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Mayflower
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informed by the past.

Mayflower 400 Plymouth: Final Evaluation October 2021



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Foreword

Plymouth UK, and so many individuals, groups, communities, organisations and institutions of our city, can rightly be very proud of what they have collectively achieved with the Mayflower 400 anniversary and programme.

Plymouth UK has been privileged to convene and coordinate a multinational collaboration. From the outset we realised that, for the commemoration to do justice to the importance of the voyage, it called for a fresh and more inclusive look at its popular narrative. Thirteen different towns, villages and cities in England, Leiden in The Netherlands and a number of communities in Plymouth Massachusetts became part of the compact partnership by virtue of the different roles they all played in the *Mayflower* story four centuries ago.

The active participation of the Wampanoag and Dutch nations brought fresh perspectives. The commemoration could only have integrity and legitimacy if it embraced 'warts and all' every aspect of the story including those of colonisation and brutal conflict. The willingness of our Wampanoag partners to work with the international partnership to look at this history and its legacy afresh has been vital, and we have been committed to repay their trust. We hope that, in doing so, we have helped to elevate this anniversary beyond previous one-dimensional celebrations of the voyage and landing to a more honest, complex and interesting exploration of the past.

To say that 2020 did not play out quite as we had anticipated and planned is clearly an enormous understatement, with the global pandemic affecting so many plans. But while we

lost some pieces of the programme, the report that follows by SERIO at the University of Plymouth, demonstrates the impressive breadth and scale of what has been achieved by and for Plymouth through Mayflower 400.

In completing this evaluation of the Plymouth Mayflower 400 programme, SERIO have liaised with the Mayflower 400 team but also conducted much independent research in support of their conclusions, bringing insights from a wide range of partners and audiences. There are endorsements for new ways of working that have proven particularly effective and evidence of valuable returns on many key programme investments. There are lessons for how Plymouth, and indeed other places, can transform themselves and shape their future through a unified commitment to a key shared strategic initiative.

I want to thank our founders, partners and sponsors for their faith and commitment to make this all possible. I also sincerely thank all those who stepped forward, as individuals or organisations, to take part and do something special for their community and their city.

Adrian Vinken, Chair of Mayflower 400



About Mayflower 400

Mayflower 400 is the commemoration for the 400th anniversary of the sailing of the *Mayflower* from Britain to North America, a programme of heritage and modern culture to explore all aspects of one of the most influential voyages in Western history. Mayflower 400 UK aims to provide an honest, broad and inclusive commemoration of the *Mayflower* venture from England to America and its often challenging legacy.

A national and international programme of projects and events was planned for 2020 to mark the 400th anniversary of this important journey. However, the COVID-19 pandemic impacted considerably on delivery, with many local, national, and international events being postponed, adapted or some cancelled.

Despite this difficult time, Mayflower 400 was well positioned to support Plymouth UK in its recovery from the economic challenges of the pandemic as well as commemorate the history with its partners. The programme was successfully redesigned to include a number of online events, as well as moving the majority of larger events into 2021. These projects and events spanned the UK, USA, The Netherlands and Wampanoag nation, and 13 key towns and cities in England that together make up the national Mayflower trail. Commemorations championed the values of freedom, humanity, imagination and future, and covered a variety of sectors including culture, education, military, sports, tourism and business.

As the final departure point for the Pilgrims, Plymouth was central to the Mayflower 400 commemorations. This short report provides an overview of achievements; it summarises data on impact provided by the Mayflower 400 team and its partners alongside learning gathered from in-depth qualitative interviews with stakeholders, and surveys with visitors and volunteers.

“*Mayflower 400 has galvanised stakeholders around an agenda, which has meant things like capital programmes have happened. Whether that's paving, The Box or the Elizabethan House, capital projects have been able to use Mayflower 400 to really drive stuff forward. I think the city looks and feels better for it, and the public realm has had improvements in that space as a result of being able to hook into this stakeholder partnership.*”



Programme Achievements



The Plymouth Mayflower 400 programme has **engaged with over 1.3m people**, both in-person and digitally, including residents from every Plymouth postcode; UK-based visitors from the South West and beyond, and tourists from overseas. Participants and audiences spanned all ages, ethnicities, genders and sexualities.



Over **400 volunteers** have contributed **7,000 hours** valued at over **£100,000 in-kind contribution**.



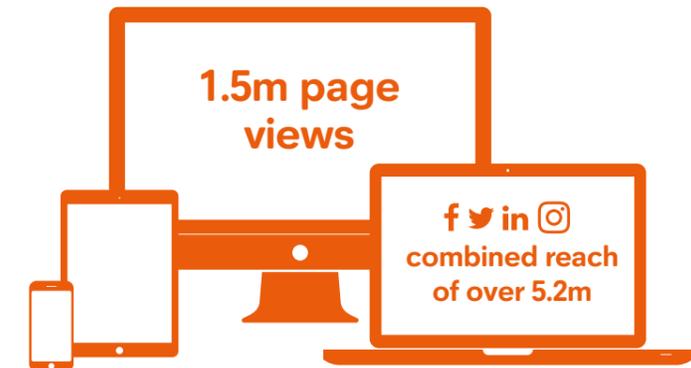
Seed funding from the council and partners has leveraged a 330% return on investment, creating a **total revenue funding package** valued at around **£13m**.

Top Place to Visit

Plymouth was named the **second best holiday destination** in the world in *Condé Nast Traveller* magazine's best holiday destinations for 2020, positioning the city as an international cultural location, and instigating a number of other **"Top Places to Visit"** articles and blogs.



In 2019, Plymouth welcomed around **5.3m visitors**, 10% above the target set in the 2011 Visitor Plan, **spending £334m**.



The **Mayflower 400 website** has attracted over 730,000 visitors, and **1.5m page views** since 1 January 2019. **Mayflower 400 social media** platforms including Facebook, Twitter, Instagram and LinkedIn have had a **combined reach of over 5.2m**.



Estimated value of **media coverage** for the Mayflower 400 programme is **worth around £280m**, which was around two-thirds of what the Hull UK City of Culture programme reportedly achieved in 2017, a year without the setbacks of a global pandemic.

Over 100 partners signed up to use the Spirit of Mayflower 400 branding, creating events, projects and business activities associated with the official Mayflower 400 initiative.



The Mayflower 400 initiative helped **secure funding** for major city investments including The Box at **over £45m** and the highest uplift to Arts Council England's 'National Portfolio Organisation' funding of **£16m over five years**.

Mayflower 400 Project Successes

The **Box** opened to significant acclaim with 75% of reviews rating it as good or excellent, and almost 40,000 tickets sold for the Mayflower 400: Legend and Legacy exhibition.

Illuminate 2019 Plymouth attracted 50,000 visitors and reached an online audience of over 400,000 people.

A total of 50 organisations were commissioned through **Mayflower 400 Community Sparks** and successfully delivered grassroots activity, engaging over 46,000 people across different communities and geographies of Plymouth.

The **'No New Worlds'** installation engaged 2,000 people who actively took part in workshops and physical contribution, attracted over 400,000 estimated viewers over three months and received considerable media coverage, locally, nationally and internationally, worth over £9.5m.

Digital content from **Dan Snow's Mayflower documentary**, and the Virtual Voyages, My Mayflower, and Re-Informed programmes reached over 600,000 people.

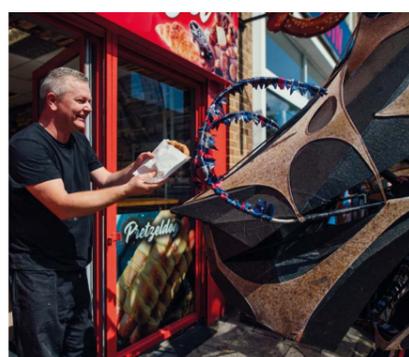
The **Mayflower Autonomous Ship** has attracted substantial attention in the media with national and international coverage worth over £105m.

Over **8,700 residents** actively participated in the **Sports Programme** over 2020/21.

iMayflower has engaged with over 39,000 people and supported 127 businesses.

The **Hatchling** attracted around 25,500 people from all over Plymouth, the UK, and beyond, generated over £770,000 in visitor expenditure and received over £10m worth of media coverage.

Every state primary and secondary school in Plymouth, 103 schools in total, signed up to at least one Mayflower 400 activity.



Key Insights

Investing in a programme of culture

Mayflower 400 has demonstrated how investing in a cultural programme has numerous benefits for the city, not least Plymouth's positioning as a hub for cultural investment has **supported wider income generation, including £16m** for National Portfolio Organisations.

Hosting high quality, large-scale events, such as The Hatchling, not only **attracts more visitors** to the city and **increases pride for local residents**, but also serves as a vehicle in **positioning Plymouth as a cultural destination**, demonstrating what the city is actually capable of.

The programme endeavoured to **appeal to a wide range of audiences** and developed a variety of activities and themes accordingly, which meant that not only did it attract **national and international media coverage for Plymouth**, but it also **engaged local people** who may not have previously engaged with a creative activity in the city.

As a result of the Mayflower 400 programme, there is now a **growing appetite for more cultural events** in the city. Residents can see there are positive changes happening in Plymouth and it is hoped that such high-calibre projects will help retain local artists and may attract others, resulting in a greater cultural offer overall.

Partnership working

Mayflower 400 has presented an opportunity to not only **develop new and diverse partnerships**, but also to build on existing relationships across **a multitude of sectors**, which has **opened up new avenues and possibilities for Plymouth and its cultural offer going forward**.

Sustaining these relationships beyond delivery of Mayflower 400 will be a key legacy of the programme. **The collective focus on a city narrative has galvanised the city**, with frequent, honest and reflective communication between partners facilitating collaboration. Moving forward, involving community groups and smaller organisations will also allow for more inclusive representation when making key decisions for the city.

Embedding the Mayflower 400 team within Plymouth City Council allowed external organisations to **navigate the council more easily** and enabled partners in the programme to escalate issues with the council far quicker. Yet, positioning the core team as being somewhat separate to the council also allowed for some circumvention of bureaucracy that may have otherwise caused issues.

Learning to **relinquish control over management and delivery**, and putting more trust in external partners, could allow the council to develop more innovative and collaborative ways of working. **Embracing opportunities to capacity build smaller organisations** would strengthen communities and also **reduce some of the pressures on the council to deliver**.



Transparency

Mayflower 400 provided Plymouth with an opportunity to change the way it engaged with its own history and its position as a modern city. Whilst it took some time for the programme to become fully comfortable in tackling the challenging elements of the Mayflower narrative, the city has now matured and is much more capable of discussing sensitive topics.

Partnerships with the Wampanoag have greatly contributed to the success of this aspect of the programme, as they provided a different perspective and added legitimacy to Mayflower 400.

Including a more diverse team at a strategic level for future citywide programmes will allow for these more challenging elements to be addressed earlier.

Volunteering

The programme engaged over 400 Mayflower Makers who dedicated 7,000 hours, worth over £100k, to supporting events and activities across the partnership.

Mayflower 400 has shifted certain perceptions of volunteering as 'cheap labour' to something that needs **upfront investment, and dedicated management** to fully realise the potential of such a resource.

Whilst maintaining volunteer engagement was challenging at times due to events being postponed or cancelled, **having a committed volunteer manager** allowed for engagement to be maintained throughout quieter periods, which meant that the programme still had a large and enthusiastic pool to draw from once activities resumed.

As a result of the successful volunteering programme within Mayflower 400, some volunteers have continued volunteering with other organisations regularly, e.g. for The Box, and as such have **created one of Mayflower 400's key legacies, a volunteer movement** within the city which will benefit future events and programmes moving forward.

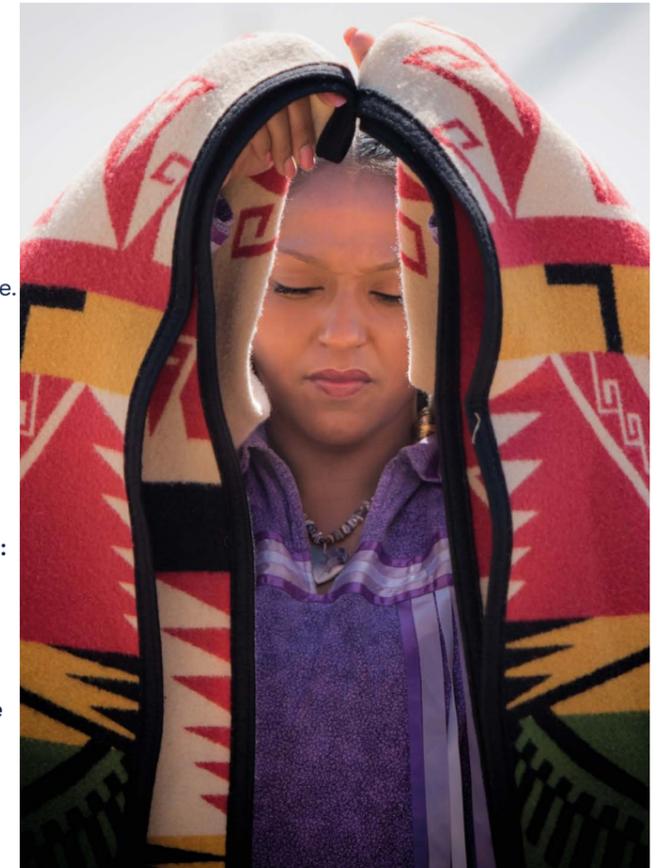


Aims and Objectives

SERIO, a research unit at the University of Plymouth, was asked to support the programme with evaluation advice, expertise and capacity as part of their support for the overall programme. The approach and methodology are available on request.

Mayflower 400 set out to be an inclusive, honest as well as engaging commemoration. This final evaluation assesses the programme against objectives in four broad themes for Plymouth:

- 1. Develop the quality and size of the cultural offer within the city through:**
 - establishing new international cultural partnerships
 - increasing community engagement in arts and culture
 - securing external international funding for arts and culture.
- 2. Increase national and international visibility, and visitor numbers for Plymouth through:**
 - improving the city's local, national and international profile
 - positioning Plymouth as a cultural destination.
- 3. Improve the health and wellbeing of city residents through:**
 - building social capital
 - addressing mental wellbeing
 - engaging the community in physical activity.
- 4. Improve local perceptions of the city and ambitions for the future through:**
 - increasing pride in Plymouth
 - improving physical spaces
 - raising aspirations of young people.



Report Structure

This report is the final evaluation, looking at impact of the programme as at October 2021. It focuses on the following elements:

- Programme achievements in terms of the four key themes highlighted above
- Learning captured through in-depth qualitative interviews with stakeholders
- A look to the future in terms of legacy
- Strategic next steps.

1. Mayflower 400 Programme Achievements

This section outlines each of the four key aims of the programme, as at the end of October 2021.

“*Mayflower 400 has definitely raised awareness in the business community of the value of culture and what you can do with using culture in terms of place making. That's been a really major success of it, and therefore lots of business people and companies have been really supportive and enthusiastic with backing it.*”

Aim 1: Develop the quality and size of the cultural offer within Plymouth

The COVID-19 pandemic has had a profound impact of the arts and cultural sector, not only in the UK, but worldwide. However, it has also highlighted how valuable the sector is in connecting people together again. As the pandemic progressed, the need to showcase Plymouth as a cultural destination and increase pride in the city became clear. Indeed, Plymouth Culture recently released its ten-year Culture Plan for 2021–2030¹, which focuses on how the cultural sector responds to the COVID-19 pandemic, and how collective action can build more resilience in the city.

Leveraging funding

As outlined in the Plymouth Culture plan, current funding streams for the sector are scarce, and it is likely that this will become even more challenging with time. However, **leveraging funding to support delivery and legacy has been a particular strength for Mayflower 400**. With just under £3m of core revenue funding invested, supported by a capital programme of £8m, the programme has **leveraged a further £10.5m of additional funding into the city**. This £10.5m includes a mix of grant funding, sponsorship, donations, in-kind contributions and crowdfunding.

Alongside direct investment in Mayflower 400, the city's positioning as a hub for cultural investment has supported wider income generation, including **£16m for National Portfolio Organisations** in the last funding round representing the highest uplift achieved by any area for that round.

The programme has brought considerable funding into the cultural sector through partners such as Arts Council England (ACE), which was deemed as particularly beneficial for smaller cultural organisations; with the support of the Mayflower 400 team, they could freely apply for funding they otherwise would not have access to. This included the Mayflower 400 Culture Fund, with funds from Treasury via

The programme has leveraged a further £10.5m of additional funding into the city.

ACE and administered by Plymouth Culture. Stakeholders were hopeful this would allow organisations to access further funding opportunities in the future, as they will be able to reference Mayflower 400, which will support them when bidding for national funding. Funding for some large events was also contributed by the iMayflower programme, part of the Cultural

Development Fund from the Department of Culture, Media and Sport, and administered in collaboration with ACE.

“*We acknowledged Mayflower on five or six occasions in the bid, about how it was bringing people together. I'm not saying it got us the funding, but if you're doing a national funding bid and can talk about something no one else can and put it into context, it makes a huge difference. The amount of money that's come into the city, where people have written about Mayflower, will be far higher than anyone will ever know.*”



¹ <http://plymouthculture.co.uk/culture-plan/>

Impact of cultural partnerships

As a result of focusing on developing Plymouth's cultural offer, many new cultural partnerships have been formed. This is especially apparent through the bigger projects, such as The Hatchling, which required a multitude of partners with a variety of backgrounds to help finalise the project. Similarly, the 'Mayflower 400: Legend and Legacy' exhibition at The Box fostered good relationships with large national partners, such as the British Museum and the British Library, which traditionally they have not had the opportunity to work with.

The programme was deemed particularly beneficial for smaller cultural organisations, as it provided opportunities to develop confidence in the sector and work with some

of the larger cultural organisations in the city. Stakeholders highlighted that the programme had demonstrated the value of culture to those in other sectors, such as business and sport, and suggested that this had opened up new relationships that were not previously there. The programme has also reaffirmed the role played by the cultural sector on holding open discussions around challenging topics and societal issues, which other sectors might not be able to do. Furthermore, it has demonstrated that certain spaces within the city, such as the Hoe, can be used for arts and performance. As a result, others are now starting to show interest in using these unique spaces as a place for cultural activity.

“When we were at the Pride event, for example, we were there advertising Mayflower 400 and we were around a lot of cultural organisations. In the past, we probably would have walked past them, and I don't mean that in a horrible way, but now you do take an interest. For me, it's probably a legacy that people may not associate with Mayflower, but Mayflower has definitely assisted in the shaping of it.”

“I think it did bring artists of different types in and perhaps gave Plymouth's cultural sector a profile which it hadn't had before. I think it could potentially change how Plymouth is viewed culturally and artistically because of the national and international profile.”

“I would say you've now got a cohort of organisations and potential leaders who are ready to join the table with all the other arts organisations. We developed a lot of confidence in those groups and I think that's the biggest impact it's had.”



Events programme

Mayflower 400 developed an impressive events programme which aimed to nurture community engagement in arts and culture within Plymouth. Due to the pandemic, many large-scale Mayflower events were cancelled. However, a number of major Mayflower 400 events were successfully delivered, despite the complexities of the pandemic. Some were moved online, whilst others were postponed until 2021 when restrictions eased somewhat.

Headline events and arts installations include:

Beyond Face, Being Seen: A project for Mayflower 400

Receiving funding from the Mayflower Culture Fund and ACE, the Beyond Face's "Being Seen" project comprised a number of productions, performed both live, and online, for example:

- “2000 stories”, which was inspired by the relationship to empathy when storytelling
- “Honest Conversations” a collection of four short films, where artists discussed their values, where they feel they belong, and views on living in Plymouth
- “The Elephant in the Room”, a theatrical film about six characters experiencing the impact of colonial history.

The project also ran a series of workshops across the city that aimed to give artists and young people the opportunity for new initiatives and development, and created a digital campaign around the impact of colonialism on life today, seeking to readdress inequalities.

“The aim was to deliver the cultural programme in some way, rather than holding out for perfect delivery or cancellation.”

In total, the “Being Seen” project **engaged with over 5,800 people**, including both live and digital audiences. Indeed, the “Elephant in the Room” **has gone on to be shown as part of the University of Exeter's Respect Festival 2021, and Fringe of Colour 2021.**



Photo: Dan Martin

Illuminate (November 2019)

This digital light festival is a “powerful, immersive experience that offers audiences beautiful projection mapping, playful light art installations, joyous performances and myriad opportunities to engage, participate and make”. Illuminate 2019 was part of the official launch of the Mayflower 400 commemoration in November 2019, which:

- attracted **50,000 visitors**
- **engaged 134 artists**
- **showcased 53 installations**
- reached an online audience of 417,383 via social media platforms
- **worked with a number of partners across Plymouth**, such as Plymouth Citybus, who provided over 10,000 trips over the course of the four-day event
- was supported by the Mayflower Makers with **187 shifts, totalling 940 hours of volunteering.**

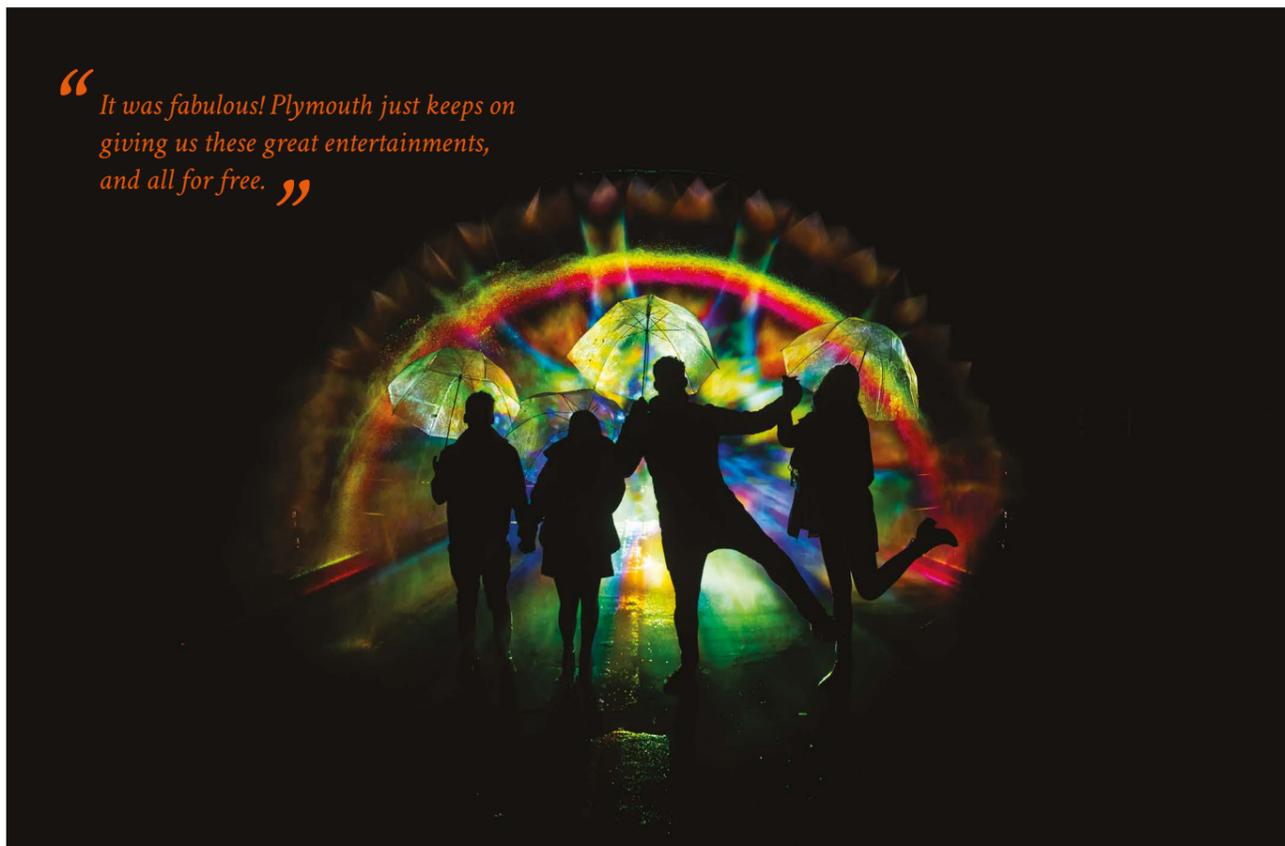
“Incredible experience, well done to everyone involved and Plymouth Citybus have done a great job with the extra services.”

Due to the pandemic, Illuminate 2020 was postponed. However, the digital light show returned in November 2021. At the time of printing, **308 local school children** had been involved in the workshops for one of the creative pieces, and the event had **attracted 26,000 attendees over a two-week period, 22,000 of whom were from Plymouth postcodes.** Further attendees are expected as the event has not yet finished.

Illuminate is coordinated by Real Ideas and stems from a collaboration between Plymouth College of Art, Real Ideas, the University of Plymouth and Plymouth Culture.

“Such a fantastic and different festival. Imaginative, creative and a fab vibe. The event team should be really proud of themselves for all the hard work and planning they achieved.”

“It was fabulous! Plymouth just keeps on giving us these great entertainments, and all for free.”



Settlement

Originally conceived as “the reverse of Mayflower” by the Conscious Sisters, Settlement had been planned as a physical occupation of a derelict mansion in a park in Plymouth by 28 contemporary Native American artists for a month in the summer of 2020. However, due to the pandemic and resulting lockdowns and travel restrictions, an online iteration called STLMNT was launched instead in September 2020.

- **Engaging with 61 artists and 3,699 participants and audience members, STLMNT** educated local people about Native American culture and contemporary art, giving them extraordinary experiences with people they would never have met otherwise, through a series of online workshops and events.

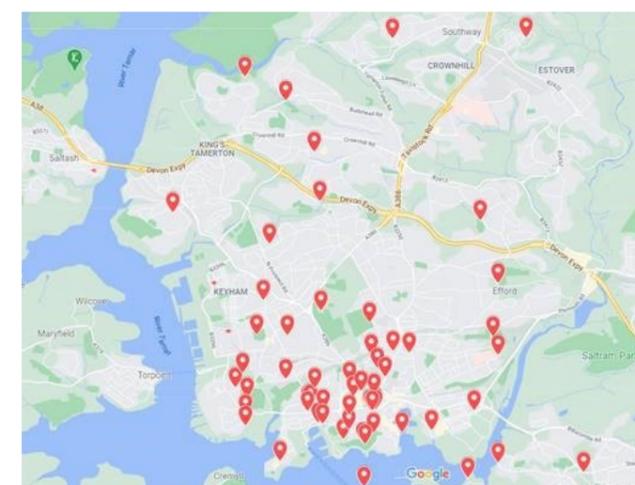


Mayflower 400 Community Sparks Fund

A partnership project between Mayflower 400, Plymouth Culture, Plymouth City Council, The Box and Vital Sparks, Mayflower 400 Community Sparks provided financial support to grassroots community, arts and cultural organisations/ groups for projects that celebrate heritage, enrich local communities, and align with the Mayflower themes of imagination, humanity, freedom and future.

- **A total of 60 projects were commissioned.** Whilst the vast majority were able to go ahead, unfortunately ten were cancelled due to the pandemic.
- In total, the Community Sparks projects engaged with over 48,000² people including residents from every Plymouth postcode area, covering all ages, and a diverse range of ethnicities, genders and sexualities.

The map below illustrates where in Plymouth each of the projects were delivered:



The Community Sparks Fund has been essential for getting more money into Plymouth’s communities and has allowed them to develop unique projects that have increased community cohesion, resilience and pride. This was especially true given the context of COVID-19, where the community sector was “at an all-time low” due to many social restrictions.

Commissioning smaller projects also helped to engage more people in their local communities, which in turn has had a positive impact on mental health and wellbeing, as it provided many with a chance to socialise at a time when it was needed most.

A selection of case studies that highlight the vast range of projects commissioned by the Community Sparks Fund can be found on pages 22-24.

In total, Community Sparks projects engaged with over 48,000 people.

“I think the Community Sparks programme and the variety and imagination of the projects that came through was a real success. The creativity that was generated by it was really powerful.”

“I think there has also been a lot of community engagement, and that has been good at city level, to encourage people to work together that they may not have done previously. An example of that is the huge support we had from volunteers, who were keen, able and wanting to do things. Even through the pandemic, they’ve turned their hands to help.”

“I think on a very grassroots level [Community Sparks] gave smaller community groups the opportunity to engage culturally in this story and the wider programme. You have different groups all over the city doing something for Mayflower, making something for it or learning something about it. I think that’s powerful.”

“Where bigger events have had to stop and not happened, they have picked themselves up and tried again and again. The community projects have shown a real degree of stamina and survival, sticking with things, and being stubborn and resilient.”

² This figure represents participants and audience engaged in projects in-person and online. This figure does not necessarily reflect unique individuals as some people will have engaged with more than one project, but as the activities were held in very different parts of the city and with very different communities, it is likely that double counting will be low. The figure does not include general social media reach.

Speedwell (September 2020)

Funded by ACE and the Mayflower 400 Culture Fund, Speedwell was a large-scale art installation situated on Mount Batten. Created by Still/Moving, a local artist collective, in collaboration with experts and representatives of the indigenous peoples of North America, the installation showcased an illuminated sign comprising almost 4,000 LED lights and measuring 63m long and 6m high. The sign read “No New Worlds”, although the lights switch on and off, offering multiple readings, e.g. “New World”, and was designed to encourage discussion and debate around the challenging Mayflower 400 narrative.

- The installation was seen by an estimated **410,000 people**, including around 1,500 who left environmentally- and COVID-friendly tags with personal messages by the structure, as well as digital tags on social media.
- “No New Worlds” also **received considerable media coverage, locally, nationally and internationally, from the USA to Singapore, worth over £9.5m.**³
- The structure has since featured separately in Glasgow as part of **the wider cultural programme around COP26**, focusing on the message that there is only one world, and we need to take care of it.

“No New Worlds” received considerable media coverage, locally, nationally and internationally, from the USA to Singapore, worth over £9.5m.



³ Figure provided by Mayflower 400 Marketing and Communications team. Calculated using advertising value equivalent (AVE) methodology.

The opening of The Box (September 2020)

A flagship project of the Mayflower 400 commemorations, The Box is Plymouth's new £46m cultural destination, led by Plymouth City Council. The Box was unveiled to the public on 25 September 2020, and included the world-leading Mayflower 400: Legend and Legacy exhibition, which was created in partnership with the Wampanoag Advisory Committee, as well as support from libraries, museums and archives from across the UK, USA and The Netherlands.

Prior to lockdown, it was estimated that there would be 250,000 visits in year 1 (2020/21), and around 200,000 per year, thereafter. Unfortunately, due to the pandemic restrictions, The Box was only open for nine weeks before it had to close again. It then reopened after a five-month closure on 18 May 2021, after restrictions had eased. Visitor data collected⁴ over **the first nine weeks alone** showed:

- 30,000 people visited the Box
- all available tickets over this period for the Mayflower 400: Legend and Legacy exhibition were sold.

Since the opening of The Box in September 2020 until 4 November 2021:

- a total of **101,600 visitors** have stepped through the door
- **39,737 tickets have been sold** for the Mayflower 400: Legend and Legacy exhibition
- **833 reviews** have been posted to Google and TripAdvisor, of which **75% were rated 5 star/'excellent'**, and specifically highlighted the pleasure in the city's heritage being celebrated and that such a high quality venue now exists in Plymouth
- between November 2020 and August 2021, **the city received £14.8m worth of media coverage about The Box**⁵, again positioning Plymouth as a cultural destination.

The city received £14.8m worth of media coverage about The Box.



⁴ Data received from The Box.

⁵ Figure provided by Mayflower 400 Marketing and Communications team. Calculated using advertising value equivalent (AVE) methodology.

Wampum: Stories from the Shells of Native America

To mark the 400th anniversary of *Mayflower*, The Art of the Possible at The Box also hosted a touring exhibition of the Wampum Belt from 18 May 2021, which not only displayed the belt itself but also the Saffron Walden collection and four items from the British Museum, which had been chosen by the programme’s Wampanoag partners as part of their research visit. It also included a cross-cultural public programme of talks and activities celebrating Wampanoag art and culture. The belt was made exclusively by the Wampanoag people of Mashpee and Aquinnah and aimed to bring the UK and US together for the first time in venues along the Mayflower 400 trail.

- **34,553 tickets were sold whilst the Wampum exhibition was on display in Plymouth** and 24 family drop-in workshops were held too, welcoming 244 participants. The exhibition closed on 18 July 2021 and was transferred to London.



The Mayflower 400th Anniversary Special (16 September 2020)

Dan Snow, TV historian, produced an online documentary depicting the story of the colonists and the impact they had on the Native American people who helped them, as well as the broader context of colonialism. The programme also sought to showcase some of the other cultural projects under the Mayflower 400 umbrella.

Digital content from this programme reached an audience of over 350,000 by the end of October 2020. There was also a series of digital programmes released over the summer of 2020, which to date have attracted over 277,000 viewings, including:

- Virtual Voyages, which showcase the places woven into the *Mayflower* story
- My *Mayflower*, which tells the stories of those linked to the ship’s legacy and impassioned by the anniversary of its sailing to America in 1620
- Re-Informed, which explores the work of various artists and producers and how it portrayed the *Mayflower* story.



Digital content from this programme reached an audience of over 350,000.

Look II

As part of The Box’s permanent art collection, a sculpture was commissioned from internationally-acclaimed British sculptor Sir Anthony Gormley OBE. Unveiled in September 2020, Look II is located on West Hoe Pier and marks the Mayflower 400 commemorations. The sculpture features “a human figure gazing out to sea, symbolising the yearning to travel across the horizon to establish a new life in another place.” Since January 2020, **Look II has generated £877,695 of media coverage for Plymouth.**



Mayflower Autonomous Ship (16 September 2020)

ProMare (a marine research and exploration charity) has built the Mayflower Autonomous Ship (MAS), supported by IBM, MSubs (a marine engineering company) and partners across Plymouth. MAS aims to highlight the potential of autonomous ocean science now and in the future, with partners including the University of Plymouth, conducting research into marine mammals, marine plastics and ocean chemistry as the vessel makes its way across the Atlantic.

named during a special ceremony attended by the US Ambassador to the UK Robert Wood Johnson, the Dutch Ambassador Karel van Oosterom, and the First Sea Lord Admiral Tony Radakin. Plans are in place to attempt the Atlantic crossing in Spring 2022.

- **Since September 2020, MAS has attracted substantial attention in the media with national and international coverage worth over £105m⁶.** Interviews with stakeholders highlighted the considerable value that this project has for the city in terms of showcasing Plymouth’s marine science and innovation sector.

On 16 September 2020, the 400th anniversary of the *Mayflower*’s departure from Plymouth, MAS was officially

MAS has attracted substantial attention in the media with national and international coverage worth over £105m.



Le Navet Bete

One of the UK’s leading touring physical comedy theatre companies, Le Navet Bete, comprising theatre and performance graduates from the University of Plymouth, produced produced *400: A Comedy*, for the Theatre Royal Plymouth (TRP). Delivering 400 years of history in 100 minutes, the show explored our relationship with America, and some of

the key themes of Mayflower 400, such as freedom, migration and humanity, whilst presenting these in a humorous package that was accessible for all ages.

- **A total of 24 shows were performed in June and July 2021, engaging with over 3,000 people.**

⁶ Figure provided by Mayflower 400 Marketing and Communications team. Calculated using advertising value equivalent (AVE) methodology.

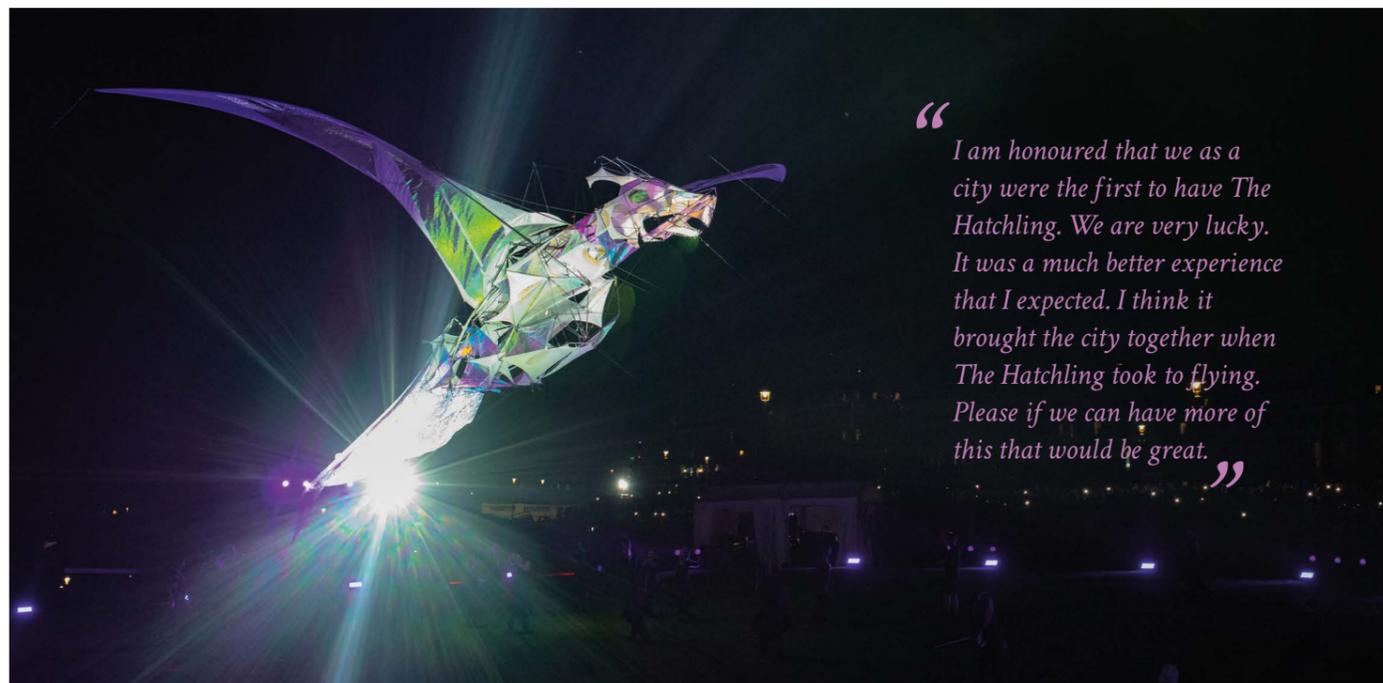
The Hatchling; Trigger (28 and 29 August 2021)

This groundbreaking outdoor theatrical performance brought together artists, community groups and city partners in Plymouth. A giant puppet in the form of a dragon appeared in Plymouth on 28 August and roamed through the city before taking flight in a unique feat of artistry and engineering the following day. Upon hatching, the dragon explored her surroundings, stopping traffic as her curiosity took her through the city and she met the public. At sunset on Sunday 29 August, she undertook a miraculous metamorphosis into a kite, unfolding her wings spanning over 20m. Flying from the Hoe, she soared into the sky and across the sea in a once-in-a-lifetime spectacle.

With a partnership of 30 key organisations, and numerous community initiatives, The Hatchling aimed to not only

celebrate freedom after a year of lockdowns and isolation, but also bring people together from all walks of life to participate in a shared experience, and open up conversations around freedom of movement. The event was originally planned for August 2020, but due to COVID-19 restrictions, it was postponed until 14 August 2021. However, after the tragic shootings in Keyham, Plymouth, as a mark of respect, The Hatchling was further delayed until 28 August 2021.

SERIO trained a team of Mayflower Makers to undertake a visitor survey over the course of the weekend. The survey was subsequently rolled out online after the event, via social media channels and relevant mailing lists. A total of 444 surveys were completed. **Key findings are presented below.**



“ I am honoured that we as a city were the first to have The Hatchling. We are very lucky. It was a much better experience that I expected. I think it brought the city together when The Hatchling took to flying. Please if we can have more of this that would be great. ”

Key impacts

- The Hatchling drew crowds of around 30,000 to Plymouth, of which an estimated 25,500 were unique visitors (with some attending more than once).
- Over £770,000 was generated in visitor expenditure for Plymouth⁷.
- The vast majority of attendees were local residents from the PL1–PL9 areas but the event also attracted people from across the UK and even overseas.
- Demographic data demonstrated that engagement transcended age and it was an event enjoyed by all.

“ We need more of these beautifully inventive events to happen in our city. It’s such a fabulous place for opportunities like this. Please. Please give the city more. ”

Visitor satisfaction

- 93% agreed that using the city of Plymouth as a theatre stage was innovative.
- 80% agreed that The Hatchling made them think more positively about arts and culture.
- 75% agreed that The Hatchling brought the city together in a moment of unity and hope.

The Hatchling drew crowds of around 30,000 to Plymouth

⁷ Includes both direct visitor spend and indirect economic impact

“ It was an astonishing achievement both in artistic and technological terms. Feel very proud of my city for pulling this off! ”

“ The dynamism that Trigger brought to the city through The Hatchling was incredible. We need more innovation like this in the industry and to engage people who don’t usually attend arts and cultural events. It was a definite wow moment of the last decade. ”

93% agreed that using the city of Plymouth as a theatre stage was innovative.



“ I think it was awesome... I’d LOVE to see more of this kind of stuff in the city. It could easily be a hub for culture for the region... the University, Plymouth College of Art, The Box, all means we have many creative people here. And the Hoe is such a fabulous stage for events of this type. ”

“ I was really impressed. It’s always so great to see Plymouth hosting things like this and makes me feel very proud to live here. I love to see the Hoe busy with people. Plymouth has so much to offer but as someone who has moved to the area semi-recently from the South East I often feel that it doesn’t always promote itself (or events that are happening here) very well, in comparison to other cities. This has a knock-on effect on tourism. This does seem to be changing, with the SailGP and The Hatchling being prime examples of what can be achieved with some innovative thinking and council support. ”

Perceptions of Plymouth as a result of attending The Hatchling

- 91% agreed they would like to attend similar cultural events in the future
- 80% of Plymouth residents agreed The Hatchling had increased their pride in Plymouth
- 77% agreed they could see positive changes happening in Plymouth
- 75% agreed they could see that Plymouth has a lot to offer in terms of culture
- 74% agreed they could see that Plymouth was a great place to live

Media impact

- 176 media items, including local, national and international coverage, with an estimated value of £10.6m⁸

⁸ Figures provided by Mayflower 400 team. Value calculated using advertising value equivalent (AVE) methodology

Other impacts

- Developed 30 national partnerships, 15 of which were based in Plymouth
- Involved an additional 15 Plymouth-based community groups, engaging between 200–300 participants
- Created 100 jobs for the whole project, 50 of which were for people in Plymouth
- Supported over 40 placements and traineeships, including:
 - 12 University of Plymouth and University of Exeter students on the cast
 - 20 Art and Design students from the University of Plymouth
 - 4 costume and design assistants from Plymouth College of Art
 - 4 Plymouth Marjon University students
 - 1 University of Plymouth MA student
- Supported by 62 Mayflower Makers who dedicated 320 hours of support for the event.

iMayflower

Delivered by a consortium comprising the University of Plymouth, Plymouth City Council, Destination Plymouth, Mayflower 400, Plymouth College of Art and Real Ideas, and funded through the DCMS Cultural Development Fund, iMayflower aims to launch a sustainable step change in Plymouth's creative economy through investment in four key areas:

- **Place shaping** – delivering large-scale activities and events which will inspire and enrich the lives of residents and visitors alike, and improve perceptions and profile of the city. To date, the project has:
 - engaged with 13,880 people at the Creative Arts Festival
 - welcomed 15,221 visitors to Market Hall, Devonport
 - attracted 5,490 unique digital visits to the IGNITE digital platform (www.ignitefutures.co.uk) plus programme and partner websites and social channels.
- **Creative sector-specific business support** – including mentoring, business support, product development and knowledge exchange, with a particular focus on immersive media and digital fabrication. To date, the project has:
 - provided business support to 127 businesses
 - created 28 jobs.
- **Skills and learning programmes** – increasing skills in the use of immersive media, digital fabrication and business skills for professionals, graduates, young people, volunteers and communities. To date, the project has:
 - delivered accredited courses to 1,468 individuals
 - engaged 3,132 individuals via a range of community ecosystem building events.
- **Access to innovative finance** – partnering with Creative England and Crowdfunder to provide accessible start-up and scale up investment for businesses in the region's creative economy. To date, the project has:
 - created 19 businesses/products, ten of which have significant growth potential.



Mayflower 400 Community Sparks example: MEMORIA 2020

The MEMORIA 2020 project from Feminist Fusion included a line-up of female performers and brief talks that aimed to encourage the community to “recover our memory” on what really happened in 1620; the historical facts of the *Mayflower*, the social, political and cultural legacy of this episode of history, and to decide what to do with this memory, using public conversation, games, performance and crafts, plus a visual exhibition and a youth performance.

Impact

- The project engaged with local and international female performers, female speakers from First Nation, African and Irish backgrounds, local visual artists and young performers, schools, and the community of Plymouth as events were open to everyone in the city.
- When events were transferred online due to the pandemic, the project expanded to a more national and North/South American audience, with a strong presence of women (80%) and LGBTQ+ people (30%).
- Eight events were hosted in total with over 500 participants, mostly under the age of 50.

Mayflower 400 Community Sparks example: Pink Plaques Project

A total of 150 temporary Pink Plaques were installed across Plymouth city centre and the Barbican denoting funny, romantic, bizarre, cute and weird memories of everyday people. Installed at the start of July 2021, the plaques formed a trail across Plymouth which could also be followed via an online map and social media. The project team worked with 75 partners, including Plymouth businesses, venues, charities, building managers and Plymouth City Council who hosted the Pink Plaques on their buildings to form the trail. The Pink Plaque host locations supported the project by sharing with their followers on social media, via word of mouth, email and some also appeared in person in a TV interview with ITV West Country News to advocate the project and its benefit to the community.

Impact

- By mid-September 2021 the map had received over 7,000 views online. However, the project was accessible to all on the streets of Plymouth, access was free of charge and the plaques were designed to be seen by passers-by from all walks of life.
- The Pink Plaques Facebook page achieved a reach of 33,317 and the project received 92,500 impressions on Twitter.

Mayflower 400 Community Sparks example: Town Crier for Plymouth

The Town Crier for Plymouth project held a competition to find a new Town Crier for Plymouth to attend Mayflower 400 events, as well as other ceremonial and celebratory occasions. Competition entry was open to all residents of Plymouth and was held publicly in the centre of Plymouth with the aim of providing entertainment, scrutiny and fun. The judging panel included local citizens and councillors.

The event was supported by the project team and 15 volunteer stewards. The competition resulted in John Pitt winning the title of Mayflower Town Crier and David Green became the Deputy Mayflower Town Crier. Both of them were privileged to have been invited to attend and support a wealth of events over the past two years, gaining notoriety and recognition locally, nationally and internationally. Consequently,

engagement and reach is immeasurable. Instantly recognised in their unique, bespoke regalia, John and David continue to support and promote Britain's Ocean City and events whenever possible; indeed, they will be attending the celebration of the Queen's Platinum Jubilee in 2022.

Impact

- A total of 54 applications were received and all applicants were invited to a preliminary training and selection session.
- Eleven applicants went on to take part in the final competition which was held at Plymouth Guildhall in front of a panel of six judges and an audience of approximately 300 members of the public.

Mayflower 400 Community Sparks example: Mayflower 400 Summer Party

The Plymouth-based charity, Friends and Families of Special Children, held a summer party to celebrate the end of the summer with families who have children with additional needs. A total of 94 people participated. The theme of the party was Mayflower 400 where children had the opportunity to take part in nautical activities, including pebble writing to the Pilgrims who were part of the *Mayflower*, singing sea

shanties, playing with mini boats, creating boats and items out of clay and decorating boat sun catchers. Families also had the opportunity to sign up to a boat trip on the historic *Lynher* river barge. The party allowed them to connect with other families, allowed their children to have fun and enjoy themselves in a safe and non-judgemental environment.

Mayflower 400 Community Sparks example: Adelaide Street Project

The Adelaide Street Project created a series of three pop-up events in Adelaide Park, Plymouth with the aim of bringing residents of Adelaide Street together with free food, entertainment, market stalls and football. The events attracted 1,500 visitors and approximately 1,000 free meals were given out over the three events. The project has helped residents feel a greater sense of belonging and ownership in Adelaide Street as many of them took part in the events and were brought together to make friends, gain opportunities and feel greater positivity about the area they live in.

People from many different cultural backgrounds came to the events, including those from Jamaican, Indian, Kurdish, Slovakian, Polish, Saudi Arabian, Czech, Irish, Nigerian,

Rwandan, Romanian, Eritrean, American, English, Uzbekistan, Syrian, African and Roma groups plus those of mixed heritage.

The project team engaged with a number of organisations and individuals to create the events, including stall holders, youth coaches from Plymouth Hope football club, Jabo Butera from Jabulani who organised the food for the events, acoustic musicians from WonderZoo, hip-hop dancers from Street Factory and a magician from Plymouth Magic Circle. Jonathan Spurling, who runs Freedom Fields Festival, supplied amplification equipment, local councillor Ian Tuffin provided funding for posters advertising the events and artist Matt Thomas (RAAY) provided postcards at the second event for people to write messages of support for those affected by the Keyham shootings.



Aim 2. Increasing Plymouth profile and visitor numbers

Another aim of the programme was to improve the city's local, national and international profile, and position Plymouth as a cultural destination. Given the pandemic, visitor numbers to the city were severely reduced in 2020, however there was considerable press coverage of Mayflower 400, not only on a local level, but nationally and internationally as well, which highlighted Plymouth as a cultural destination and solidified Plymouth's position as a top destination.



Press coverage

In total, the estimated value of media **coverage for the whole Mayflower 400 programme is worth around £280 million**, which is around two thirds of the AVE reported by the Hull UK City of Culture programme in 2017, a year without the setbacks of a global pandemic.

Whilst clearly promoting Mayflower 400 or elements of the programme, **90% of these media items also promoted the city and 34% reached international audiences**, which has substantially contributed to Plymouth's positioning as a place of interest.

Detailed data provided by the programme's marketing and communications team showed the breadth of press coverage Mayflower 400 had received. **Between 1 September 2019 and 7 September 2020, a total of 5,444 written media items** relating to Mayflower 400 were published in the UK, including 152 articles in national newspapers. This **coverage was worth £18,135,390⁹**. However, it should be noted that these figures do not include any television or social media coverage.

Further data from 14–24 September 2020 revealed over £65.4m worth of press coverage for the MAS and Speedwell installation alone. These figures do include television broadcasts, print media, online articles, and blogs.

- From 14–16 September 2020, there were 700 pieces of coverage/broadcasts about MAS, worth just over £52m and 18 pieces relating to Speedwell, worth almost £9.2m.
- From 17–24 September 2020, there were a further 194 pieces of coverage/broadcasts about MAS worth £4.2m.
- Both reached international audiences, thus contributing to Plymouth's international profile, although the vast majority of coverage for Speedwell was in the UK.

Since 1 November 2020, the programme has gone from strength to strength in terms of press coverage. **A further 2,525 media items have been published or broadcast, with over 30% featuring overseas, worth just under £200m.**

These include:

- 1,763 online pieces
- 441 broadcasts
- 289 printed articles
- 32 blogs.

Coverage for the whole Mayflower 400 programme is worth around £280m, which is around two-thirds of the AVE reported by the Hull UK City of Culture programme in 2017, a year without the setbacks of a global pandemic.



⁹ Figure provided by Mayflower 400 Marketing and Communications team. Calculated using advertising value equivalent (AVE) methodology.

Tourism

Plymouth's history and heritage play a large part in the reasoning for this accolade. The article references the sailing of *Mayflower* and how over "30 million US citizens – including several US presidents, reams of writers and poets, and celebrities including Clint Eastwood, Marilyn Monroe and Hugh Hefner – can trace their roots back to one of the 102 passengers and 30 crew who made the epic journey." It also notes the multitude of cultural events and art installations, such as 'Illuminate' and 'This Land', as well as the opening of The Box.

In terms of visitor numbers, **Plymouth welcomed approximately 5,279,000 visitors to the city** in 2019 which was well over (10%) the targeted 4.8m visitors projected in the 2011 Visitor Economy Business Plan for Plymouth. The total visitor spend of £334m was also in excess (6%) of the target of £315m. Stakeholders partially attributed this to Mayflower 400 and its branding.

The number of visitors to Plymouth in 2020 was naturally curtailed due to the pandemic, as was the total spend of these visitors. **Plymouth welcomed approximately 2,425,000 visitors to the city in 2020**, with a total visitor spend of £148m.

Twelve cruises had been destined for Plymouth in 2020, compared to zero in 2017, and would have carried approximately 12,000 passengers. These were cancelled due to the pandemic. Despite continuing travel restrictions, as the world navigates its way through the crisis, seven new cruises arrived in Plymouth in 2021. A further nine have been arranged for 2022, which will welcome around an additional 8,000 tourists to Plymouth.

Stakeholders noted how Plymouth's tourism offer has been enriched by assets such as The Box, the Antony Gormley statue, and the Mayflower trails. Although visitor numbers have and will continue to be negatively impacted in the short term, it was felt that these assets, alongside the events programme, in particular, The Hatchling, which attracted around 30,000 visitors to the city over the course of a weekend, were part of the solution for ensuring the city develops.

“Seven years ago, Plymouth was one of the worst cities in the UK to visit and this year we're in one of the top ten global destinations.”

Plymouth was named the second best holiday destination in the world in *Condé Nast Traveller* magazine's best holiday destinations for 2020, positioning the city as an international cultural location¹⁰.



¹⁰ <https://www.cntraveller.com/gallery/best-holiday-destinations-2021>

Aim 3. Improving the health and wellbeing of Plymouth residents

Mayflower 400 aimed to improve the health and wellbeing of Plymouth residents via a number of different avenues:

- the cultural events programme
- the sports programme
- through volunteering activity
- via Thrive Plymouth.

Whilst this theme continued to be of utmost importance, accurately measuring changes in health and wellbeing during the pandemic was not possible, as attributing any shift in wellbeing to the Mayflower 400 programme would be unreliable, given the global health crisis. Nonetheless, cultural events such as The Hatchling evidently impacted incredibly positively on attendees and participants alike, as can be seen in the case study above.



The Sports Programme

Argyle Community Trust was commissioned to deliver a dedicated sports programme in support of Mayflower 400, promoting participation and improved health and wellbeing through a range of activities including the Get Involved project, schools engagement and grassroots commissioning. In total, Argyle Community Trust has supported and organised 62 events as part of the Mayflower 400 provision. In addition to this, 75 Mayflower Ambassadors volunteered with Argyle Community Trust to support the Mayflower provision provided and 25 of these individuals will continue to support the trust moving forwards. Furthermore, Argyle Community Trust has raised an additional £109,000 for these events:

- Get Active Fund Raiser – £47,000
- Plymouth Youth Sailing Get Young People on the Water Appeal – £30,000
- Supported the Adrenalin Devon Junior Minor League Keep Players Active Appeal – £27,000
- Spirit of Christmas Appeal – £5,183



2020 Sports Programme highlights:

- Over 7,000 residents actively participated in events in 2020, including¹¹:
 - 3,030 primary school children engaged in the Sporting Voyage programme, in either an assembly or the full programme
 - 2,280 people involved in the Argyle Devon Junior and Minor League Takeover event
 - 824 people in the community engaged with piazza football and rugby promotional days
 - 656 people participated in the four-week free fitness classes in partnership with Plymouth Sports Development Unit
 - 500 people involved in other activities including a family health event at the Guildhall and taster days and sessions run by local clubs.
- 14,000 spectators attended the 1 January 2020 opening of the Mayflower stand at Plymouth Argyle's Home Park.
- Over 98 clubs and individuals have received support through the Mayflower Sport Fund.

2021 Sports Programme highlights:

- At least 627 pupils across five schools took part virtually in the Sporting Voyage education programme in 2021.
- Young people with behavioural, learning and mild physical disabilities experienced sailing in Plymouth Sound – of the 520 who took part, 85% had never sailed before.
- A total of 302 Plymouth residents, mainly between the ages of 10-18, took part in three sessions at the Hoe, Whiteleigh and Ernesettle. This included a variety of sports, such as athletics, football and other non-traditional sporting activities, such as the limbo.
- An additional 50 participants, aged over 55, took part in two walking courses based around Central Park. Further funding from Active Devon has allowed for the rollout of four more walking courses.

Over 8,700 residents actively participated in the Sports Programme over 2020/21.

¹¹ These figures should be interpreted with an element of caution as some individuals may have attended more than one event.

Volunteering

The Mayflower Makers programme was launched in 2019, bringing together local people who act as ambassadors for Plymouth and the Mayflower 400 commemorations. The programme successfully met its target and **engaged with over 400 individuals** who attended an introductory session about the Mayflower Maker role, and registered 172 Mayflower Makers who went on to log **7,000 hours of volunteering**, which equates to a **value of approximately £102,900¹²**.

As a result of COVID-19, and the subsequent cancellation and postponement of the majority of Mayflower 400 events and activities in 2020, volunteers were not able to be involved as much as originally planned. However, large events, such as Illuminate 2019, provided a platform for these volunteers to get involved. Indeed, a total of 940 volunteer hours were logged for this single event.

During the pandemic, mobilising this group of volunteers for the Mayflower programme had a wider impact on Plymouth; the Mayflower Makers were integrated into the Plymouth Good Neighbours Scheme, where they were involved in **delivering shopping, food parcels, and over 1,700 medication packages to shielding and isolated members of the community**. Furthermore, the volunteer hours noted above do not include informal ambassadorial conversations and programme promotion, which were a key benefit of this work stream.

Interviews with stakeholders highlighted how the volunteering programme put a substantial effort into making the experience for the volunteers themselves a positive one, with potential to impact health and wellbeing. It was also noted how a number of different communities within Plymouth were brought together, whilst supporting various activities and events within the city.

The programme registered 172 Mayflower Makers who went on to log 7,000 hours of volunteering, which equates to a value of approximately £102,900.

“ I met a lot of the Mayflower Makers and had face-to-face conversations with them, and just saw how good that programme was. People feel like they are making a difference in the city and friendship groups are springing up as everyone there has a lot in common. ”

“ The volunteer programme had to be a bit stalled because of the pandemic, but the concept and process of that, and the value it's given to the volunteers involved has been fantastic. I think it had a very clear mission and it set about that very well. That is something I think we'll be able to carry forward as a city into other programmes and as a more standard approach to how we operate as a city. ”



¹² Using average weekly earnings in the South West of £551.40 as detailed in: Office for National Statistics (2019). Employee earnings in the UK: 2019. Assuming an average working week of 37.5 hours, this equates to £14.70 an hour. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2019>

Impact of the volunteering experience

Once planned Mayflower 400 events and activities were resumed after restrictions were lifted in 2021, the volunteering programme was deemed one of the key successes of Mayflower 400. The process of moving between volunteering roles and organisations allowed volunteers to experience a wide range of opportunities, which enriched their volunteering experience.

In order to assess the impact of the experience on the volunteers themselves, SERIO carried out an online survey with 160 volunteers. A total of 58 responses were received.

As a result of volunteering for Mayflower 400:

- **84% reported having pride in their local area**
- **79% were satisfied with their experience**
- **73% were more aware of community activities in local area**
- **71% felt more connected to their local community**
- **69% reported that life was more fulfilling**
- **69% reported that they were more interested in local cultural events.**

“ Great to be part of a sociable group promoting Plymouth and commemorating Mayflower 400. I've learnt more about history and have enjoyed the experience. ”
Mayflower Maker

“ I've had things to look forward to that have gotten me out of the house – feel a bit like the “old” me before my injury! ”
Mayflower Maker

“ Being a Mayflower Maker has widened my social network and opened further opportunities for me. I have felt valued as a Mayflower Maker and enjoyed all of the events I have been involved with. The experience has opened my eyes to the wider Plymouth community. ”
Mayflower Maker

“ I've been able to meet new people, both other volunteers and members of the public, and have participated in unique experiences. My confidence has grown. ”
Mayflower Maker



Thrive

Thrive Plymouth is led by the Office of the Director of Public Health, Plymouth City Council and is a ten-year plan to improve health and wellbeing, and reduce health inequalities in the city. It has aligned with Mayflower 400 for its sixth year. Key activities include:

- training for all taxi drivers, raising awareness of Plymouth's heritage and the Mayflower 400 programme to support
- the creation of an events guidance booklet, supporting local communities to safely run their own activity.

Aim 4. Improve local perceptions of the city and ambitions for the future



“I started volunteering because I wanted to get more connected to my home city and I feel I have achieved that.”

Mayflower Maker

“It has made me feel proud of where I live and the people who live in Plymouth too. I feel valued and part of the larger community. The events which I was privileged to support were amazing.”

Mayflower Maker

“It made me think Plymouth was a much more interesting place than I thought. I only live in Exeter so will look out for more stuff in Plymouth in future. I thought it was excellent all round, particularly the engagement with local groups and musicians.”

Hatchling attendee

The final aim of Mayflower 400 was to increase pride in Plymouth, improve physical spaces and raise the aspirations of young people. Whilst the programme continued to work on these strands throughout delivery, improving perceptions of the city and raising aspirations will take time, and, as frequently noted above, due to the pandemic, progress was delayed due to the cancellation and/or postponement of the majority of activities. Nevertheless, the programme continued, where safe and appropriate, to improve physical spaces in Plymouth, most notably: the works completed on the Elizabethan House, the Mayflower trails, the upgraded signage promoting the city on the A38 and the construction work at Marsh Mills for the “Road to Mayflower”.

Increasing pride in Plymouth

Independent feedback from both stakeholder interviews, The Hatchling Visitor Survey and Volunteer Survey, clearly demonstrate the impact of Mayflower 400 on not only residents’ pride in the city, but on how Plymouth is perceived by tourists too. The following headline findings compare results from The Hatchling Visitor Survey to the Plymouth City Survey, which was rolled out to Plymouth residents between January and March 2020. The survey indicated that:

- **80% of Plymouth residents strongly agreed or agreed that The Hatchling had increased their pride in Plymouth.** This compares to 63% of residents who stated they had pride in Plymouth in 2020. Similarly, 84% of Mayflower Makers reported that as a result of being involved as a volunteer for Mayflower 400, their pride in the city had increased
- **77% of visitors¹³ strongly agreed or agreed that from attending The Hatchling, they could see positive changes happening in Plymouth.** This compares to 52% of Plymouth residents in 2020
- **75% of visitors¹³ strongly agreed or agreed that from attending The Hatchling, they could see that Plymouth has a lot to offer in terms of culture.** This compares to 59% of Plymouth Residents in 2020.



“What The Hatchling meant to us was a pride in our beautiful city and a recognition that we can be hosts to wonderful creative and unique events such as this that really put our home town on the map. It was an extraordinary weekend and I felt privileged to have experienced it.”

Hatchling attendee

“Incredible. I went on Sunday evening and thought it was wonderful. Sadly postponed due to the recent tragedy. I would love to see more of this kind of thing and my love for living in Plymouth grew! Thank you.”

Hatchling attendee

¹³ Includes both Plymouth residents and tourists.

Improving physical spaces

There has been considerable work done to expand and enhance the city in terms of new and existing assets. This development work not only plays a part in raising the profile of Plymouth and improves what it has to offer, but it also contributes to an increase in pride amongst the city's residents.

- **Trails:** Three new city heritage trails have been developed, one of which is the Mayflower trail. The Mayflower Trails app was also launched to encourage and support residents and visitors when following the trail. The app leads users around a series of newly installed bronze totems on the Barbican, which include facts about the buildings and people who helped shape the city in 1620. The Mayflower trail is one of three core trails in Plymouth, with others exploring post-war architecture in the city as well as Plymouth's maritime history. A fourth trail that focuses on the waterfront is currently in development.
 - **Total downloads: 2,816**
 - Mayflower trail: 1,161
 - The Hoe trail: 890
 - City Centre trail: 640
 - **A 20-minute Plymouth Live Facebook walk through of the Mayflower trail was viewed by 47,000 people.**
- **The Elizabethan House:** £1.5m has been invested in the restoration work of this historic house museum, a key part of the city's heritage. As a result of this work, the Elizabethan House is no longer on the National Heritage At Risk Register. The house has been launched as a new visitor attraction to complement the offering in The Box and has a sustainable business plan and IT infrastructure to ensure its conservation into the future.

A 20-minute Plymouth Live Facebook walk through of the Mayflower trail was viewed by 47,000 people.

“It has galvanised stakeholders around an agenda, which has meant things like capital programmes have happened. Whether that's paving, The Box, or the Elizabethan House, capital projects have been able to use Mayflower 400 to really drive stuff forward. I think the city looks and feels better for it, and the public realm has had improvements in that space as a result of being able to hook into this stakeholder partnership.”



- **Road to Mayflower project:** This project aimed to leave a lasting legacy for Mayflower 400 by transforming the welcome experience at Marsh Mills roundabout along Embankment Road into Gdynia Way, in order to deliver a world-class visitor impression for Plymouth, Britain's Ocean City. Impressively, this c£100K project was delivered by a partnership of leading construction industry companies, Building Plymouth and individuals as a volunteer project. A full list of those responsible can be found at www.buildingplymouth.co.uk/road-to-mayflower
The Road to Mayflower comprises three strands:

- **The Mayflower Forest:**
 - Creating a green gateway at Marsh Mills roundabout, 1,000 silver birch trees have been planted to form the Forest.
 - Some colourful surprises have been installed including bulbs and wildflower turf, and an artistic dry riverbed has been created using local stone as a reference to the American landscape that the Pilgrims discovered. The Native Americans used birch trees to make their canoes and shelters and the tree is indigenous to both the UK and North America.

- **Mayflower Public Realm improvements:** A number of improvements have been made to the city, led by Plymouth City Council, including, but not limited to:
 - major repairs and improvements to public spaces around the Waterfront, including West Pier and the Mayflower Steps
 - the transformation of the entrance to the Barbican with a mural depicting the *Mayflower*
 - repaving Southside Street
 - works to the area outside Prysten House
 - lighting of four key memorials on the Hoe (Drake, RAF, Merchant Navy, Britannia (Armada)) and the war memorial)
 - the refurbishment of Phoenix Wharf – the historic pier was completely refurbished and the former Mayflower sailing club transformed into an upmarket waterfront eatery.

- **Public art:**
 - Transforming Embankment Road by installing a series of vibrant art panels designed by children and young people from 28 schools across the city, which focused on the theme of 'Discovery – telling Plymouth's history and heritage over the past 400 years'.
 - **Engaging with over 170 children, young people and adults from Plymouth's Polish community,** and involving stakeholders, partners and funders and supporters from across the city and in Gdynia, Poland the "Polish Bridge" on Cattedown Road has been transformed with a new design as a lasting legacy for Mayflower 400.
- **Illuminating Plymouth Ski Slope:**
 - The iconic ski slope was illuminated for the first time at the 'Road to Mayflower' launch event in 2019. After proving the lighting concept, there were ambitions to illuminate the ski slope for key commemorative periods throughout 2020. However, due to the impact of the pandemic, the team were unfortunately unable to pursue this further.

Other work, to improve the city's appearance, includes 10,464 square metres of road resurfacing, which was carried out around the city centre and the waterfront during 2019–20, and 4,590 square metres of cobble repairs and repointing completed around the Barbican. Further works supported by a £10,000 Plymouth Waterfront Partnership contribution includes the reinstallation of the 'Welcome to Plymouth' sign and upgrading the Clock Garden on the Hoe.

- **New signage:** £1.5m has been invested in new signage installed on the A38 and Plymouth's highways, promoting the city's enhanced visitor offer including The Box, National Marine Aquarium and Royal William Yard. There has also been a full review and upgrade of the city's fingerposts.

Raising Aspirations – Schools Programme

The Mayflower 400 Schools Programme aimed to ensure every young person had some form of engagement with the Mayflower narrative. Whilst the pandemic impacted heavily on delivery, the programme did achieve the following:

- **Every state primary and secondary school in Plymouth, 103 schools in total, signed up to at least one Mayflower activity.** There was considerable uptake in the Mayflower Citizenship project, which saw the creation of a city 'Compact' providing a set of values and principles that should be considered as a community, reflecting the Compact created by the *Mayflower's* passengers when they arrived in America.
- Argyle Community Trust's schools engagement programme reached over 3,000 young people, where Mayflower educational content has been combined with a sports lesson.
- Storyteller Katy Cawkwell performed "The Story of Mayflower" (see case study below) to around 20 schools, reaching over 3,000 pupils. This was achieved as part of a project funded by the Community Sparks fund.
- Three Mayflower Anthology books were produced as a series of books published by the University of Plymouth in collaboration with Plymouth City Council. The anthologies exhibit the work of children from local schools, and the work of young writers from America and The Netherlands, about the *Mayflower*. Each volume contained excerpts from about 80 selected submissions from approximately 20 local schools.
- Since 1 Oct 2019 until September 2021, the Mayflower 400 website attracted 609,678 page views of general education content, including:
 - 7,482 specifically to content categorised as 'learning'
 - 3,016 views of the teachers' toolkit.

Every state primary and secondary school in Plymouth, 103 schools in total, signed up to at least one Mayflower activity.

The Story of Mayflower

The 'Story of Mayflower' was an hour-long story telling performance by Katy Cawkwell, which focused on the story of Squanto, as well as the story of William Bradford, providing two different perspectives from both sides of the Atlantic. Community Sparks funding allowed this piece to be taken into 25 schools within Plymouth. Slightly different versions were produced for Key Stage 1, Key Stage 2, family and adult audiences. For example, a shorter 50-minute piece was performed for Key Stage 1 students to maintain engagement.

Engagement

In total, 25 schools engaged with this performance. This included around 3,000 children, 200 teachers and 200 members from the wider school community, such as parents. The schools selected were those in the greatest areas of deprivation. A 20–30 minute Q&A was held after the session in which children could ask questions about the story. It was highlighted that the children often had so many questions that this amount of time was not enough, indicating high levels of engagement.

In addition to the 25 funded school performances, another ten schools have since paid for the performance, with one of these being an online performance to a school in America. Furthermore, 14 shorter performances

were held across two days at The Box. Finally, there were two online performances for adults, and another performance for students at the University of Plymouth.

Partnerships

Katy worked with Dr Kathryn Gray from the University of Plymouth during the research phase process for historical accuracy and sensitivity purposes. In addition to this, Katy also worked with Heather Ogburn from Plymouth City Council to identify the 25 schools in which the performance would take place. Finally, the schools themselves were also partners for this project, as they were responsible for encouraging participant engagement with the performance.



2. Learning

SERIO conducted in-depth interviews with 14 stakeholders across the Mayflower 400 partnership, once in 2020 and again in 2021. Stakeholders interviewed included members from the core Mayflower 400 team, Mayflower 400 project delivery partners, the leader of Plymouth City Council, wider strategic stakeholders in the city, a representative from the Wampanoag and a representative from Arts Council England. Interviews gathered learning and explored experiences of the programme. A full qualitative analysis of these interviews has been provided to the Mayflower 400 team and Plymouth City Council. Headline findings included:

Partnership working

Mayflower 400 has presented an opportunity to not only develop new and diverse partnerships, but also build on existing relationships across a multitude of sectors, which has opened up new avenues and possibilities for Plymouth and its cultural offer going forward. Honest, frequent and reflective communication was noted as a central quality of the programme, as was the diverse nature of the individuals, groups and organisations involved.

Embedding the Mayflower 400 team within Plymouth City Council has allowed external organisations to navigate the council more easily and escalate issues with the council far quicker. Yet, positioning the core team as being somewhat separate to the council also allowed for some circumvention of bureaucracy that may have otherwise caused issues.

Learning to relinquish control over management and delivery, and putting more trust in external partners, could allow the council to develop more innovative and collaborative ways of working; embracing opportunities to capacity build smaller organisations would strengthen communities, and also reduce some of the pressures on the council to deliver.

Volunteering

Whilst maintaining volunteer engagement was challenging at times due to events being postponed or cancelled, having a committed volunteer manager allowed for engagement to be maintained throughout quieter periods, which meant that the programme still had a large and enthusiastic pool to draw from once activities resumed.

Mayflower 400 has shifted certain perceptions of volunteering as 'cheap labour' to something that needs upfront investment, and dedicated management to fully realise the potential of such a resource.

The Mayflower Makers acted as the face of Mayflower 400 and were separate from the council and other organisations, which gave them the ability to focus on conversations with the public around the programme and the reasons for it, rather than wider issues that were not within the programme's remit.

Managing the challenging Mayflower 400 narrative

Stakeholders were relatively positive about how the challenging narrative had been handled to date. Whilst it took some time for the programme to become fully comfortable in tackling the challenging elements of the Mayflower narrative, the city has now matured and is much more capable of discussing sensitive topics, although a clearer narrative from the beginning could have been beneficial.

Partnerships with the Wampanoag have greatly contributed to the success of this aspect of the programme, as they provided a different perspective and added legitimacy to Mayflower 400. Indeed, including a more diverse team at a strategic level for future citywide programmes will allow for these more challenging elements to be addressed earlier.

COVID-19

Whilst COVID-19 has undoubtedly had a severe impact on the programme, shifting the focus away from aspects such as tourism and events enabled Mayflower 400 to improve its cultural offer and its engagement with the full breadth of the Mayflower narrative.

Education

Some stakeholders noted that the school's programme took some time to develop and that the initial education packs did not originally reflect the whole story of Mayflower. Subsequent work has been done to include the Wampanoag and other advisers in the development of resources for schools, which has resulted in a "much richer" package.



“ This is very much about the city being brave in what it does and what it takes on as a conversation and how it gives platform to people. That to me, is how we continue that conversation beyond the initial conversation. ”

3. Legacy

This section provides a summary of actual and anticipated legacy outcomes.

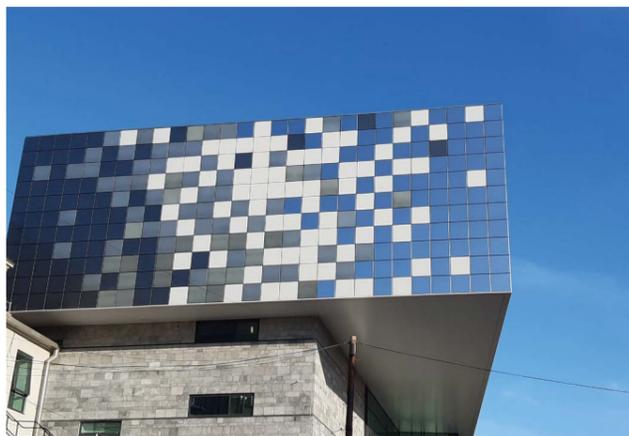


“I think it's more visible, more exciting, there are more opportunities and it has better infrastructure. If you're emerging from a college course, it's got more things that are going to help you stay. There are places to go, there are people who are doing likeminded things, there are bits of work and more opportunity and Plymouth is still relatively affordable and great geographically.”

“I think its shown people like recent graduates and emerging artists that you can have a creative and cultural career here in the city, because there are lots of opportunities, projects, partnerships and networks, that make it happen. I hope that visibility will lead to the expansion and diversification of our sector, although that would be very difficult to measure at this time.”

“I also genuinely believe that the cultural element has been very strong and because of the work we've done around the cultural plan and setting up partnerships after Mayflower 400, it will naturally be the thing that carries on.”

“Mayflower has bought us closer to decision makers and has enabled us to be part of things going on for the next few years, which we would have never been able to without Mayflower. So for us, we're incredibly grateful.”



Pride and profile

Encouraging results from both The Hatchling Visitor Survey and Volunteer Survey demonstrate how the programme has clearly succeeded in improving perceptions of Plymouth to both residents and tourists alike. Stakeholders noted that as a result of Mayflower 400 and the cultural offer the city now possesses, people now recognise Plymouth as a place where high quality events and programmes take place. Indeed, the media coverage Plymouth received due to events such as The Hatchling and the Mayflower Autonomous Ship were felt to be a key factor in improving Plymouth's global profile.

Other stakeholders highlighted that more young people are now staying in Plymouth and believed this was a result of the programme demonstrating that Plymouth is a place where there are many opportunities to develop a career and work on exciting projects. As a result, it was felt that the programme had raised aspirations, and as such, the people of Plymouth now expect these aspects to be of higher quality going forward.

Partnerships

Mayflower 400 has had a considerable impact on partnerships. Creating new and authentic relationships with Native American artists and collaborators, as well as local and national organisations groups, and communities has opened up new avenues and possibilities for Plymouth and its cultural offer going forward. Existing partnerships have also matured significantly over the course of the programme. Sustaining these relationships beyond delivery of the programme will be a key legacy of Mayflower 400, facilitating further collaboration and also learning from one another. Some stakeholders noted how the relationships they had built as part of Mayflower 400 were already transcending the programme and impacting positively on other projects within the city.

Physical assets

Physical assets which have been funded or supported by Mayflower 400, such as The Box, Mayflower trail and the Elizabethan House, were also highlighted as pivotal to the programme's legacy. Despite the COVID-19 crisis and the cancellation of some of the events, these physical assets will remain and draw visitors to Plymouth. Furthermore, their existence will continue to facilitate discussion around the narrative of Mayflower and act as educational pieces going forward.

Transparency

As noted in the section on learning, it has taken time for the programme to become comfortable in tackling the challenging elements of the Mayflower narrative. The recent Black Lives Matter movement has given momentum to this conversation. Stakeholders felt that the story of the *Mayflower* and its impacts are now far better understood; the city has matured, and is now much more able to discuss sensitive topics, such the narrative of Mayflower and other parts of Plymouth's history, its role in colonisation and the slave trade. Stakeholders noted how projects that worked in collaboration with the Wampanoag, such as Wampum Belt, were key in facilitating this legacy. It was felt that this was a progressive step in the right direction, and there is an opportunity for Plymouth to change the way it engages with its own history and its position as a modern city. We expect these aspects to be of higher quality going forward.

Volunteering

As a result of the successful volunteering programme within Mayflower 400, some volunteers have started volunteering with other organisations regularly, e.g. for The Box, thus improving Plymouth's overall volunteer involvement. This more mobile volunteer body will not only be beneficial for volunteers, who will now have more opportunities, but also for the organisations who utilise them, as they will have access to volunteers with a broader range of experiences and expertise. Moreover, it was felt that Mayflower 400 has shifted certain perceptions of volunteering as 'cheap labour' to something that needs upfront investment and dedicated management to fully realise the potential of such a resource. It was believed that the overall improvement of volunteering in the city would be one of Mayflower 400's legacies, which will benefit future events and programmes.



“I think we're a much more grown up place now of telling our own story and understanding the value of getting it right. We've learned a big lesson about who we are, and that lesson is really important. We don't want to go backwards and become the Plymouth of 30 years ago.”

“I think now people recognise the word Wampanoag and understand that this group of settlers and others before them and after had an impact on this community of Native Americans. I think that will be understood and that is the most important and significant legacy that we could leave. That is a radical change in understanding and a shattering of the story that has prevailed for 400 years.”

“I think the legacy is going to be seen as the point in time of change. The 350th commemoration, a lot of things were done incorrectly. I think now it will be seen as a point in time of when we finally focused on accuracy and the telling of the *Mayflower* crossing. People will look back and say 'At the 400th, they finally took a step in the right direction.'”

“In terms of the long-term impact, I think some of those *Mayflower* Makers have come into cultural venues and that's certainly the case with *The Box*. They were trained as *Mayflower* Makers, but they've come into *The Box* as *The Box* volunteers. That's an impact.”

4. Strategic Next Steps

Findings from the evaluation clearly show how Mayflower 400 has galvanised the city, bringing local, national and international partners together to work towards a common goal. It has shown what Plymouth is capable of, despite the huge challenges presented by the pandemic, and has generated a 'can-do' attitude, which has resulted in an increased confidence that is citywide.



“ I don't think it should be underestimated that getting people to work together has all sorts of benefits. That's not because we were all trying to celebrate or commemorate Mayflower as a topic, but it is a consequence of developing a programme that is citywide and has brought everyone together. ”

“ I think it's made partners in the city think more strategically about place making. Mayflower 400 has been a pilot of how that might look and the benefits that could come from that. ”



“ For me, it's created a can-do culture at community level but also I think at that higher level, people are more confident about their city. ”

Whilst the Mayflower 400 programme may be ending, there are new projects on the horizon that could be harnessed to continue the city's momentum. For example, the National Marine Park is a potential vehicle that could be used in a similar manner to Mayflower 400, allowing people and organisations across the city to work together to improve Plymouth's positioning, locally, nationally and internationally, as well as increase pride in the city. In order to bring people

together, build partnerships and work collaboratively, there is a need for a dedicated team to manage large citywide programmes. Furthermore, when making these significant cultural strategic decisions, more people and organisations need to be brought to the table. Involving community groups and smaller organisations allows for inclusive representation when making key decisions for the city.

“ We've got the people, the place, and the environment. One of the things I've learned is that when someone contacts me about an event, my attitude through Mayflower is that “Yeah we can do that.” We've done a lot of stuff, sometimes at short notice, and I know we can do it. We've got the people, the volunteers, the experience, and the resource to do it. ”

“ We just need to shift that narrative so that it doesn't become a one off moment, and that actually we are shown to be an ongoing and permanent cultural city, not just a one year thing. So for me, it's being very clear that Mayflower 400 has themes that should continue. Those themes are about taking risks, embedding culture in what we do, making sure community and cultural partners are part of the strategy and decision making, and that we adopt this more place-based approach to managing our city, which means we bring different agendas together, rather than just having that spectacle, which then goes away again. ”

