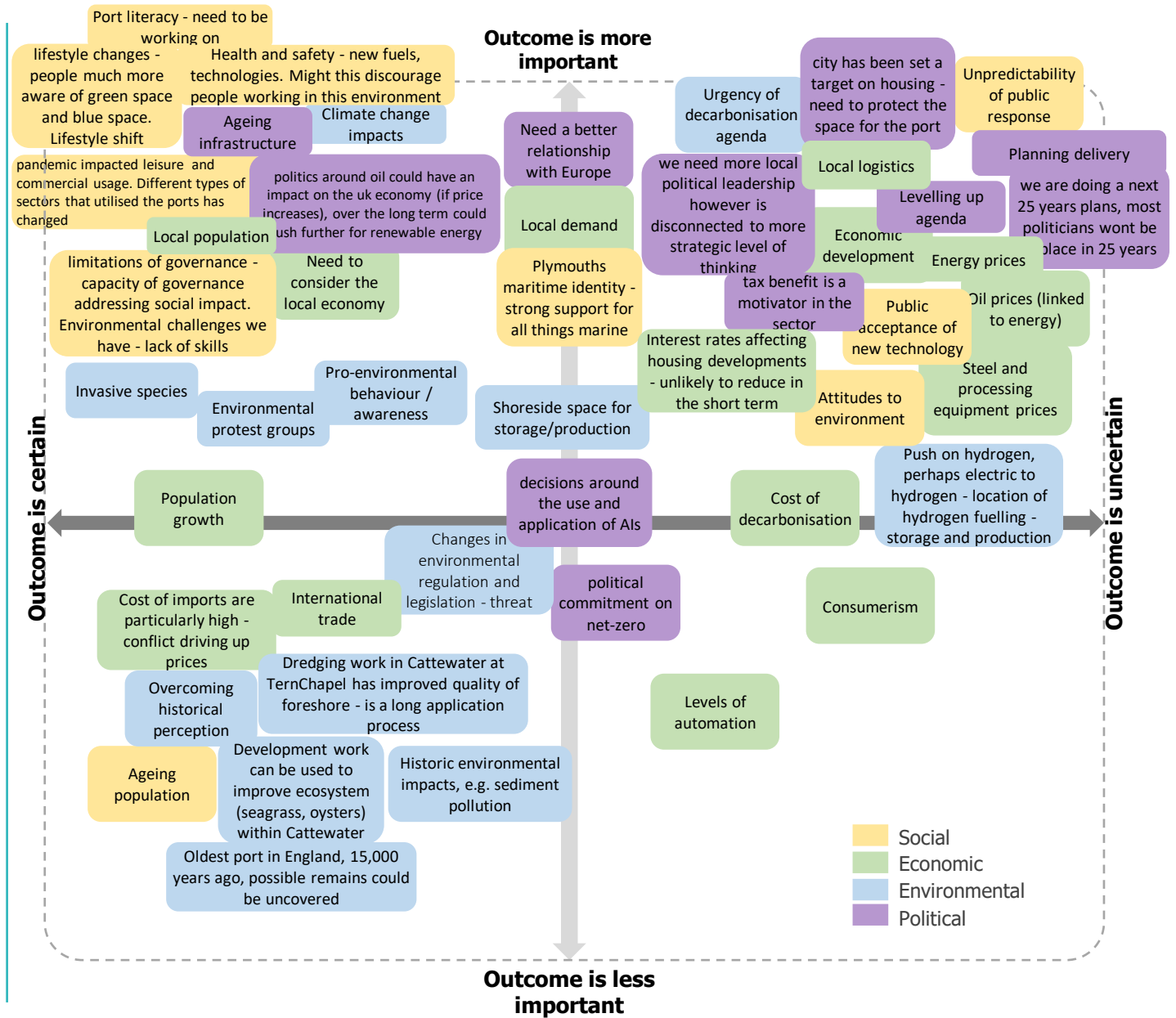
The participants identified over 49 drivers of change; factors or trends that will affect Cattewater Harbour in the future. The drivers of change were grouped by Social, Economic, Environmental, and Political.

Of the drivers of change identified, the participants were asked to distinguish between the drivers which are important and not important and certain and uncertain.

Importance: how important is this driver to the future of Cattewater Harbour?

Certainty: how certain are you that this driver will unfold?

Drivers that are the most important and the most uncertain are determined to be critically uncertain, they are in the top right corner of the grid. The outcome of this assessment is shown on the grid to the right.



3 b. Identify plausible future scenarios for Cattewater Harbour



Plausible future scenarios for the Cattewater Harbour were created based on the critical uncertainties and the key drivers of change

Creating plausible future scenarios

Scenarios are stories about the future. It does not mean that these things will come to pass or that they are the only scenarios, their purpose is to help understand change and actions.

Scenario planning is an industry recognised technique that involves the imagining of several plausible futures, the driving forces that lead to those futures, and their consequences. They are used to explore the deep uncertainty that we currently face in our decision making. Scenario planning has been used for many years, and most noticeably by the Shell Oil Company in the 1970s who used scenarios to understand the various oil crises and to ensure they fared better than their competitors¹. It is a useful technique to explore multiple depictions of the future that may eventuate due to the interplay between a range of external elements. This helps planners and decision makers better consider what the future may look like and the extent to which potential interventions are able to deliver the intended outcomes across different scenarios.

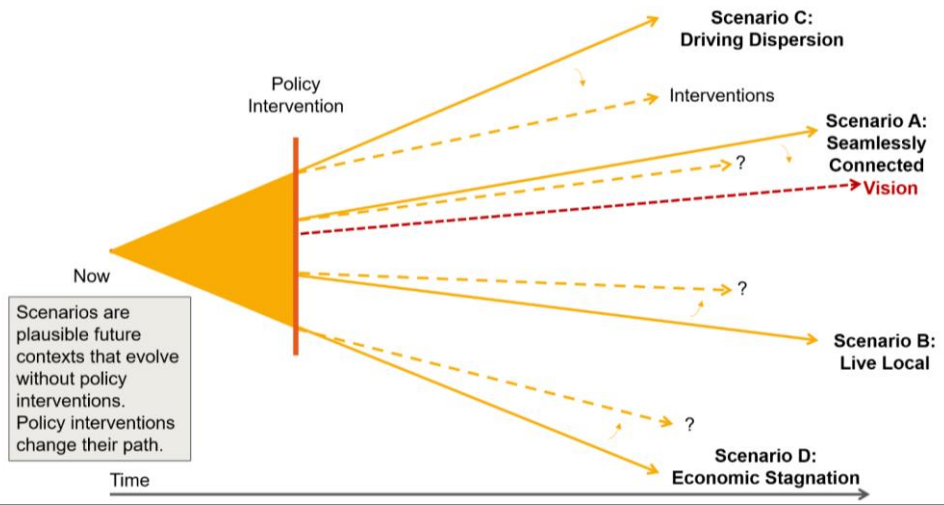
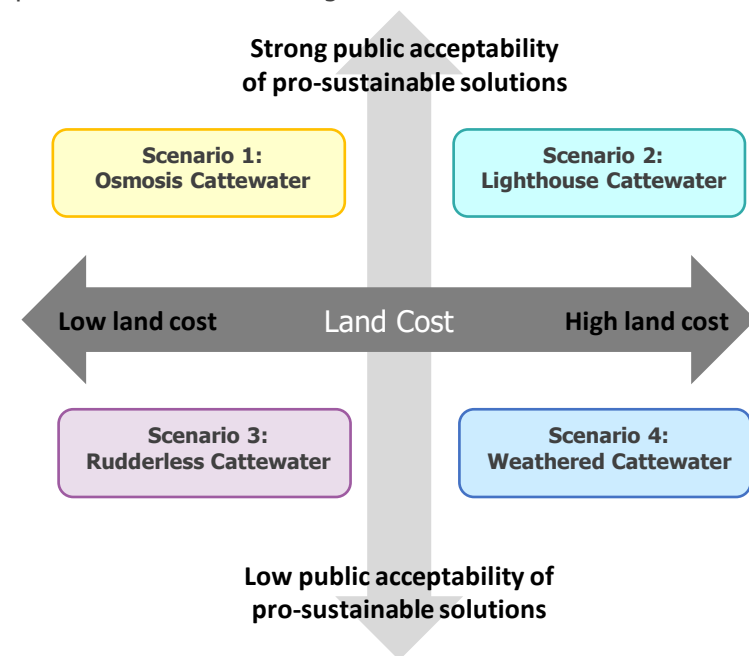


Illustration of scenarios using the 'scenario cone'

Following the workshop, the project team reviewed the drivers of change in the top right-hand corner of the axis (section 3a) and chose two that were considered the most uncertain and most important drivers from the long list of critical uncertainties (on page 8). The two critical uncertainties were:

- **Acceptability of pro-sustainable solutions:** how supportive the public are of sustainable solutions. This relates to the trend we are seeing around the public becoming more climate conscious and wanting to see environmentally conscious development.
- **Land cost:** increased competition of land uses around the harbour which drives up land value and cost. This relates to the trend of increasing pressure on available land surrounding the harbour to be used for residential developments as financially this use generates more income per m2.

These two critical uncertainties have been used as the axes of uncertainty to create four plausible scenarios as shown on below. These were also influenced by the outputs from the SWOT analysis. These scenarios are considered directions that Cattewater Harbour could be pulled in without any intervention (based on exogenous factors). A brief overview narrative was added to each scenario prior to the workshop to help shape the discussion and bring the scenarios to life.





Plausible future scenarios for the Cattewater Harbour were created based on the critical uncertainties and the key drivers of change

Scenario 1 - Osmosis Cattewater

Strong public acceptability of pro-sustainable solutions and low land cost

- Relatively low land costs around the harbour have enabled expansion of shore-side developments for vital storage and production needs, keeping residential developments away from critical port areas.
- Strong public acceptance levels of pro-sustainable solutions have encouraged collaborative innovations that benefit harbour stakeholders and surrounding commercial and residential developments as well as regional employment and academic institutions through innovative sea and wind technological hubs and opportunity spaces.
- Sustainable solutions, initiatives, and technological innovations have been able to flourish at Cattewater harbour due to affordable land costs that have enabled the development of storage facilities for non-fossil fuel energy production means and storage. As well as ship needs waterside.
- Environmental preservation indicators are all green, which has encouraged leisure and commercial activities in and around the port, water and land-based activities are thriving, from sailing to aquaculture.



- | | | | |
|---|-------------------------|---|---------------------------|
|  | Residential |  | Water |
|  | Port / Innovation |  | Commercial / Public Realm |
|  | Leisure / Environmental |  | Port / Industrial |

Land use plots are indicative of the potential make-up of the site under this scenario and do not represent a committed or agreed masterplan at this stage.



Plausible future scenarios for the Cattewater Harbour were created based on the critical uncertainties and the key drivers of change

Scenario 2 - Lighthouse Cattewater

Strong public acceptability of pro-sustainable solutions and high land cost

- Economic developments have pushed the cost of land around the harbour up, which has restricted expansion opportunities for Cattewater business owners and local stakeholders. Housing developments which are perceived to maximise high land value have been endangering valuable port space.
- Collaboration and cooperation between harbour stakeholders has increased as a direct reaction to high land costs, which has helped improve the mutualisation of shore-side resources such as land and various port infrastructures necessary for storage and production needs.
- Strong public support for the decarbonisation of port activities has enabled Cattewater Harbour to develop a marine energy demonstration park, which now provides clean power to surrounding residential and commercial properties as well as ships. This has also increased tourism levels, academic research, and up-skilling opportunities for all levels of job profiles linked to sustainable technologies.
- Environmental markers such as endemic marine life and pollution levels have all improved since a strong sustainability led approach for the harbour has been adopted by Cattewater Harbour Commission, with the support of stakeholders and the wider public.



- | | | | |
|---|-------------------------|---|---------------------------|
|  | Residential |  | Water |
|  | Port / Innovation |  | Commercial / Public Realm |
|  | Leisure / Environmental |  | Port / Industrial |

Land use plots are indicative of the potential make-up of the site under this scenario and do not represent a committed or agreed masterplan at this stage.



Plausible future scenarios for the Cattewater Harbour were created based on the critical uncertainties and the key drivers of change

Scenario 3 – Weathered Cattewater

Low public acceptability of pro-sustainable solutions and high land cost

- High land cost has priced out Cattewater harbour stakeholders, residential and tourism/commercial developments are asphyxiating historical port activities and Plymouth’s maritime identity.
- Low public acceptability of pro-sustainable solutions has hindered the development of clean energy production and storage facilities around the harbour as residents push for more housing developments to be built on the available land with little regard for the needs of the port. Academic institutions who wish to test decarbonisation research must fight for access to land with everyone else.
- Victorian port infrastructure is rapidly degrading as there is little collaboration with regards to surrounding land use, lack of joint investments concerning shore-side activities that require large land access for storage and production is penalising certain industries.
- Environmental markers are amber or red and reflect local de-regulation of sustainability measures, which has endangered local marine life enabling invasive species and increasingly polluted water levels. Tourism and leisure activities in the harbour are suffering from increased pollution levels.



- | | | | |
|---|-------------------------|---|---------------------------|
|  | Residential |  | Water |
|  | Port / Innovation |  | Commercial / Public Realm |
|  | Leisure / Environmental |  | Port / Industrial |

Land use plots are indicative of the potential make-up of the site under this scenario and do not represent a committed or agreed masterplan at this stage.



Plausible future scenarios for the Cattewater Harbour were created based on the critical uncertainties and the key drivers of change

Scenario 4 – Rudderless Cattewater

Low public acceptability of pro-sustainable solutions and high land cost

- Low land costs have enabled port stakeholders to continue developing their commercial entities with little need to cooperate and share shore-side resources, often leading to fragmented land use and duplication of services and infrastructures.
- Low public acceptability of pro-sustainable solutions has hindered the development of clean energy production and storage facilities around the harbour as residents push for more housing developments to be built on the available land with little regard for the needs of the port. Academic institutions who wish to test decarbonisation research must fight for access to land with everyone else.
- Lack of collaboration from stakeholders and the public on issues linked to climate change means Cattewater harbour and the surrounding area have been unable to develop a strategic approach to ensure resilience and adoption of sustainable alternatives, an assortment of fossil fuel and new technologies are being used with little coordination.
- Environmental indicators are all amber or red, local marine life is endangered by invasive species and increasing polluted waters due to local de-regulation of sustainability measures. Tourism and leisure activities are suffering from increased pollution levels.



- | | | | |
|---|-------------------------|---|---------------------------|
|  | Residential |  | Water |
|  | Port / Innovation |  | Commercial / Public Realm |
|  | Leisure / Environmental |  | Port / Industrial |

Land use plots are indicative of the potential make-up of the site under this scenario and do not represent a committed or agreed masterplan at this stage.

3 b. Explore plausible scenarios for Cattewater Harbour



Plausible future scenarios for the Cattewater Harbour were explored using interactive exercises

Scenario Development

During the second workshop, the participants were divided into groups to each explore one of the four plausible future scenario. Six interactive activities were completed by each group to help describe the ways the future of Cattewater might develop.

The activities were focused on:

1. The triple bottom line: in this world what is the focus of government, industry and society in 2040?
2. Technology innovation: what type of technological innovations have influenced changes in the harbour?
3. Risks: what type of risks would you need to consider in this world?
4. Culture: what does local society value in 2040?
5. Net zero: how much has Cattewater Harbour contributed to the reduction of Plymouth's carbon reduction goals by 2040?
6. Types of skills required: what type of skills are common in 2040?

Some of the key outputs from these discussions have been summarised on the right.

Osmosis Cattewater

	Low land cost	Strong acceptability of pro-sustainable solutions
Main focus for improvement	Economic, Social and Environmental	
Technology Innovation	Decarbonising the transport sector, reducing the carbon impact of construction activities and growth in sea and wind technology to generate renewable energy	
Risks	Competition for low land costs between different sectors, the impacts of climate change including sea level rise, lack of investment and disconnect between wider stakeholders	
Type of skills required	Conservation, planning, engineering and economic development	
Contribution to net zero		

Lighthouse Cattewater

	High land cost	Strong acceptability of pro-sustainable solutions
Main focus for improvement	Economic, Social and Environmental	
Technology Innovation	Automation, electric vessels and usage of hydrogen, smart ports, wind energy and cabling	
Risks	Competition particularly with other ports in the South-West, cyber security, power capacity and collaboration between wider Plymouth harbour stakeholders	
Type of skills required	Electric vessels and maintenance, future engineering, machine learning and AI	
Contribution to net zero		

Rudderless Cattewater

	Low land cost	Low acceptability of pro-sustainable solutions
Main focus for improvement	Economic	
Technology Innovation	Potentially an absence of innovations or selfish innovations, where those are only benefitting themselves. Automation	
Risks	Conflicts with local stakeholders and lack of collaboration, loss of tourism and leisure	
Type of skills required	Construction	
Contribution to net zero		

Weathered Cattewater

	High land cost	Low acceptability of pro-sustainable solutions
Main focus for improvement	Social and Environmental	
Technology Innovation	Automation, AI, smart ports and aquacultures	
Risks	Impact of AI, housing targets, pace of technological change leaving the harbour behind, climate change, silting up, brain drain, dredging costs, high value jobs disappearing, increased geopolitical tensions, increased congestion via road freight and challenges of becoming a green corridor	
Type of skills required	Skill drain and managed decline, potential for aquaculture skills	
Contribution to net zero		

4. Identify interventions to deliver the preferred vision for Cattewater Harbour



A long list of possible interventions were considered that would deliver the preferred vision for each scenario

Interventions identified by workshop participants

Osmosis Cattewater

Better coordination between water and shoreside stakeholders

Connecting together what happens on what and what happens on land

Seek greater engagement with the city council – across all efforts

Strong collaboration / partnership working – unified working

Environment statutory consultee – playing a bigger role in decision making

Supporting local plan making and seeking greater engagement with the city council across all aspects - consider the port as the city's most valuable asset

National Political Support - industrial strategies, planning strategies and environmental strategies will come out. This can't be done without it

Lighthouse Cattewater

Prepare for secure automated parts

The need to bring enough power into the port

Reskilling the labour market to target maintenance and new vessels

Connect Cattewater to the wider movement/local transport network

Environment statutory consultee – playing a bigger role in decision making

Ensure right infrastructure is in place to support future growth and accommodate wider range of vessels

Conduct PESTEL, SWOT analysis to get a more holistic understand and what aspect can cattewater specialise in

The workshop participants identified the following possible interventions, see on the left of page, which might be implemented to move from the plausible scenario towards achieving the preferred vision for Cattewater Harbour.

By 2040 Cattewater Harbour will...

- Be agile and adaptable
- Exemplifies maritime heritage
- Support innovation
- Be recognised for supporting social and environmental justice
- Be highly collaborative among stakeholders in the local community
- Be future proof

Rudderless Cattewater

Greater regulation

National engagement lobbying

Stakeholder collaboration, engagement, partnerships

Weathered Cattewater

Failure to engage with the community

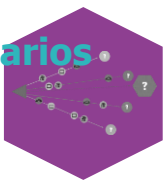
Need to secure "managed decline" skills

Each breakout group was asked to prioritise one or two interventions that they felt were most likely to move from their scenario to the agreed vision for Cattewater Harbour. These interventions were then taken forward to the next stage of the workshop.



Prioritised interventions

5. Stress-test interventions to identify those which are more robust across the plausible scenarios






Participants were asked to stress-test the eight prioritised interventions to understand whether they would help to achieve the vision in each scenario





Participants were asked to stress test the seven interventions identified to understand whether it would help to achieve the vision in their scenario.































This process starts to reveal the relationships, dependencies, connections and complexities between interventions. Commonalities and differences between the scenarios can also be observed. Where an intervention scores highly across multiple scenarios, it suggests that the intervention is more robust against multiple plausible scenarios.

The outputs are shown on the right. Just because something is scored as a red doesn't necessarily mean it shouldn't be progressed, but it does indicate that potentially there are more sustainable solutions which could be pursued or incorporated into this intervention.

-  Intervention aligns well with helping to reach the vision in this scenario
-  Intervention has the potential to align with helping to reach the vision in this scenario
-  Intervention isn't well aligned with helping to reach the vision in this scenario

The majority of interventions scored green or amber across all scenarios. These are interventions that are considered robust across a range of scenarios. Further detail on each of these interventions is provided on the next page.

-  Osmosis Cattewater (strong public acceptability of pro sustainable solutions and low land cost)
-  Lighthouse Cattewater (strong public acceptability of pro sustainable solutions and high land cost)
-  Rudderless Cattewater (low public acceptability of pro sustainable solutions and low land cost)
-  Weathered Cattewater (low public acceptability of pro sustainable solutions and high land cost)

	Osmosis Cattewater	Lighthouse Cattewater	Rudderless Cattewater	Weathered Cattewater
Supporting local plan making and seeking greater engagement with the city council across all aspects - consider the port as the city's most valuable asset			 	
National Political Support - industrial strategies, planning strategies and environmental strategies will come out. This can't be done without it				
Conduct PESTEL, SWOT analysis to get a more holistic understand and what aspect can Cattewater Harbour specialise in			 	
Ensure right infrastructure is in place to support future growth and accommodate wider range of vessels				
Stakeholder collaboration, engagement, partnerships				
Managed Decline and Expectations				
Failure to engage with the community				

6. Review

Following the workshop, the priority interventions were written up to clarify the why, the how and the so what...

1

Continued stakeholder collaboration, engagement and partnerships

Why: There are a diverse number of stakeholders at Cattewater Harbour with different priorities, as well as a number of external stakeholders that have a vested interest in the future of Cattewater Harbour.

What: Need to ensure there is a comprehensive stakeholder engagement framework throughout the masterplan process

So what: This will ensure that the masterplan is aligned with the needs and expectations of stakeholders. It will help create synergies and opportunities for cooperation and innovation with other stakeholders such as transport, logistics, research institutions and other industries.

2

Strong political support at the local and national level

Why: To achieve the vision for Cattewater Harbour requires strong national political support. National Government set the direction for industrial, planning and environmental strategies.

How: Need to engage with Local MPs to communicate and bring them along on the journey of development at Cattewater Harbour.

So what: Strong relationships with Local MPs will provide greater influence on policy at the national level and will also help 'fly the flag' and provide greater support for Cattewater Harbour at the local level. This will be imperative for any future planning applications at the Harbour.

3

Greater engagement with the City Council

Why: There is a need to undertake greater engagement with the City Council to raise the profile of the Cattewater Harbour as an important asset for the city. This is to ensure it is considered when thinking about economic development, planning policy and nature and conservation strategies.

How: Undertake regular engagement with the City Council to better communicate the value of Cattewater Harbour to the city, and open up the conversation that planning considerations needs to go beyond the shore.

So what: A clear strategic vision in the local plan that supports change at Cattewater Harbour will help set the policy direction and investment for development at Cattewater Harbour.

4

Ensure right infrastructure is in place to support future growth

Why: There is the need to ensure that Cattewater Harbour remains competitive by being an attractive location that is well serviced and well connected.

How: Need to ensure the wider connectivity into the Harbour and space for infrastructure is considered as part of the masterplan.

So what: This will ensure Cattewater Harbour remains an attractive location for investment.

5

Further analysis on what Cattewater Harbour can specialise in

Why: There is a need for a better understanding of what Cattewater Harbour could specialise in, recognising wider parts of Plymouth's Harbour have different specialisms and different roles.

What: Undertake further SWOT and PESTLE analysis and engagement with wider businesses that make up Plymouth's ports

So what: A more detailed understanding about what Cattewater Harbour could specialise in will allow for more focussed investment.