

## PLYMOUTH CITY COUNCIL

**Subject:** New Community Economic Development Trust  
**Committee:** Cabinet  
**Date:** 15 January 2013  
**Cabinet Member:** Councillor Penberthy  
**CMT Member:** Anthony Payne (Director for Place)  
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**Ref:** ED/CE/New CEDT-Cabinet Report

**Key Decision:** Yes

**Part:** I

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### **Purpose of the report:**

This report evidences the need to support job creation and employment, whilst building community capacity in the north of the city. It seeks Cabinet approval to carry out detailed feasibility studies to assess how best to establish a new Community Economic Development Trust (CEDT) proposed for the north of the city. This is a key component of the Cooperative Council approach to engage with customers to deliver services in a way that best meets the needs of our communities.

The CEDT will aim to create jobs, wealth and strong economic benefits for the proposed area. The local community will play a critical role in establishing and running the Trust with a view to improving community cohesion and generating community-led solutions for some of the challenges in this area, as well as the promotion of targeted social enterprise.

This report sets out the progress so far, including understanding the issues and opportunities in the area, exploring opportunities for Council-owned assets, looking at best practice around the country and how this could work in Plymouth, and surveying and talking to the local community.

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### **Corporate Plan 2012 – 2015:**

This report embeds the aims of the Co-operative Council, as the proposed CEDT will engage with residents and stakeholders, enabling them to create new jobs and services that meet the needs of the north of the city.

The creation of a new CEDT for the north of the city is a specific objective of the Corporate Plan, as described in the Working Plymouth section (p16):

<http://www.plymouth.gov.uk/corporateplan.htm>

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### **Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land**

To carry out feasibility studies to inform the preparation of a delivery plan to establish the new CEDT a budget of £50,000 will need to be approved. The majority of this budget will be drawn from the savings created through the new administration's decision to have fewer members in Cabinet than in previous administrations.

Following completion of these studies, a further Cabinet decision will be required as it is expected that the Council will then need to allocate resources to enable the delivery plan to be implemented and the new CEDT to become successfully established and financially sustainable.

The report identifies the Council assets in the area and some of these may be required to deliver the CEDT.

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:**

The new CEDT aims to have considerable beneficial impacts on employment, child poverty and community cohesion, along with other issues identified and described in Section 2 of this report. The proposed feasibility studies and next steps will explore and evidence this further. This will be described in detail in a future Cabinet report. It is however clear that initial work by Locality points to a wide range of significant social and economic benefits.

Depending on what the feasibility studies identify, there is a need to align existing programmes of work that could be affected or compromised by the focus on the CEDT. The feasibility studies will need to explore the relationship with these pieces of work and ensure we minimise this where possible and maximise opportunities to work collaboratively.

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**Recommendations & Reasons for recommended action:**

It is recommended that the Cabinet approves:

1. The allocation of £50,000 for completing appropriate studies into the potential market opportunities.  
Rationale: To enable the Council to establish the viability of the potential business opportunities for the CEDT so that it can be established with a viable business model.
2. The approach described as the Strategic Projects option in Section 7 of the report for the development of a CEDT.  
Rationale: To establish the CEDT with sufficient resources to become financially sustainable, whilst also being set up in a way that supports community involvement and engagement.
3. To hold 11 PCC-owned sites, identified in Section 3 of the report, without consideration of disposal until such times as the potential uses as indicated have been ruled out through feasibility and business planning work. If the former Youth Centre, Taunton Avenue site is not progressed as a self-build scheme, as currently proposed, consideration would be given to its inclusion to support the CEDT.  
Rationale: To enable the City Council to assess how best to use its assets in support of the CEDT.
4. To build on existing work with the community in the proposed area to develop capacity and ensure that the community is involved at the earliest stages of CEDT development. This may involve the evolution of new governance arrangements, to enable the CEDT to enable it to apply for external grant funding towards the cost of preparing the delivery plan.  
Rationale: To ensure that local residents and their community are fully engaged with and receive the benefits of the CEDT's development.

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**Alternative options considered and reasons for recommended action:**

1. The Council could attempt to set up a new CEDT without using external support. However, given the scale, complexity and specialist nature of this work, it is considered that the City Council does not have sufficient in-house expertise to develop a detailed delivery plan without significant external specialist support.
2. The Council could leave the local community to set up and develop the CEDT with the information gathered so far. However it is considered that, in order to give the CEDT the best possible start, support should be provided to develop community capacity and to ensure that options included for the CEDT to take on should be subject to a feasibility study to ensure a sustainable business model is developed.

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**Background papers:**

- Locality Report
- Map of Proposed CEDT Boundary

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**Sign off:**

Fin	DJN 121 3.02 2	Leg	TH0 064	HR	MG 121 3/12 -001	Corp Prop		IT		Strat Proc	
Originating SMT Member – David Draffan											
Have you consulted the Cabinet Member(s) named on the report? Yes											

## **1.0 Introduction**

- 1.1 Plymouth City Council is a Co-operative Council and aims to improve the social and economic wellbeing of communities through this approach to inclusive development. The proposed CEDT will engage with residents and stakeholders, enabling them to create new jobs and services that meet the needs of the north of the city.
- 1.2 Following a detailed assessment, there is clear evidence that the north of the city needs to attract additional investment, regeneration and services, which the Council considers can best be delivered through the provision of a Community Economic Development Trust (CEDT). The Council appointed Locality, as a specialist CEDT advisor, who have validated the Council's assessment of need and the potential for the CEDT to create jobs and other significant benefits.
- 1.3 This report recommends the next steps to respond to the new administration's manifesto commitment: 'We will begin the process of creating a new Community Economic Development Trust for the north of the city, to replicate the success of Wolseley and Millfields Trusts in an area needing employment opportunities'.
- 1.4 CEDTs have the following characteristics:
- They create local jobs: addressing social needs whilst reinvesting surpluses back into the local community
  - They are independent: working in partnership but accountable to the local community and free to determine their own objectives.
  - They are community-led: led by local people, meeting the many needs of a community.
  - They are committed to community enterprise: earning income for community benefit, not for private profit and aiming for long-term sustainability.
  - They develop assets: maximising community assets: people, land and buildings.
  - They drive social change: bringing about changes to make communities fairer and more inclusive.

CEDTs develop sustainable businesses that create local jobs in a defined area, involving support for community development and business development advice. They help wealth to be created and kept local, encouraging all income – whether CEDT business surpluses or community income - to be reinvested for community benefit, leading to a more sustainable, cost-effective and value for money approach to development. National examples include the Coin Street Trust in London, the Halifax Opportunities Trust and the St Peters Partnership in Manchester, amongst many others.

- 1.5 The Cabinet Member for Cooperatives and Community Development, Cllr Chris Penberthy, and Cllr Jon Taylor, Ward Member for Whitleigh, together with an officer team drawn from the Place and People Directorates, have started to explore the strategic considerations in establishing a CEDT. These considerations included an assessment of the area's socio-economic need, community capacity and Council-owned property assets.

- 1.6 To validate this initial scoping work (Stage 1) the City Council appointed Locality. Locality, the trading name of Locality (UK), was formed in April 2011 by the merger of the British Association of Settlements and Social Action Centres and the Development Trusts Association, two leading networks of community owned and led organisations. Locality is a specialist in the establishment of CEDTs, and has helped identify market opportunities to develop new community-owned businesses in the area and recommend how to progress the development of the proposed CEDT in preparation for a second major piece of work which shall include a further (Stage 2) consultancy.
- 1.7 The Locality's Report is available as a background paper. Locality has described three potential options for the start-up and development of the CEDT, summarised later in this report.
- 1.8 The remainder of this Cabinet report describes the rationale for the new CEDT, existing findings from Stage 1 of the development work and the recommended next steps (Stage 2).

## **2.0 CEDT operational boundary/rationale**

- 2.1 The City Council is committed to being a Co-operative Council. This gives people greater control over their lives, the services they receive and amenities they use. Through this process it aims to help people to develop, tackle inequality, encourage growth and value more strongly and, therefore, protect the services and amenities they own.
- 2.2 A potential new CEDT would build on Plymouth's long history of involvement with the co-operative movement in the retail, funeral, banking and insurance sectors which has been supported through the successful creation of community enterprises like the Millfields and Wolseley Community Economic Development Trusts. Most recently we have seen the setting up of Plymouth Community Homes to join the housing association sector and Plymouth Community Health. There is also a co-operative academy school in Plymouth at Lipson.
- 2.3 The City Council recognises the scale of the issues affecting the north of the city and considers that only by supporting and working to realise the untapped potential of the area – through an intervention of sufficient scale and financial sustainability – will significant progress be made.
- 2.4 Following the initial scoping work by officers, the proposed operational boundary for the new CEDT was selected and contains an estimated population of 25,600 (in 2010), equating to 10% of the city total.
- 2.5 Parts of the CEDT catchment area show considerable potential. However, unemployment levels are higher relative to the city-wide and national averages (an historical trend): 4.3% working age individuals were claiming JSA benefits in June 2012 compared to Plymouth (3.7%) and UK (3.9%). In addition, although unemployment rates across the whole city remain elevated compared to pre-recession norms, the gap between the CEDT area rate and city and UK averages has widened, suggesting a longer-term weakening in labour market conditions. Youth unemployment, a local and national issue, is also more acute within the catchment area, with a greater proportion of claimants aged 18 – 24 (39% versus Plymouth

(34.2%) and UK (28.1%)). Furthermore, there are a relatively high proportion of individuals claiming Employment Seekers Allowance and incapacity benefits: 10.5% of working age residents compared to a city-wide average of 8.1%, and 6.5% nationally.

- 2.6 Pockets of deprivation as measured by the Index of Multiple Deprivation (IMD) 2010 exist within the CEDT area. Notably, it is the 'Employment' and 'Education, Skills & Training' domains in which deprivation is most significant with a majority of the area's population living in LSOAs falling within the top 20% most deprived nationally.
- 2.7 In addition, there are a host of other indicators that describe the challenges faced by the CEDT catchment area, including fuel poverty, child poverty, Key stage 2 and 4 attainment, permanent exclusions, eligibility for free school meals, children in care, vulnerable families, poor life expectancy, obesity, hospital admissions, low birth weight, breastfeeding, burglary – dwelling, violence with injury, serious acquisitive crime, anti-social behaviour, poor community cohesion, and incidence of domestic fires. There are c.125 families in the CEDT area of benefit who are eligible for support from our Families With a Future (FWF) programme. This has a strong focus on reducing worklessness and therefore the work of FWF and the CEDT will be complementary to each other.
- 2.8 That said, it is considered that the CEDT catchment area does contain under and dis-used land and property assets that could be used to attract investment and support job creation.
- 2.9 The proposed CEDT would be located in the north west of the city. The area of interest/benefit defined as 'north of the city' includes the following neighbourhoods:
- Whitleigh
  - Honicknowle and West Park
  - Ernesettle
  - Manadon and Widey (part-focused on the Brake Farm area)
  - Derriford West and Crownhill (west of A386)

For details of the CEDT boundary please refer to the map referred to as background paper.

- 2.10 Although there are other parts of the city that also have serious levels of deprivation and unemployment levels, it is recognised that the proposed area has not benefited from as much investment and support over recent years and would significantly benefit from the opportunities that a CEDT could offer.

### **3.0 PCC-owned assets**

- 3.1 Officers have produced a comprehensive list of all PCC-owned land and property assets located within the new CEDT's potential area of operation which could provide the CEDT with assets or a hub (HQ) location. The assets are as follows:
- 3.2 Whitleigh:
- a Former Whitleigh Residential Home, Whitleigh Green
  - b Former Youth Centre, Taunton Avenue

c Open space adjacent to the District Centre, Whitleigh Green

### 3.3 Ernesettle:

d Tractor shed and store, Ernesettle Lane - this land, (with e, f and g) is the proposed site for a waste recycling centre

e Former University Sports Centre, Ernesettle Lane - ditto d

f Former University Playing Fields, Ernesettle Lane - ditto d with the potential to increase leisure uses

g MOD Field, former University Playing Fields, Ernesettle Lane - ditto d with the potential to increase leisure uses

h Scout facilities and land at Rochford Crescent - the scout hut nestles within the ruins of the Listed Budshead Mansion.

### 3.4 Honicknowle:

i Honicknowle Tip

j Woodland Fort and Community Centre, Crownhill Road

k 41 Ringmore Way

## 4.0 Community needs

4.1 To inform understanding of the communities to the north of the city, officers prepared a 'Community Capacity' statement to provide a digest of existing community organisations, structures and facilities that operate across these neighbourhoods, together with details of the role played and comments on current issues that are faced. It is as full and accurate as possible but communities are 'live', can be fragile and so potentially are subject to rapid change.

4.2.1 Some key findings are identified below:

- The 'north of the city' area is comprised of distinct communities, each with a separate identity and geography.
- There is no single, representative community organisation or 'voice' for the 'north of the city' area of benefit. The proposed CEDT and community hub organisations could assist with this.
- That said, there are well-established multi-agency partnerships in Honicknowle (HOPES) and Whitleigh (Whitleigh Partnership) although these are service provider/agency groups rather than community (resident) based. Both partnerships are actively considering the 'synergies' offered by the proposed CEDT and representation from these partnerships could positively enhance any future shadow CEDT board.
- There have been significant losses in community infrastructure in the area, most recently the closure of Brake Farm Community Centre and the Budshead Trust.

4.3 The City Council has a dedicated resource in the Whitleigh neighbourhood through the Neighbourhood Regeneration Team (NRT) that has been in the neighbourhood for a couple of years. The main focus of the NRT's role is building capacity for residents to engage in priority setting and local decision making, responding to neighbourhood priorities and co-ordination of improvements to facilities and service provision. The NRT is currently leading and supporting the community to take

forward the Whitleigh BIG Local project which has included a large amount of consultation and engagement work.

- 4.4 The Stepping Stones to Nature project, supported by the Planning Service, is also operating in the area to deliver community-led improvements in Woodland Woods over the past three years. This includes new paths, signage and spaces for people to learn and play. This has seen a year on year decrease in reported anti-social behaviour in the area and an increase in local people using the woods.
- 4.5 The City Council will seek to work alongside the neighbourhoods and community to the north of the city to help facilitate community ownership of any solutions proposed as part of the CEDT's establishment. Engagement is as yet at an early stage and the intention is for the City Council to progress more detailed discussions and consultation in the next stage of developing the CEDT's activities and governance, building on existing community involvement that PCC is doing in the area.

## **5.0 Potential CEDT sites/community hub locations**

- 5.1 Locality has recommended the establishment of a CEDT hub where core staff would be employed, along with several community-based hubs.
- 5.2 At this stage none of the PCC sites have been ruled in or out as potential locations for the CEDT hubs or as land and property assets that, developed or used effectively, could provide the CEDT with sustainable income. The potential to develop each of the sites will naturally be subject to a variety of constraints, including title restrictions, lease negotiations, Planning and other statutory approvals, contamination/environmental issues, Highways and other partner agreements.
- 5.3 Immediate income generating opportunities from the list in Section 3 above are limited; however, there are potential good connections with the proposed CEDT business activities.
- 5.4 Looking across the whole of the PCC assets listed, it is considered that at this stage it is necessary to suggest all 11 sites be held without consideration of disposal, until such times as the potential uses as indicated have been ruled out through feasibility and business planning work.
- 5.5 The former Youth Centre, Taunton Avenue site is currently ear-marked for use as a self-build scheme for 4-5 units. However, if this is not developed further consideration would be given to its inclusion to support the CEDT.

## **6.0 CEDT potential**

- 6.1 Locality has strongly reinforced the Council's view that the key to financial sustainability for the CEDT is its potential and ability to earn stable and consistent revenues which support its benevolent objectives. The two main elements for a viable business model from earned income and one which is not reliant in the longer term on grant funding or other public subsidy comprises a mix of an asset base and community enterprise activities (either direct selling of services to the public or from contracts).



6.2 Locality has identified a range of potential business opportunities, which could potentially provide the CEDT with income. **However, it is important to note that these are all initial ideas that have not yet been market tested. They provide opportunities to explore during the next stage of the CEDT's development.** They provide an indication of the type of business opportunities the CEDT may be able to develop; they are not proposed projects. All are based on a number of unique and new enterprise activities, many of which include direct selling to the public rather than heavily reliant upon public sector contracts. It is therefore essential that feasibility studies are undertaken to assess the viability of the suggested operations, and that these are discussed with the local community to see which areas they feel would be of interest and benefit to their area. The identified potential business opportunities can be summarised as follows:

- Employment and training services – in addition to creating jobs and training opportunities, the CEDT will need to put equal, if not more, effort into overcoming individuals' barriers to work, including family issues and addressing the lack of basic skills and work experience. An Employment and Training Service could be operated as a CEDT subsidiary social enterprise, operating within the CEDT area but also offering its services across the city.
- Green spaces – potential to establish a social enterprise to develop the open space assets in the area and potentially link with the proposed Green Spaces Trust.
- Waste recycling and education – opportunities to create a community waste recycling enterprise, adding value to bulky waste collection and recycling, waste reduction and recycling education.
- Community hub space – there is a need for a strategic review of the geographical spread, roles, and sustainability of local community facilities and service provision. For example, it has already been identified that there is a lack of flexible small business incubator office space provision and hot desking facilities. These provisions could be added to community hubs in key locations across the CEDT area to provide a rental income stream to aid the sustainability of the proposed community hubs.
- Local food outlets – potential to establish community-owned shops providing fresh produce that address the healthy living agenda and provide jobs and retail training opportunities linked to the Food Plymouth initiative.
- Housing – with the advent of the Community Right to Build, plus Government support for self-build, together with the increasing difficulty that many young people experience in gaining access to the housing market, self-build is likely to become an attractive proposition for many.
- Local transport – there are problems with isolation and access across the area. There is a need to examine geographic and temporal gaps in public transport provision and assess opportunities for community-run transport to augment normal services.

- Other potential long-term opportunities – the CEDT area is bounded on two sides by major roads - the A38 Parkway and the A386. In assessing the area, Locality has looked to see how the proximity of these major transport links could be harnessed to benefit the area. Plymouth City Council holds various pieces of land at the junction of the A38 and A3064 and, in particular, land on the north side of the A38 within the CEDT area (including the Honicknowle Tip site). There are considerable constraints at present on individual developments at that junction due to the cost of addressing Highways considerations. However, should these be overcome in the future by combining several development opportunities, there is considerable potential for the CEDT to benefit from income streams deriving from this. This potential includes rental income from key anchor tenants with a need for good transport route access, or through direct enterprise that capitalises on the location such as a community-owned and managed service station and food hall which could also provide jobs and training opportunities.

**The Council is keen to stress that the initial business ideas for the CEDT, as identified by Locality, may not prove viable and so will not form part of the CEDT's business model. Following (Stage 2) feasibility work, it is possible that all, some or none of the above proposed market opportunities will be progressed. Therefore, at this stage no assumptions should be made as to which businesses will be established by the CEDT and indeed additional opportunities may be identified and assessed during Stage 2 of the CEDT's development.**

- 6.3 All of the potential initiatives should be seen in relation to other initiatives that are being developed by the city and will not be taken forward in isolation e.g. Green Spaces Trust and the energy co-operative. Through its many activities the CEDT will reinvest all surpluses from its businesses in the social and economic development of the local community.
- 6.4 Schools in the area, potentially three secondary schools and up to 10 partner primaries, could work with the CEDT to develop a robust hub in the community from which several key areas of activity or development could emerge. Similarly, a partnership with schools would strengthen the work being done on participation, employability and significant enterprise development.

## **7.0 Options**

- 7.1 Locality has proposed that the City Council considers three options for the start-up and development of the new CEDT (see pages 29 and 30 of the Stage 1 Locality Report):
1. Small Trust – minimal start-up costs, minimal capacity to grow
  2. Big Bang – requires significant initial investment whilst potential for high risk without community buy-in
  3. Strategic Projects – creates structure embedded in the community with opportunity to grow with local involvement, but with a clear objective of securing significant numbers of jobs and investment
- 7.2 Having considered the recommendations from Locality the City Council has recommended that the Strategic Projects option is explored further as the way

forward. This will ensure that the scope, activities and resources of the new CEDT are of sufficient scale and impact from the outset, whilst enabling projects to be developed incrementally and in a way that secures support and achieves financial sustainability.

- 7.3 It is not considered appropriate to embark on the development of a Small Trust which will not address the scale of the challenges facing the CEDT area of operation. Equally, to establish the CEDT with very significant resources before the model has been tested or the community consulted or engaged is not considered appropriate.

## **8.0 Organisational and operational structure**

- 8.1 To put the emerging business model and subsequent enterprise activities in the overall context of the CEDT, the initial scoping work (Stage 1) has identified some potential organisational functions and structures which will need to be consulted on and developed in Stage 2. They are pictorially illustrated in the Locality Report.
- 8.2 The potential organisational functions and structures aim to ensure that activities and enterprise development can take place at grass roots level, building on and supporting existing structures within communities and, as these enterprises grow and mature, they can be easily accommodated. It is proposed that:
- a) Local area Community Co-operatives are set up and will be developed in dialogue with the community, building on existing partnerships such as HOPES for Honicknowle / West Park and the Whiteleigh Partnership.
  - b) Additional area community hubs may be developed for Ernesettle and Manadon.
  - c) Each of the four suggested community hubs will support trading activities, along with community-based projects and activities.
  - d) In addition, a CEDT Area-wide Co-operative is established to provide strategic direction and engagement. This will aim to provide coherency and economies of scale by locating strategic overview and key back room and asset management functions centrally.

## **9.0 Financial/resource implications**

- 9.1 Locality has identified and listed the development work and outline tasks needed to assess the feasibility of the potential market opportunities identified in the Stage 1 report.
- 9.2 Locality recommends that the City Council appoints specialist advisers to complete this work, at a total cost of £50,000.
- 9.3 This will include the preparation of appropriate briefs and the appointment of suitable advisers to complete feasibility studies to enable the City Council to prepare a costed delivery plan to successfully establish a new CEDT for the north of the city.
- 9.4 Officers will learn and share lessons from experiences of setting up other Trusts.

- 9.5 Officers will build on existing work with the community in the proposed area to develop capacity and ensure that the community is involved at the earliest stages of CEDT development.
- 9.6 To harness existing energy and moves towards incorporation within some local partnerships, Locality has recommended that the initial priority and focus of Stage 2 is directed at consulting with local community groups and partnerships, with a view to evolving suitable area-wide and local area co-operatives, with interim board directors as appropriate. Once the Stage 2 work has been completed and it is clear as to the range of activities that the CEDT will manage, this will involve the creation of suitable independent co-operatives and the appointment of CEDT directors to oversee the implementation of the delivery plan.

## **10.0 Risks and implications**

- 10.1 The CEDT's proposed area of operation is very large so the benefits that the Trust generates need to be of a size and significance that can impact on 25,000 people.
- 10.2 Community capacity is low in the area currently and there is a risk that the community does not come on board with the CEDT approach or that its aspiration will take these proposals in a different direction that does not reflect the scale and complexity of the challenge
- 10.3 There are a number of community type facilities that should not be considered on an independent basis, but viewed alongside other community assets in the area and community needs
- 10.4 Some of the proposed sites and potential CEDT business opportunities have impacts for other corporate priorities – for example the Green Spaces Trust and proposals on land allocated for waste facilities.
- 10.5 Some of the suggested business opportunities need significant upfront funding or infrastructure investment to enable them to happen so we need to be mindful about raising aspirations at this early stage before they are properly investigated.
- 10.6 These implications will need to be thoroughly investigated through the proposed feasibility study and appropriate measures put in place to ameliorate or overcome the risks.

## **11.0 Next steps**

- 11.1 Should Cabinet be minded to approve the content of this report, Stage 2 of the CEDT's development will commence.

11.2 Stage 2 of the CEDT's development will involve:

<b>Stage 2</b>	<b>Objective</b>
Community consultation and development of legal structures	Consult in the development of the CEDT and work with Honicknowle (HOPES), Whitleigh and Ernesettle partnerships, and key community figures in West Park and Manadon and Widey around the development of the CEDT.
Conduct strategic reviews of community facilities/services	<p>Conduct a strategic review of community facilities and services provided across the CEDT area to assess whether provision is made in the optimum locations, whether facilities are fit for the delivery of needed services and are viable and sustainable, whether the range of services provided meets need and does not overlap with other provision.</p> <p>Scope the provision of business incubator space allied to community hub facilities in Honicknowle, Whitleigh and Ernesettle.</p> <p>From this review, draw up a plan for restructuring the provision, including transfer, and capital land acquisitions and sales to ensure the best package is presented.</p>
Establish feasibility/viability of identified business opportunities to create new employment	Employment and training services – scope potential to provide community-based hand-holding to get long-term unemployed back into work and also to provide support to employers and take up of the 1000 Club.
	Waste recycling and education – establish level of infrastructure needed to open a community-owned recycling facility at the Ernesettle site already ear-marked for waste disposal facilities.
	Green spaces maintenance – scope the establishment of a green spaces maintenance enterprise to provide a range of services, from tree work to public and private sector grounds maintenance, sports/recreation ground maintenance, to garden maintenance working in the CEDT area and across the city.
	Local food outlets – scope potential to establish small chain of greengrocers or general fresh food stores located in Honicknowle, Whitleigh, Ernesettle and West Park.
	Other potential long-term opportunities – scope potential to generate income from other potential sites and opportunities as appropriate.

11.3 Following completion of this (Stage 2) work, guided by the portfolio holder and officers, Cabinet will be asked to approve a detailed delivery plan and recommendations to potentially establish a new CEDT for the north of the city.

- 11.4 The timeline below shows the major phases and stages of development of the CEDT based on the need for further feasibility work which will define the final (initial) mix of operating activity:

<b>CEDT Development Timeline</b>	<b>Jan 2013 - Apr 2013</b>	<b>Apr 2013 - Jun 2013</b>	<b>Jun 2013 - Mar 2014</b>	<b>Apr 2014 - Mar 2015</b>	<b>2015 - 2016</b>	<b>2016 - 2017</b>	<b>2017 - 2018</b>	<b>2018 - 2019</b>
Establishment of CEDT legal structure and shadow boards								
2nd stage feasibility studies								
Business development of initial enterprises and income streams								
First enterprises operational								
Further enterprises coming on stream								
CEDT self-supporting								

- 11.5 The Stage 2 feasibility study will identify how the CEDT will be structured and financed.
- 11.6 The CEDT will tackle unemployment in the area of its operation, whilst helping to create the conditions for investment in quality homes, jobs and infrastructure. This will contribute to delivering the Council's co-operative principles of collaboration with partners and communities to build a strong alliance for growth.