

PLYMOUTH CITY COUNCIL

Subject: Plan for Jobs
Committee: Growth and Prosperity Overview and Scrutiny Panel
Date: 20th February 2013
Cabinet Member: Councillor Tudor Evans
CMT Member: Anthony Payne, Director for Place
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Ref: CG / PFJ2013
Key Decision: No
Part: I

Purpose of the report:

The purpose of this report is to provide the Growth and Prosperity Overview and Scrutiny Panel with details of the Plan for Jobs. The report explains the content of the Plan for Jobs and how it was developed through a Task Force comprising private, public and third sector organisations into a focused and deliverable short term initiative.

This report also provides an explanation of how the Plan for Jobs will be delivered and monitored to ensure that it has a strong, positive impact on reducing unemployment via the creation of jobs.

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 issue of unemployment cannot be tackled by the Council alone and requires a multi-partner 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 1000 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.

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) which is being considered by Cabinet 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, which is on course to occur in April / May of 2013.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

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. The Plan for Jobs is referenced (along with some of the specific projects) in the recently published consultation draft of Child Poverty Matters.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? No

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.

Recommendations and Reasons for recommended action:

That the Panel asks for future update reports to be taken to it in order to ensure, along with the Task Force, that the Plan for Jobs is successfully implemented.

Alternative options considered and rejected:

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 implement the 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.

Published work / information:

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7

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Sign off:

Fin		Leg		Mon Off		HR		Assets		IT		Strat Proc	
Originating SMT Member													
Has the Cabinet Member(s) agreed the content of the report? Yes / No													

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, defined two-year 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 specially convened Jobs Task Force.

1.3 It is important to state 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 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 ones 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 The Plan for Jobs is attached as [Appendix I](#) to this report. This report provides The Growth and Prosperity Overview and Scrutiny Panel with information on how the Plan for Jobs has been constructed, a summary of its content and how it will be implemented and delivered over the next two years.

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 commitments designed to reinvigorate the local economy and create the conditions necessary to stimulate private sector growth and job creation.

3.0 Developing the Plan for Jobs

3.1 The Plan for Jobs was produced by a specially convened Jobs Task Force led and chaired by the Leader of the Council. The Task Force itself was made up of people with considerable experience and knowledge from the private, public and third sectors. 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
- Ian Brokenshire, Senior Partner at KMPG Plymouth, Vice Chair of Plymouth Chamber of Commerce and member of the Plymouth Area Business Council
- Simon Chamberlain, Principal of Ultimate Succession and Non-Executive Chair of the Tamar Science Park Board
- 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

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. Before the first meeting of the Task Force a scoping document was produced by Economy, Enterprise and Employment officers that outlined the need for the Plan and the driving force behind it. The scoping document also set out some parameters that these projects would need to fit with in order to be included in the Plan; these were that the project must create or safeguard jobs in the city and the projects must be deliverable within the two year timeframe. Jobs were defined as being a sustained period of employment for a minimum of 6 months but preferably 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 As well as members of the Task Force the wider business community, third sector and public sector organisations 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 2012.

4.0 Content of the Plan for Jobs

4.1 The initial 'call' attracted a vast number of potential projects that could be included within the Plan for Jobs. Officers in Economy, Enterprise and Employment collated all of these potential projects into one document that was presented to the Task Force at the meeting which took place in September 2012. At this meeting it was agreed that the list of projects would need to be rationalised down into a manageable and focused list.

4.2 Officers, together with a small number of Task Force members, devised a scoring matrix in order to provide a robust objective methodology for assessing and deciding which projects should make the suggested 'final cut' for inclusion in 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

4.3 Projects were scored by both Task Force members and officers. A discussion was then held at the Task Force meeting in December 2012 to agree the final projects for inclusion in the Plan for Jobs, which has now been presented to Cabinet as the proposed final Plan.

4.4 Through the scoring mechanism the Task Force identified 19 projects which could be delivered within the specified two-year timescale 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 project ideas are not lost, they will be developed and overseen by the Plymouth Growth Board. The list of 19 projects has been included below for information along with which Task Force member has been identified as the 'Champion' for each project. The Champion will be expected to ensure delivery of the project happens and will be responsible for providing updates at subsequent meetings of the Task Force that will take place on a regular basis over the coming two years. A support officer is also identified who will be more intimately acquainted with the projects and responsible for day-to-day delivery.

4.5 The Task Force has grouped the 19 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.

4.6 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 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 table below outlines the nineteen projects and how they have been grouped within the five commitments outlined above.

Commitment:		Create jobs for local people by unlocking or speeding up major development projects, including housing	
No.	Project	TF Champion	Support
1	West End accelerated development	David Draffan	PCC
2	Plymouth Pavilions/Home Park	James Brent	PCC
3	Strategic housing – accelerating housing development and local procurement	Clive Turner	Nick Carter, PCC
4	Bickleigh	Cllr. Tudor Evans	Charles Everard, Cornerstone ZED
5	Provision of enterprise hubs (UE)	Bev Hurley	Patrick Bowes, PCC
6	Proactive planning providing jobs	Cllr. Tudor Evans	Tom Westrope, PCC

Commitment:		Helping the city's unemployed gain skills and experience to help them get work as well as retain talented graduates	
No.	Project	TF Champion	Support
7	1000 club	Michelle Virgo	Elaine Budd, PCCI
8	Apprenticeships Training Agency	Phil Davies	Sue Reed, City College Plymouth
9	Making Waves	Cllr. Tudor Evans	Dave Gibson, NMA

Commitment:		Proactively champion and lobby to sell the city, its businesses, products and people	
No.	Project	TF Champion	Support
10	Increasing Inward Investment	Simon Chamberlain	Enterprise and Inward Investment Manager, PCC

Commitment:		Unlock access to finance and provide support to enable job creation	
No.	Project	TF Champion	Support
11	PWGF	Prof. Julian Beer	Simon Mallet, UoP
12	Fredericks Foundation	Bev Hurley	Annie Popham, Fredericks Foundation
13	Outset Finance	Bev Hurley	Patrick Bowes, PCC
14	GAIN	Prof. Julian Beer/Simon Chamberlain	Anndy Burroughs, TSP
15	Digital Connectivity	Cllr. Tudor Evans	Sheldon Ryan, PCC
16	Business engagement	Ian Brokenshire	Enterprise and Inward Investment Manager, PCC
17	Pursuing public finances for jobs	Peter Flukes	Enterprise and Inward Investment Manager, PCC

Commitment:		Use the Council's assets, influence and buying power to increase jobs by using local supply chains and local goods where possible	
No.	Project	TF Champion	Support
18	PCC procurement	Michelle Virgo	Jane Keeley, PCC
19	Plymouth Building for Jobs investment fund	Cllr. Tudor Evans	Gareth Simmons, PCC

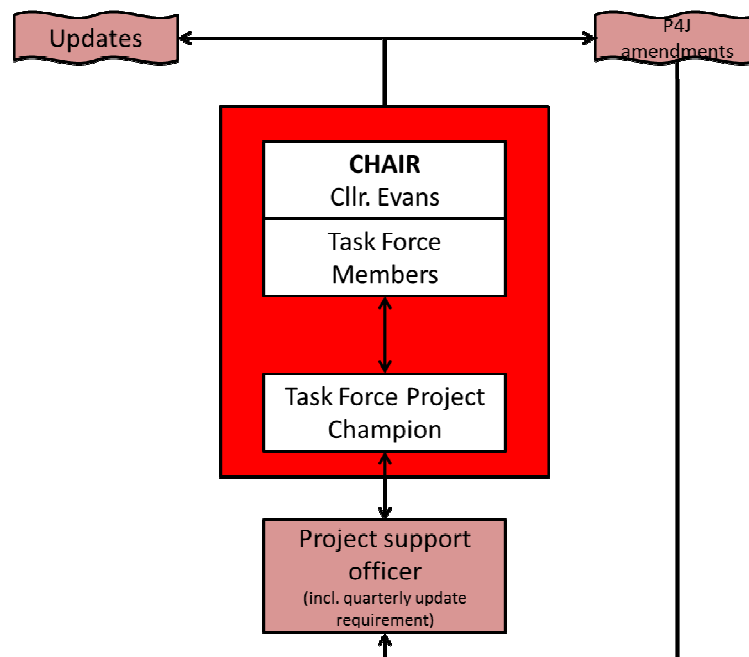
4.7 This information has been translated into a user-friendly summary document that briefly outlines each of the 19 projects. The summary document, attached at Appendix I links to a website on which more information about each of the projects can be found. The website can be found at: <http://www.plymouth.gov.uk/planforjobs>

5.0 Delivering the Plan for Jobs

5.1 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 throughout its two-year lifespan is critical in order that the city helps people get into work and can see that delivery is taking place.

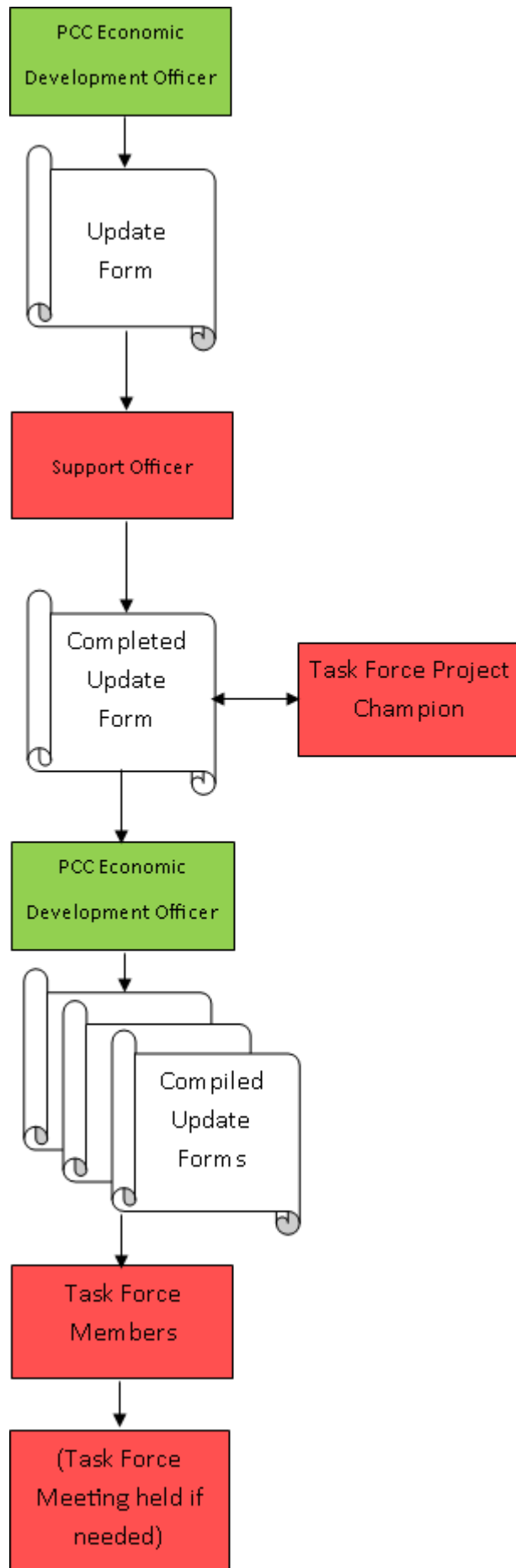
5.2 The Jobs Task Force members have agreed that they are prepared to continue to oversee the Plan's implementation over the two years. A lead Task Force member will champion each project as outlined above. They will liaise with identified day-to-day supporting officers, who will be responsible for delivery 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 simple diagram below explains how the relationship between all

stakeholders involved in delivering and monitoring the Plan for Jobs will work and how information from updates will be used to publicise successes in the media. Amendments can also be made to projects e.g. timescales.



5.3 As part of compiling the Plan for Jobs, information has been included about projects, job outputs, key milestones and who the relevant Task Force champions and support officers are. The information compiled in these templates will form the basis for the quarterly update form. Economy, Enterprise and Employment officers will work with Champions and support officers to baseline projects. Amendments can be made to the update forms as projects progress and more information is known. These can be made as part of the quarterly updates. The role of support officer will be explained to those undertaking this role.

5.4 Update forms will be returned to a named Economic Development officer shortly after the end of each quarter. The officer will compile the information and send it to Task Force Members. If the projects are all progressing well, no Task Force meeting will need to be held that quarter (unless requested); if projects are not delivering or there is a major deviation, a Task Force meeting will be held. It is proposed that a Task Force meeting is held at least twice annually and will include a project update. The flowchart below outlines this process:



5.5 It is proposed that, to ensure that projects are delivering sufficiently, meetings of the Task Force will be held every six months with the opportunity to hold interim meetings between these should any barriers occur, as outlined in the Update procedure above. Below is a proposed timescale outlining when update forms should be returned, compiled and dates at which the Task Force meetings could be held. The grey rows indicate where a meeting may not be necessary. Update forms, however, will still be circulated to the Task Force.

	Quarter	Monitoring Form returned to PCC from Project Delivery Officer/Org	Compiled report sent to Task Force	Task Force meeting (if required)
2013	Jan-Mar	Monday 8 April	Friday 12 April	Friday 19 April
	Apr-Jun	Monday 8 July	Friday 12 July	Friday 19 July
	Jul-Sep	Monday 7 October	Friday 11 October	Friday 18 October
	Oct-Dec	Monday 6 January	Friday 10 January	Friday 17 January
2014	Jan-Mar	Monday 7 April	Friday 11 April	Thursday 17 April
	Apr-Jun	Monday 7 July	Friday 11 July	Friday 18 July
	Jul-Sep	Monday 6 October	Friday 10 October	Friday 17 October
	Oct-Dec	Monday 6 January	Friday 9 January	Friday 16 January 2015

5.6 The Leader will be very pleased for updates on progress of implementation of the Plan for Jobs to be given to future meetings of this Scrutiny Panel.

6.0 Communicating the Plan's Content and Progress

6.1 The Plan for Jobs leaflet and information has been uploaded onto a microsite accessible at <http://www.plymouth.gov.uk/planforjobs>. It is fully accessible to all and progress on the plan will be updated on a regular basis after the quarterly updates have taken place or with pertinent news stories.

6.2 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 as part of Task Force meetings. 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.

6.3 A limited-run printed document has been 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. The hard-copy document will be given to all Members of this Panel.

6.4 The Council's Corporate Communications team will work alongside Economy, Enterprise and Employment to raise awareness of the successes of the Plan for Jobs, showing how and where projects have been accelerated through the existence of the Task Force and 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.

7.0 Conclusion

7.1 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.

7.2 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 and opportunity.

7.3 The way the Plan has been constructed – based on projects submitted by City partners and stakeholders - shows that there is a will to see them delivered. Indeed, the delivery of some of the projects is non - Council, showing commitment to make them happen by partner organisations. Their inclusion in the final 19 gives confidence that they are deliverable.

7.4 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.