



Plymouth Urban Enterprise Strategic Investment Framework

THREE YEAR IMPLEMENTATION PLAN

2008 – 2011

January 2009

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DOCUMENT CONTROL

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1 Introduction

1.1 The Strategic Investment Framework (SIF) for Plymouth outlines the strategy and vision for tackling the low levels of enterprise in Plymouth, with a particular focus on its most deprived areas. Within this context it also set out the role to be played by the Implementation of the South West Competitiveness Programme's Urban Enterprise Priority, the aim of which is to find new approaches to addressing the problems in the region's most deprived neighbourhoods through enterprise creation and testing new ideas to stimulate enterprise amongst people from all backgrounds in these neighbourhoods. While the focus of this framework is by necessity on the Urban Enterprise strand, this fits within the wider context of the Competitiveness Programme and the other two funding strands which will benefit the Plymouth economy. The emphasis of this SIF is to ensure that Plymouth's deprived communities can benefit from the positive impact of wider Competitiveness funding, through the development of an enterprising and entrepreneurial culture and help to start and grow small businesses.

1.2 The SIF was produced under the guidance provided by the SWRDA and the Plymouth Strategic Investment Framework Forum, reporting to the Wealthy Theme Group of the Plymouth 2020 LSP. It has been supported by considerable stakeholder consultation, including Task and Finish Groups and workshops. It builds on the work undertaken to develop a LEGI bid and the Sustainable Community and Economic strategies and the activities developed to support these strategies. The Strategy has also looked outside the area, to cities in other regions which share some of Plymouth's characteristics to learn from best practice there.

1.3 The SIF is also based on a thorough and in depth analysis of a range of indicators and evidence. This evidence base, which has been developed by the Socio-economic Research & Intelligence Observatory (SERIO) at the University of Plymouth, will be a valuable resource to guide a range of economic development and regeneration activity.

1.4 This document outlines a clear approach to delivery of Plymouth's Strategic Investment Framework, demonstrating a coherent package of activity that will, when considered as an integrated whole, deliver significant change in the levels of enterprise across the City, with a particular focus on those areas that are most deprived.

2 Developing the Implementation Plan

2.1 The process of taking the overarching strategic document and producing a clear, deliverable action plan has been informed by the input of significant numbers of people, who attended two workshop sessions in Plymouth in late October. These workshops focused on a number of key strands of the SIF, and gave those who are currently involved in delivery within the city an opportunity to discuss and agree what actions should be prioritised. In particular it allowed us to review the range of existing and past interventions, and take a view as to where what was needed was further intervention to expand provision, and where something totally new was required. Our view is that there is a great deal of successful practice across Plymouth and, for some interventions, it would be unnecessary to re-invent the wheel. However, in cases where we have agreed that the most effective delivery model is one that already exists, or has in the past, we would expect some review and new ideas to be brought forward to improve this provision.

2.2 This Implementation plan outlines projected Programme activity for 2008-9 until 2010-11 with indications given in some cases for future funding requirements after this. It outlines in some detail a range of activities, however the PECCF and partners wish to enable Urban Enterprise funding to be responsive to need, and have the flexibility to fund innovative projects where they support SIF objectives, as they arise.

2.3 The timescales for the majority of activity outlined in this Implementation plan is as follows:

January/February 2009 – Early Pre-commissioning work to develop Expressions of Interest. Formation of brief/assessment criteria (to provide auditable trail and transparency of scoring)

February 2009 - Call for Expressions of Interest to deliver specific projects.

March 2009 – Deadline for return of submissions

April 2009 - Assessment of EOIs against set criteria

April 2009 – Selection (interviews if required)

February to April 2009 – Contract/SLA preparation/agreement

/May 2009 - Invitation to preferred provider to develop full ERDF application and Business Plan

June 2009 - Submission of application.

July 2009 – RDA to confirm award of grant and project start

3 Business Support Simplification Programme

3.1 The Strategic Investment Framework and this Implementation Plan have been developed fully in the spirit of business support simplification. It is understood that Business Link will be the single access point for business support and that any activity delivered through SIF investment will need to be consistent with 'Solutions for Business' which it is believed will be in place by March 2009.

3.2 Invitations to submit an expression of interest for activities to be supported through SIF funding will outline which specific product from 'Solutions for Business' covers the activity. It is envisaged that SIF activity will fall into one of the following products:

- **Business premises** (provision of cost-effective, managed workspaces and business parks in priority localities to help new and existing businesses grow)
- **Starting a business** (Free access to clear information and advice for anyone thinking about starting a business)
- **Intensive start up support** (Free advice and mentoring (in addition to that offered by Starting A Business) for individuals and groups actively exploring starting businesses who are targeted by their RDA as underrepresented in self-employment and business ownership)
- **Starting a high growth business** (Extra help for new businesses (and people developing a business concept) identified as having high-growth potential)
- **Small Loans for Business** (Small loans of up to £50,000 for businesses with viable business plans refused bank finance, typically linked to ongoing mentoring and support)
- **Understanding finance for business** (Advice and support to ensure that entrepreneurs and businesses understand their options for getting the money they need to start and grow a business, with facilitated introduction to potential sources of finance).
- **Finance for business** (Flexible finance solutions for businesses with viable business plans unable to get support from commercial banks and investors)
- **Enterprise coaching** (One-to-one coaching to cultivate interest in enterprise amongst people who would not otherwise consider setting up in business as an option)

3.3 The Plymouth European Competitiveness Funding Forum, (PECCF), as the "steering group" for the SIF in Plymouth (and on which both Business Link and the RDA sit) will ensure that all activity is consistent with BSSP and that this is a key criterion for assessing expressions of interest.

4 Cross cutting themes

4.1 The Implementation of SIF activity within Plymouth will take full account of the Programme's cross cutting themes, and the partnership is committed to ensuring that all projects that are supported seek to integrate the cross cutting themes from the outset. As such this will be an important component of the EOI / Business Plan process.

Environmental sustainability

4.2 The principles of environmental sustainability and investing in the drives of a low carbon economy are central to the Strategic Investment Framework. All projects will need to demonstrate that these principles have been fully taken into account. The emphasis of Urban Enterprise, as outlined in the Operational Programme is on two of the drivers of a low carbon economy, as follows:

Increasing carbon literacy, especially within businesses

4.3 A significant element of the SIF is aimed at supporting new and growing businesses. Any such activity will need to show clearly how it will raise awareness of and signpost to regional activity aimed at increasing business efficiency and competitiveness, which will be supported through Axis 2 of the Programme. In some instances it may be appropriate for direct advice and guidance to be provided to businesses within the city, as long as it complements and does not overlap with any regional provision.

Overcoming market failure

4.4 There are two key aspects that will need to be fully reflected in activity supported by the SIF. Firstly, any capital projects (the development of workspace) will need to apply best practice in terms of sustainable design and construction, and achieve BREEAM "Excellent" ratings or equivalent. It will be a requirement for the project managers for capital projects to work closely with the Programme Environmental Sustainability Manager to ensure that added environmental value is built in from the outset. Secondly, while the emphasis of the SIF is "sector blind", as is the rest of the Programme, the importance of growing the environmental goods and services sector in the city and the region will be reflected by supporting businesses in this sector, and there will, to this end, be a requirement to set targets for the numbers of businesses in this broad sector that are supported.

4.5 As well as the specific emphases above, in terms of the activity to be delivered. There will also be a requirement on all activity to ensure that good practice is followed in terms of "how" the activity is delivered. All projects will be expected to work with the SIF Manager and the Environmental Sustainability Manager to develop an environmental sustainability action plan that will set out clear targets and be able to be monitored. These targets may be around reducing energy or resource use in the office, green travel or increasing recycling.

Equality and diversity

4.6 All activity funded through Urban Enterprise in Plymouth will also need to take full account of the Programme's equal opportunities objectives. This will mean reflecting two key areas, as follows.

Access to facilities

4.7 All capital build projects will need to ensure they are accessible to all - taking account of location, accessibility for those with disabilities, and with an emphasis on enabling participation from women. Good examples of such development (such as the Objective 1 funded workspace at Callington) will be used to provide guidance in this regard. Where support services are offered these will need to show that full attention has been paid to the location and times of provision, to take into account the needs of local residents, especially those with caring responsibilities.

Overcoming barriers to accessing business support by disadvantaged groups

4.8 The emphasis on supporting individuals and businesses within the SIF means that this is a particularly important consideration. Business and individual support projects will need to demonstrate how these activities will be targeted at women and under-represented groups taking account of specific barriers to the take up of opportunities. Issues of low confidence and self esteem will be a particular focus within Plymouth Strand 1 - Enterprise Awareness (Under Programme Strand 4).

5 Implementation Plan tables

Note: More detailed specification of activities can be found in section 4

Plymouth SIF Strand Conversion Table

| Plymouth SIF Strand | Description | Equivalent Programme Strand |
|----------------------------|----------------------------------|------------------------------------|
| 1 | Enterprise Awareness | 4 |
| 2 | Enterprise Support | 2 and 4 |
| 3 | Access to Finance | 3 |
| 4 | Enterprise Infrastructure | 1 |
| 5 | Delivery Support | N/A |

Plymouth SIF Strand 1 - Enterprise Awareness (under Programme Strand 4)

Objectives – **To foster a culture of enterprise within deprived communities**
To ensure all relevant activity promotes an enterprising culture

| Proposed Activities | Resources Needed | Sources of Match Funding | Expected Outputs (for results and impacts see under activity descriptions) | Cross Cutting Themes |
|--|---|---|--|-----------------------------|
| Plymouth Role Models | 2008-09 - 2009-10 - £240,000 2010-11 - £240,000 | 2009-10 - TEBP £120,000 2010-11 - TEBP £120,000 | 2009-10 - 60 individuals assisted to get a job* 2010-11 - 60 individuals assisted to get a job | See section 3 |
| Plymouth Enterprise Outreach Programme | 2008-09 - £20,000 2009-10 - £350,000 2010-11 - £360,000 | 2008-09 - WNTF £15,000 2009-10 - WNTF £177,500 2010 -11 WNTF £177,500 | 2009-10 - 150 individuals assisted to get a job 2010-11 - 150 individuals assisted to get a job | See section 3 |
| Social Enterprise Pre start programme | 2008-9 £3,000 2009-10 £15,000 2010 -11 £16,000 | 2008-9- WNTF £3,000 2009-10 WNTF £14,000 | 2009-10 10 individuals assisted to get a job 2010-11 10 individuals assisted to get a job | |

| Proposed Activities | Resources Needed | Sources of Match Funding | Expected Outputs (for results and impacts see under activity descriptions) | Cross Cutting Themes |
|-----------------------------------|--|--|--|-----------------------------|
| SE Schools Project | 2008-9 - £10,000 2009-10 £50,000 2010-11 £55,000 | Match to be identified by delivery partner | 2009-10: 20 individuals assisted to get a job 2010-11: 20 individuals assisted to get a job | |
| Creative approaches to engagement | 2008-09 - 2009-10 - £120,000 2010 -11 £125,000 | 2009-10 - WNTF - £30,625 2010 -11 WNTF £30,625 (Delivery partner expected to identify 25%) | 2009-10: 50 individuals assisted to get a job 2010-11: 50 individuals assisted to get a job | |

* Note - Individuals assisted to get a job excludes those under 16. Therefore the outputs associated with this strand are limited to those interactions that will be delivered to those aged 16 and over.

Plymouth SIF Strand 2 - Enterprise Support (Programme Strands 2 and 4)

Objectives – To support the growth and development of Plymouth’s existing small businesses (including social enterprises)

To support start up and growth of new businesses and social enterprises in Plymouth

To deliver a joined up demand and supply side approach to public procurement and enterprise that provides market opportunities for social enterprises

| Proposed Activities | Resources Needed | Sources of Match Funding | Expected Outputs | Cross Cutting Themes |
|--------------------------------------|---|---|--|-----------------------------|
| Business Rehearsal Programme | 2008-09 - 2009-10 - £300,000 2010-11 - £315,000 | 2009-10 WNTF - £150,000 2010 -11 WNTF - £157,500 | 2009-10: 100 Pre start assistance delivered 2010-11: 100 Pre start assistance delivered | See section 3 |
| Social Enterprise Expertise bank | 2008-09 2009-10 - £280,000 2010-11 - £170,000 | TBC | 2009-10: 75 individuals assisted in their skills development, 40 social enterprises assisted 2010-11: 75 individuals assisted in their skills development, 40 social enterprises assisted | See section 3 |
| Social Enterprise Investor readiness | 2009-10 £17,750 2010-11 £9,500 | 2009-10 WNTF: £8,875 2010 -11 WNTF £4,750 | 2009-10: 5 social enterprises assisted, 5 new business start ups supported 2010-11: 5 social enterprises assisted, 5 new business start ups supported | See section 3 |

| Proposed Activities | Resources Needed | Sources of Match Funding | Expected Outputs | Cross Cutting Themes |
|--------------------------------------|--|---------------------------------|--|-----------------------------|
| Business Volunteer Mentors Programme | 2008-9 2009-10 £200,000 2010-11 £200,000 | TBC | 2009-10: 75 businesses assisted to improve performance, 25 businesses intensively assisted 2010-11: 75 businesses assisted to improve performance, 25 businesses intensively assisted | See section 3 |
| Social enterprise start up Programme | 2008-9 2009-10 2010-11 | TBC | TBC | See section 3 |
| Business Support Service Roll-out | 2008-09 2009-10 2010-11 | TBC | TBC | See section 3 |

NOTE: The table above does not account for any "deeper, broader" IDB delivered regionally.

Plymouth SIF Strand 3 - Access to Finance (Programme Strand 3)

Objectives - To provide financial assistance to potential new businesses in order to overcome barriers to starting a business

To create a sustainable revolving loan fund able to operate beyond the life of the Programme

| Proposed Activities | Resources Needed Split Capital/Revenue And ERDF/Match | Sources of Match Funding | Expected Outputs / Outcomes | Cross Cutting Themes |
|--------------------------------------|--|-------------------------------------|---|---------------------------------|
| Regional Programme (to be confirmed) | £2,200,000 | SWRDA £1,100,000 | 200 individuals assisted to start a business 100 businesses assisted 10 social enterprises assisted | See Section 3 |

Plymouth SIF Strand 4 - Enterprise Infrastructure (Programme Strand 1)

Objective - To provide small scale workspace / support hub to support business start up and growth

| Proposed Activities | Resources Needed Split Capital/Revenue & ERDF/Match | Sources of Match Funding | Expected Outputs / Outcomes | Cross Cutting Themes |
|---|--|--|---|--|
| Workspace Options analysis - to assess potential merits of existing sites and prioritise development opportunities | 2008-09 - £10,000 | £2.5k SWRDA £2.5k PCC | - | Options analysis will include an assessment of the environmental impacts including transport links, opportunities for renewables etc. |
| Workspace development (details to be confirmed during development phase) | 2009-10 - £1,000,000 2010-11 - £2,630,000 | 2009-10 – SWRDA £500,000 2010-11 - SWRDA £1,315,000 | 2009-10 – Started on site 2010-11 - 2250 m2 new / upgraded workspace, 4 premises with environmental accreditations | All workspace developments will achieve BREEAM "Excellent" ratings or equivalent and will act as demonstrators for environmental good practice. All workspace |

| | | | | |
|--|--|--|--|---|
| | | | | development will also be subject to an assessment of equality and diversity issues, and seek advice from the Competitiveness Programme theme manager. |
|--|--|--|--|---|

*Likely costs based on estimated cost range £1,500 to £1,700 per m2 (refurbished/conversions workspace on existing brownfield sites to BREEAM 'excellent'). Enabling a total of 2250m2 to be developed.

Strand 5 – Delivery Support

Objective – To co-ordinate and integrate delivery, ensuring linkages are made between delivery organisations etc

| Proposed Activities | Time Scales | Resources Needed | Sources of Match Funding | Expected Outputs / Outcomes | Cross Cutting Themes |
|--|------------------------------|---|---|--|--|
| Recruitment and appointment of SIF Urban Enterprise Manager post | Recruitment by February 2009 | 2008-9 - £20,000 2009-10 - £48,925 2010-11 - £50,400 <i>2011-14 - £180,000</i> | 2008-09 WNTF - 20,000 2009-10 WNTF - 40,000 2010-11 - | The employment of the Manager will not deliver any outputs directly. However, this post is essential to the effective Implementation of all strands of the SIF, and indirectly the effective delivery of its outputs and outcomes. | One of the roles of the Manager will be to ensure that projects funded to deliver SIF objectives adhere to Programme requirements in relation to environmental sustainability and equality and diversity. The recruitment process for the post will follow all Plymouth City Council's standard equality and diversity policies. |

6 ACTIVITY DESCRIPTIONS

Plymouth Strand 1 Enterprise Awareness

Plymouth Role Models

Summary

An integrated programme of activity that provides young people in particular with positive role models - enterprising and entrepreneurial people that set an example of what can be achieved, and help to address the lack of aspiration and ambition in some communities.

Geographical coverage

Not confined to any particular target area. However, the activity will need to demonstrate that it delivers the overall objectives of the enterprise awareness strand.

Activities to be supported.

This programme will:

- Support extended work with Plymouth's schools, building on and adding value to the work of the Business Education Partnership. This might include expanding Young Enterprise activity, business simulations, and the development and roll-out of new Business and Enterprise challenges;
- "marketing" project, raising broader awareness of local successful entrepreneurs, through innovative media, that will be accessible and have impact in communities where levels of enterprise are low.

Cost

The Programme costs will be
£120,000 in 2009-10.
£120,000 in 2010-11
ERDF required - £120,000

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|---------|---------|--------------------|---------------|-------------------------------------|
| 2008/09 | | | | |
| 09/10 | 240,000 | 120,000 TEBP | 120,000 | |
| 10/11 | 240,000 | 120,000 TEBP | 120,000 | |
| | 480,000 | 240,000 | 240,000 | |

Outputs

60 individuals assisted to get a job

Results / Impacts

20 Individuals who gain employment
5 individuals who start a business

Plymouth Enterprise Outreach Programme

Summary

An outreach programme, complementing and adding value to existing community outreach provision in the City, designed to foster a culture of enterprise within target communities and identify support needs for those who lack the opportunities to turn ideas into businesses. This activity will provide a routeway to the enterprise support elements of the SIF, while also providing synergy with the Role model activity.

Geographical coverage

It is expected that the primary focus of this activity will be the 6 key geographic areas as outlined in existing city strategies - key target communities where specific challenges have been identified. However activity overall will not be confined to any particular target area. The activity will need to demonstrate that it delivers the overall objectives of the enterprise awareness strand.

Activities to be supported.

This programme will support the employment and co-ordination of a team of enterprise outreach staff (7 staff will be employed initially as a two year pilot) with a dual role of:

1. Enthusing those not reached by other programmes, addressing lack of aspiration and working with a wide range of providers to maximise "coverage"; and

2. Co-ordinating existing activities – encouraging a joined up approach to enterprise.

Models of engagement will be different in each neighbourhood, with different opportunities and routeways to exploit. The emphasis will be on locally specific opportunities, and engaging the private sector as much as possible. Links will also need to be made with existing CVOs / Education Structures (FE / HE / Pre 16).

Cost

The Programme costs will be: £350,000 in 2009-10
£360,000 in 2010-11

Total costs: £710,000

ERDF: £355,000

WNTF £355,000

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | 20,000 | 15,000 WNTF | 5,000 | |
| 09/10 | 350,000 | 177,500 WNTF | 177,500 | |
| 10.11 | 360,000 | 177,500 WNTF | 177,500 | |
| | 730,000 | 370,000 | 360,000 | |

Outputs

300 individuals assisted to get a job

Results / impacts

50 individuals who gain employment

50 individuals who start a business

Social Enterprise Pre-start Programme

Summary

This activity is intended to "turn up the volume" in the city for the regional Social Enterprise Link service through providing a programme of awareness raising and seminars for organisations and individuals interested in social enterprise solutions.

Geographical coverage

Not confined to any particular target area. However, the activity will need to demonstrate that it delivers the overall objectives of the enterprise awareness strand.

Activities to be supported.

This programme will support the Implementation of a series of day seminars (12 per year) with individual surgery sessions also available with a business advisor. Through a complementary liaison programme with local policy makers and significant economic organisations in the city, these seminars will be integrated into the economic development infrastructure of Plymouth.

Costs

| | |
|--------------|----------------|
| 2008-9 | £3,000 |
| 2009-10 | £15,000 |
| 2010 -11 | £16,000 |
| Total | £34,000 |
| ERDF | £17,000 |
| WNTF | £17,000 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|--------|--------------------|---------------|-------------------------------------|
| 08/09 | 3,000 | 3,000 WNTF | | |
| 09/10 | 15,000 | 14,000 WNTF | 1,000 | |
| 10/11 | 16,000 | | 16,000 | |
| | 34,000 | 17,000 | 17,000 | |

Outputs

20 individuals assisted to get a job

Results / Impacts

3 individuals who start a business

Social Enterprise Schools Project

Summary

This project is designed to create a culture of social entrepreneurship and an understanding of what a social enterprise is to encourage young people to consider starting up, or working in, a social enterprise as a career path. The project would have two main facets; a Plymouth social enterprise competition run in schools and a work experience programme.

Geographical coverage

Not confined to any particular target area. However, the activity will need to demonstrate that it delivers the overall objectives of the enterprise awareness strand.

Activities to be supported.

Funding will support:

- the development and delivery of a competition to set up a working social enterprise, engaging with schools using existing initiatives such as National Enterprise Week;
- development of a work experience programme including liaising with social enterprise hosts
- all activity will need to be delivered in close liaison with Connexions and other agencies

Costs

| | |
|----------------|-----------------|
| 2008-9 | £10,000 |
| 2009-10: | £50,000 |
| 2010-11: | £55,000 |
| Total | £115,000 |
| ERDF | £57,500 |
| Match required | £57,500 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | 10,000 | | 5,000 | 5,000 |
| 09/10 | 50,000 | | 25,000 | 25,000 |
| 10/11 | 55,000 | | 27,500 | 27,500 |
| | 115,000 | | 57,500 | 57,500 |

Outputs

40 individuals assisted to get a job
4 individuals who start a business

Creative approaches to engagement

Summary

This funding is to support innovative approaches to engagement with disadvantaged communities and individuals, in particular using the arts and the creative sector.

Geographical coverage

Not necessarily confined to any particular target area. However, the activity will need to demonstrate that it delivers the overall objectives of the enterprise awareness strand.

Activities to be supported.

Funding will support:

- A programme of innovative, new, and untried activity that will complement other activities supported under this strand, but will use specific routeways with links to the City's Priority sectors, including creative and marine.

Costs:

Indicative allocation for this activity is:

| | |
|----------------|-----------------|
| 2009-10: | £120,000 |
| 2010-11: | £125,000 |
| Total: | £245,000 |
| ERDF | £122,500 |
| WNTF | £61,250 |
| Match required | £61,250 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | 25% match reqd |
| 09/10 | 120,000 | 30,625 | 61,250 | 30,625 |
| 10/11 | 125,000 | 30,625 | 61,250 | 30,625 |
| | 240,000 | 61,250 | 122,500 | 61,250 |

Outputs

100 individuals assisted to get a job

Results / Impacts

25 individuals who gain employment
10 individuals who start a business

Plymouth Strand 2 - ENTERPRISE SUPPORT

Business Rehearsal Programme

Summary

A Programme of activity that will provide intensive support for the creation of new businesses,

Geographic coverage

Activity to be supported

Support will be available for:

- Provision of Information and awareness seminars;
- Test Trading – Individual assessment, according to business sector to define likely prospects as appropriate for the client. Four months trading whilst remaining in receipt of Benefits. The project would provide a grant to assist with legal requirements and necessities such as insurances, marketing and other essential start up costs. The grant element would be repaid to provider in the event of a successful business launch, can be accounted for within Yr 1 Cash Flow Forecast. Monthly monitoring sessions with Adviser/Mentor and Joint Business Bank Account supervision are essential.
- Assessment & After care – after the Test Trading period, the client agrees with the Adviser whether a business can be started. If positive, further 6 months support and monitoring for the business to assure its survival with provision for at least 2 appointments over the six months.
- Child care costs.

Costs:

| | |
|--------------|-----------------|
| 2009-10 - | £300,000 |
| 2010-11 - | £315,000 |
| Total | £615,000 |
| ERDF - | £307,500 |
| WNTF | £307,500 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | |
| 09/10 | 300,000 | 150,000 WNTF | 150,000 | |
| 10/11 | 315,000 | 157,500 WNTF | 157,500 | |
| | 615,000 | 307,500 | 307,500 | |

Outputs

200 business creation - pre start assistance provided

Results / Impacts

100 businesses created

Social Enterprise Expertise bank

Summary

The expertise bank is an innovative approach, which will “mine” knowledge and expertise from within the social enterprises in Plymouth. This expertise will then be shared with other social enterprises. This project will encourage productive networking and collaboration within social enterprises. The sharing of practitioner knowledge and best practice will encourage the emergence of new and spin-off social enterprises.

Geographic coverage

No specific geographic targeting

Activities to be supported

Funding will support:

- The Knowledge network
 - A skills and knowledge audit of key individuals working in social enterprises. This will identify key strengths, expertise and knowledge gaps. This data will enable the measurement of the impact of any support.
 - Drawing up of an annual evidenced and needs based programme of support.

Where an individual has identified strengths they will become an “expert” in the expertise bank. In order to maintain quality “experts” will be fostered and helped to develop their specialism.

- Delivery of a wider programme of support to other social enterprises using key individuals or “experts” through thematic seminars, telephone conferences or pod-casts supported with fact sheets or work based master classes (small groups working through a practical issue on site)
 - Provision of additional help, brought in from outside the City to supplement knowledge gaps in the sector,
- Mentoring
 - Provision of SE mentoring providing practitioner advice and one to one support which complements formal business support, including Implementation of a mentoring training programme.
 - Link to Higher Education and Further Education
 - Promotion of social enterprises and development of courses to meet the needs of the sector, working in partnership with education providers such as Plymouth University, Plymouth Business School, the College of St Mark and St John, City College Plymouth and Peninsula Medical School;
 - Creation of a virtual faculty of social enterprise development, offering distance learning opportunities. In co-operation with local providers, the

virtual faculty could provide expertise not locally available in a cost-effective way, and begin to create that capacity in local institutions. It is envisaged that social entrepreneurs could engage in learning at a higher level than is currently available. and that this initiative could act as a focus for increased concentration on and participation in social enterprise as a valid area of study.

Costs

| | |
|--------------|-----------------|
| 2009-10 | £280,000 |
| 2010-11 | £170,000 |
| Total | £450,000 |
| ERDF | £225,000 |
| Match TBC | £225,000 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | |
| 09/10 | 280,000 | | 140,000 | 140,000 |
| 10/11 | 170,000 | | 85,000 | 85,000 |
| | 450,000 | | 225,000 | 225,000 |

Outputs

1 skills audit undertaken
 150 individuals assisted in their skills development
 80 social enterprises assisted

Results / Impacts

80 businesses with new or improved products, processes or services

Social Enterprise Investment Readiness Programme

Summary

A programme addressing the barrier of risk aversion at key stages in the development of social enterprises, focusing on developing confidence and skills within the SE sector. Specific areas covered would include managing grants, debt, creating a capital asset, managing risk.

Activity to be supported

- Support for SE start ups, including development of business plans
- Support for growing SEs through the use of a financial expert to provide advice to social enterprises, both in groups and on an individual case work basis.
- Support to enable SEs to submit collaborative tenders for public sector contracts, including help in forming groups, legal status, the tender process and how to tender. This would be provided in association with the voluntary and community sector in a joined up way to avoid duplication.

Costs

| | |
|--------------|----------------|
| 2009-10 | £17,750 |
| 2010-11 | £9,500 |
| Total | £27,250 |
| ERDF | £13,625 |
| WNTF | £13,625 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|--------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | |
| 09/10 | 17,750 | 8,875 WNTF | 8,875 | |
| 10/11 | 9,500 | 4,750 WNTF | 4,750 | |
| | 27,250 | 13,625 | 13,625 | |

Outputs

10 new business start ups supported
10 social enterprises assisted

Business Volunteer Mentors

Summary

Support for the delivery of business mentoring, following the successful BVMA model.

Activity to be supported

SIF funding will support the establishment and Implementation of a business mentoring programme, providing small firms with access to a range of specialists drawn from a variety of business and professional backgrounds that can help support survival and growth. There will be a requirement to look at wider best practice in delivery to add value to previous provision. It will also be a requirement to develop case studies to promote the good news stories and share success

Costs:

| | |
|----------------|-----------------|
| 2010-11 | £200,000 |
| 2011-12 | £200,000 |
| Total | £400,000 |
| ERDF | £200,000 |
| Match required | £200,000 |

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|---------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | |
| 09/10 | 200,000 | | 100,000 | 100,000 |
| 10/11 | 200,000 | | 100,000 | 100,000 |
| | 400,000 | | 200,000 | 200,000 |

Outputs:

150 businesses assisted
50 businesses intensively assisted

Results / Impacts

100 businesses with improved GVA performance
25 jobs created
20 jobs safeguarded

Business Support Service Roll out

Summary

Roll-out of successful activity in Devonport to other targeted neighbourhoods, delivering independent advice and support to both established businesses and residents wanting to start their own business.

Geographical coverage

It is expected that the primary focus of this activity will be the 6 key geographic areas as outlined in existing city strategies - key target communities where specific challenges have been identified. However activity overall will not be confined to any particular target area. The activity will need to demonstrate that it delivers the overall objectives of the enterprise support strand.

Activity to be supported

SIF investment will support the delivery of a range of business support services, including:

Business Planning

- Business advice from experienced Business Advisors
- On-going support for trading businesses
- Support in writing business plans
- IT support with cash flow scenarios
- Signposting to relevant business support organisations
- Access to advice sessions with solicitor and accountant

It is envisaged that businesses supported through this route would go on to benefit from the business rehearsal scheme

Cost

TBC

Breakdown (information from implementation tables)

| Year | Cost | Funding Identified | ERDF required | Balance of Funding to be identified |
|-------|------|--------------------|---------------|-------------------------------------|
| 08/09 | | | | |
| 09/10 | TBC | | | |
| 10/11 | TBC | | | |
| | | | | |

Outputs

TBC

7 Finance summary

All figures in '000s

| | | 2008-9 | | | 2009-10 | | | 2010-11 | | | 3 year total |
|----------------------|--|-----------|-----------|-----------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| | Activity | ERDF | UK | Total | ERDF | UK | Total | ERDF | UK | Total | |
| Enterprise Awareness | Plymouth role models | | | 0 | 120 | 120 | 240 | 120 | 120 | 240 | 480 |
| | Plymouth Enterprise Outreach Programme | 5 | 15 | 20 | 177.5 | 177.5 | 355 | 177.5 | 177.5 | 355 | 730 |
| | Social Enterprise Pre start programme | | 3 | 3 | 1 | 14 | 15 | 16 | | 16 | 34 |
| | SE Schools Project | 5 | 5 | 10 | 25 | 25 | 50 | 27.5 | 27.5 | 55 | 115 |
| | Creative approaches to engagement | | | 0 | 61.25 | 61.25 | 122.5 | 61.25 | 61.25 | 122.5 | 245 |
| | TOTAL | 10 | 23 | 33 | 384.75 | 397.75 | 782.5 | 402.25 | 386.25 | 788.5 | 1,604 |
| | | | | | | | | | | | |
| Enterprise support | Business Rehearsal Programme | | | 0 | 150 | 150 | 300 | 157.5 | 157.5 | 315 | 615 |
| | Social Enterprise Expertise bank | | | 0 | 140 | 140 | 280 | 85 | 85 | 170 | 450 |
| | Social Enterprise Investor readiness | | | 0 | 4.75 | 8.875 | 13.625 | 4.75 | 8.875 | 13.625 | 27.25 |
| | Business Volunteer Mentors Programme | | | 0 | 100 | 100 | 200 | 100 | 100 | 200 | 400 |
| | Social enterprise start up Programme | | | 0 | | | 0 | | | 0 | 0 |
| | Business Support Service Roll-out | | | 0 | | | 0 | | | 0 | 0 |
| | TOTAL | 0 | 0 | 0 | 394.75 | 398.87 | 793.62 | 347.25 | 351.37 | 698.62 | 1,492.25 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

All figures in '000s

| | | 2008 - 09 | | | 2009 - 10 | | | 2010 - 2011 | | | 3 year total |
|----------------------------------|--|-----------|-----------|-----------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Activity | | ERDF | UK | Total | ERDF | UK | Total | ERDF | UK | Total | |
| Access to finance | To be confirmed | 0 | 0 | 0 | 550 | 550 | 1,100 | 550 | 550 | 1,100 | 2,200 |
| | TOTAL | 0 | 0 | 0 | 550 | 550 | 1,100 | 550 | 550 | 1,100 | 2,200 |
| Enterprise infrastructure | Infrastructure site option study and Workspace Development | 5 | 5 | 10 | 500 | 500 | 1,000 | 1,315 | 1,315 | 2,630 | 3,640 |
| | TOTAL | 5 | 5 | 10 | 500 | 500 | 1,000 | 1,315 | 1,315 | 2,630 | 3,640 |
| Delivery support | Urban Enterprise Management | 0 | 20 | 20 | 8.925 | 40 | 48.925 | 50.4 | 0 | 50.4 | 119.325 |
| | TOTAL | 0 | 20 | 20 | 8.925 | 40 | 48.925 | 50.4 | 0 | 50.4 | 119.325 |
| | | | | | | | | | | | |
| TOTAL ALL STRANDS | | 15 | 48 | 63 | 1,838.42 | 1,886.62 | 3,725.04 | 2,664.90 | 2,602.62 | 5,267.52 | 9,055.57 |