

## PLYMOUTH CITY COUNCIL

<b>Subject:</b>	Plan for Jobs
<b>Committee:</b>	Cabinet
<b>Date:</b>	15 January 2013
<b>Cabinet Member:</b>	Councillor Evans
<b>CMT Member:</b>	Anthony Payne (Director for Place)
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<b>Ref:</b>	CG / PFJ2013
<b>Key Decision:</b>	Yes
<b>Part:</b>	I

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

This report brings before Cabinet a proposed Plan for Jobs. The Plan for Jobs contains 19 projects and aims to create over 2,000 jobs (including 500 apprenticeships) over the next 2 years. It brings together actions and commitments designed to reinvigorate the local economy and stimulate private sector growth and job creation. Specifically, it will:

- Create jobs for local people by unlocking or speeding up major development projects, including housing;
- Help the city's unemployed gain skills and experience to help them get work as well as retain talented graduates;
- Proactively sell the city, its businesses, its products and its people;
- Unlock access to finance and provide support to enable job creation;
- Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible.

The Plan is a local pro-active response to challenging economic conditions which all our neighbourhoods – and particularly the young people within them – are facing. This is a key component of the Cooperative Council's approach to engage with customers to deliver services in a way that best meets the needs of local communities. It has been produced by a Jobs Task Force convened and chaired by the Leader of the Council and also comprising Plymouth University, City College Plymouth, business people and social enterprises. It is wholly focused on the creation of jobs. It is not a long term strategy (although it is consistent with the objectives of the current Local Economic Strategy), but rather a plan which identifies priority actions that the Council, its partners and businesses will commit to in order to create jobs for local people.

This report gives further details of the purpose of the Plan, the approach that has been taken to its production, a summary of the Plan's content and how it will be implemented and communicated.

## **Corporate Plan 2012-2015:**

The commitments included within the Plan for Jobs fully support the Co-operative Council's approach to ensuring that customers are engaged and that local needs are met. The Plan recognises that addressing the significant issues of unemployment and worklessness cannot be tackled by the Council alone, and requires a multi-partnership approach to have the greatest impact on the lives of Plymouth residents. Commitment by the private sector to support young people into work through, for example, the 1,000 club, a new Apprenticeship Training Agency and in the delivery of major regeneration projects, reflects the significant enabling role that the Council can play in tackling these issues.

The Plan for Jobs is also fully congruent with all four priorities of the Corporate Plan:

In particular the Plan will 'Deliver Growth' by leading to investment of money, time and expertise in the creation of jobs. It will also 'Raise Aspirations' as the unemployed or people leaving education / training find work, 'Reduce Inequality' as higher levels of employment raise spending ability, and will 'Provide Value for Communities' by the identification of projects where in many cases the use of Council assets and expertise will lever in investments and commitments by businesses and other organisations.

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

Whilst the majority of the projects included within the Plan for Jobs are fully funded, some of the new commitments identified have both financial capital and revenue implications which will need to be the subject of future reports. The first of these will be the creation of a capital investment fund (project 19) in February 2013.

The Plan for Jobs has implications for the use of Council assets which will also be subject to future Cabinet reports:

The Council will use its land and property assets flexibly in relation to projects 1, 2, 3, and 4 where physical developments including commercial and housing uses drive jobs.

The Plan for Jobs has human resource implications:

In order for the Economy, Enterprise and Employment Service to implement the Plan, it will be necessary to fully complete the restructuring of the Service.

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

There are actions contained within the Plan which would occur within parts of the city where higher levels of child poverty are found; increased levels of employment in these areas can help reduce poverty impacting on children.

All of the actions within the Plan are intended to create jobs which should be available to people regardless of their personal individuality and diversity. Jobs will be created across different parts of the city, including deprived areas. Some of the Plan's content is targeted specifically at creating jobs for young people seeking work.

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**Recommendations & Reasons for recommended action:**

It is recommended that Cabinet approves the overarching Plan for Jobs to guide investment with more detailed reports on implementation being presented to Cabinet as the plan progresses.

Approval would allow the Council to take the Plan forward in order that urgently needed jobs which can impact positively on the lives of many of our residents are being created. It will demonstrate that Plymouth is committed to a genuine agenda of growth and job creation, despite the challenges the city faces as the country’s economy continues to stagnate. Approval would demonstrate both to local people and external investors that Plymouth means business; having brought considerable energy and commitment together through a Task Force, it would be a wasted opportunity if jobs were not created as a result of producing the Plan.

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

The Plan for Jobs is a focus for a series of quick actions in response to a grave economic circumstance. An alternative option would be not to produce a plan and rely solely on market forces. However, in the context of austerity measures this could put Plymouth’s economy in an extremely vulnerable position, with further job losses (especially in the public sector) and yet no commitment to produce jobs across the private and social enterprise sectors.

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**Background papers:**

None

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**Sign off**

Fin	PLACE EDC121 3002/CD R/CR	Leg	TH0068	HR	MG1213/ 12-003	Corp Prop		IT		Strat Proc	JK/SPU/CP/3 06/1212
Originating SMT Member: David Draffan											
Have you consulted the Cabinet Member(s) named on the report? Yes											

## **1.0 Introduction**

1.1 The Plan for Jobs is a new innovative initiative for Plymouth. It goes beyond the traditional reliance on strategies which, whilst important, tend to have impact over a relatively lengthy number of years. It is a plan which is focused and which concentrates on achieving impact within a short period of time. It is a response to unprecedented economic times and provides for a number of commitments by the Council and partners which will deliver jobs.

1.2 The Plan for Jobs fulfils a key pledge from the Leader of the Council: a 'call to arms' to address the issue of unemployment by creating new jobs. The Plan is not just about the Council itself doing things but also about other organisations and businesses doing things. Accordingly, the Plan has been produced by a Jobs Task Force.

1.3 It is important to state that that the Plan is *not* the blueprint for the only economic development initiatives that will take place over the next two years. There are many initiatives which are already ongoing, achieving results and which will also continue both in the short and longer term. In addition, through the project shortlisting process a significant number of new initiatives were identified (see section 5.0 below) which, principally because of longer delivery timescales, have not been included within the Plan for Jobs. This pipeline of new projects will be presented to the Plymouth Growth Board to ensure it is progressed accordingly and the opportunities not lost.

1.4 The forthcoming Plymouth Plan will encompass a refresh of the Local Economic Strategy and identify how spatial planning can facilitate and deliver economic growth and jobs. The Plan for Jobs is a dynamic plan which identifies some key projects, be they brand new or which will be given an extra focus and push, which the Task Force believes can create actual jobs in order to help local people escape the blight of unemployment.

1.5 Should Cabinet be minded to approve this plan, the importance of that decision will not be that we have a Plan document, but that the Council and the Jobs Task Force have a clear mandate to press on and develop the job creating initiatives.

1.6 The proposed Plan for Jobs is attached as [Appendix I](#) to this report. This report provides Cabinet with information on why the Plan for Jobs is needed, how it has been put together, a summary of its proposed content and how it will be implemented.

## **2.0 Economic Context – the Reasons for a Plan for Jobs**

2.1 Plymouth's economy has faced unprecedented challenges as a result of a serious downturn in the national and European economies and high levels of global economic instability caused by banking crises and instability in the Eurozone. Austerity measures introduced in the UK since 2010 have had particular impact on the public sector and therefore a requirement for state spending reductions which, together with rising prices and real wage deflation across the population, have led to high levels of unemployment. Unemployment has become a particular scourge of young people with record levels of young people being without work.

2.2 The city's claimant count rose sharply following the onset of the 2008/9 recession and as a result of a prolonged period of flat growth and weak demand, has since remained elevated: there were 6,300 claimants in October 2012 (3.6% of the resident working age population), twice the number recorded in October 2007. Further analysis of the data reveals more worrying trends in long-term unemployment and the number of young claimants (predominantly aged 18-24): the number of individuals claiming for over a year has more than doubled since mid-2012 and now stands

at 1,700 (28% of all claimants) whilst 34% of total claimants in the city are aged 18-24 compared to 28% nationally.

2.3 Prolonged periods of unemployment can have a multitude of negative socio-economic impacts on individuals. Long-term unemployment points to a persistent lack of opportunities for individuals to re-enter the labour market or, indeed, enter for the first time. This can have an adverse impact on an individual's employability as their skills deteriorate over time - a phenomenon in economics known as hysteresis – with unemployment, in effect, becoming a structural issue. History tells us that young people tend to be disproportionately affected by downturns. Research has shown that the vulnerability of younger people to periods of unemployment has a lasting legacy on their earning potential: a so-called 'wage scar'. Therefore, given that these individuals represent tomorrow's labour market, this permanent damage early on in a career effectively translates to losses in future productive capacity.

2.4 The Leader of the Council has identified the production of a Plan for Jobs as a priority commitment to deliver on over the next two years, in response to the significant and challenging issues facing Plymouth. It brings together a series of actions and commitment designed to reinvigorate the local economy and create the conditions necessary to stimulate private sector growth and job creation.

### **3.0 Putting the Plan for Jobs Together**

3.1 The Plan for Jobs has been produced by a Jobs Task Force led and chaired by the Leader of the Council. People with considerable experience and knowledge were sought to join. Members of the Task Force are:

- Cllr Tudor Evans, Leader of the Council (and Task Force Chair)
- Professor Julian Beer, Pro-Vice Chancellor, Economic and Regional Development, Plymouth University
- James Brent, Chair and Chief Executive of the Akkeron Group
- Simon Chamberlain, Principal of Ultimate Succession and Non-Executive Chair of the Tamar Science Park Board
- Ian Brokenshire, Senior Partner at KMPG Plymouth, Vice Chair of Plymouth Chamber of Commerce and member of the Plymouth Area Business Council
- Phil Davies, Principal of City College Plymouth
- Peter Flukes, Chief Executive of Wolseley Trust
- Bev Hurley, Chief Executive of YTKO (including Outset Plymouth)
- Roger Pipe, General Manager of Millfields Trust
- Judith Reynolds, Board of Governors at Plymouth University / Social Enterprise Development Agency
- Clive Turner, Chief Executive of Plymouth Community Homes
- Michelle Virgo, Managing Director of Zebra and Chair of Plymouth Social Enterprise Network

The work of the Task Force has been directly supported and facilitated by the Council's Economy, Enterprise and Employment Service and by David Parlby, Chief Executive of Plymouth Chamber of commerce and Industry and Abby Johnson, Executive Director, Plymouth Culture Board.

3.2 The Task Force was asked to identify potential projects for the Plan for Jobs which either their own organisation or others involved in their networks could deliver, but which needed a commitment to commence or be given higher priority in the short-term. They were asked to provide advice and details relating to the scope of the project. For the first meeting of the Task Force a

scoping document was produced, outlining the need for the Plan and suggested parameters for actions to be included within it. It was agreed from the outset that any potential content of the Plan for Jobs should lead to jobs which last a minimum of six months duration, but ideally for at least one year.

3.3 As a major local employer, purchaser of products and services and community leader, the Council wished to look closely at what more it could be doing to create jobs in the city. Therefore, working alongside and to inform the Task Force, officers in Economy, Enterprise and Employment established a team of internal colleagues to inform and challenge thinking. Throughout the process of producing the Plan for Jobs, briefings and discussions have also occurred with Departmental Management Teams across the Council and Corporate Management Team.

3.4 The timeline and main phases of the production of the Plan for Jobs are shown in the table below:

	July - Aug	Sept	Oct	Nov - Dec	
Stage	Set up Task Force	Action analysis & evaluation	Evaluation & scoping plan	Action (and implement)	Implement
Actions	<ul style="list-style-type: none"> <li>- Agree scope and process</li> <li>- Set up groups</li> <li>- Initiate actions analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Group action into functional themes, e.g. high growth, procurement</li> <li>- Identify issues, opportunities and gaps.</li> <li>- Leverage from existing projects</li> </ul>	<ul style="list-style-type: none"> <li>- Identify PFJ/theme</li> <li>- Develop specific content/themes with partners</li> </ul>	<ul style="list-style-type: none"> <li>- Work with partners to deliver themes</li> <li>- Ramp up external communications</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate PFJ - Monitor</li> <li>- Review</li> </ul>
Key dates	<ul style="list-style-type: none"> <li>- 26/08/12 1<sup>st</sup> Task Force meeting</li> <li>- 17/08/12 1<sup>st</sup> Internal meeting</li> </ul>	<ul style="list-style-type: none"> <li>- 03/09/2012 2<sup>nd</sup> Task Force meeting</li> </ul>	<ul style="list-style-type: none"> <li>- 15/10/2012 3<sup>rd</sup> Task Force meeting</li> <li>- 30/10/2012 2<sup>nd</sup> Internal meeting</li> </ul>	<ul style="list-style-type: none"> <li>- 5/11/2012 Effective deadline for PFJ content submission.</li> <li>- 19/11/2012 4<sup>th</sup> Task Force meeting</li> <li>- 18/12/2012 Cabinet Planning</li> <li>- 15/01/2013 Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>- 16/01/2013 Produce final document to communicate PFJ</li> <li>- Mar 13 – 1<sup>st</sup> review</li> </ul>
Groups involved	<ul style="list-style-type: none"> <li>- Request for input from: Chamber members, KPMG clients, 20 biggest employers, BID boards, PABC, Culture Board, Social Enterprise Network</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and input from: CMT/SMT/DMT &amp; Task Force</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and input from: CMT/SMT/DMT &amp; Task Force</li> </ul>	<ul style="list-style-type: none"> <li>- Analysis and input from: Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>- Feedback to: Chamber members, KPMG clients, 20 biggest employers, BID Boards, PABC, Culture Board, Social Enterprise Network, public</li> </ul>

3.5 As well as members of the Task Force, the wider business community, third sector and public sector in Plymouth were contacted by the Council and the Chamber of Commerce with a 'call' for ideas for projects and commitments. The initial results of this engagement were presented to the Task Force at its second meeting in September. The Task Force contributed and guided the process for project identification.

3.6 The Task Force identified 19 projects which could be delivered within the specified timescales of the Plan for Jobs. A significant number of other, highly valuable projects were identified through the process but required longer time scales to bring to fruition. To ensure these projects ideas are not lost, they will be carried forward by the Plymouth Growth Board. In identifying the final nineteen projects, an evaluation exercise was undertaken.

3.7 Officers, together with some members of the Task Force, devised a scoring matrix in order to provide an objective methodology for deciding which projects should make the suggested 'final cut' for the Plan for Jobs. Potential Plan for Jobs projects were scored against six criteria (weighted from highest to lowest as shown below):

Criteria	Description
Jobs	Total number of jobs delivered by the project
Effort	Amount of effort required to bring project to fruition (ability to use existing resources)
-Added Value	Added value above the 'what would happen anyway' i.e. deadweight
Deliverability	Likelihood of job delivery within two year timescales
Cost per Job	Total number of jobs divided by the cost (not committed) required for project to proceed
Strategic Fit	Fit with the objectives of the city's Local Economic Strategy

3.8 Projects were scored by both Task Force members and officers. A discussion was held at the Task Force meeting in December to agree the final projects which are now presented before Cabinet as the content of the Plan for Jobs.

## 4.0 The Plan for Jobs

4.1 The Plan for Jobs is made up of a user-friendly summary document (a draft of which is attached with this report at [Appendix 1](#)) and a series of explanatory details for each project ([Appendix 2](#)).

4.2 The Task Force has grouped the Plan for Jobs projects into five areas of commitment. This enables the public and partners to see how the individual projects come together to form programmes of wider strategic impact.

4.3 The five commitments of the Plan for Jobs are to:

- Create jobs for local people by unlocking or speeding up major development projects, including housing;
- Help the city's unemployed gain skills and experience to help them get work as well as retain talented graduates;
- Proactively sell the city, its businesses, its products and its people;
- Unlock access to finance and provide support to enable jobs creation;

- Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible.

4.4 The 19 projects that form the Plan for Jobs will help to deliver against the five commitments and in doing so create over 2,000 jobs in the city over the next two years (see Appendices 1 and 2 for more detail). This programme of interventions represents a significant combined effort to tackle unemployment and is both wide-ranging and innovative in approach: from the creation of a new Apprenticeship Training Agency and 1,000 club, which will together provide over 400 new apprenticeships in the city, to the provision of financial support and premises for hundreds of fledgling businesses through the Urban Enterprise, Outset Finance and the Plymouth University and Western Morning News Growth Fund.

4.5 These 19 projects were those that scored highly in the scoring matrix exercise and which, in many cases, it is considered will bring particular benefits for helping young people get into employment. The projects which are particularly targeted at helping young people are projects 2, 7, 8, and 9, although each of the 19 projects provides opportunities for all members of the community regardless of age or diversity of background.

## 5.0 Other identified projects (the long list)

5.1 Through the project selection phase a significant number of new projects were identified and although not scoring as highly as the short-list of 19, offer great value and potential. Accordingly, these will be evaluated by officers and discussed with the Plymouth Growth Board as to how they might be taken forward over the longer term or through other existing work-streams. Some of the major projects identified were:

- *Academic Health Science Network (AHSN):* As part of the significant restructure of the NHS the regional AHSNs have been set up and will be operating from the end of this year/beginning of next. Their primary role is to drive research etc. but also to promote relationships with the private sector. The opportunity is for Plymouth to position itself as the manufacturing partner for the SW Peninsula AHSN.
- *Social enterprise, innovation and design centre:* The creation of a Plymouth city centre social enterprise, innovation and design centre to support 'spin out' and early stage businesses and social enterprises. The centre would also provide an environment to showcase and promote enterprise and provide a publicly accessible and visible focal point.
- *New Community Economic Development Trust:* A report will be put before Cabinet in January alongside the Plan for Jobs recommending commencement of a process to begin the establishment of a CEDT in north western parts of the city. This will build community capacity to create new enterprises, co-operatives and mentoring / training initiatives which create jobs.
- *Increasing SME exports:* At the Plymouth Marine City Festival, Lord Green laid down a challenge to the city to increase the number of businesses exporting in the city. A working group of public and private sector individuals has been set up to take this forward and a project plan has been produced



## 6.0 Implementing the Plan

6.1 It is important that the content of the Plan for Jobs is implemented successfully and therefore processes will be put in place to ensure this occurs. Measuring the impact of the Plan through to 2014 is critical in order that the city helps people get into work.

6.2 The Jobs Task Force members have agreed that they are prepared to continue to oversee the Plan's implementation. It is proposed that persons from the Task Force champion each project. They will liaise with identified day-to-day leads, who will be responsible for delivery of the projects on the ground. These may be from within the Council or from other organisations. This approach ensures that Task Force members continue to be engaged with projects and have ownership of them. The table below outlines the projects and champions:

<b>Commitment:</b>		<b>Create jobs for local people by unlocking or speeding up major development projects, including housing</b>	
<b>No.</b>	<b>Project</b>	<b>TF Champion</b>	<b>Support</b>
1	West End Accelerated development	David Draffan	PCC/CCC
2	Plymouth Pavilions/Home Park	James Brent	PCC/CCP
3	Strategic housing – accelerating housing development and local procurement	Clive Turner	PCC Planning Services
4	Bickleigh	Cllr. Tudor Evans	PCC
5	Provision of enterprise hubs (UE)	Bev Hurley	PECFF/PSEN
6	Proactive planning providing jobs	Cllr. Tudor Evans	PCC Planning Services
<b>Commitment:</b>		<b>Helping the city's unemployed gain skills and experience to help them get work as well as retain talented graduates</b>	
<b>No.</b>	<b>Project</b>	<b>TF Champion</b>	<b>Support</b>
7	1000 club	Michelle Virgo	PGB ESG 1000 T&F
8	Apprenticeships Training Agency	Phil Davies	PCC/CCP
9	Making Waves	Cllr. Tudor Evans	NMA
<b>Commitment:</b>		<b>Proactively champion and lobby to sell the city, its businesses, products and people</b>	
<b>No.</b>	<b>Project</b>	<b>TF Champion</b>	<b>Support</b>
10	Increasing Inward Investment	Simon Chamberlain	PCC/PCCI/PU/PSEN
<b>Commitment:</b>		<b>Unlock access to finance and provide support to enable job growth</b>	
<b>No.</b>	<b>Project</b>	<b>TF Champion</b>	<b>Support</b>
11	PWGF	Julian Beer	PU
12	Fredericks Foundation	Bev Hurley	PCC/FF
13	Outset Finance	Bev Hurley	PECFF
14	GAIN	Julian Beer/Simon Chamberlain	TSP/PU/PCC
15	Digital Connectivity	Cllr. Tudor Evans	PCCI/PCC Econ Devpt
16	Business engagement	Ian Brokenshire	PCC Econ Devpt
17	Pursuing public finances for jobs	Peter Flukes	PCC Econ Devpt

<b>Commitment:</b>		<b>Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible</b>	
<b>No.</b>	<b>Project</b>	<b>TF Champion</b>	<b>Support</b>
18	PCC procurement	Michelle Virgo	PCC Procurement/Econ Devpt
19	Plymouth Building for Jobs investment fund	Cllr. Tudor Evans	PCC Cap Delivery Team

6.3 The Plan for Jobs includes information about its projects, and the ability exists within the project descriptors to capture job outputs, key milestones and clearly state who the relevant Task Force champion and project delivery officers are. The information compiled in these templates will form the basis for a monitoring form.

## 7.0 Communicating the Plan's Content and Progress

7.1 It is intended that the Plan for Jobs document will be uploaded onto a microsite within [plymouth.gov.uk](http://plymouth.gov.uk). It will be fully accessible to all and progress on the plan will be updated on a regular basis after the quarterly monitoring has taken place.

7.2 Regular communication through e-flyers, social media and printed material will be produced after key milestones have been achieved. A review of the progress of the Plan for Jobs will take place at six monthly intervals. Case studies of city residents who have benefited from actions within the Plan for Jobs will be highlighted over the duration of the Plan's implementation.

7.3 A limited-run printed document will be produced giving a publicly user-friendly overview of the Plan for Jobs. This will enable the public, partners and investors in Plymouth to read a brief description of all the projects and how they will contribute to job creation. This document will be made available to key stakeholders and to download from the microsite. A QR code will be included on the document to ensure easy access to the full document

7.4 The Council's Corporate Communications team will work alongside the Economy, Enterprise and Employment team to raise awareness of the opportunities available to the city's residents within the Plan for Jobs. Stakeholder briefings will take place with key groups, such as the Plymouth Growth Board, to ensure buy-in on a city wide basis.

## 8.0 Conclusion

8.1 The Plan for Jobs clearly demonstrates the Council's commitment to job creation in the city. Through the Jobs Task Force, we have worked closely with partners to identify how pace can be injected into job creation.

8.2 The Plan for Jobs is a pro-active response to on-going economic turmoil which if left unchallenged will scar our communities through levels of unemployment which hamper the economy and ruin the lives of people not only in the immediate term but potentially cause younger people to become a generation without aspiration.

8.3 Approval of the Plan for Jobs will help increase job creation rates in the city and also send a clear message to investors and our partners in Government, the LEP and across the sub-region that the Council is serious about the growth agenda and helping to achieve better levels of prosperity for all.

8.4. There are times when Councils need to show leadership in reaction to severe situations; this Plan for Jobs shows that Plymouth is doing just that in response to the economic maelstrom that has been swirling around us in recent times.

## **APPENDIX I**

### *TEXT FOR PLAN FOR JOBS BROCHURE*

#### Plan for Jobs Foreword

When I came into office I did so with a hundred pledges; the first, and arguably most important, was to create a new plan for jobs.

In Plymouth 34% of total claimants are aged between 18 and 24 – considerably higher than nationally. We know that this is a difficult time economically, but we need to ensure there are opportunities for employment for this generation. By getting people into jobs now we will give them the skills, experience and most importantly, confidence and self-worth to keep them employed throughout their lifetimes.

To help me create and deliver the Plan for Jobs, I have brought together some of the most influential people and organisations in Plymouth.

The Jobs Task Force has overseen the development of the Plan which will be implemented over the next two years. The Plan will create over 2000 jobs and apprenticeships through 19 initiatives, complementing the countless other economic development projects happening in Plymouth.

We have analysed over 60 potential initiatives and identified those that have a real ability to deliver change and provide opportunities for our young people.

This Plan for Jobs brings together the fruits of a huge amount of work - collating, sifting and ultimately delivering – by the Plan for Jobs Task Force members and other organisations. The time they have freely given to this process needs to be recognised. It shows the importance people place on the issue of unemployment in Plymouth and the pride they have in the city and making it a success.

I wholeheartedly wish to thank all those involved and am eager to get the Plan delivered over the next two years.

This is our Plan for Jobs.

**Cllr. Tudor Evans**  
**Chair, Jobs Task Force**  
**Leader, Plymouth City Council**

## Why is a Plan for Jobs needed?

The economic landscape remains challenging with a sustained recovery from the downturn of 2008 continuing to elude the UK. Business confidence is weak and conditions are expected to remain tough for some time yet.

Plymouth, not immune to these challenges, has suffered a sharper decline in private sector activity than nationally. With the squeeze on public finances and employment set to continue, the city faces an even greater challenge to return to growth and the creation of new jobs.

The city's unemployment rate remains stubbornly high – double what it was before the recession. In the absence of a sustained recovery, the number of long-term claimants has been climbing and now stands at 1,725 or 28% of all claimants.

Unemployment amongst young people is of particular concern and can create a lasting legacy on earnings potential and employability: currently some 34% of the total claimants in the city are aged 18-24 compared to 28% nationally.

## [BOLD SHOWS - HEADLINE COMMITMENTS]

### **Create jobs for local people by unlocking or speeding up major development projects, including housing**

#### **WHY**

By unlocking land and major projects we can stimulate new business start-ups and growth, and by promoting the use of local labour and supply chains we can maximise returns to the local economy and stimulate the creation of jobs.

#### **HOW**

**1** By creating a new partnership of public and private sector landowners we will accelerate, unblock and **maximise local employment from regeneration of the West End** including the Theatre Royal, Pavilions and Civic Centre.

**2** Through **redeveloping Plymouth Pavilions and Home Park**, we will create a blueprint for supporting the local economy, working with education institutions including City College and Plymouth University to create job opportunities for those furthest from the labour market, including our young people.

**3** The Council will proactively accelerate housing provision in the city through a **Get Plymouth Building programme**, bringing forward new sites, promoting self-build and using new funding mechanisms to create jobs in construction and in businesses supporting the housing sector. We will build on successful models developed at North Prospect and through the Decent Homes initiative to maximise employment of local people and provision of apprenticeships.

**4** We will **develop low carbon housing** and green incubators at Bickleigh to establish Plymouth as a national centre for mass produced zero carbon homes. New jobs will be created through construction, supply chains, and the provision of a managed 'green hub' for start-up renewable technology enterprises.

**5** We will create a series of **managed business hubs to support the growth of start-ups**, capitalising upon the success of the Urban Enterprise programme, through the development of a series of projects specifically targeting disadvantaged groups in the city.

**6** Through a more **proactive approach to planning**, we will work with developers to secure additional apprenticeships and the increased use of local labour agreements further supporting the city's economy and prosperity. We will also seek out opportunities for the proactive utilisation of "meanwhile" uses for under occupied land and buildings, including the creation of a list of commercial premises that could provide social enterprises and new businesses a head start in Plymouth.

## **Help the city's unemployed gain skills and experience to help them get work as well as retain talented graduates**

### **WHY**

In order to create wealth and jobs for all, we need to build a skilled local workforce fit for tomorrow's jobs.

### **HOW**

**7** We will **support young people into employment** through the 1,000 Club which aims to identify 1,000 companies in the Plymouth area to commit to providing a range of jobs, apprenticeships, graduate internships and work experience.

**8** The Council will endeavour to provide funding so that in partnership with us, City College Plymouth will create the city's first multi-sector **Apprenticeship Training Agency**. The Agency will make it easier for small businesses in the city to create fulfilling and valuable apprenticeships for young people.

**9** The Council will support **Making Waves** which will create a city wide art project to help attract visitors to the city and provide apprenticeship work opportunities.

## **Pro-actively sell the city, its businesses, its products and its people**

### **WHY**

Plymouth has a lot to offer. If we can attract new business to set up in the city there will be more jobs for everyone.

### **HOW**

**10** The Council is committing more resources to **attract new employers into the city**. We plan to intensify our efforts with the addition of three new inward investment professionals. Through team working with city partners we will pursue outside business opportunities and bring together and communicate the most compelling arguments to set up and grow business in Plymouth.

And it's not just businesses we are attracting ... we also aim to increase visitor numbers to the city by 20% and visitor spend by 25% by 2020.

## **Unlock access to finance and provide support to enable job creation**

### **WHY**

Plymouth businesses of all types tell us that accessing finance to fund growth and jobs is their number one concern. In Plymouth we have intervened to overcome the effects of the financial crisis by

helping businesses access finance. We also provide support, advice and guidance to ensure that businesses have every possible chance of success.

## HOW

**11 Grants for Plymouth businesses** will be administered through the Plymouth University and Western Morning News Growth Fund. These will be given out to small businesses to create sustainable jobs.

**12** The Council will support Fredericks Foundation to **act as a lender of last resort** for people and businesses that have been unable to secure enterprise finance from mainstream lenders such as high street banks.

**13** The Council will continue to support Outset Finance to **help businesses become investment ready and find appropriate sources of funding** to create jobs and growth.

**14 Further development of the Growth Acceleration and Investment Network (GAIN)** will combine city assets and business support expertise to create new jobs and help rebalance the Plymouth economy.

**15** The internet is driving economic growth and change worldwide. The Council will work with partners to **keep Plymouth ahead of the digital curve**. We will work together to create jobs by increasing connectivity and our capacity to exploit it.

**16** The Council will increase engagement with city businesses to **keep employers in the city and help them grow**. More resource will be deployed to provide advice to city businesses, with signposting to support providers and assistance for businesses to realise their development and expansion plans.

**17** A specialist economy focused funding officer will be employed by Plymouth City Council to **help the city get more public funding to support job creation**. This will ensure that the Council and city businesses are made aware of, and assisted with, funding opportunities available to grow their businesses and employee numbers.

**Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible**

## WHY

In times of economic hardship and austerity, we need to ensure that every pound spent on procuring goods and services creates maximum value and benefit for the city's businesses. Money spent locally remains in the local economy and creates positive knock-on effects in terms of job creation.

## HOW

**18** Using Sell2Plymouth, we will **boost levels of local procurement** through, and increase the number of contracts delivered for, the Council by businesses located in the city.

**19** The Council will create a new public sector **"Building for Jobs" capital investment fund**, aimed at unlocking stalled development and public infrastructure that will create new jobs and lever in further public and private sector capital funding for the city.

## APPENDIX 2

### FURTHER DETAIL ON PLAN FOR JOBS COMMITMENTS

Please note that the following project details represent work in progress and will not be finalised until delivery commences. This will ensure all details, including output and milestones, are as accurate as possible to enable the Jobs Task Force to track delivery effectively.

#### Plan for Jobs (1)

<b>Project Name</b>
West End Accelerated Development
<b>Plan for Jobs Theme</b>
<i>“Create jobs for local people by unlocking or speeding up major development projects, including housing”</i>
<b>Brief Project Description – 50 words maximum</b>
(1) By creating a new partnership of public and private sector landowners, we will accelerate, unblock and maximise local employment from regeneration of the West End, including the Theatre Royal, Pavilions and Civic Centre.  (2) We will create a blueprint for supporting the local economy, working with education institutions including City College and Plymouth University to create job opportunities for those furthest from the labour market, including our young people.
<b>Detailed Project Description</b>
The added value from these projects has two components:  - An acceleration and focus of activity in the West End of the city to act as a catalyst for further development and investment, and subsequently job creation (see project 2 below for more detail on Pavilions and Home Park developments).  - The creation of a new blueprint which specifically requests the use of local labour and supply-chains within the contracts of major development projects.  In the case of Pavilions (and Home Park) this ‘blueprint’ has been created in partnership with Higher Education institutions City College and Plymouth University. Potential contractors will be asked to demonstrate how they will promote the creation of job and training opportunities for those furthest from the labour market, including young people. This will be developed as a case study and promoted as an example of best practice to encourage other major regeneration projects to follow suit.  Similarly, in tendering for Civic Centre developments, the Council is committed to ensuring the project delivers sustainable wider social and economic benefits particularly with respect to job creation, apprenticeships and training. Bidders will be asked to demonstrate how they will create jobs, skills and training opportunities for the following groups: Unemployed with a particular focus on long-term unemployed; young persons; and unskilled workers. They will also be asked to make any vacancies available through the 1000 Club (see project 7 below).  <u>Jobs estimate:</u> A conservative estimate at this stage would be in the region of 100 new jobs (excluding Pavilions). In the long-run, this could expand to thousands.



## Plan for Jobs (2)

<b>Project Name</b>
Pavilions and Home Park
<b>Plan for Jobs Theme</b>
“Create jobs for local people by unlocking or speeding up major development projects, including housing”
<b>Brief Project Description – 50 words maximum</b>
Through redeveloping Plymouth Pavilions and Home Park, we will create a blueprint for supporting the local economy, working with education institutions including City College and Plymouth University to create job opportunities for those furthest from the labour market, including our young people.
<b>Detailed Project Description</b>
<p>Potential contractors will be asked to demonstrate how they will promote the creation of job and training opportunities for those furthest from the labour market, including young people. This will be developed as a case study and promoted as an example of best practice to encourage other major regeneration projects to follow suit.</p> <p>The following provides more detail on the regeneration elements of these keystone projects:</p> <p><i>Pavilions:</i> To expand and upgrade the Pavilions arena, including a new entrance foyer and additional backstage and support spaces. The project will also include development of new housing, leisure, community, food and beverage and retail units and (either here or nearby) a 4* city centre hotel. Together with the significant regeneration of the Theatre Royal, the project will provide the City with excellent cultural and leisure facilities for the benefit of both the people of Plymouth and visitors to our City. A new Boulevard at the Pavilions will provide a critical link between the waterfront and the City Centre. This will hopefully stimulate regeneration of the West End of the City Centre creating yet further jobs.</p> <p><i>Home Park:</i> Development of a 1,500-seat international ice arena, other leisure and hospitality facilities (including a new grandstand) and food and beverage and sports and leisure related retail next to Plymouth Argyle’s Home Park stadium. The project will create new jobs both in construction and in operations focused (as permitted by law) on local people generally and in particular on youth. Together with the Plymouth Life Centre, Higher Home Park will provide sporting and leisure facilities second to none in the region, improving the health and well-being of our citizens, drawing visitors (and wealth) into the City and (hopefully) creating international sporting talent to further enhance our City's reputation.</p> <p><u>Jobs estimate:</u> An estimated 2,500 new jobs will be generated in both the construction and operational phases at Home Park and the Pavilions and these will be focused (as permitted by law) on local people generally and in particular on youth. The development should also stimulate further job creation by others. Total jobs within two years: 750 for Home Park &amp; Pavilions combined.</p>

## Plan for Jobs (3)

<b>Project Name</b>
Get Plymouth Building
<b>Plan for Jobs Theme</b>
<i>“Create jobs for local people by unlocking or speeding up major development projects, including housing”</i>
<b>Brief Project Description – 50 words maximum</b>
The Council will proactively accelerate housing provision in the city through a Get Plymouth Building programme, bringing forward new sites, promoting self-build and using new funding mechanisms to create jobs in construction and in businesses supporting the housing sector. We will build on successful models developed at North Prospect and through the Decent Homes initiative to maximise employment of local people and provision of apprenticeships.
<b>Detailed Project Description</b>
<p>The key elements of the programme to accelerate housing supply include reviewing all stalled sites, lapsed consents and Area Action Plan sites. It also includes a new call for sites, support for self build, a small sites initiative, new funding mechanisms and the use of City Council and other public land holdings.</p> <p>The regeneration of North Prospect by Plymouth Community Homes and Barratts and Mi Space shows the scale of local employment that can be generated from construction work. Nearly 400 new jobs have been created through the work of which 72 jobs have gone to people living in North Prospect and 235 to people living in Plymouth itself. Of these jobs, 12 are for apprentices or trainees. The regeneration is three years into a ten year programme of work. Over the life of the regeneration some 1,275 new homes will be built and around 300 homes completely refurbished. In addition to the 300 or so jobs created by the city wide refurbishment of homes by PCH this demonstrates just what an impact construction and house building investment can make.</p> <p>To support our plans to increase and accelerate housing delivery the City Council has brought forward 10 sites in its ownership to enable housing association and developer partners to develop at least 600 new quality homes across the city. The aim is to secure planning permission on all these sites within 2 years, and the Council will be working hard with our housing provider partners to maximise start on sites and achieve many completions. This housing activity will secure significant investment into the city and generate significant additional construction jobs which will then support the wider supply-chain.</p> <p>In addition our support through Get Britain Building has secured funding and planning consent for a further 177 ‘shovel ready’ homes at Devonport and Millbay that would have otherwise remain stalled.</p> <p><u>Jobs estimate:</u> We have applied standard modelling approaches based on a body of research from Oxford Economics and Regeneris Consulting Ltd amongst others i.e. 1.5 construction jobs supported per dwelling and conversion of labour years to permanent jobs (ratio 10:1). Total new jobs in two years: between 51 and 100. On top of this, jobs will be created in the extensive supply-chain of businesses supporting the housing sector.</p>

## Plan for Jobs (4)

<b>Project Name</b>
Bickleigh Low Carbon Housing & Green Business Hubs
<b>Plan for Jobs Theme</b>
<i>“Create jobs for local people by unlocking or speeding up major development projects, including housing”</i>
<b>Brief Project Description – 50 words maximum</b>
We will develop low carbon housing and green incubators at Bickleigh to establish Plymouth as a national centre for mass produced zero carbon homes. New jobs will be created through construction, supply chains, and the provision of a managed ‘green hub’ for start-up renewable technology enterprises.
<b>Detailed Project Description</b>
<p>CornerstoneZED are creating a completely sustainable community, including 91 houses and apartments, transport, retention of open space and woodland, and facilitating jobs and training at a ‘green hub’. The development is planned to be Europe’s first ‘zero bills’ community.</p> <p>There is a strong convergence between the ‘ZEDlife’, CornerstoneZED’s aims for the project and Bickleigh and the Plan for Jobs. The location of the ‘green hub’ at this gateway site to Plymouth can form part of a growing network of green businesses, life styles and training in the city.</p> <p>The ZEDlife concept offers considerable potential to: develop renewable enterprise across Plymouth and the SW; attract further inward investment into Plymouth; help support grant applications; and raise the profile of the city as a leading centre of green enterprise and training. ZEDfactory will exploit the interest created by the housing and commercial development by creating a showcase for low carbon technologies. People will be able to see the process of constructing zero energy houses at work. In addition to the assembly space, CZ will construct a showroom, café, education centre and managed workspace incubator units for SMEs in the renewable energy sector.</p> <p><u>Jobs estimate:</u> The project will create 33 construction jobs through construction work associated with the investment. This doesn’t account for indirect supply chain associated with the investment. Between 27 and 34 SMEs will be created, including Green DIY/Organic Produce, Organic café, SME/Green Enterprise office and meeting room/show room. A further 12 Energy Generation Jobs (Design &amp; procurement, training, fitting and maintenance) will be created. Total jobs in two years: 79</p>

## Plan for Jobs (5)

<b>Project Name</b>
Urban Enterprise Business Hubs
<b>Plan for Jobs Theme</b>
<i>“Create jobs for local people by unlocking or speeding up major development projects, including housing”</i>
<b>Brief Project Description – 50 words maximum</b>
We will create a series of managed business hubs to support the growth of start-ups, capitalising upon the success of the Urban Enterprise programme, through the development of a series of projects specifically targeting disadvantaged groups in the city.
<b>Detailed Project Description</b>
Stimulating an enterprise culture and increasing self-employment opportunities, this programme takes the customer on a journey from disadvantage to enterprise focusing on the deprived communities of Plymouth and underrepresented groups who are most isolated from the labour market. The outcome is creation of new start-up businesses and giving each of them the best opportunity to grow through access to managed workspace.

It is proposed that three new hubs will be developed at North Prospect, Millfields and Ocean Studios to address the lack of quality managed workspace provision in the city’s most deprived wards and provide an enterprise culture centered on new enterprise centres.

Jobs estimate: The three enterprise hub projects will create approximately 334 jobs\* in total (estimated 150 within two years) and will offer those residents living in and around the deprived neighbourhoods of Stonehouse and North Prospect an opportunity to benefit from an environment where enterprise awareness, enterprise support and investment readiness support can flourish and help new start businesses grow creating a lasting legacy for those two communities and support the creative sector in the case of one of the three projects.

\* Breakdown: North Prospect Capital project = 30; Millfields Block C Capital project = 200; Ocean Studios Capital project = 104.

## Plan for Jobs (6)

<b>Project Name</b>
Proactive Planning for Jobs
<b>Plan for Jobs Theme</b>
<i>“Create jobs for local people by unlocking or speeding up major development projects, including housing”</i>
<b>Brief Project Description – 50 words maximum</b>
Through a more proactive approach to planning, we will work with developers to secure additional apprenticeships and the increased use of local labour agreements further supporting the city’s economy and prosperity. We will also seek out opportunities for the proactive utilisation of “meanwhile” uses for under occupied land and buildings, including the creation of a list of commercial premises that could provide social enterprises and new businesses a head start in Plymouth.
<b>Detailed Project Description</b>
Policy CS04 of the Core Strategy already provides a statutory framework for local labour agreements. Through a more proactive approach with developers, and through a greater coordination with Economic Development team at PCC, we will secure additional apprenticeships and the increased use of local labour agreements further supporting the city’s economy and prosperity. We will also seek out opportunities for the proactive utilisation of meanwhile uses for under occupied land and buildings.
The Economy, Enterprise and Employment team in partnership with the Planning team will create and publish a list of commercial premises. This will help give social enterprises and new businesses a head start in Plymouth.
<u>Jobs estimate:</u> It is difficult to quantify the precise number of jobs that will be created during the specified time period as this will depend on individual negotiations on specific planning proposals that come forward. Furthermore, there is no certainty that the planning applications to which the agreements relate would be commenced during the Plan for Jobs period. It is therefore appropriate for this task to be monitored for its contribution, but that no expectation of jobs delivery is recorded. However, as a general, conservative estimate, the number of jobs created within two years may fall between 11 and 50.

## Plan for Jobs (7)

<b>Project Name</b>												
1,000 Club												
<b>Plan for Jobs Theme</b>												
<i>“Help the city’s unemployed gain skills and experience to help them get work as well as retain talented graduates”</i>												
<b>Brief Project Description – 50 words maximum</b>												
We will support young people into employment through the 1,000 Club which aims to identify 1,000 companies in the Plymouth area to commit to providing a range of jobs, apprenticeships, graduate internships and work experience.												
<b>Detailed Project Description</b>												
<p>The 1,000 Club challenges businesses in and around Plymouth to provide new employment and training opportunities. Taking on new staff can be time-consuming for businesses to ensure that the correct employment type is pursued; the 1,000 Club provides a one stop shop, bringing together employment, training and apprenticeship providers on one website, ultimately making it easy for the business and saving time. The website can be found at: <a href="http://www.1000club.co.uk/">http://www.1000club.co.uk/</a></p> <p><u>Jobs estimate:</u> The 1,000 Club, in total, aims to provide 1,000 opportunities through jobs, apprenticeships (included here) as well as internships and work experience. Only the jobs and apprenticeships are part of the Plan for Jobs.</p> <p>Between the end of September and the end of November 2012 the 1,000 Club has engaged with over 40 businesses in Plymouth and created:</p> <table> <tr> <td>Jobs</td> <td>10</td> </tr> <tr> <td>Apprentices</td> <td>43</td> </tr> </table> <p>In addition it is has also created:</p> <table> <tr> <td>Graduate Internships</td> <td>18</td> </tr> <tr> <td>GBW Work Placements</td> <td>38</td> </tr> <tr> <td>School Work Experience</td> <td>18</td> </tr> </table> <p>Using the current take-up rate since the launch of the 1,000 Club in September 2012 it is estimated that for the period Jan 2013-Dec 2014 the 1,000 Club will contribute an additional:</p> <table> <tr> <td>80 jobs (estimated at 3 per month)</td> </tr> <tr> <td>350 apprenticeships (between 13 and 14 per month)</td> </tr> </table> <p>Total jobs in two years: 430 (1,000 in total for the 1,000 Club)</p>	Jobs	10	Apprentices	43	Graduate Internships	18	GBW Work Placements	38	School Work Experience	18	80 jobs (estimated at 3 per month)	350 apprenticeships (between 13 and 14 per month)
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## Plan for Jobs (8)

<b>Project Name</b>
Apprenticeships Training Agency
<b>Plan for Jobs Theme</b>
<i>“Help the city’s unemployed gain skills and experience to help them get work as well as retain talented young people”</i>
<b>Brief Project Description – 50 words maximum</b>
The Council will endeavor to provide funding so that in partnership with us, City College Plymouth creates the city’s first multi-sector Apprenticeship Training Agency. The Agency will make it easier for small businesses in the city to create fulfilling and valuable apprenticeships for young people.

### Detailed Project Description

The Council and City College Plymouth will seek funding to create the city's first multi-sector Apprenticeship Training Agency. The Agency will make it easier for small businesses in the city to create fulfilling and valuable apprenticeships for young people.

Apprenticeships are widely recognised as being an excellent means to develop skills and experience. However, smaller enterprises sometimes find that there are barriers to them getting involved and can also feel that they can't offer an apprentice a varied or rich enough experience on a full time basis, and as a result don't take on apprentices.

The Apprenticeship Training Agency (ATA) aims to change this by acting as an agent between employers and the apprentices themselves. The apprentices split their on-the-job training between a small number of employers, thus gaining a wider range of complementary skills and experiences. In order to keep things simple for all concerned City College Plymouth will act as the agent and employer and manage the process, enabling the small businesses to do what they are good at and pass on their knowledge to the next generation while enriching their businesses with new enthusiasm and talent.

Jobs estimate: Depending on the level of funding secured the project has the potential to produce the following number of jobs:

Investment of 50,000: 30-35 apprenticeships (Cost/Job: £1,515)

Investment of 100,000: 65-70 apprenticeships (Cost/Job: £1,492)

Investment of 140,000: 100 apprenticeships (Cost/Job: £1,400)

The project is new so there would be a lag before the delivery of jobs. An apprenticeship must last for a minimum of 1 year. For the purposes of the Plan for Jobs, an investment of £100K delivers a conservative estimate of 65 jobs in two years.

## Plan for Jobs (9)

### Project Name

Plymouth Making Waves

### Plan for Jobs Theme

*"Help the city's unemployed gain skills and experience to help them get work as well as retain talented graduates"*

### Brief Project Description – 50 words maximum

The Council will support Making Waves which will create a city wide art project to help attract visitors to the city and provide apprenticeship work opportunities.

### Detailed Project Description

Plymouth has one of the best success rates for Apprentices in England. Additionally, many if not all of the Government recognised growth sectors are present within the local economy. It is therefore easy to suggest that if a young person or adult wishes to undertake an apprenticeship then there is probably no better place in England than Plymouth. The concept of Plymouth – Making Waves is not new. Many cities in the UK and further afield have used the idea of public art to create visitor trails and to engage with the visitor economy.

Making Waves takes the best practice of the concept but adds something more. Plymouth – Making Waves will focus on recognising, showcasing and galvanizing interest in the opportunities for business, jobs, apprenticeships and economic investment in the City.

We will focus the creation of the art using local, highly skilled apprentices; we will use the art to engage communities which are far from the labour market. We will use the art to create a momentum in all our schools to ensure our young people see and recognise the value skills and apprenticeships can bring as a career choice. We will link into the pending launch of the UTC and the work of the Marine Academy Plymouth as well as the Institutes of Higher Education as they drive the higher skills agenda deeper into the City.

Plymouth - Making Waves is about the art and it is about creating a focus for its visitor economy but this secondary to the aim of raising the profile of the city as a skilled and vibrant place to work and train as an apprentice.

Jobs estimate: We expect that the project will be able to deliver 93 apprenticeships in two years.

## Plan for Jobs (10)

<b>Project Name</b>
Increasing Inward Investment
<b>Plan for Jobs Theme</b>
<i>“Proactively sell the city, its businesses, its products and its people”</i>
<b>Brief Project Description – 50 words maximum</b>
<p>The Council is committing more resources to attract new employers into the city. We plan to intensify our efforts with the addition of three new inward investment professionals. Through team working with city partners we will pursue outside business opportunities and bring together and communicate the most compelling arguments to set up and grow business in Plymouth.</p> <p>And it’s not just businesses we are attracting...we also aim to increase visitor numbers to the city by 20% and visitor spend by 25% by 2020.</p>
<b>Detailed Project Description</b>
<p>The Council’s Economy, Enterprise and Employment service has created three new posts within the Enterprise and Inward Investment team and a new CEO for Destination Plymouth. This increase in staff will allow the Council to augment its existing service and assist additional businesses.</p> <p>Working in partnership with other Council teams and external partners we will drive forward the promotion of Plymouth as a business location through professional, positive and proactive marketing of local opportunities. By engaging with local businesses better we will exploit opportunities for local investment. Similarly, we will actively court potential inward investors to secure their location in Plymouth.</p> <p>In addition to the extra commitments to attract new business investment to the city the appointment of a new chief executive for Destination Plymouth will help to boost the visitor economy.</p> <p>The Council has been involved recently with a number of companies and either secured their location to Plymouth or expansion of existing facilities. Some of these activities are covered in other Plan for Jobs activities such as Business Engagement and Pursuing Public Finances.</p> <p><u>Jobs estimate:</u> As an example of the positive outcomes that result from inward investment, Plymouth City Council has recently worked to secure investment in the city by The Money Group who chose to locate their business in the city against stiff competition from other locations bringing over 180 jobs. A conservative estimate has therefore been made on the minimum number of jobs that it can be expected to bring to Plymouth through greater capacity to assist inward investors. Based on The</p>

Money Group and a number of smaller companies it is expected that a minimum 100 jobs (roughly half that created directly through inward investment/companies locating in Plymouth) can be created.

## Plan for Jobs (11)

### Project Name

Plymouth University and Western Morning News Growth Fund

### Plan for Jobs Theme

*“Unlock access to finance and provide support to enable job creation”*

### Brief Project Description – 50 words maximum

Grants for Plymouth businesses will be administered through the Plymouth University and Western Morning News Growth Fund. These will be given out to small businesses to create sustainable jobs.

### Detailed Project Description

The Plymouth University and Western Morning News Growth Fund provides grants of between £25k and £125k to SMEs to create sustainable jobs through the provision of grants.

The Plymouth University and Western Morning News Growth Fund is now in its second phase of funding following the success of the first phase. It will make in the region of 12 grant awards to businesses in Plymouth. Funded by the Regional Growth Fund, the model developed is regarded as an example of national best practice. Businesses submit proposals for discrete business development projects that are reviewed by a panel of credible, experienced figures from the investment and wider business communities.

Business proposals must show how the investment will directly create sustainable employment and lever in additional private sector investment. Organisations from all sectors are welcome to bid and the funding can cover capital costs such as the purchase of plant and equipment and work on business premises, as well as revenue costs such as the purchase of specialist software or the recruitment of business critical skills.

The Plymouth University and Western Morning News Growth Fund 2 runs across the 2 Peninsula LEP areas, (Heart of the South West and Cornwall and the Isles of Scilly) with £3.9M funding available up until March 2015. £3.6M of this funding forms the grants to beneficiary SMEs, with the remaining £300K providing funding for professional advisors to work with businesses to hone their funding bids. Plymouth and its travel to work area, dependent on demand and the quality of applications, is targeted to receive in the region of £600K of this funding. The predecessor scheme of £1m delivered £113K to three Plymouth businesses.

Jobs estimate (from project lead): The amount of jobs created in the city will depend on the amount of suitable proposals that come from Plymouth businesses. Based on evidence of job creation to date, across the 2 phases, PWGF will create around 32 jobs per year. Total jobs by end 2014: 64

#### *Timing*

First phase approved was approved Aug 2011. Second phase was approved (conditionally) Oct 2012

#### *Costs*

£600,000 to be spent in Plymouth from the second phase



## Plan for Jobs (12)

<b>Project Name</b>
Fredericks Foundation loans
<b>Plan for Jobs Theme</b>
<i>“Unlock access to finance and provide support to enable job creation”</i>
<b>Brief Project Description – 50 words maximum</b>
The Council will support Fredericks Foundation to act as a lender of last resort for people and businesses that have been unable to secure enterprise finance from mainstream lenders such as high street banks.
<b>Detailed Project Description</b>
<p>The Fredericks Foundation is a Community Development Finance Initiative which lends money to businesses, social enterprises and individuals who struggle to get finance from high street banks and loan companies. The average loan value is less than £5K. Loans available are for start-ups (up to £10K) and under a new initiative to existing businesses (up to £20K)</p> <p>The Foundation’s loans are delivered through local ‘Microfinance Hubs’ supported by business people with specialist knowledge and support in each region. Plymouth City Council have partnered with Fredericks, covering administration costs for the Plymouth lending hub and providing marketing support.</p> <p><u>Jobs estimate:</u> Based on a forecast of three to four lending panel meetings per year in Plymouth at which Fredericks would expect to consider at least three applications per panel meeting. From those applications Fredericks would expect to fund up to nine businesses per year from which approximately 12 jobs would be created. Therefore the estimate of jobs created through Fredericks Plymouth business loan funding from Jan 2013 to December 2014 equals 24 jobs.</p> <p><i>Timescale:</i> The project started in Plymouth in summer of 2012. The fund is a long term open ended project that will deliver post 2015 subject to continued funding.</p> <p><i>Investment:</i> Plymouth City Council £10K in 2012. Fredericks was successful with a partnership bid to Regional Growth Fund and is working with Devon Community Foundation to raise £200K private capital for lending in Plymouth and Devon.</p>

## Plan for Jobs (13)

<b>Project Name</b>
Outset Finance
<b>Plan for Jobs Theme</b>
<i>“Unlock access to finance and provide support to enable job creation”</i>
<b>Brief Project Description – 50 words maximum</b>
The Council will continue to support Understanding Finance for Business to help businesses become investment ready and find appropriate sources of funding to create jobs and growth.
<b>Detailed Project Description</b>
Outset Finance is a highly effective programme which increases the ability of both new and established Plymouth businesses to raise finance and thereby to achieve their growth ambitions and create jobs.

Businesses receive expert guidance to prepare robust financials and plans, and are introduced to the most appropriate source of finance for their business, whether debt or equity. The program delivers a mix of small group workshops covering all types of funding options, (also including leasing, invoice discounting peer and asset finance) lender's requirements, financial and business planning, de-risking, pricing and preparing the investment proposition.

To maximize the benefit for Plymouth's entrepreneurs, Outset Finance is well integrated with other local organisations such as Working Links, The South West Investment Group, Chamber of Commerce, mainstream banks, Outset Plymouth, Plymouth University, Prince's Trust and Fredericks Foundation.

**Jobs estimate:**

28 jobs (Jan 2012 – March 2013)

From Service Review and Interim Extension Proposal

24 jobs (April 2013 – March 2015)

Therefore as a conservative estimate: total jobs in two years: 49

**Timescale**

New extended project intended to run from April 2013 to March 2015

## Plan for Jobs (14)

<b>Project Name</b>
Growth Acceleration & Investment Network (GAIN)
<b>Plan for Jobs Theme</b>
"Unlock access to finance and provide support to enable job creation"
<b>Brief Project Description – 50 words maximum</b>
Further development of the Growth Acceleration Investment Network (GAIN) will combine city assets and business support expertise to create new jobs and will help to rebalance the Plymouth economy.
<b>Detailed Project Description</b>
<p>GAIN strengthens the proposition for high tech and high growth businesses in Plymouth and the wider peninsula. It enables businesses to exploit the science and engineering excellence that exists in the city and wider area and in doing so acts as a driver for change to a stronger, more productive knowledge based economy.</p> <p>GAIN was founded by Plymouth University, Plymouth City Council and Tamar Science Park to accelerate the creation of, and growth and investment in, high quality businesses and ideas to create wealth and jobs.</p> <p>Key strands of activity include:</p> <p><u>The creation of a GAIN portal</u>  [link to <a href="http://www.gaininbusiness.com/home">http://www.gaininbusiness.com/home</a>]  The portal will help bring together, into an easy to access web site all of the information on opportunities for high growth and high technology businesses; from funding to events, to business premises and research capabilities. The site will impact the economy and jobs by improving the access to and the flow of critical business information.</p> <p><u>Seminars and training at Tamar Science Park</u></p>

[link to <http://www.gaininbusiness.com/article/267/Events>]

Skills and knowledge of best business practice are common barriers to job creation and business improvement. The event programme led by GAIN partners, Tamar Science Park will build networks, expertise and opportunity.

### Coaching Mentoring

Research shows that start-up businesses with mentors are more likely to survive; 70% of small businesses receiving mentoring survive for 5 years and over (double the rate of those without) and they are 20% more likely to grow. This is why Tamar Science Park has developed a mentoring offering of the very highest standard for businesses on the Science Park and beyond.

### Investment

GAIN will help people with business ideas access support to become investment ready. By creating a critical mass of investment-ready businesses GAIN will help attract investor interest in local businesses. Through an understanding of both investors and start-up companies GAIN will help facilitate deal flow which will result in an inflow of investment leading to business creation and growth.

A successful example of this was the GAIN investor dinner held in 2011 during the America's Cup which resulted in one Plymouth company, RealVisual, securing investment.

### Knowledge Transfer Partnerships (KTPs) with Plymouth University

Knowledge Transfer Partnerships is a UK-wide programme which is delivered locally by Plymouth University and partners. A KTP involves the formation of a partnership between a business (or third sector organisation), and an academic institution, (such as Plymouth University) along with the appointment of a recently qualified graduate. The aim is to enable the transfer of expertise and capability to the business which will in turn create jobs and economic benefit. Through encouraging collaboration KTPs provide skills and expertise to help businesses to develop, innovate and to enable growth and to address challenging strategic issues facing their organisations. On average 70% of graduates are kept on as employees following a KTP.

### Plymouth University also provides pre-start business support through The Formation Zone

The Formation Zone at Plymouth University nurtures and develops new, high-value businesses and provides focused support. The Formation Zone has a workspace for creative sector, environmental, high-tech, marine and advanced engineering enterprises.

The Formation Zone specialises in pre-start business support – working with individuals to develop their ideas into a viable business proposition, and then provide ongoing, flexible support through in-house business advisors and signposting to appropriate support and funding opportunities. Formation Zone is open to anyone to apply to, and works with businesses for up to two years before supporting them to move on to the next stage.

Formation Zone has a track record of successful businesses continuing to grow in the Plymouth area, proving that it is contributing to the development of the local economy and helping to create high-value jobs and retain talent in Plymouth.

### Jobs estimate:

#### **GAIN**

Based on outputs to date roughly 40% of GAIN jobs are created in Plymouth.

Therefore it is estimated that for Plymouth this will result in 64 jobs between Jan 2013 and Dec 2014.

#### **KTPs**

Based on previous KTP projects in the PL travel to work areas: for Jan 2013 to Dec 2014 this would equate to approximately 12 new jobs created. This doesn't include the employment of the 6 graduates.

The total jobs created would therefore be 18.

*Plymouth University Formation Zone*

Estimated jobs created Jan 2013 – Dec 2014: 10 FTE

Total Project Jobs between Jan 2013 – Dec 2014 = 92

## Plan for Jobs (15)

<b>Project Name</b>
Digital Plymouth
<b>Plan for Jobs Theme</b>
“Unlock access to finance and provide support to enable job creation”
<b>Brief Project Description – 50 words maximum</b>
The internet is driving economic growth and change worldwide. The Council will work with partners to keep Plymouth ahead of the digital curve. We will work together to create jobs by increasing connectivity and our capacity to exploit it.
<b>Detailed Project Description</b>
<p>Broadband is widely regarded as a key economic driver, a necessity for our modern lifestyles and a competitive advantage for a city like Plymouth that is comparatively well connected. Digital Plymouth aims to maximise the speed and coverage of superfast broadband and wireless in the city and also work to help people use connectivity better for economic and social benefit.</p> <p>The following studies provide evidence of the economic impacts of broadband:</p> <ul style="list-style-type: none"> <li>• GDP increases by 1% for every 10% increase in broadband take up (Arthur D. Little 2010).</li> <li>• For a typical UK city superfast broadband could lead to: 320 business start-ups as a result of cloud computing [link <a href="http://en.wikipedia.org/wiki/Cloud_computing">http://en.wikipedia.org/wiki/Cloud_computing</a>] and support for 1,580 home workers.</li> <li>• Around 436 jobs created through business creation and improved business performance (Regeneris 2012).</li> </ul> <p>The work of Digital Plymouth is about making sure that the city makes the most of this revolution. It will build capacity and demand to take up and exploit broadband. By doing this Digital Plymouth will influence the viability of future investment in infrastructure – both wired and wireless and affect the future competitiveness of the city.</p> <p>To build demand Digital Plymouth will develop marketing and education campaigns to:</p> <ul style="list-style-type: none"> <li>- Spread the word about what broadband can do, and how to get online and get the most out of broadband.</li> <li>- Help businesses understand how they can be more effective through greater exploitation of connectivity and technology.</li> <li>- Work with partners to develop projects at a community level to get everyone possible online and to ensure that people are not left behind by the ever increasing shift to online service provision.</li> <li>- Drive innovation at a city level to ensure that Plymouth has the best connectivity at the heart of its infrastructure.</li> </ul>

Jobs estimate: The following studies provide are the basis on which we have calculated the amount of jobs that will be created in Plymouth.

- GDP increases by 1% for every 10% increase in broadband penetration (Arthur D. Little 2010).
- For a typical UK city superfast broadband could lead to: 320 business start-ups as a result of Cloud Computing and support for 1,580 home workers.
- Around 436 jobs created through business creation and improved business performance. (Regeneris 2012)

88% of Plymouth currently has access to superfast broadband and uptake is at 25%.

Digital Plymouth's demand stimulation programme aims to maximize the economic benefit that the city can derive from connectivity.

As a conservative estimate, assuming that the jobs created (in the Regeneris study listed above) through superfast broadband will be created over a 10 year period then  $436/10 = 44$  jobs per year.

In addition to the above figure Plymouth City Council's Shared Services project will create jobs by retaining IT skills in the city which are effectively sold as a service to other organisations. Once the project is signed off it is predicted to create 5 jobs in the first year and then 2 in the second. Therefore 7 further jobs.

Total jobs in two years: 95

## Plan for Jobs (16)

### Project Name

Business Engagement

### Plan for Jobs Theme

*"Unlock access to finance and provide support to enable job creation"*

### Brief Project Description – 50 words maximum

The Council will increase engagement with city businesses to keep employers in the city and help them grow. More resource will be deployed to provide advice to city businesses, with signposting to support providers and assistance for businesses to realise their development and expansion plans.

### Detailed Project Description

The Council has been operating a business engagement programme with key city employers for a number of years. An increase in resources will enable this to be widened to include more businesses, enabling better information to be gathered about business issues and provide an improved service to businesses.

By developing strong meaningful relationships with Plymouth employers, Council services can be used to support business better. Expanding the current business engagement programme to include other city employers will broaden the depth of knowledge about the needs of businesses.

The activities in this project link closely to others within the Plan for Jobs. Projects such as GAIN (Growth Acceleration Investment Network) will be an activity that is sign posted to as appropriate. Similarly, assistance with funding opportunities or planning services are other projects in the Plan for Jobs that businesses could be directed towards. The Council will continue to partner with UK Trade and Investment to ensure that Plymouth companies are encouraged to use the service to increase export activity from city companies.

Businesses will build a positive relationship with the Council and receive help and support as appropriate on issues such as accessing funding, expansion plans and recruitment. Similarly, the Council will act as a source of information for the business to find out more about relevant initiatives, programmes and networking opportunities.

Jobs estimate: By increasing the number of businesses visited there will be more and better interaction with companies. This will allow better relationships to be developed including those around any growth plans; this is where assistance can be offered, helping to create and secure jobs.

A large part of this work will involve signposting businesses to other activities in this plan, such as funding opportunities, planning assistance and the GAIN initiative. Any jobs figures for this will be counted as part of those initiatives.

A number of businesses are also likely to expand their operations due to operational reasons; it is these numbers that will be counted as part of this project.

Based on past experience - such as the recent investment in Plymouth by The Money Group which is anticipated to bring at a conservative estimate 180 jobs to Plymouth - it is felt that this approach can deliver at least 30 jobs in Plymouth.

Total jobs in two years: 30

## Plan for Jobs (17)

<b>Project Name</b>
Pursuing Public Finances for Jobs
<b>Plan for Jobs Theme</b>
<i>“Unlock access to finance and provide support to enable job creation”</i>
<b>Brief Project Description – 50 words maximum</b>
A specialist economy focused funding officer will be employed by Plymouth City Council to help the city get more public funding to support job creation. This will ensure that the Council and city businesses are made aware of, and assisted with, funding opportunities available to grow their businesses and employee numbers.
<b>Detailed Project Description</b>
The changing economic climate has made accessing finance more difficult. The options of available funding are also limited and therefore the most needs to be made of any available opportunity.
In order to maximize funding opportunities for job creation in Plymouth, the Council will employ an officer specializing in influencing emerging funds, sourcing potential opportunities and ultimately bidding for, or assisting bidders with, applications that bring economic growth and employment to Plymouth. This will deliver projects for Council services and for businesses within the city.
The Council holds a wealth of data that can be used to make the case for funding in applications. The Plymouth Economic Review, produced biannually, makes this information available to businesses and organisations. Using this for applications will be key. The use of data and the arguments put forward need to be strong and robust; this post will help achieve this.
Some sources of funding – both national and EU – are only available to businesses. Where this is the case, the officer will work with businesses to put together the funding bid. Similarly, opportunities for the Council to bid for development funding will also be pursued.

The officer will make sure businesses are made aware of information about funds to relevant and support the development of suitable funds acting as a hub of information and critical friend to bidders.

A number of Plymouth companies, and the Council itself, have been successful in accessing finance that aids job creation and business support.

In recent months, funding has been secured by:

- Kawasaki (GBI) to assist with expansion plans
- Princess Yachts International (RGF Rd 1) for expansion
- Plessey Semiconductors (RGF Rd 3) for expansion and new products
- Plymouth University/Western Morning News Growth Fund (RGF Rds 1 and 3)

More longer-term, Plymouth has also been in receipt of a ring-fenced element of EU ERDF funding through its Axis 3 Urban Enterprise programme. This was limited to only Bristol, Plymouth and Torbay.

Furthermore, proposals have been submitted for other projects to Regional Growth Fund, City Deals, Coastal Communities Fund (Round 1), and Growing Places Fund (Rounds 1 and 2) the latter administered through the Heart of the South West Local Economic Partnership [Show link], all of which provide employment within them.

This shows that there is demand for funding and projects that are ready to come forward. Whilst RGF has effectively closed it is anticipated that there will need to be further Government funding made available. Similarly, Coastal Communities Fund is known to run for a further two years; the current bid, submitted by Plymouth City Council in partnership with Destination Plymouth, made it to the final round of 38 applications.

Jobs estimate: Whilst PWGF and Urban Enterprise are separately mentioned within the Plan for Jobs there remain a number of other successful bids that have been secured by Plymouth businesses and the Council. Therefore, based on the number of jobs that have been secured or developed through successful bids (with those listed above as recent examples) it is anticipated that some 75 could come forward in the coming two years from other bids.

## Plan for Jobs (18)

<b>Project Name</b>
PCC Procurement
<b>Plan for Jobs Theme</b>
<i>“Use the Council’s assets, influence and buying power to increase jobs by using local supply chains and local goods where possible”</i>
<b>Brief Project Description – 50 words maximum</b>
Using Sell2Plymouth, we will boost levels of local procurement through, and increase the number of contracts delivered for, the Council by businesses located in the city.
<b>Detailed Project Description</b>
Through Sell2Plymouth, the Council will raise the percentage of local SMEs delivering local services.
Increase the utilisation of local SMEs and local suppliers to deliver PCC contracts: This will be achieved through utilisation of the local portal Sell2Plymouth and engagement with SMEs (such as a

change to 15 day payment terms from PCC). There is also a requirement for at least two local suppliers to be included for quotation on any procurement with a value of <100K and to develop training opportunities for local business to aid their ability to bid for contracts >100K.

The Council's Adults and Social Care unit spend approximately £13million on contracts and a further £61million on packages of care. As such it is the biggest department. Most of the expenditure is for staffing costs with providers and many of these are local and SMEs.

There is also a role to get vulnerable adults work ready. We have an £800,000 contract with PLUS to help support Learning disability clients into work. Going forward there are plans to work with developers to build more supported housing provision. Presently projects are being worked up to build a new extra care housing scheme in the North of the City.

Jobs estimate: Using economic impact modelling techniques, we anticipate the number of jobs created in the wider economy as a result of the increase in aggregate demand (Local Government expenditure) could be in the range of 11-50.

## Plan for Jobs (19)

<b>Project Name</b>
Plymouth "Building for Jobs" Capital Investment Fund
<b>Plan for Jobs Theme</b>
<i>"Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible"</i>
<b>Brief Project Description – 50 words maximum</b>
The Council will create a new public sector "Building for Jobs" capital investment fund, aimed at unlocking stalled development and public infrastructure that will create new jobs and lever in further public and private sector capital funding for the city.
<b>Detailed Project Description</b>
At a time of economic hardship it is very important to look at ways of investing in infrastructure opportunities that will generate future prosperity. Investment becomes the buzz word because in every area of business there is an essential need to seek the drivers for change that will turn the corner on economic success; and every driver for change needs investment to allow it to happen.
It is widely recognised that it is incredibly important to understand the underlying factors of these drivers and ensure that what investment is available in the city is used to support and develop the infrastructure that supports the growth of business.
Since May 2012, the new administration of Plymouth City Council has a specific focus on the creation of jobs and the economy. Setting up and administering investment funds is something that many public sector organisations are embarking on, some have used them to create a platform for further regional funding through the Government's City Deal. Once in place, it offers a structure to mix funding streams to achieve blended outcomes, inferring that the investment outcome is more important than the objectives of the funding stream.
Plymouth City Council is aligning its capital infrastructure investment programmes to make available a substantial capital investment fund that will be allocated on the basis of criteria that will demonstrate job creation and increased GVA and housing growth for the city. The fund will be a combination of recyclable and grant funding aimed at investing in the infrastructure that will assist in creating growth in the economy.



This investment Fund will be a source of capital funds that will be used to stimulate and assist in delivering some of the projects in this Plan for Jobs. The details of the fund and how it will be created will be considered by Cabinet in February 2013.

Jobs estimate: The fund will potentially offer the opportunity to deliver many jobs, some of which will already be counted in the projects listed above. However in addition to these we are making a very conservative estimate of between 51 and 100 jobs based on the cost per job average of a pipeline of projects that may hypothetically receive funding.

The Investment Fund will have a set of criteria to assess the economic impact of projects including net GVA and jobs created. This will help ensure that projects funded will have a strong economic element with clear job creation outputs.