

PEOPLE, COMMUNITIES & INSTITUTIONS

FULL REPORT

‘Harnessing the economic potential of the city’s people and communities – connecting them to local assets, resources and support to create employment opportunities.’

Growth Board Champions: Ann James and Gareth Hart

Flagship Sponsor: Judith Harwood

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INTRODUCTION

As discussed at the Growth Board in November 2014, the existing PCI flagship activities in the LES are relatively narrow in scope and primarily focused on existing initiatives.

Therefore, the PCI group has reviewed its purpose and proposes to widen its scope and activities to enable it to play a more strategic role to ensure **all residents and communities benefit from the growth and productivity of the city**. In particular, PCI will work with partners and facilitate wider discussion to help communities tackle worklessness, social exclusion and health inequalities in order to promote economic growth and deliver the objectives of the LES.

Review & Results

Below is a summary of PCI’s review process and its results:

1. Context – The Plymouth Plan, Thrive Plymouth, Health & Wellbeing Strategy, the Fairness Commission and other city-wide plans all highlight the importance of leadership to innovatively drive social value, increasingly through co-design and co-delivery with communities.
2. Flagships - Judith Harwood, PCI’s Champion, and Patrick Knight met with each of the other five flagship champions: Talent – Phil Davis; Digital – Dave Young; Visitor – Amanda Lumley; Business – Ian Brokenshire; Infrastructure – Paul Barnard. All five champions welcomed the potential for PCI to support their respective flagships to maximise social value, in particular to help ensure resident and community engagement.
3. Health – Ann James highlighted importance of better linking the health and growth agendas.

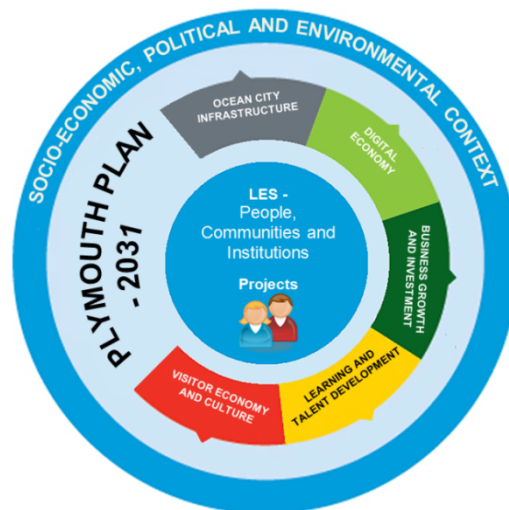
4. Worklessness – Kelechi Nnoaham, Director of Public Health, has challenged PCI to drive growth and social value, in particular by helping to tackle worklessness and health inequalities.
5. Social Value - PCI has identified the need to drive social value; instead of restricting its role to support for social enterprise - important though this remains.
6. VCSE - Plymouth Octopus Project has challenged the PCI Group to help explore ways to strengthen the VCSE sector to help deliver public services, including community-based care that is person-centred, focused on preventative services and tailored to individual needs.
7. Action Plan - Ann James and Gareth Hart, joint PCI Chairs, identified the need for a clear plan of action to enable PCI to better co-ordinate and facilitate discussion and delivery.

NEW APPROACH

PCI's emerging new approach/vision for its flagship is to:

'Facilitate collaborative leadership to support individual enterprise, unlock social capital and increase community resilience.'

To achieve this role, the PCI flagship needs to support (and be supported by) the other five LES Flagships and wider city-wide efforts to deliver community economic development:



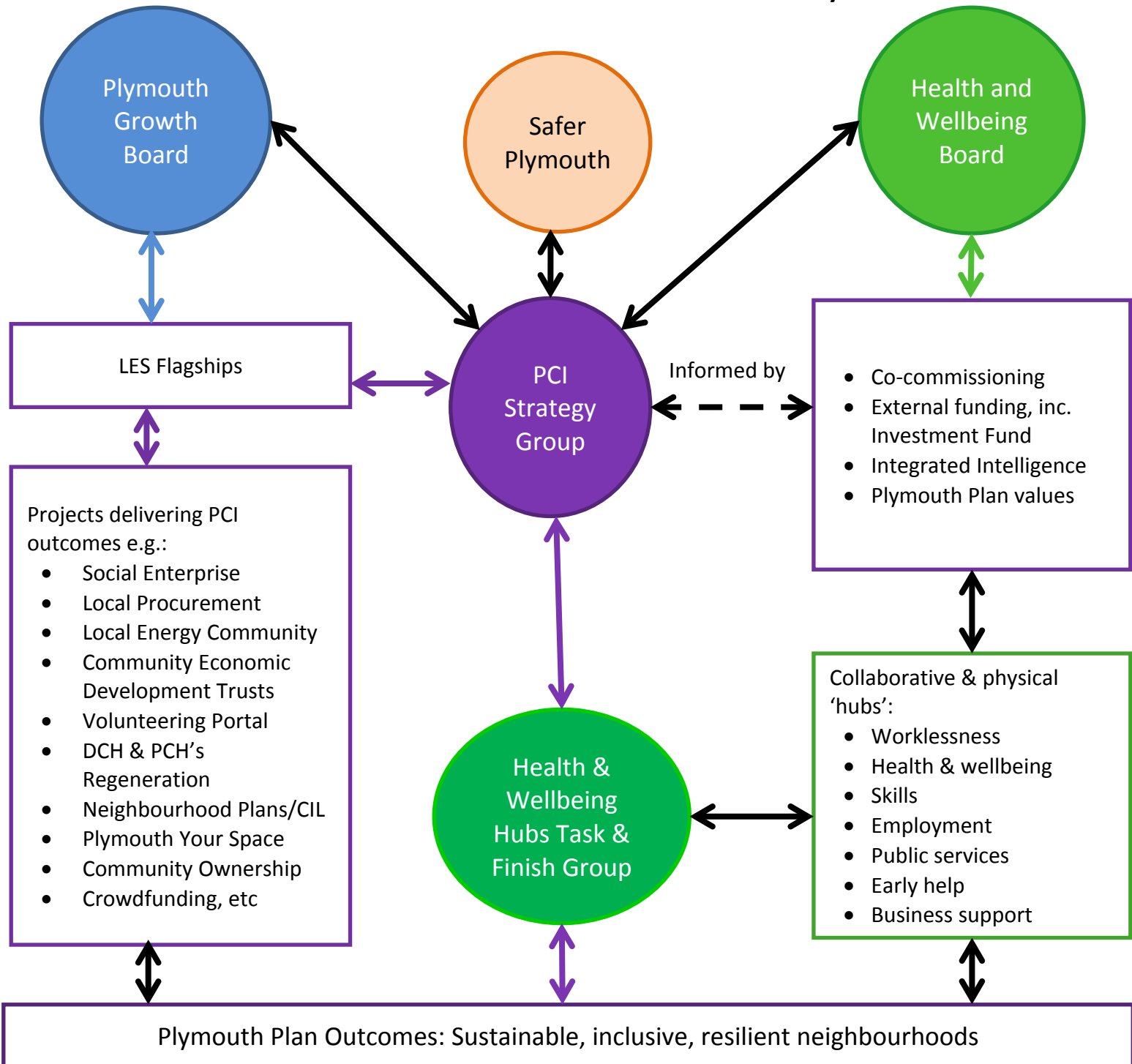
Plymouth needs to build the economic and social asset base of its communities so that individuals can take greater control over their lives. Without control over a physical asset base, communities are unable to generate revenue streams and so remain dependent on a process of continuous funding and support from statutory agencies, charitable trusts, businesses, etc.

PCI will facilitate wider discussions on how best to deliver the city's growth agenda whilst tackling socio-economic issues that lead to entrenched inequalities. The devolution agenda could provide an opportunity for radically different ways of organising, budgeting for and providing services in this space.

Ultimately, the PCI vision, as stated in the current LES, may need to be formally changed to better reflect this flagship's broadened role.

PCI NEW STRUCTURE

**PCI Flagship –
New structure to facilitate collaborative delivery**



NEW STRATEGY GROUP AND CO-ORDINATION GROUP

To achieve this broader role, it is proposed that PCI establish a new 'strategy' group and a 'co-ordinations' group, with the following remits:

PCI Strategy Group

Objectives

The new PCI Strategy Group will address the following objectives:

- Help align the growth, health and safer agendas, in particular to identify opportunities to support co-design and co-delivery with communities to tackle worklessness.
- Support the other five LES flagships, in particular to identify ways to ensure resident and community engagement in development.
- Target external funding e.g. ESF, Social Investment Funding, etc.
- PCI-related objectives in the Plymouth Plan (Priority 11, <http://www.theplymouthplan.co.uk/policy/so-4/p-11>) focused on community engagement.

The new PCI Co-ordination Group will continue to oversee delivery of existing LES objectives:

- Delivery of effective community enterprise and employment support
- Support for the growth of social enterprises
- Connect businesses and individuals to local procurement opportunities.

Approach

The new PCI Strategy Group will adopt the following approach to delivery:

- At each PCI Strategy Group meeting, one of the other five LES flagships champions/sponsors, or other relevant partnerships/partners, will be invited to attend. The aim will be to jointly identify beneficial opportunities for innovative collaboration and prevent unintended consequences.
- Co-commissioning to meet cross-Board objectives e.g. improve outcomes for people; improving commissioning and value for money.
- Collect data to inform evidence-based, intelligent decisions, including measurement of social return on investment.
- Champion the application of Plymouth Plan values in delivery.

Health and Well-being Hubs - Task and Finish Group

Objectives

The PCI Delivery Group has identified the need to explore joint facilities or new models of service provision (e.g. collaborative and/or physical 'hubs') designed to integrate public services to address worklessness, improve health and make communities safer.

To progress the development and design of 'health and well-being hubs', a new Health and Well-being Hubs Task and Finish Group has been established, under the Health and Well-being Board. To ensure a holistic vision for the hubs is developed and delivered – addressing health and well-being and also worklessness, skills and employment - it is proposed that progress reports and approvals are sought from both the Well-being System Design Group (under the HWB Strategy there are groups representing stakeholders, providers and commissioners) and the PCI Strategy Group.

In addition, it is proposed that the Well-being System Design Group will help co-ordinate efforts to strengthen the VCSE sector to enable improved public service delivery, with a focus on maximising social value.

Outcomes

It is believed that the new structure will help overcome a number of challenges and provide the following key benefits:

- Establish a wider, clearer vision and space for critical self-reflection that enables a wider perspective than that of individual or organisational self-interest – a whole city approach to delivery of outcomes
- Partners and individuals able to align themselves with the PCI Strategy Group (including the Well-being System Design Group) that best meets their roles, knowledge and strengths.
- Manageable agenda's, with specific actions and influences able to be taken by both PCI groups
- Participation can be widened by ensuring content is appropriate to group members

New PCI Activity

Through its review, PCI identified a number of significant and interrelated challenges and opportunities:

Worklessness

In Plymouth, there are 13,775 ESA claimants as at May 2015 (8.3% of the working age population), which currently costs the Government £79m per year (including benefit administration costs). By moving a target of 1,000 ESA claimants into work, supported by the new devolution deal, it has been calculated that Plymouth would deliver savings of £5m per year in income benefits and contribute an additional £20.5m per year in Gross Value Added to Plymouth's economy. 70% of these claimants would also be moved out of poverty, which would deliver further savings of £3.7m, and all claimants would have a higher net disposable household income, adding another £8m in real incomes that will be mostly spent in the city. Furthermore, social costs of £37m per year would be saved through improved mental health, plus £33m per year by improving confidence and overall health.

Approximately 21% of Plymouth's ESA claimants (2,630 people) are in the 'work-related' group i.e. considered could work if provided with appropriate support. Those most at risk of not benefiting from the economic upturn are the long-term unemployed of all ages, particularly those with disabilities and health problems; with underlying issues relating to behavioural choices, poverty, psychological factors and early life factors influencing employment and health inequalities. People with known disadvantages in the labour market will not automatically benefit from the city's improved economic prospects unless there are further steps to help them improve their employability and find work.

There are currently a wide and fragmented range of policies, organisations and initiatives that aim to enable and support individuals and communities. PCI have proposed a potential intervention to help integrate these structures, services and relationships, to better support people, particularly those with multiple and complex needs to enable them to move from worklessness to work / productive lifestyles.

PCI's proposed 'hubs model' aims to align national and local initiatives to better tackle worklessness and health inequalities locally, potentially through a place based, community co-designed and delivered approach. This reflects the need for more targeted interventions within local communities; it recognises that people with multiple and complex needs often fail to engage with any proprietary agency.

The hubs – whether collaborative or physical – would:

- create welcoming, inclusive platforms and places to meet a wide range of needs
- provide a supportive, neutral case worker or 'change coach' to enable people to navigate the

multi-agency support system e.g. early help for children, young people and families, health, patient self-management, social care, housing, families, benefits, skills, debt/finance, volunteering, training and employment.

- trained volunteers could work to guide people to local charities and support groups, and get in touch with other people if they are lonely or isolated.
- hubs would take referrals from GPs, health professionals, JCP or direct from individuals. The support could be targeted at those on the GP caseload and in receipt of ESA.
- enable case workers to provide detailed personal assessments of needs; then support, engage and encourage the individual to recognise the need to change and mutually develop a life plan to help overcome barriers to progression towards employment.
- improve signposting, ideally with a new 'brokerage service' based on data-sharing agreements
- ensure continuity of support – people would only have to tell their story once
- provide access to independent, impartial careers information, advice and guidance
- support / extend a wage / career progression project, potentially backed by trained volunteer mentors.
- act as catalysts for community engagement and grassroots neighbourhood schemes
- better measure and evaluate outcomes.

Some hubs would offer specialist support (e.g. Hamoase for drug abuse, Shekinah for homelessness).

There is a real opportunity, potentially under the One Public Estate (OPE) initiative, to align health and wellbeing proposals with worklessness, and by using the community engagement framework to co-design this. We are due to meet with Carole Burgoyne and Kelechi Nnoaham to discuss this, as there is an appetite to trial a collaborative hub approach, combining health budgets with a focus on progression towards employment for ESA customers.

The OPE programme and CCG Estate Strategy could enable a rationalisation of publicly owned buildings and offer significant savings, through opportunities for public agencies (including Job Centre Plus) staff to co-locate customer-facing services within the same building / centre e.g. First Stop or libraries. There is a need to identify and map existing hubs (including GP surgeries) and potential hubs to identify gaps and duplication. New and existing collaborative hubs, such as the Families with a Future initiative, and much existing VCSE activity could then be aligned with the hubs.

In addition, an Advice and Information plan is being developed to help deliver the Wellbeing Commissioning Strategy. It is considering how customers access advice and information and whether, under OPE, back office functions could be shared across organisations e.g. contact centres. It has the potential to help shape any Hubs models advice and information offer by an agreed tiered system of service level and a set of quality standards. The 2015 Autumn statement included a commitment for JobCentre Plus staff to be co-located, and other employment programme reforms under devolution, including support to assist those with health conditions back to work.

VCSE

Within the context of increasing demand and decreasing funding for both statutory and voluntary sectors, the Plymouth Octopus Project believes the only way to protect services for people in the city is to work with people, communities and community organisations to design and deliver precisely what is needed, much of which will be neighbourhood based and focussed on wellbeing, growth and prevention. Transformation in Plymouth has taken the ‘low hanging fruit’, and now there is a real need to concentrate on new ways of working and attract new funding streams within Social Investment to find innovative, outcome-based solutions.

POP considers that we need new structures and processes to do this, and asks for HotSW, PCC and other statutory agencies to work with the VCSE sector to set up a functional Social Purpose organisation as an equal partner with the statutory and private sectors combining themes of Health, Growth and Safer priorities.

Social Investment in Health: Innovative Funding Opportunity

The health system in the South West is under unprecedented demographic, financial and capacity pressures. The [South West Academic Health Science Network](#) (SW AHSN) believes that the voluntary, community and social enterprise sector (VCSE) will play an important role in addressing these challenges, improving patient outcomes through innovative new approaches to prevention and early intervention. Cornwall Integrated Care pathfinder project is one example:

<http://www.ageuk.org.uk/cornwall/news--campaigns/pioneering-integrated-care-pathway-for-older-people-recognised-by-the-hsj-awards/>

Potential sources of investment and funding might include national social investors, health/social care sector commissioners, local investors, national and local grant funders.

Following significant interest from a broad range of stakeholders, the SW AHSN along with five local authorities commissioned a feasibility study to explore the opportunities for social investment in the regional health and care system. The overarching aim of this work was to explore opportunities for developing innovative, sustainable VCSE services that enhance outcomes and reduce system cost. The feasibility study took place during late 2015 and triangulated three areas of analysis: i) the “customer-side” to understand commissioning priorities; ii) the “demand-side” to explore the capacity and capability of the VCSE provider market to address regional needs and; iii) the “supply-side” to identify potential sources of funding and social investment.

The feasibility report will be published in early 2016 including recommendations regarding how the SW health and care system could realise the opportunities identified through the feasibility study.

Other bids for funding, focused on health and worklessness, have been submitted under the ESIF/Building Better Opportunities for adults and young people farthest from the labour market.

Devolution

Finally, the devolution agenda offers opportunities, particularly if we secure Work Programme II, Troubled Families, health and other budgets, that could enable the city to secure welfare benefit savings, by delivering a local joined up approach to employment, skills, health and welfare reform.

Projects Update: People, Communities and Institutions

Strategic Objectives:

Deliver effective community enterprise and employment support

Key actions:

- Deliver on plans to develop a Community Economic Development Trust (CEDT) in the north of the city, maximising economic benefits to residents.
- Identify resources for and co-ordinate a dedicated funding team to secure investments for community enterprise and local employment support.
- Maximise benefits of our Deal for Young People by identifying, streamlining and targeting existing employment, skills and employability initiatives to support our most disadvantaged residents.
- Support entrepreneurs by bringing vacant and under-utilised buildings back into productive use through the Plymouth Your Space project, promoting links to the Community Asset Transfer Policy.

Four Greens Community Trust (FGCT)

FGCT is a community economic development trust established in the north-west of the city in 2014 covering Whiteleigh, Ernesettle, Honicknowle and Manadon. FGCT is community-owned and led with around 170 members and a board of 12 directors, 8 of whom are from these 4 areas. It aims to help local communities, create jobs and enterprise, improve local services by a variety of methods with the aim of becoming a viable social enterprise through these actions. PCC has identified 10 assets in the area, worth about £3 million, some of which could be run by the community and others may be developed to generate an income or capital for FGCT which will be reinvested in the community.

Currently there are two major development projects and one community project underway which will both start providing services and generate income for FGCT during 2016.

ACHIEVEMENTS

- £90,000 awarded through PCC's SEIF to employ a Business Development Manager who started work in May 2015 and is contracted until December 2016.
- Incorporated as a CIC with full Board of Directors appointed and inaugural AGM completed in October 2015.
- FGCT board decided to raise some capital by sale of derelict Ringmore Way property. Sale achieved November 2015.

- Funding agreed by PCC with Planning permission obtained July 2015 for conversion of the former Whitleigh Care Home to a community and business hub. Building work commenced November 2015 after competitive tender process with Ian Williams appointed and completion anticipated June 2016. Two anchor tenants have agreed to take c.50% of space (STC).
- Considerable research and community engagement by FGCT to identify use and obtain support for a community owned solar farm in conjunction with PECR on 18 acres of contaminated land within a MOD blast zone in Ernesettle in early 2015. Planning permission granted August 2015 with requirement to build site by 31st March 2016 to obtain viable tariff. Removal of EIS scheme in November 2015 jeopardised project but after a confidential auction a contractor and back stop purchaser have been found for the project, which will still provide a land rental return for FGCT.
- After residents consultation a community garden project has now reached the planning and funding stage in Ernesettle and site work is expected to commence in early 2016.

FUTURE MILESTONES

- March 2016 - Business case submitted to City Council Investment Board for agreement to some community asset transfers at FGCT request.
- April 2016 – Completion of Ernesettle Solar Farm with land rental income to FGCT.
- May 2016 - Completion of FGCT 3/5 year strategic business plan.
- June 2016 - FGCT HQ completed, 1st tenants occupying July 2016 initial increased target of 65% occupancy rising to 90% occupancy by 2018.
- June 2016 – Ernesettle community garden complete and operational.
- November 2016 – Alternative use for old university sports hall in Ernesettle agreed with planning and funding for indoor motocross/bmx track or other sports use.
- December 2016 – FGCT to achieve break even trading performance pending further development projects.
- The FGCT has not formally agreed targets for employment creation; however, the Locality Report estimated roughly 65 jobs over the coming 5-10 years. BDM estimated job targets to end 2016 - thereafter Locality estimate (non-cumulative):

Year	Comment
2015	IFTE - BDM
2015/16	Construction period: 5 new FTE local apprentices / workers who will be retained at end of contract.
2016/17	2.5 FTE staff to run HQ. 12 new FTE jobs in HQ
2017/18	6 new jobs in businesses occupying HQ building.
2018/19	7 new jobs in businesses occupying HQ building.
2019/20	8 new jobs in businesses occupying HQ building.
2020/21	9 new jobs in businesses occupying HQ building.

Risks

This is a long term project with initial capital investment by PCC to refurbish the Whiteleigh HQ building and a small cash fund to get FGCT established. There is not a large chunk of European grants/funds available to kick start the project as with other CEDTs, so project sustainability and viability are key issues to consider. The FGCT board recognises the need to allow time for a range of business activities to become established; hence the decision to sell Ringmore Way to provide some much needed cash reserves. The FGCT board will continue to explore other viable projects with the aim of reinvesting surpluses in the FGCT community. A range of mitigation measures are being implemented and explored to ensure that any annual deficit in the running of the FGCT is kept to a minimum with the challenging aim of reaching break even trading by 2017.

Employment and Skills Initiatives to Support Disadvantaged Residents

UPDATE

There are many related activities, including our Youth Deal, that aim to maximise support for our most disadvantaged residents by identifying, streamlining and targeting existing employment, skills and employability initiatives. Probably the best example to highlight progress under this objective is Families with a Future, funded by the Government's Troubled Families programme,

ACHIEVEMENTS

Phase one success for the programme Sept 2012 to May 2015.

Total = 745 achieved the overall outcomes which is a 100% achievement
Progress to work (steps to work or engagement with work type programmes) = 58

Into continuous employment = 92
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Total family claims (for relevant component parts turned around) = 745

Phase 2, the expanded programme, started April 2015 (includes an early starter cohort identified in Sept 2014).

We secured funding as an early starter to engage 363 families who were eligible under the new headline issues and families eligible have to meet a minimum of 2 of these:

1. Anti-social behaviour and youth crime
2. School attendance
3. Children who need help
4. Worklessness and NEET within the household
5. Domestic abuse
6. Substance misuse and mental health

Families with a Future has been part of the wider Council Transformation Programme and has moved from Homes and Communities into Children, Young People and Families since January 2015. The national and local drive of the expanded programme is to transform work practice for the cohort and to achieve success we have to ensure families achieve significant and sustained progress that demonstrates the desire for long term work for those with multiple and complex need. The direction of travel locally is to embed the FWAF principles and Outcomes framework in all children, Young People and Families' workforce development and delivery plans including the new Gateway function.

An update of progress against intended milestones established in 2014 are as follows:

	Target 2013-15	Actual 2013-15	Target 2015-16	Actual @ 30/11/15
Referred to receive an employability service	46	50	46	115
Into continuous employment claim	20	92	20	26

As an early starter, with the need to increase capacity to support worklessness initiatives, in May 2015 an additional secondee from Job Centre Plus was allocated to Plymouth to support their Troubled Families programme.

The nature and types of intervention offered this year are:

- Promotion of employability across PCC Support Teams and partner organisations

- Delivery of bi-monthly motivational and employability workshops to begin to build confidence in those individuals still some distance from the labour market and to improve engagement. Feedback is taken after each workshop using evaluation sheets to build a picture of what they feel would help them.
- Helping individuals to tap into local services to aid progression to work e.g. making use of Local Libraries and Community Centres and Work Clubs.
- Providing targeted employability support, maintaining a caseload providing on-going support to work
- Tapping into DWP Sector Based Work Academies and programmes such as Feeding Britain's Future
- Individuals supported into voluntary positions such as PDAS, Witness Support Services & local Charity retail outlets
- Co-coordinating work between JCP, Youth Deal Mentors and FWAF workers to support families in need where young people present with wider, family based issues
- Working with Housing Support Officers and department managers from PCH to set up work experience opportunities for tenants
- More flexible discussions on support options, benefit issues and employment as the Employment Advisers are available to PCC Children, Young People and Families teams on a daily basis and integrated into the Early Years Teams

There have been major changes this year to how FWAF sits within the Local Authority and so some of the actions planned have been adapted to suit the new ways of working. An example of this is the welcome increase in referrals to the Employment Advisers and the greatly improved levels of engagement with the households engaged in the program. The Employment Advisers are available across all Children, Young People and Families teams and the wider integrated network and this ensures that moving households towards employment becomes an aim for everyone.

Plymouth secured “early starter” status for Troubled Families Phase 2 April 2015 and post-election confirmation funding is currently to March 2016. The recent spending review has indicated the Government’s commitment to continue this programme to the intended 2020. The objectives of the FWAF initiative have been widened and the number of families receiving support will be significantly increased to c.2,400 in Plymouth, employability remains a key target within the new financial framework.

A range of initiatives are in development by Department for Communities in Local Government (DCLG) with an expectation to provide information to facilitate greater detailed research and analysis around the programme; including a cost saving calculator; National Impact Study and Family Progress data, the employability interventions and feedback from clients will be captured to evidence the benefits that derive from the developing intervention approaches such as the Gateway.

RISKS

Our ability to sustain progress with such a large cohort in phase 2.
DCLG review of the financial framework in March 2016 as we may not receive the current funding.

Plymouth Your Space

UPDATE

Plymouth Your Space is a partnership initiative to identify empty and unused buildings and spaces across the City Centre and Waterfront BID areas for use by people with innovative ideas, community projects, or start-up businesses on a meanwhile, flexible basis.

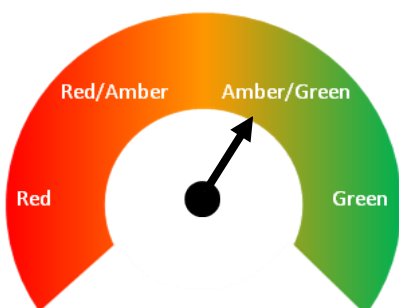
In recent months there has been a decline in the number full applications that have been submitted, although there has been rise in the number of people contacting Your Space with early stage ideas which would require considerable support and guidance to bring to fruition. It is proposed is to establish an internal group of Plymouth City Council officers, each representing key departments including ED, Planning, Public Protection and Business Rates. Your Space will circulate requests electronically to the group, who will aim to provide a fast and co-ordinated 'first response' for people looking to set up a business, access worthwhile space in the city, or better utilise their existing space and better understand how to link in with the City Council.

Community Asset Transfers

The Community Asset Transfer Policy was adopted in June 2013 by full Council. The City Council firmly believes community asset transfer is fundamentally about giving local people and community groups greater control in the future of their area and community in line with promoting the Council's co-operative agenda. Community ownership of buildings can also raise local people's aspirations, enhance the local economy and environment, and have the capacity to strengthen the community, voluntary and social enterprise sector.

CATs are currently being explored on 15 specific properties including for playing fields in the city and the former North Prospect Library. One in particular that is progressing well is the Market Hall development in Devonport. The Funding Agreement, and Agreement for lease, have both recently been completed. In addition to this architects have completed some work, with further to follow, leading to the completion and submission of a planning application. This includes the refurbishment of the existing building and its extension. The Real Ideas Organisation is leading on development of the Market Hall.

OVERALL RAG RATING FOR THIS OBJECTIVE



Support the growth of social enterprises

Key action:

- Co-ordinate innovative funding opportunities, targeted at local bottom up economic initiatives and social enterprises.

Social Enterprise Investment Fund

Building on the success of the first SEIF funding of £500,000, a second application to PCC's Corporate Capital Investment Board for £2 million was approved in 2015. This has ensured that there will be a SEIF fund until 2018.

Jobs Proposed	Project	SEIF Funding	MATCH Funding	Buildings or land brought back into use
3	Four Greens	90,000.00	11,000	1 care home
6	Bike Space	90,000.00	35,500	1 shop
5	RIO	80,000.00	86,000	
0	PSEN	8,000.00	2,862	
8	Memory Matters	10,000.00	-	
7	Skate Park	29,000.00	2,000	
3	Iridescent	16,000.00	2,420	
16	Bees	84,000.00	56,585	
0	Alamo	10,000.00	10,000	
9	Stiltskin	10,000.00	210,000	1 building
8	Effervescent	19,000.00	-	
8	PEC	108,000.00	20,000	18 acres of land
1	Millfields	120,000.00	65,000	1 piece of land
8.5	Barbican Theatre	80,000.00	172,834	1 unused property
5.1	Bread and Roses	10,000.00	10,000	
2	Camera Obscura	28,176.00	37,000	
3	Credit Union	100,000.00	50,000	
25	Dartington Trust	100,000.00	1,293,900	
5.5	Memory Matters	88,039.00	88,039	1 Shop
2	St Saviours	13,977.00	12,225	
125.1		1,094,192.00	2,165,365	

The table above details the fund recipients to date. There is another round open, with potential for another £80,000 to be allocated.

Plymouth became a Social Enterprise City in 2013. Gaining the status in September in 2013 generated press, radio and TV media interest which put social enterprise more into the mainstream in Plymouth. A large amount of work has occurred in this year and a draft Year One Report has recently been produced, highlighting some of the major achievements, how the city has performed against the objectives set, areas still in development, challenges faced and future plans. Key headlines from the report have been outlined below:

ACHIEVEMENTS

- Social Enterprise Investment Fund £2.5m loan and grant fund to support social enterprises in the city. So far £1.2 million of investment awarded, which will create 125 new jobs, bring seven buildings / land back into use and also one new building.
- SeedBed Incubator – Dartington Hall Trust, Plymouth University and South West Investment Group secured £1.05m via the Social Incubator Fund to deliver investment to social enterprises. The funding will provide intensive support and £600,000 in affordable loan finance to up to 50 social ventures in the South West.
- Lloyds Bank Social Entrepreneurs Start Up programme – now in its third year supports up to 20 new social entrepreneurs annually in the city to set up a new social enterprise. Delivered by the School for Social Entrepreneurs, the programme provides action learning, mentoring and individual £4,000 start-up grants.
- Social Value Act – promoted awareness of the Social Value Act and delivered several events on social value and social impact. Three social value and impact events were run and approximately 50 people attended.
- Promote the ‘Buy Social’ campaign –
- Delivered a successful ‘Social Saturday’ in Sept 2015 with nine events (out of 30 nationally).
- Devonport Market Hall, which has been semi-derelict for several years, is being handed over to a social enterprise to develop a centre for digital gaming. Other asset transfers are in the process. There are eight other asset transfers to social enterprises and community groups in progress.
- Undertook a survey of members in 2013 which concluded that social enterprises in Plymouth turnover £500m a year and employ 7,000 people in the city.

There has been a Heart of the South West LEP Social Enterprise Sector Mapping Survey This is an important piece of research to help our Local Enterprise Partnership establish a good baseline for the size, impact, needs and potential of the sector. Results will be available in early 2016.

FUTURE MILESTONES

PSEN has a draft 'jobs created' target as part of the Social Enterprise City initiative, although these have yet to be formally adopted. For 'new' jobs created in social enterprises PSEN has started with the following non-cumulative targets (see table below), although these should not be treated as actual targets yet until adopted by PSEN and the relevant organisations involved.

2014-15	2015-16	2016-17
30 jobs from SEIF 10 jobs from SSE 5 jobs from Growth Programme 5 jobs from other 50 total	20 jobs from SEIF 2 10 jobs from SSE 10 jobs from SeedBed 10 jobs from other 50 total	10 jobs from SSE 10 jobs from SeedBed 30 jobs from other 50 total

RISKS

- The main social enterprise business support programme in the city, Social Enterprise Focus, ended in June 2014 and has not been replaced. There is a gap around specialist social enterprise start-up support. We are working with partners to see how this can be filled.
- Limited success in encouraging social enterprises to engage with Social Enterprise UK's Buy Social. Whilst there are good links with private sector businesses, more is needed to engage the private sector networks to promote social enterprise in supply chains.
- Whilst there are several asset transfers to social enterprises in progress, these have taken longer to develop than expected.
- Although social enterprise is recognised by the LEP in its strategies, further work is needed to embed understanding amongst LEP members and structures. Linked to this is more robust data required on social enterprise in the LEP area.
- Resourcing social enterprise infrastructure – PSEN is the main social enterprise infrastructure organisation in the city, but the paid membership only covers the basic running costs of the network. Developing and resourcing a more ambitious programme of activities to support existing social enterprises and develop new ones is a challenge.
- Better evidence is required to demonstrate the economic and social impact of social enterprises in the city.

Plymouth Social Enterprise City

Directory of Social Enterprise in Plymouth

In spring 2015 we produced the second Directory of Social Enterprise in Plymouth. Two hundred copies were sent to key commissioners, procurement teams, opinion formers and influential people in the city. An online version of this can be found here:

http://issuu.com/plymouthsocialenterprisenetwork/docs/plymouth_se_directory_2015

Mobile App

Linked to the Directory we produced the UK's first social enterprise mobile app - a searchable listing of social enterprises and social enterprise news in the city. This is available on Android and Apple. The aim is to encourage awareness of local social enterprises and try to embed the idea of 'buying social'.

Social Enterprise City film

We have commissioned a film of social enterprises in Plymouth with a view to raising public awareness of social enterprise. This is due out in early 2016.

Social Enterprise City Festival

In November 2015 we ran our sixth annual social enterprise city festival. This year we expanded to cover two weeks. Over 300 people attended 12 different events. A full programme can be found here: www.socentcity.com. Events covered themes as diverse as food, culture and creativity, social impact, politics and policy, health, mentoring, social media and finance.

ESSE

We are key partners in a EU project looking at social enterprise education. Other local partners include Plymouth University and Plymouth City College. European partners in Sweden, Italy, Germany and The Netherlands are also involved.

SESIG Mapping

The HotSW LEP has commissioned some economic mapping research of social enterprise across the LEP area. Over 300 responses have been received and the analysis and results are due out in spring 2016.

Key statistics and aims

- PSEN Membership now stands at around 80
- There are about 150 social enterprises in the city
- These collectively bring in £500 million of income and employ c.7,000 people

Connect businesses and individuals to local procurement opportunities

Key actions:

- Identify good practice models to drive innovation in Corporate Social Responsibility (CSR) and partnership working in support of local enterprise, entrepreneurship and employability.
- Create new opportunities to embed 'social value' in public sector commissioning and procurement practices.
- Boost levels of local procurement and connect residents to opportunities arising from major developments and inward investments.

UPDATE

Local Procurement

The City Council has ambitious targets to increase its spend locally and with SMEs, and has been impressively successful in achieving these targets. The Fairness Commission made eight recommendations linked to procurement, including recommendations linked to the Living Wage and meeting the requirements of the Social Value Act. The 'achievements' section below also includes feedback on the Fairness Commission recommendations.

The launch of Plan for Jobs in early 2013 included a procurement action, specifically to 'boost levels of local procurement, and increase the number of contracts delivered for the Council by businesses located in the city.' A target was set of up to 50 jobs to be created by the end of the Plan for Jobs period (December 2014) through increasing local spend. At the end of the last reporting period (Sept 2014), this project had resulted in 221 new jobs being created, demonstrating the great success of the Council's increasing local and SME spend. **In 2014/15 an additional 161 jobs were created.**

ACHIEVEMENTS

- Updated PCC's Contract Standing Orders and our tender documents in line with the latest procurement legislation.
- Increased low value procurement thresholds, from £100k to £150k for Goods and Services, and from £200k to £2m for works, the buying team still source 3 quotes up to £100k and £200k but the lower threshold allows the strategic team to source from local/SME suppliers by undertaking a technical RFQ rather than advertise the opportunity nationally.
- We are currently achieving 83% payment to SME suppliers within 15 days (up to Nov 15).
- We have increased our local spend from 16% in 2011/12 to 54% in 2015/16 (up to Nov 15).
- We have increased spend with SMEs from 4% in 2011/12 to 39% in 2015/16 (up to Nov 15).
- To support suppliers in how to do business with the Council:

- We continue to run training/meet the buyer events for suppliers.
- We support them with registration on our procurement portals, Sell 2 Plymouth (S2P) portal for our low value procurements and supplying the south west portal where we, together with the other members of the Devon & Cornwall procurement partnership, advertise our tender opportunities.
- Working in conjunction with the Plymouth Chamber of Commerce and Industry we provide tender training for their customer base.
- Provide specific tender training.
- Advertise on our procurement web pages that if any supplier is interested in tender training to contact the procurement team.
- PCC are members of the Plymouth Procurement Forum and have signed up to a charter to increase economic stimulus to the City by working together to broaden the overall support for local business, putting initiatives in place to help small businesses and maximise the potential of the local supply chain.
- In recent months the Procurement Forum has stalled whilst awaiting the appointment of a new Chair (see Risks below).

FUTURE MILESTONES

- Achieve our PL postcode spend target: 2015/16 - 52%
- Increase PL postcode spend to: 2016/17 - 54%
- Achieve our SME spend target: 2015/16 - 41%
- Increase spend with SMEs to: 2016/17 - 42%
- Breakdown how we report PCC spend with Small, Medium & Micro Enterprises and Third Sector Organisations, we are currently trialling this and hope to go live in January 2016.
- The City Council is currently revising its Social Value & Sustainability Policy to ensure we maximise the intentions of the Social Value Act.
- Work with partners to ensure the Plymouth Procurement Forum appoint a new Chair.

RISKS

Progress of the Plymouth Procurement Forum has stalled recently, as they are still to appoint a new Chair. Discussions over a new Chair are on-going but this needs resolving before the Forum is able to drive forward further initiatives, as the current Chair considers that the Forum could continue along the path and achieve a moderate outcome but has huge potential of which we should be making the most. The existing Chair commissioned an independent review, which was completed in September, and then awaited the appointment of George Cowcher, CEO at Plymouth and Devon Chamber, to gain valuable advice. During a recent Chamber Strategy meeting procurement was discussed and it was agreed that the Chamber could potentially add value to the project (more than just having a Director Chair it). This is on the agenda schedule to discuss in more detail in January.

Other projects / programmes which fit under the PCI flagship

- Plymouth Energy Community
- DCH (Social Landlord)
- Plymouth Community Homes

UPDATE

PEC is a Community Benefit Society, grown from a Council initiative into a large, multi-award winning, community-led organisation. PEC aims to give Plymouth residents the power to change how they buy, use and generate energy, focusing on reducing fuel bills, improving energy efficiency and generating a green energy supply.

Through PEC Renewables, a portfolio of £2.45m solar installations (£1.45m community share funding, £1m investment fund finance) has been delivered on 30 schools and community buildings, including Plymouth Life Centre (Plymouth's largest solar roof). They have partnered with Four Greens Community Trust to deliver a 4.1MW ground-mounted solar array on restricted-use wasteland in Ernesettle; providing community benefit to FGCT, PEC and the local area.

PEC's grassroots services include an established volunteer programme with a home energy team providing bespoke advice, a fuel debt service, switching service and insulation programmes.

ACHIEVEMENTS

- 1200+ PEC members. 319 investor members of PEC Renewables.
- Fuel debt service has cleared £120,000 total debt for 185 households.
- Supplier switching services help customers save up to £400 per year.
- By partnering with PCC and British Gas, 700 Plymouth households benefited from Green Deal for Communities grant-assisted external wall insulation. Estimated total cost saving is £4.5m over lifetime of the measures. Some properties have cut bills by 66%. British Gas recruited 32 FTEs specifically for the contract; 20 previously un-employed and 4 first-time apprentices.
- Extended partnership with PCC and British Gas is providing 200 free boilers to residents on qualifying benefits.
- 5 FTEs are recruited specifically to work for PEC, including 2 apprentices.
- 52 volunteers received bespoke energy awareness training (four now have City & Guilds qualifications). PEC leverages an estimated 850 volunteer hours pa.

- Energy Team made up of volunteers/staff have provided 60 home visits (61% with extra care needs) and provided over 50 referrals to partner organisations.
- Attendance of 60+ community events in one year, including presentations and training in the workplace. Provided personal advice and support to over 2700 households, saving an estimated £220,000 over the next year.
- £1.45m community shares raised (30% investment from Plymouth area, 70% leveraged nationally and internationally to Plymouth).
- 5 local companies were contracted to install PECs solar schemes and provide ongoing maintenance – each on average employed 5 FTEs to install.
- 25 schools are saving on average £1,000pa on energy bills from hosting the solar installations. In total, schools and community buildings will be saving >£80k pa (Plymouth Life Centre will save approximately £15,000 pa).

FUTURE MILESTONES

- January 2016 - Launch of Healthy Homes pilot service through a partnership with Devon Clinical Commissioning Group & Plymouth Community Health Care. Employment of two case workers for this programme.
- 2016 - 100 business mentoring hours will be provided to PEC to upscale as winners of European ‘Social Innovation to tackle fuel poverty’ programme.
- Enabling at least 5MW of local renewable energy installations by 2019. 5.2 MW of potential solar projects have already been identified along with 750kW of biomass heating solutions for schools.
- Identifying strands of business less dependent on subsidy and expect income from other energy related services to grow.
- Expanding local supplier and installer partnerships and develop an agreed charging framework to secure referral fees for leads generated by PEC.
- In 3 years, there will be an evidence base to enable local Clinical Commissioning Groups to recognise the business case for investing in PEC’s services to reduce hospital admissions from cold-related medical conditions.
- Other revenue generation through:
 - Development of a pay for service to schools that supports them to make investment decisions in the energy efficiency of their own estate.
 - Provision of support services, at cost, to other community energy organisations across Devon & Cornwall
- Diversify sources of capital for renewables schemes from community shares and local authority finance to include bond finance and bank debt offers.
- Development of a local energy supply business - PEC has been working with OVO Energy to bring this to fruition.

RISKS

- Community benefit surpluses from current solar generation strands of business are long term. PEC business model currently dependant on short term, grant funding, service contracts and in kind support from PCC.
- Recent drastic changes to the financial support mechanisms for PECs:
 - Removal of Climate Change Levy exemption for renewables
 - Withdrawal of ability to pre-register/pre-accredit Feed-in Tariff schemes for community renewable groups
 - Premature closure of Renewables Obligation scheme and cuts to Feed-in Tariff make small ground-mounted solar projects financially unviable
 - Proposed cuts to Feed-in Tariff of up to 80% in January 2016 make roof-mounted solar unviable
 - Removal of EIS/SITR tax exemptions for investors in community energy schemes
 - Removal of Green Deal finance scheme without replacement
 - Upcoming changes to Renewable Heat Incentive
 - Changes to Energy Company Obligation levels

DCH (Social Landlord operating exclusively in the South West)

UPDATE

DCH is the largest Registered Social Landlord operating exclusively in the South West region. DCH has over 23,000 homes providing housing to >55,000 people and is a significant regional employer of over 800 staff. DCH's vision is one of "strengthening communities that will be sustainable into the future, and improving prospects and opportunities for people across our areas of work."

DCH has set Investing in Communities as one of its three corporate strategic aims, and in 2014 committed a budget of £10m over the next 5 years to directly facilitate this.

Plymouth represents a priority area for DCH's Community engagement and investment activity. Additional focus is being given to 4 sub areas identified as priority neighbourhoods (Barne Barton, Devonport, Stonehouse, Efford).

Highlights

- **Plymouth Job Clubs** – DCH has established or supported the continuation of 5 job clubs across Plymouth

- **DCH Apprenticeship Programme** – 4 new apprentices taken on within the city
- **Community Hubs** - The development of 2 new facilities within the city
- **Grant Funding** – Through the DCH Community Investment Grants we have supported over 60 projects and 680 individuals.

In 2016 DCH's focus will be in developing economically vibrant and sustainable communities through its new Workhub Approach. Through dedicated Community Development Workers DCH will offer support for people to gain skills and employment. Additional features will include:

- Grant funding available for individuals and community organisations to help develop individual skills
- DCH's apprenticeship programme aims to recruit a further 20 people
- Working with the UK Sailing Association to engage across 2 priority areas and recruit 6 individuals into an intensive maritime industry training programme.
- Re-energising DCHs local partnership programme to ensure active participation at a strategic and local level throughout Plymouth
- Roll out of the DCH digital bundle

Risks

The key challenges for DCH are to:

- Ensure effective joined up added value through local partnership
- Explore community and asset transfer opportunities
- Development of our role as an effective engagement and referral partner that effectively links to existing provision and that ensures clear signposting and referral pathways

Plymouth Community Homes support for PCI flagship

UPDATE

Plymouth Community Homes continues to support the PCI agenda through delivery of its 2013-18 Business Plan 'Looking Ahead'.

This update highlights PCH's achievements to date, contributing economic growth and employment opportunities in the city.

Highlights

- 203 new affordable homes built in North Prospect in 2014/15 at a cost of £40million. Included completion of the Beacon Community Hub, providing commercial opportunities in the area and facilities for residents including a nursery and café.
- 52 lower income families helped to get onto the property ladder through PCH's highly successful Shared Ownership scheme, SO Living, with another 25 homes reserved or due for completion in 2016.
- Achieved 100% compliance with the Decent Homes Standard in November 2014 ahead of March 2015 completion deadline, spending £376m on improvements to our homes over 5 years. This provided local employment opportunities for Plymouth through the replacement of windows, kitchens, bathrooms and other works to the homes.
- Improved the average energy efficiency (SAP) rating of homes from 69 to 71 through the decent homes work, installing £8M worth of photovoltaic (solar panels) on 13% (1,917) of homes, and external wall insulation on 3,408 of homes. This offered employment opportunities for the city, as well as reducing energy costs for tenants.
- Invested £0.8m into 64 projects to improve neighbourhoods by providing, for example, a community facility, a roof garden, improved security or tree planting resulting in more appealing areas to live and employment opportunities for local contractors.
- Spent £35m within the Plymouth postcode area, through our strategy of "staying local" where we can.
- Provided free training places including budgeting, IT, certified courses such as first aid, food hygiene, customer service and care. This resulted in 12 residents finding work who had attended a course.
- Supported job clubs in Whiteleigh, Devonport and Barne Barton, West Park and St Budeaux where unemployed people can get help with job searches, CVs, and interview skills.
- All 175 shops let to local business at reasonable rents, providing opportunities for economic growth and much needed facilities and services for residents.

Future

PCH's growth ambition continues, although recent Government announcements have impacted the organisation's financial position and consequently development has been scaled-back or the timescales extended. However, PCH continues to aim to deliver 750 new homes - 241 plots have already been identified and 141 of these have received funding approval and will begin on site during 2015/16.

Specifically PCH aims to:

- Deliver North Prospect Regeneration programme by 2023.
- Build 162 homes in Phase 3 of the North Prospect regeneration - 112 new affordable homes and over 50 for open market sale.
- Expand PCH's highly successful Shared Ownership offer 'SO Living' for first time buyers and lower income families to help them onto the property ladder.
- Develop at least 6 new build full wheelchair standard homes in partnership with Plymouth City Council to help address a shortage across the city.
- Develop 72 unit Passivhaus scheme in Whitleigh (thought to be the largest of its kind in the South West).
- Develop 67 new homes in Southway.
- Develop headquarters Plumer House in Crownhill into a business centre, providing opportunities for business growth by letting newly developed fourth floor space and other available areas.
- Expand PCH Manufacturing Services by targeting business and domestic customers in the local area.
- Target - 40% of company spend to be made in the Plymouth postcode area.

Risks

In light of the recent Government announcement of 1% reduction in social rents for four consecutive years, PCH will experience a reduction in income of >£20M. Along with having the lowest rents in Plymouth and one of the lowest in the country, this means development ambitions have been scaled-back and further announcements with financial implications for the organisation could put schemes at risk.