

4 LEARNING FROM PREVIOUS INITIATIVES AND ELSEWHERE

SRB in Plymouth

Further insight into the reasons underpinning Plymouth's low levels of entrepreneurship is provided by evaluations of the Single Regeneration Budget (SRB). The spatial targeting of the SRB programme enables identification of the historical issues facing entrepreneurship in neighbourhoods throughout the city. For example:

SRB Round 2 targeted the Stonehouse area in the ward of St Peter and attributed the poor quality of the local environment, such as poor quality shop fronts and vacant premises, and an absence of strong business groups to the lack of investment from local businesses and low levels of start ups. Reflecting this, the SRB programme focused on improving the physical environment. Outputs relevant to the Urban Enterprise Priority included:

- Numbers of business start ups
- Number of community enterprise start ups
- Number of businesses receiving advice
- Number of people formerly unemployed entering self employment

Underachievement on these measures led the evaluation to conclude that long term success was dependent on a thriving business community and ongoing support to encourage more start ups (WM Enterprise Consultants, 2004a)¹.

SRB Round 3 targeted Keyham, an area experiencing higher levels of unemployment due to job losses at the Dockyard. Lower levels of entrepreneurship were attributed to the long term dependency on the Dockyard for employment and a lack of business support organisations and networks. The enterprise related outputs for the SRB3 programme mirrored those set in SRB2 and again were underachieved. The evaluation concluded that the effectiveness of key projects would have been improved through a partnership approach with existing agencies, such as Business Link, to ensure added value rather than duplication (WM Enterprise Consultants, 2004b)².

¹ Final Report. WM Enterprise Consultants (2004a). Final Evaluation of Turning the Tide: The Western Approaches SRB2 Scheme for Plymouth.

² WM Enterprise Consultants (2004b). Final Evaluation of the SRB3 Scheme for Plymouth.

The wards of Sutton and Mount Gould and Waterfront were targeted in the most recent programme, SRB6. The interim evaluation identified high levels of vacancies of shop premises, a lack of small business unit, poor representation of major retailers and lack of parking as key issues facing the local economy. Specific projects relating to the local economies and business outcome are Outreach Business Development, City Centre Improvements, Plymouth Musicians Co-operative, Small Business Units and the Sutton Festivals. As reflected by the inclusion of the latter project, the focus has not been directly related to business start ups and support but rather the generation promotion and improvement of the area (WM Enterprise Consultants, 2004c)³. The final evaluation is currently underway and will provide further information on effective mechanisms to improve levels of enterprise within the local context.

This learning shows that despite significant investment in deprived areas of Plymouth through SRB, this investment has not resulted in significant improvements in enterprise levels. The evaluations point to a need for a more concerted integrated approach that works in partnership with other agencies and initiatives.

Wider Research

Research conducted nationally has identified more general factors determining levels of entrepreneurship in deprived areas. For example, the Phoenix Development Fund aimed to stimulate enterprise in disadvantaged areas and amongst underrepresented groups; the barriers identified in the evaluation report (Ramsden, 2005)⁴ include:

- Increased exposure to crime, drugs and racism
- Access to finance, including lack of collateral against which to borrow and poor credit ratings
- Limited purchasing power

The Good Practice Guidance for English ERDF and ESF Programmes 2007-2013 – Enterprise in Deprived Communities produced by Regeneris examines a series of case studies of different approaches to enterprise in deprived areas from the objective 1 and 2 programmes across the UK. Four case studies were examined:

- Tower Hamlets Women's Enterprise Project – provided specialist advice and guidance to women entrepreneurs to enable them to set up sustainable businesses.

³ WM Enterprise Consultants (2004). Interim Evaluation of the Plymouth SRB6 Scheme.

⁴ Ramsden, P (2005). Evaluation: The Phoenix Development Fund.

- Developing Entrepreneurs, East London Small Business Centre – offered opportunities for potential entrepreneurs to develop new start-ups and become self employed, target groups include black and minority ethnic and women entrepreneurs
- Business Spirit, The Princes Trust – substantially increased access to finance, advice and support for disadvantaged young people aged 18-30. The project offered start-up and expansion loan funds, small grants, test marketing grants as well as advice and guidance.
- Support for Enterprise in Communities, Bolton MBC – The project provides a comprehensive packaged of tailored services to would-be entrepreneurs and established small businesses in the 5 most deprived wards in Bolton. There are 3 target groups – Minority ethnic communities, the long-term unemployed, women and lone parents.

Programme Level Findings

- Demand for basic capacity building from community organisations, greatly outstrips demand for support to establish private micro-enterprises and SMES
- Programmes have not systematically sought to stimulate demand in disadvantaged areas for support to new enterprises
- The characteristics of deprived communities mean that they often require more intensive assistance, however, the reviews suggest that the business support services required are largely those sought by all start-ups. However, they must also address particular needs such as advice on benefit claims, childcare, premises that are particular to the area.
- A critical factor in effective enterprise support for disadvantaged areas appears to be the experience, commitment and resources of organisations that deliver it. Smaller organisation with established track-records in a locality seem to possess advantages in providing enterprise support in deprived areas. The mainstream business support system is less well equipped to offer such services and is criticised for being insufficiently sensitive to the assistance that first time entrepreneurs in disadvantaged areas require. The key features of these organisations are:
 - An extensive client base in deprived areas due to being long established and with effective outreach activities that target entrepreneurs in harder to reach groups
 - A better understanding of the particular needs of clients on issues such as state benefits and other related advice
 - Seen as more approachable than larger business support organisations.
 - A need for concerted co-ordination – Activity remains disjointed and lacks strategic direction, without this, it raises the issue about the consistency of the quality of

provision and its effectiveness in generating socio-economic change in deprived areas.

- Delivery by smaller organisations with a strong track record was a key feature of successful provision, however, there should also be a support for larger projects with a focus on supporting communities of interests which face common problems but are not restricted to deprived areas. The princes trust project is an excellent example of this, covering the whole W. Midlands.

This learning suggests that Plymouth needs to utilise existing delivery organisations that have a good knowledge of the area, a good track record and an understanding of their clients needs to deliver enterprise support in deprived communities. Support can work at both the geographical and communities of interest level, but there is a need for co-ordination.

Learning from successful programmes

With the successful LEGI Programmes having been up and running for some time there is some emerging evidence of activities and delivery methods that have been effective in addressing a lack of enterprise in disadvantaged and deprived areas.

One of the key strands of Bradford's successful £21.4 million LEGI bid was the "Enterprise Island" initiative. The first Enterprise Island set out to find the ten most innovative business ideas in Bradford. Its success led Iain Scott (Head of Enterprise Island) to dub Bradford "the enterprise capital of Britain" Entrants were given vital advice on what it takes to run a business by a panel of experts and have since gone on to achieve big things.

Enterprise Island franchised activity and similar initiatives aimed at stimulating entrepreneurs have now taken place across the country, including in Penwith in Cornwall. Closer to home the "entrepreneurs boot camp" has been a high profile and innovative approach to fostering and growing local entrepreneurs.

Many LEGI areas have taken a phased approach to the implementation of the LEGI programme. Phase 1 has often been focussed on activities such as:

- Undertaking further research work
- New, focussed projects around the key elements of the programme that are quick to establish and implement, and
- Complementing and adding value to existing initiatives where scope exists for extension to help meet LEGI objectives and outcomes.

Examples of such Phase 1 projects might include include further research into SIF baselines; research into the nature and extent of the City Council's local procurement and an analysis of

how this could be improved in relation to stimulating enterprise, or the opportunities in relation to environmental goods and services in the City.

While the commissioned approach to activity is one that enables the SIF to be strategically focused, LEGI experience to date also reflects the need to be responsive and flexible. To this end it is proposed that organisations will be invited to put forward proposals to the SIF, particularly where these are creative ideas and proposals that could help to deliver the SIF agenda under its four themes.

There are also a broader set of lessons in relation to delivery and it is essential that Plymouth learns from the lessons of elsewhere. Following good practice from across the country we will maximise delivery impact by:

- Ensuring we remain focused on the SIF outcomes, the target areas and the target groups, avoiding mission creep and widening of scope;
- Engaging delivery partners through larger, framework contracts, avoiding fragmentation into a plethora of unrelated projects;
- Focussing on longer term contracts and interventions. Many of the issues the SIF is trying to address are stubborn and will take time to turn around. We will not flit from one activity to another;
- Developing specifications for delivery based on advice from knowledgeable agencies, within Plymouth and from elsewhere;
- Developing capacity within Plymouth organisations. Leaving a legacy of capable and effective organisations is critical to overall success and sustainability of the SIF programme;
- Procuring from a range of private, public and voluntary sector organisations;
- Using Urban Enterprise funding to lever in other funding from the public sector;
- Maintaining back office functions and project management resources at an appropriate level for the size of the programme so that the maximum amount of funding will be devoted to direct impact on our desired outcomes; and
- Where appropriate encouraging consortia proposals

5 STRATEGIC LINKS

It is vital that the actions outlined in the SIF are aligned with all relevant EU, national, regional and local strategies and action plans. In particular it will need to show how it is consistent with the Urban Enterprise Priority of the Competitiveness Programme, and Plymouth's overarching strategies including the 2020 Vision and the Economic Strategy.

Ensuring there are linkages at a strategic level will go some way to ensuring that the activities that are outlined in the SIF are also aligned and complementary to the range of other activity that is already happening within the city

EU Context

The main driver for the South West Competitive Programme is the renewed Lisbon strategy (which came out of the Kok review in 2004). 80% of Priority 3 funds are expected to focus on activities that are "Lisbon compliant" and contribute to the goal of making the European economy one that competes with the USA and the far East. The main focus of this is on increasing and improving investment in R&D, and encouraging innovation. While the focus of the other Priorities of the Programme will be more specifically in these areas (particularly Priority 1) the SIF does have a role to play in facilitating and encouraging innovation and entrepreneurship, particularly in relation to the service sector. Innovation in the service (including business service) sector has been receiving increasing focus as the most important sector of the EU economy and it is important not to see innovation as being solely about technology.

One of the key focuses of the SIF is on developing a more aspirational, and innovative culture and assisting individuals to turn their ideas into real businesses. As such this is consistent with the wider Lisbon agenda. It is also a key aim to ensure that those living in deprived communities are able to benefit, albeit indirectly, from the wider Programme investment in and around Plymouth through Priorities 1 and 2.

Similarly, one of the key objectives of the SIF is to stimulate business start ups in deprived communities, and while any potential business idea may be worthy of support there will be a particular focus on Plymouth's priority sectors.

UK Context

Perhaps the most influential UK policy driver in relation to enterprise is the BERR led Business Support Simplification Programme, the aim of which is to reduce and streamline the plethora of business support offers. The BSSP process has identified 18 "products" where it is felt that the public sector should provide support. The key ones for the SIF are probably:

- Starting Up
- Business Creation

- Local Community Business Coaching
- Access to Finance
- Financial awareness and capability
- Resource Efficiency and Sustainable Waste Management
- Business Expertise

While it is essential that any activity delivered through the SIF is consistent with the emerging products and uses the preferred Business Link IDB model where appropriate it is also important that opportunities are taken to address Plymouth's challenges at the earliest opportunity. Constant reference will therefore be made to the emerging products and how SIF activities will be consistent.

Regional Context

The Regional Economic Strategy is the key regional economic policy driver in the South West with a vision to develop a successful and sustainable economy that deals with imbalances, harnessing the talents of everyone to improve individual and regional quality of life. This means tackling the causes of deprivation and exclusion but also focusing on opportunities for new sustainable growth through urban and rural renaissance.

The RES includes two particularly relevant strategic objectives for the SIF:

Encourage new enterprise – Encouraging new and dynamic new enterprises is important for the future success of the economy.

- increased start-up and survival rates
- increased levels of enterprise in disadvantaged communities

Regenerate the most disadvantaged areas - Tackling deprivation in our communities provides real opportunities both for those communities and the wider economy.

- reduced gap in productivity between the region's least well performing areas and the rest of the region
- increased levels of enterprise in disadvantaged communities

Local Context

A detailed strategy map for Plymouth can be found in the appendix. However the key strategies for the SIF Are:

Plymouth 2020 Vision

The SIF sits clearly within Plymouth's overarching strategic framework, which is set by the Plymouth City Vision:

'By 2020, Plymouth will be one of the Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone, where all can be healthy, wealthy, safe and wise'.

Plymouth's Economic Development Strategy

Plymouth's Economic Strategy addresses the following City Vision objective around 'Developing a prosperous economy', and seeks to realise the following aspirations:

- A highly competitive city, well recognised and branded on the global economic stage
- A city with a balanced, diversified and knowledge intensive business base;
- A city region with well connected and inclusive communities
- A city with an adaptable and skilled workforce, constantly learning
- A city where strong stakeholders and agencies work together to deliver shared priorities
- A city where a genuine commitment to sustainable development reinforces a set of unique environmental assets.

The SIF will make an important contribution to achieving these aspirations, but a particular focus will be on creating the right conditions for people to start-up businesses and in supporting existing businesses across all communities in Plymouth, and in so doing contributing to the aim of delivering more inclusive communities..

The LAA

The Plymouth Local Area Agreement (LAA) offers a helpful framework for the SIF in several ways, while the SIF is also seen as a potential means of delivery of LAA priorities. Currently priorities are proposed around Employment Rate and Business Growth indicators - both of these would look to the Urban Enterprise strand to help drive delivery. There are existing 'stretch' targets in the LAA, which will be carried forward into the next two years. These include a focus on benefit claimants in disadvantaged areas; where existing partnerships and structures are delivering effectively. However there is the opportunity for successful expansion/additions, looking to build on or expand/re-focus that work through the SIF. The LAA will also focus on related funds including ESF and will pull them together to form delivery plans against the above priorities - this will help form the strong p/ships that the Urban Enterprise programme will need to be most effective. The economic theme of the LAA will (running in parallel/alongside the LES) help focus the work of the Wealthy Theme Group (and presumably the City Development Company?) and will give the Urban Enterprise strand of work ongoing and direct accountability to the City and its established partnerships.

The Plymouth City Growth Strategy

City Growth Strategies aim to stimulate the regeneration of deprived urban areas by focusing on their economic strengths and competitive advantages, rather than their social weaknesses. They place a strong emphasis on business growth and wealth creation as the best means of tackling the social and

economic problems of city areas, and seek to engage business closely in developing and implementing programmes of action. An important part of the process is the identification and development of business clusters – local concentrations of interconnected firms and institutions in related industries – that gain competitive advantages from being located close together. Plymouth was selected as one of the seven CGS pilot areas in England.

Key priorities for the strategy include to:

- ▶ Increase the city's prosperity;
- ▶ Tackle deprivation by encouraging wealth creation and ensuring that it reaches people in deprived areas;
- ▶ Stimulate rates of entrepreneurship, by encouraging and helping more people to start businesses;
- ▶ Encourage the development of indigenous businesses and local supply chains to broaden the business base and reduce reliance on major employers and overseas firms

While there is a key focus on clusters in specific sectors, there are some specific objectives with particular resonance for the SIF, including "To increase the rate of business startups, by promoting a culture of entrepreneurship and supporting the formation of new businesses" and "To improve the delivery and coordination of business support and economic development initiatives." In addition there are two particularly relevant cross cutting themes around changing aspirations and delivery through partnership.

Delivery Linkages

The Diagram on Page 35 illustrates how the SIF activities will complement and add value to mainstream social and business support activities.

On the left of the diagram we can see that the main support pathway for people without work, is accessed through Job Centre Plus, which provides clients with an initial assessment before referring them to a range of programmes and activities, depending on their needs. The main support streams for workless people are:

- **Employment Zone** - The Employment Zone is a programme of activity targeted at 18-24 year olds and 25 plus who are in receipt of JobSeekers Allowance, have been through the New Deal process, but still not found work. For these clients it is compulsory. Lone parents are entitled to enter the programme on a voluntary basis. The employment zone provides clients with personalised support and training to help them re-enter the labour market, either directly through employment or through self employment/enterprise. The main contractor, Working Links, works with clients for up to 65 weeks. They are paid a fixed amount when the client has been in work for 3 months. Where appropriate, Working Links will buy in specialist provision to support their work with clients.
- **Plymouth Works Plus** - Plymouth Works Plus is the main JC+ ESF project for the city of Plymouth. It will target any jobless person including people at risk of redundancy. Its

priority groups are long term incapacity benefit claimants, workless parents and carers and people with multiple barriers e.g. refugees, offenders etc. It will be targeting 2,000 people over the next 3 years. A key element of the service will be Neighbourhood Action Teams in 13 communities (the 13 most deprived communities with respect to worklessness). A primary task of the neighbourhood action teams will be to bring together the main parties already working in these areas and build capacity to deliver more. It is envisaged that SIF activity (e.g. community enterprise champions) will form a part of these neighbourhood action teams, which in some areas might share facilities with small scale infrastructure developments and business link outreach. For individuals, work will centre on overcoming their barriers to work through a personalised programme of development and training. The contract for Plymouth Works Plus includes a clause that the contractor must make links to any relevant ERDF provision, therefore this will help to ensure that these linkage opportunities are taken up.

- **Pathways to Work** - Pathways to work is targeted at people on incapacity benefit. It is open to existing claimants (claimants on or before 3rd Dec 2007) on a voluntary basis, but for new claimants it is compulsory. The programme is centred around a series of 6 work focused interviews which are designed to provide clients with the necessary support and advice to progress towards work. This is supplemented with:
 - Occupational support - designed to help people deal with their respective health conditions
 - Directions workshops - team discovery events, focusing on choosign and enthusing;
 - Choices - Job focused activities delivered either directly by the main contractor or through specialised deliver partners.
 - Employer Engagement - Working with employers to find jobs for clients.
 - In work support - For 52 weeks.

If a client expresses an interest in self employment or enterprise, pathways to work will work with the relevant specialist advisors to support that person se up their business.

- **Mainstream JobCentre Plus Activity** - JobCentre Plus provides a number of activities designed to help both the long term and short term workless. This includes:
 - Activities to support disabled people and their employers through support, advice and grants.
 - Helping people make the jump from benefits to employment through work trial activities;
 - Grants to help people travel to interview and for gaining a job after being unemployed for more than six months;
 - New Deal programme targeted at young people, 25 plus, 50 plus, lone parents, disabled people and partners of long term claimants
 - Job Search support at programme centres;
 - Support for people recovering from drug abuse.

- **LSC - ESF provision** - LSC ESF provision will be through a series of contracts to address the following target groups:
 - NEET (Not in Employment Education or Training);
 - Young people at risk of becoming NEET;
 - Workless adults.

Job Centre Plus will be introducing a Senior Provider Forum which will bring together the main providers delivering Job Centre Plus mainstream, programme and ESF provision. It is also envisaged that LSC senior providers and key providers within SIF could join this forum. The role of this forum will be to ensure that providers are all aware of each others services and that referral pathways are functioning correctly.

The diagram shows how these main programmes refer clients to and from specialist delivery partners such as the voluntary community sector, enterprise agencies and colleges. With the introduction of SIF, these main programmes would also be able to refer clients to SIF support such as the Community Enterprise Champions, where the client has shown an interest in self employment. The exact referral mechanisms and contractual arrangements for these SIF services would need to be arranged during the development phase. It is also important to note that while we expect the main contractors to utilise the SIF services through referral of clients, we also expect SIF services to refer clients back to Job Centre plus and the main providers, where it is clear that they could benefit from these additional services. For instance, a community enterprise champion might work with a client who has been in receipt of incapacity benefits for a long term, but is not currently participating in any JC+ programmes, however, it is clear to the champion that the person would benefit from some soft skills development, confidence building etc. before they are ready to work further on their business idea. In this instance, the champion would refer the client to Pathways to Work to provide this additional support.

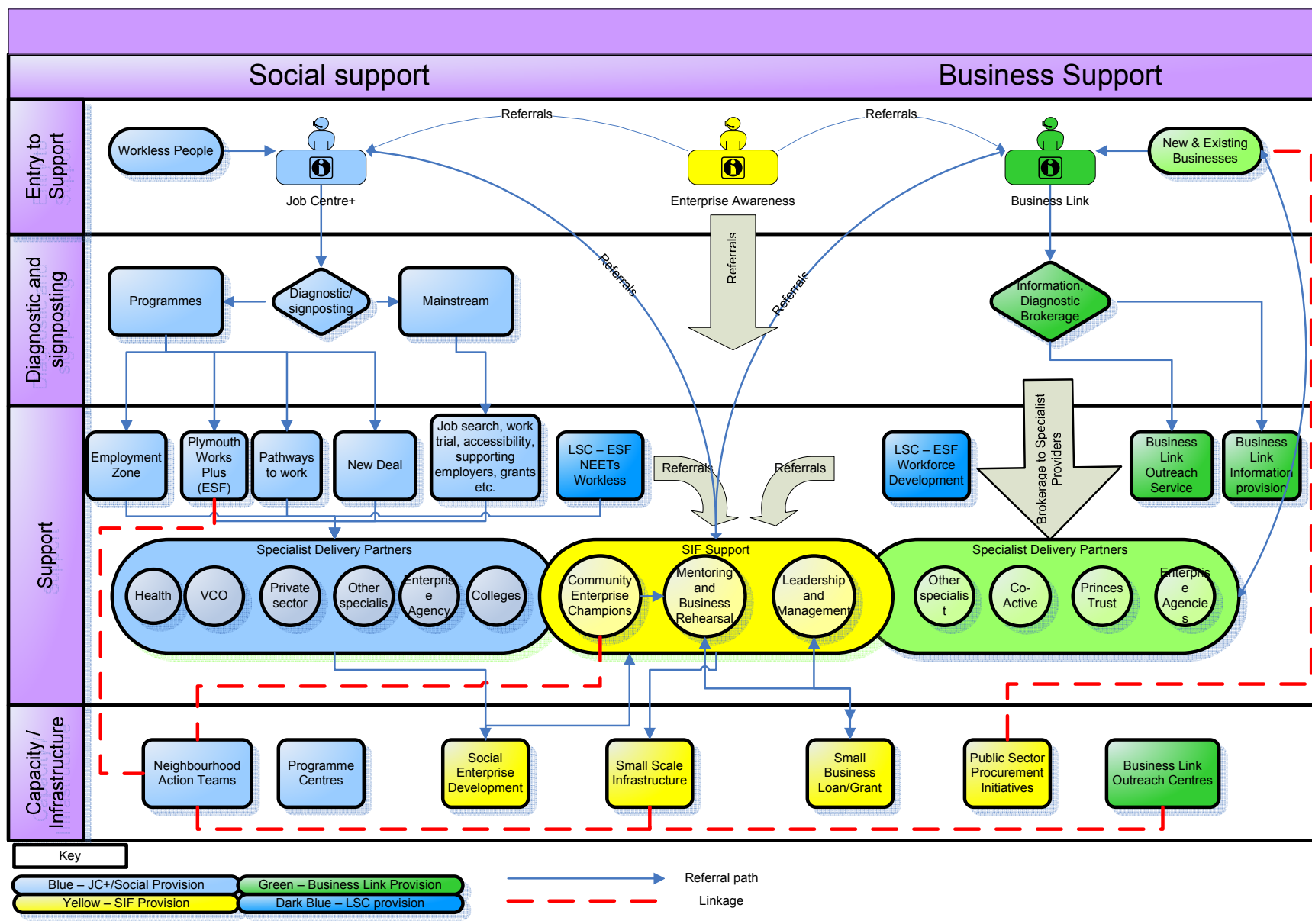
On the right of the diagram, we have illustrated the business support referral pathway, showing business link as the primary information gateway for new and existing businesses. Businesses contacting business link, will receive an initial assessment and depending on their needs be sent information, be invited to participate in group workshops or in the future have the option to meet an advisor as part of their outreach service. However, with the exception of high growth businesses, the majority of businesses (especially in our target group) will be referred to other sources of advice and support, such as enterprise agencies, accountants, training providers etc. It is envisaged that SIF projects (such as mentoring and business rehearsal) will also be a specialist delivery partner and receive referrals from business link, as well as referring clients to business link.

As well as Business Link provision, the LSC provides workforce development activities through both ESF and Train to Gain. ESF workforce development is targeted people aged 16 and over who require relevant qualifications at an appropriate level to support their current and continuing future employment needs. In Plymouth it will focus on: Level 2, Level 3+, Skills for Life, ESOL,

Enhancement of Train to Gain offer at full level 2 & 3, embedded literacy, language and numeracy in vocational programmes and leadership and management training for small enterprises.

At the top centre of the diagram, we can see SIF Enterprise Awareness Activity, this activity is primarily concerned with stimulating a culture of enterprise within Plymouth and generating interest in starting a business or becoming self employed. This activity will form an important part of the referral process referring people primarily to SIF related projects such as the community enterprise champions for further support, but also to the wider network of social and business support available through JC+ and Business Link.

At the bottom of the diagram we can see a band of activity called capacity/infrastructure. These projects do not necessarily provide support and advice to businesses and individuals, but rather improve the capacity to deliver such support in the future. For instance, we can see that Neighbourhood Action Teams will be formed as part of Plymouth Works Plus. Where appropriate this should link to the SIF small scale infrastructure and business link outreach provision. Likewise, we would expect the main clients for small scale infrastructure to come from the 3 SIF support projects. However, we would also expect the small business loan/grant scheme to attract significant interest and therefore represents a referral pathway to the 3 SIF support projects and wider social and business support.



6 AIMS AND OBJECTIVES OF THE STRATEGIC INVESTMENT FRAMEWORK

The Vision for the Plymouth SIF is:

'To unlock the potential of Plymouth's disadvantaged/deprived communities through enabling businesses growth and the development of an aspirational, enterprising and entrepreneurial culture amongst residents'.

To achieve this vision three core objectives have been identified:

- **Stimulation of a culture of enterprise and entrepreneurialism in Plymouth's deprived communities;**
- **Increasing the number of businesses starting-up and surviving in Plymouth's deprived communities.**
- **Supporting the growth and development of local businesses**

A further "cross cutting" objective will be to ensure that the opportunities associated with developing a low carbon economy are reflected across the SIF.

Targeting

The activities will be open to all businesses and residents in all areas, groups and sectors. However, resources will be targeted to ensure people from the most deprived backgrounds are able to benefit. Further work will be undertaken to identify the most effective way of ensuring this (whether it be through identifying specific targets for investment or outputs).

Cross Cutting Themes

The SIF has been developed and activities will be delivered taking full account of the added value that can be derived from integrating environmental sustainability and equality and diversity issues.

Environmental Sustainability

Considerable focus has been placed on reflecting the potential importance of, and linkages with, the growing market for environmental goods and services and the need to adapt to a low carbon economy. Plymouth has some key strengths in this regard, particularly with links to the Plymouth Marine Sciences Partnership and the proposed development of a "Marine Science Park". While much of this activity will be eligible for support through the other Priority Axes of the Programme (in terms of knowledge transfer, R&D, commercialisation etc) the SIF will have a role in ensuring that some of the

benefits of this investment are realised within the communities that currently suffer low levels of enterprise and economic activity.

The SIF has a role to play in addressing the current disconnect between innovation and deprived communities. One of the potential focuses of this is on action to address environmental issues in the City. There are significant opportunities to build on activity within Plymouth and support the development of community based social enterprises that deliver environmental based services and at the same time develop the skills and experience of staff.

All activity commissioned through the SIF will need to reflect established good practice in relation to the integration of environmental sustainability principles and build on the successes of the Objective 2 Programme. Partners will look to work with the Competitiveness Programme Environmental Sustainability Theme Manager to ensure that Programme requirements are met and that the approach is consistent. It is also the intention to develop a specific set of local level environmental criteria that will complement the cross cutting targets being developed at Programme level.

Equality and Diversity

It is important that this Strategic Investment Framework makes a real contribution to the Programme's equality and diversity aims. It will do this in two main ways:

- 1) Ensuring that the activity that will be supported through SIF investment addresses any disparities within the Plymouth economy (for instance through ensuring that opportunities for women and BME communities are reflected in the strategy for raising levels of enterprise in deprived communities); and
- 2) Ensuring that any activity takes account of equality and diversity issues in relation to the delivery of the specific actions. This may be through ensuring that activity is accessible for those with care responsibilities, and that venues are selected to ensure access for all. Project literature and promotional materials should also take account of the specific requirements of all communities.

In relation to the former the focus of the SIF on deprived and disadvantaged communities means that it will by the nature of the interventions address inherent disparities within Plymouth, and in particular will seek to exploit the potential that exists to stimulate enterprise amongst women and BME communities. However, consideration will be given to specific requirements in this regard (taking account of good practice elsewhere) and specific targeted activity may be needed to be commissioned.

In relation to the latter this will mean ensuring that Programme criteria are adhered to and that the Programme's equality and diversity advisor is engaged at all stages of SIF delivery (including the development of delivery plans.

7 KEY STRANDS

This section outlines the investment strands that have been identified that will contribute to the objectives outlined above. These three objectives will be addressed through four interlinked strands of activity:

- Enterprise awareness
- Enterprise Support
- Access to Finance
- Enterprise infrastructure

These four strands represent different elements of a consistent and overarching support package that addresses the key barriers to enterprise in the city, and which covers the full range of business stages. The links between the three objectives, the Priority 3 indicative activities in the Operational Programme and the four investment strands are shown below:

Objectives	Plymouth Strands	OP Urban Enterprise indicative activity
Ob1: Changing Culture	Enterprise Awareness	Promoting and encouraging the creation of new enterprises
Ob2: Business Start Ups	Enterprise Support	Promoting and encouraging the creation of new enterprises
Ob3: Business Growth	Access to Finance Small Scale Infrastructure	Access to targeted business support Enterprise opportunities from environmental improvements Access to finance Small Scale infrastructure

Each of the strands is presented in more detail below, with each clearly linked back to the evidence and addressing a clearly identified need. In developing these investment strands there has been an acknowledgement that the focus should be on investing in a few activities where a real difference can be made in terms of transforming the level of enterprise in Plymouth and its deprived communities.

The tables below set out a detailed description of each strand of work, starting with a rationale / evidence of need based on the evidence and SWOT analysis and going on to highlight key activities.

Strand 1: Enterprise Awareness

Name	Enterprise Awareness
Rationale	<p>While the evidence base clearly shows that there is a lack of enterprise (as measured through business start ups etc) in particular areas of Plymouth, one of the main reasons for this lies in the lack of an "enterprising culture". At its most extreme this represents itself as a lack of "work ethic" experienced by those who may be 2nd or 3rd generation benefit claimants, while at other levels this may be exhibited through a view that "enterprise" is not an option. This is inextricably linked to the cultural issues related to Plymouth being traditionally dominated by one large employer and the lack of obvious "enterprising" role models.</p> <p>This strand will address this underlying cultural issue, and is essential to a long term transformation of Plymouth's level of enterprise and entrepreneurship. It will provide the spine for all other activity and ensure that the impact of the SIF is long lasting.</p> <p>The SIF can also play an important role in creating the climate for social enterprise, building on the well established social enterprises that exist in the city to provide people with a different route into enterprise that may be more attractive.</p> <p>It will be important to align SIF activities with the range of interventions aimed at addressing worklessness that already exist, and in particular to ensure that ESF interventions are complemented.</p> <p>Schools are particularly important in relation to this strand and working with those schools that are responsible for educating the majority of those who will remain in the area to live and work will be a key element of this strand and may well have the greatest long term economic impact on the local residents of the city.</p>
Objectives	<p>To foster a culture of enterprise within deprived communities</p> <p>To ensure all relevant activity promotes an enterprising culture</p>

Name	Enterprise Awareness
Key Activities	<ul style="list-style-type: none"> • Role models - using successful home-grown entrepreneurs to get over positive messages about enterprise and starting businesses, through a targeted marketing campaign or campaigns and linking in with school enterprise activity. • Enterprise as an option - development of a programme of activity that promotes positive messages about enterprise in accessible ways and through routes that will reach disadvantaged communities. • Social enterprise competition - a schools focused initiative to engage young people in the concept and positive aspects of social enterprise • Social enterprise internships - Creation of internships for 17 year olds within successful social enterprises in the city. • The virtual SE faculty - Placing Plymouth at the forefront of the social enterprise agenda, enabling a Educating the advice agencies - ensuring that the positive message regarding enterprise is integrated across all social provision. • Linking into existing programmes of activity - key to this strand is ensuring a joined up approach across all existing provision. While this will not necessarily cost anything it is essential to ensure a consistent message is relayed and that there is excellent cross referral and signposting. It is therefore an important element of the SIF.
Outputs	245 people assisted to get a job
Outcomes	The outcome of this strand of activity is difficult to quantify as it relates to addressing the inherent and underlying culture which has been identified as a key constraint for the city. Transforming this culture is also a long term ambition, which the SIF can play a key role in working towards.
Linkages	Enterprise Awareness will form an integral part of both SIF provision and wider social and business provision in Plymouth as illustrated in diagram on page 35. It is anticipated that Enterprise Awareness activity will stimulate referrals to other SIF projects such as Community Enterprise Champions and Mentoring and Business Rehearsal.

Strand 2: Enterprise Support

Name	Enterprise Support
Rationale	<p>The evidence base clearly shows the low levels of enterprise activity in Plymouth and some of the reasons for this. A number of issues were raised during the consultation, that add to the deeper understanding of the barriers to enterprise in the City. Some of these are:</p> <ul style="list-style-type: none"> • residents do not have a clear idea of the potential opportunities for starting a business; • existing businesses lack leadership and management skills to grow and develop their businesses; • engagement of people from deprived areas requires a bespoke/targeted approach that addresses their needs. <p>A number of barriers to social enterprise have also been identified in Co-active's Social Enterprise strategy for Plymouth, in particular the lack of awareness of, and hence attitudes towards, the social enterprise model within advice agencies, and the need for a fit for purpose support service and skills development. In addition, further consultation has revealed that opportunities exist, particularly around public procurement and the potential for social enterprise organisations to provide services to the public sector while developing the skills and ability of people from excluded groups.</p> <p>It will be important that any activity commissioned under this strand, focused on the development of social enterprise is integrated with the regional Social Enterprise service and opportunities are sought to deliver economies of scale across all three SIF areas.</p>
Objectives	<p>To support the growth and development of Plymouth's existing small businesses (including social enterprises).</p> <p>To support start-up and growth of new businesses and social enterprises in Plymouth</p> <p>To deliver a joined up demand and supply approach to public procurement and enterprise that provides market opportunities for social enterprises.</p>

Name	Enterprise Support
Key Activities	<p>Leadership and Management Training and Support</p> <p>Mentoring and Business Rehearsal - building on the successful models such as BVMA in relation to business mentoring. A proposed Programme model for Business Rehearsal is made up of 4 distinct elements:</p> <ol style="list-style-type: none"> 1. Information and awareness seminar; 2. Key Business Skills – a 4-day course with additional two 1:1 appointments with a Business Adviser. This mainstream activity (LSC funded) will not require ERDF finance. 3. 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 £500 grant to assist with legal requirements and necessities such as insurances, marketing and other essential start up costs. 4. Assessment & After care <p>Community Outreach Workers - Provision of "on the ground" support, integrated with other outreach work, with the focus on identifying opportunities and signposting to enterprise support.</p> <p>Business Brokerage - building on the "Better Together" project enabling businesses to share skills and experience.</p> <p>Support for the creation of new innovative exemplar Social Enterprises, with a focus on sectors such as environmental goods and services, creative and media, with potential links to the social enterprise competition activity.</p> <p>Development of a supply and demand side approach to procurement and the third sector, including the encouragement of delivery consortia and the identification of niche opportunities where social enterprises can deliver added value.</p> <p>Business brokerage</p>
Outputs	<p>115 individuals assisted to start a business</p> <p>380 businesses assisted to improve their performance</p> <p>20 social enterprises assisted</p> <p>100 SMEs assisted to improve their environmental performance</p>

Name	Enterprise Support
Outcomes	The outcomes of this strand would be more competitive and productive businesses and therefore an increase in GVA, as well as an increase in the number of new business starting and perhaps more importantly an increase in 1 and 3 year survival rates.
Linkages	<p>The diagram on page 35 illustrates the main linkages between these activities and those outside the programme. This shows three activities grouped together - Community Enterprise Champions, Mentoring and Business Rehearsal and Leadership and Management. These will link directly to JC+ and Business Link provision through referral pathways, with the SIF provision effectively being a specialist delivery partner to these mainstream programmes. Exact referral mechanisms will need to be agreed, but the JC+ Senior Provider Forum will provide a key mechanism to work out practical arrangements. Within these three, it is likely that community enterprise champions will refer clients to the mentoring and business rehearsal project, which is also likely to refer clients on to the small business loan/grant scheme and small scale infrastructure (strands 3 and 4). Likewise, we would expect to see referrals back from these other strands.</p> <p>The development of 'Rolls Royce' social enterprises will provide an important training ground for people without much experience (e.g. clients from mainstream provision), who wish to set up their own business or social enterprise.</p> <p>Activities to improve public sector procurement will not have such strong links to other support provision, instead, this activity is aimed at improving the market environment and as a result stimulate new and existing businesses to enter the system. This is illustrated with a red dotted line in the diagram.</p>

Strand 3: Access to Finance

Name	Access to Finance
Rationale	<p>A survey of 125 local companies conducted for the LEGI bid found that the number 1 barrier to growth was 'poor access to finance and risk averse culture'.</p> <p>People from deprived/disadvantaged backgrounds are less likely to be able to access finance from traditional sources such as banks etc. or have collateral available to use as match funding/security.</p> <p>Social Enterprises also report a lack of start-up funding available⁵</p> <p>Consultation identified the need for a small business grant / loan fund providing up to £3k to help people start their own business, linked into a business rehearsal/mentorship scheme. Enterprise Plymouth estimates that there is unmet demand to support 50 new businesses/year through business rehearsal linked with small business loans. Within the city the Small Business Fund has operate successfully for a number of years, and it would be the intention to build on this model, adding value to existing provision.</p>
Objectives	<p>To provide financial assistance to potential new businesses in order to overcome barriers to starting up a business.</p> <p>To create a sustainable revolving loan fund able to operate beyond the life of the programme.</p>
Key Activities	<ul style="list-style-type: none"> Small business loan / business rehearsal grant fund. Supporting the development of new businesses with a mixture of grants to enable beneficiaries to develop business ideas (linked with Strand 2 activity), and loans of up to £3,000 for fledgling businesses. The loan fund will be designed to be sustainable, with residues used to continue the fund beyond the life of the programme.
Outputs	<p>200 Individuals assisted to start a business</p> <p>4 social enterprises assisted</p>
Outcomes	<p>The outcomes of this specific intervention would be an increase in the number of business start ups and in the overall business stock as well as a decrease in those who are economically inactive.</p>

⁵ Co-active Limited (2007). Social Enterprise Action Plan for Plymouth.

Name	Access to Finance
Linkages	This activity has direct linkages to the SIF business support activities described in Strand 2. It is anticipated that beneficiaries of the loan/grant scheme will also participate in these wider support activities. It is likely that this activity will attract significant interest and this opportunity should be used to refer people to other appropriate business and social support.

Strand 4: Enterprise Infrastructure

Name	Enterprise Infrastructure
Rationale	<p>One of the barriers to enterprise in Plymouth's deprived communities is the lack of available and appropriate workspace. Initiatives elsewhere in the region (such as Vantage Court in Torbay) have been successful in offering a range of services suitable for small scale entrepreneurs to enable them to "get out of the back bedroom".</p> <p>The survey of 125 local companies undertaken to inform the LEGI bid, found that 'insufficient affordable business accommodation, including grow-on space' was ranked fourth in a list of barriers hindering growth potential.</p> <p>Consultation identified many communities that are geographically isolated from employment and business start-up opportunities. The group felt that that whilst some people are prepared to travel to access sites and premises, this presents a further barrier to engagement for the most hard to reach</p>
Objectives	To provide small scale workspace / support hub to support business start-ups and growth.
Key Activities	<p>Development of infrastructure facilities based within, or easily accessible to, communities to support business start-up and growth.</p> <p>Potential services on offer could be:</p> <ul style="list-style-type: none"> • Hot desks • Virtual tenancy • Desk tenancy • Office tenancy <p>It is essential that this provision is fully integrated with other strands of the SIF, and particularly used as a hub for the delivery of the enterprise support strand.</p>

Name	Enterprise Infrastructure
Outputs	350m2 new or upgraded floorspace - non specialist 350m2 new or upgraded floorspace - specialist 40 Businesses assisted to improve their performance 4 social enterprises assisted
Outcomes	In overcoming one of the key barriers to business growth, the outcomes of this intervention would be increased GVA and jobs created.
Linkages	<p>There are significant opportunities to form strong linkages both within and outside the programme. Outwith the programme, there are opportunities to form linkages with both the Plymouth Works Plus' neighbourhood action teams and Business Links' outreach centres.</p> <p>Within the programme, it is vital that these centres offer a fully integrated service with client referral to other relevant SIF provision.</p>

SIF Delivery funding

Partners in the development of this Strategic Investment Framework have identified the added value of ensuring that activity in Plymouth is co-ordinated and integration is ensured at a local level. While it is recognised that the Programme Managing Authority will undertake the formal commissioning process and be the Accountable Body for the investment, partners hold the view that to ensure that activity that is commissioned addresses the key challenges of Plymouth as outlined in this SIF, some additional local support capacity would be required. It is proposed, therefore to fund the employment of a SIF Support Manager whose role would include:

- Supporting the work of the SIF Steering Group
- Working with the Managing Authority in developing specifications for commissioned activity
- Co-ordinating all Plymouth activity, ensuring linkages are made between delivery organisations and providing advice and guidance
- Championing SIF aims and objectives and promoting activity
- Making links between Plymouth, Torbay and Bristol to ensure the transfer of good practice and the joining up of activity where appropriate
- Ensuring delivery organisations are delivering to timetable, and identifying problems (although it is recognised the formal monitoring role will be held by the Managing Authority).
- Development of annual delivery plans and reports.

8 Finance

Strand 1						
	EU€	EU£	UK€	UK£	Total€	Total£
Enterprise awareness	1,050,000	726,090	1,050,000	726,090	2,100,000	1,452,180

Strand 2						
	EU€	EU£	UK€	UK£	Total€	Total£
Enterprise support	5,250,000	3,630,454	5,250,000	3,630,454	10,500,000	7,260,908

Strand 3						
	EU€	EU£	UK€	UK£	Total€	Total£
Access to finance	1,575,000	1,089,136	1,575,000	1,089,136	3,150,000	2,178,272

Strand 4						
	EU€	EU£	UK€	UK£	Total€	Total£
Enterprise Infrastructure	2,625,000	1,815,227	2,625,000	1,815,227	5,250,000	3,630,454

SIF Delivery Support						
	EU€	EU£	UK€	UK£	Total€	Total£
	325,372	225,000	325,372	225,000	650,745	450,000

TOTAL						
	EU€	EU£	UK€	UK£	Total€	Total£
All Strands	10,825,372	7,485,907	10,825,372	7,485,907	21,650,744	14,971,814

9 Outputs and outcomes

Target Outputs and Outcomes	
Indicator	Number
Outputs	
Number of individuals assisted in starting a business	315
Number of businesses assisted to improve their performance	420
Number of social enterprises assisted	28
New or upgraded floorspace, sq. m. (specialist)	350
New or upgraded floorspace, sq. m. (non-specialist)	350
Number of individuals assisted in getting a job	245
Number of SMEs assisted to improve environmental performance	35
Results	
New business starts	210
Number of new businesses still trading after a year	192
Number of new businesses still trading after three years	140
Jobs created (gross)	525
Jobs safeguarded (gross)	350
Increase in GVA	£10,500,000
GVA safeguarded	£17,500,000
Impacts	
Net additional employment	283
Additional GVA generated (net)	£5,670,000
GVA safeguarded (net)	£10,360,000

10 Governance

The development of the SIF has been steered by the SIF Forum, which is a sub group of the Wealthy Theme Group of the 2020 Partnership (the LSP). This group includes private sector and third sector representation. Discussions on the governance arrangements for delivery will continue, particularly in relation to the role of the emerging City Development Company. However, in the interim the SIF Forum, with a slightly enhanced membership to include additional private sector representation will be responsible for:

- Preparation of Year 1 Delivery Plan, setting out in detail how the activities and themes identified in the SIF are taken forward;
- Establishing and agreeing a project appraisal process with the RDA;
- Maintaining clear links to the LAA;
- Managing the SIF Support Manager

11 Risk Assessment

The following table provides an assessment of risk and actions to reduce or mitigate this

Risk	Impact	Likelihood	Mitigation
Lack of match funding	Severe	Medium	Work with partners to identify alternative sources
Slippage in delivery	Medium	Low	SIF Support Manager and Steering Group on the ground to help avoid project slippage
Under-delivery of outputs	Medium	Low	Outputs realistic given level and type of intervention
Changes in mainstream provision	Medium	Medium	Key delivery partners engaged and able to provide advice as to changes in provision to enable SIF activity to complement activity.
Difficulty attracting projects / quality delivery	High	Low	Commissioning approach will ensure activities are capable of being delivered and will provide clear requirements. No need for delivery organisations to identify own match funding
Projects create negative environmental impacts	Medium	Low	Appraisal criteria and specification to include environmental aspects
Delays in development/approval of 1st year delivery plan	Medium	Low	Resources dedicated to development of delivery plan
Projects having a negative impact on equality and diversity	Medium	Low	Appraisal criteria and specifications to include equality and diversity aspects

Annex A: Deprivation Statistics

Table 1 below shows which wards contain the 20 most income, employment, education, skills and training deprived lower super output areas in Plymouth. The presentation of the wards is ordered according to the national rank of the income deprivation domain. There are 160 lower super output areas in Plymouth and 32,482 in England. Every one of these areas has a national deprivation ranking, with 1 being the most deprived and 32,482 the least deprived. Where an area's 2007 national ranking has worsened since 2004, this is indicated by *. Please note that changes in rankings are relative rather than absolute and may be due to other areas improving at a faster rate.

Table 1: 20 Most Deprived Lower Super Output Areas in Plymouth

	Income Deprived		Employment Deprived		Education, Skills & Training Deprived	
Ward	Number of LSOAs in 20 Most Deprived	National Rank	Number of LSOAs in 20 Most Deprived	National Rank	Number of LSOAs in 20 Most Deprived	National Rank
St Budeaux	3	347th, 2861st*, 479th	2	986th*, 2064th*	3	2154th*, 2424th, 2992nd*
St Peter & Waterfront	3	368th*, 1768th, 3150th	4	64th*, 744th*, 1380th, 1786th*		
Ham	2	620th*, 1032nd*	3	1677th*, 1906th*, 1987th*	4	174th*, 267th, 1831st*, 2281st
Devonport	6	680th, 803rd*, 1437th*, 3449th*, 3784th, 4073rd*	5	116th*, 150th*, 1312th*, 2457th*, 2522nd*	5	608th*, 1253rd*, 1877th*, 1900th*, 2080th*
Honicknowle	2	1565th, 4346th	3	2509th*, 2743rd*	4	1182nd*, 1686th*

				2769th*		1754th*, 1977th
Efford & Lipson	1	2924			1	2508
Budshead	2	3658th*, 3977th*	2	875th*, 2957th*	2	1447th*, 2134th*
Sutton & Mount Gould	1	4099*	1	2846th*		
Southway					1	2732nd*

Source: Adapted from Communities and Local Government, 2004 and 2007

As Table 1 above shows, many of the most deprived areas are experiencing an increase in the relative levels of deprivation; however, it is important to note that changes are taking place throughout Plymouth. The wards containing the lower super output areas experiencing the greatest increase in relative income, employment, and education, skills and training deprivation between 2004 and 2007 are in Table 2 below. Again, as the national ranks are relative, these changes may be due to other areas improving at a faster rate.

Table 2: 20 Lower Super Output Areas in Plymouth Experiencing Greatest Change in Rank Nationally

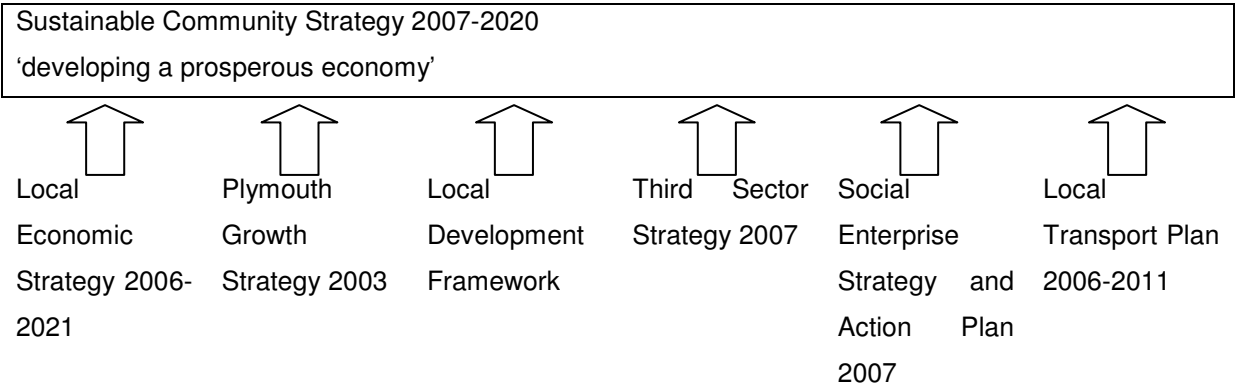
Efford and Lipson	2	-2807, -1655	1	-2154		
Plymstock	Income Deprived		Employment Deprived		Deprived	-7787, -6084, -
Dunstone	1	-2482	1	-3180	3	4786
Ward	Number	Change in	Number	Change in		
Compton	2	Rank -2295, -1917	1	Rank -5372		
Eggbuckland	1	-1762			3	-3620, -3610, -
Budshead	2	-12049, -			1	3259
		1544		-2692, -2242		-6292
Moor View	2	-1599, -1502	3	-2634 and -	1	-3603
Southway	1	-4882	2	-2094 -2253		
Honicknowle	1	-4155, -	2	-3910, -2700		
Plympton St Mary			3	-4108, -3059, -2410	1	-4557
Chaddlewood						
Plympton Erle			1	-2880, -2721	1	-3532
Devonport					1	-2944
Drake					4	-8437, -8421, -
Peverell						3581,
						-2928
Stoke					1	-3574, -4586 and
Plymstock Radford					3	
Sutton & Mount					1	-3857

Gould						
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ANNEX B Plymouth Key Strategies

The Sustainable Community Strategy 2007-2020, published by the Local Strategic Partnership, provides the overarching vision for the city: “Plymouth will be recognised as one of Europe’s finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone” (Plymouth 2020, 2007, p14). Eight strategic objectives were developed as part of the strategy to achieve this vision. The key objective in relation to the Urban Enterprise Priority is, ‘developing a prosperous economy’, which seeks to “develop a more enterprising, vibrant and diverse local economy that strengthens local businesses and enterprises, which will attract investment, share prosperity and create better employment opportunities for local people” (Plymouth 2020, 2007, p17).

The delivery of the Sustainable Community Strategy is supported by over 20 city wide strategies. Although many of these are cross-cutting across the Sustainable Community Strategy’s eight objectives, those most relevant to ‘developing a prosperous economy’, and the Urban Enterprise Priority, are set out in Figure X below.



In addition to the strategies shown in Figure X, the Local Area Agreement 2007-2010 sets out an action plan to achieve this vision. It is within this strategic context that the SIF will be delivered. Full details of all the aims and objectives set out in each of these strategies are provided in Appendix X.

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
Plymouth Sustainable Community Strategy 2007-2020, Plymouth 2020 Partnership, 2007 (p14-25)	Plymouth will be recognised as one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.	<p>A healthy place to live and work</p> <p>A wealthy city which creates and shares prosperity</p> <p>A safe and strong city</p> <p>A wise city – a location for learning, achievement and leisure</p>	<p>Improving health and well-being</p> <p>To improve the health, well-being and social care of local people, reduce inequalities and help people at all stages in their life to enjoy the best possible health.</p> <p>Developing a prosperous economy</p> <p>To develop a more enterprising, vibrant and diverse local economy that strengthens local businesses and enterprises, which will attract investment, share prosperity and create better employment opportunities for local people.</p> <p>Promoting community safety</p> <p>To reduce crime and disorder and the fear of crime among local people.</p>	<p>Reduce health inequalities between neighbourhoods of the city.</p> <p>Increase life expectancy and overall health and well being.</p> <p>Increase the independence of older people.</p> <p>Ensure the sustainable growth of the working and resident population of the city.</p> <p>Reduce levels of worklessness.</p> <p>Create a diverse and growing business base.</p> <p>Tackle crime and anti-social behaviour.</p> <p>Reduce the fear of crime.</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>Raising educational achievement To ensure the highest quality opportunities exist in education, learning and training, improving school and college performance and raising aspirations and standards of achievement for all age groups.</p> <p>Promoting inclusive communities To reduce social inequalities, renew disadvantaged neighbourhoods, protect the vulnerable and ensure equal access for all members of the community to services and opportunities.</p> <p>Developing an effective transport system To produce a safe and effective</p>	<p>Achieve high levels of educational attainment.</p> <p>Create a high quality adaptable skill base.</p> <p>Create a positive and aspirational culture.</p> <p>Ensure those from different backgrounds have equal access to services.</p> <p>Enable positive relationships between people from different backgrounds.</p> <p>Empower local people to have a greater choice and influence over local decision-making and a greater role in public service</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>transport system that balances the needs of all users.</p> <p>Maintaining a clean and sustainable environment</p> <p>Create a more attractive environment that is safe, clean and tidy as well as being a more healthy and diverse natural environment.</p> <p>Stimulating culture and leisure activities</p> <p>To stimulate participation in cultural pursuits, promoting creativity and extending opportunities for people to experience high quality recreational and leisure activities.</p>	<p>delivery.</p> <p>Improve accessibility and social inclusion.</p> <p>Effectively manage our city's waste.</p> <p>Tackle climate change.</p> <p>Improve the quality of public spaces and the local environment.</p> <p>Increase the availability of new affordable housing and raising the standards of existing homes.</p> <p>Provide high quality recreational and leisure activities.</p>
Local Area Agreement for Plymouth 2007-2010, Plymouth 2020	To be one of Europe's finest, most vibrant waterfront cities where	As set out in Sustainable Communities Strategy 2007-2020	As set out in Sustainable Communities Strategy 2007-2020	Focus: Creating and sharing sustainable prosperity.

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
Partnership, 2007 (p3-4)	an outstanding quality of life is enjoyed by everyone.			The LAA outcomes are structured around four blocks: Children and young people Economic development and enterprise Healthier communities and older people Safer and stronger communities
Plymouth Local Economic Strategy 2006-2021 & Beyond, Plymouth 2020 Partnership, 2006 (p5-8)	By 2020, Plymouth will be one of Europe's finest most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone, where all can be healthy, wealthy, safe and wise. Aim: To achieve an improved		(From the City Vision ⁶) Developing a prosperous economy Raising educational achievement Promoting inclusive communities	Critical success factors: Productivity and competitiveness High levels of GVA Business and enterprise High levels of employment A diverse business base Knowledge and technology A high proportion of employment in knowledge based activities High levels of innovative capacity Skills and learning

⁶ As set out within the Plymouth City Strategy 2004-2009. This document was replaced by the Sustainable Community Strategy in 2007.

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
	competitive position for the City of Plymouth.			<p>A high quality, adaptable skills base</p> <p>High levels of attainment in education</p> <p>A positive and aspirational culture</p> <p>Key centres</p> <p>A range of well connected centres and nodes that drive complementary and mutually reinforcing components of the economy</p> <p>Participation</p> <p>Inclusion and access for all communities</p> <p>High levels of economic activity</p> <p>Leadership</p> <p>Co-ordination and championing</p> <p>Image and branding</p>
City Growth Strategy Plymouth Business Growth, 2004 (p21)	For Plymouth to develop: A more prosperous, dynamic and competitive		To achieve business growth through the development of clusters and target sectors.	<p>Cross Cutting Principles:</p> <p>Business engagement</p> <p>Involving businesses more closely</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
	<p>economy that provides opportunities for all of its people;</p> <p>A stronger, more diverse and growing business base that benefits from the city's natural assets and competitive advantages, and takes a central role in the development of the city; and</p> <p>A new culture of entrepreneurship, innovation and aspiration.</p>		<p>To increase the rate of business start ups, by promoting a culture of entrepreneurship and supporting the formation of new businesses.</p> <p>To improve the delivery and co-ordination of business support and economic development initiatives.</p> <p>To ensure the right conditions are provided for business growth, by working with partners to enhance the city's infrastructure, image and environment.</p>	<p>in the economic development process and ensuring that actions under the strategy take account of their needs and priorities, and harness their expertise and experience.</p> <p>Changing the culture</p> <p>A common theme is the need for Plymouth to change its culture – to raise its aspirations, confidence and self esteem, and project a positive image to the outside world.</p> <p>Partnership</p> <p>A recurrent theme is the need for organisations concerned with business support, economic development and regeneration, as well as the private and voluntary sectors, to work together to develop new programmes and enhance the co-ordination and effectiveness of existing ones.</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
				<p>Economic Inclusion</p> <p>It is important that actions under the strategy provide opportunities for all of Plymouth's citizens and employees, help to tackle deprivation and benefit disadvantaged communities. The strategy recognises that these communities represent an untapped resource and that business formation in these areas can provide significant economic and social returns.</p> <p>Sustainability</p> <p>The strategy needs to economically, socially and environmentally sustainable, achieving continuing business growth that does not place excessive demands on the public sector, benefits all sections of society, and maintains and</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
				enhances the quality of Plymouth's environment.
Local Development Framework – Core Strategy, Plymouth City Council, 2007 (p4-136)	<p>Its vision is for sustainable growth that delivers a quality city with a sustainable economy and strong and healthy communities within environmental limits. Growth that moves towards carbon neutrality, reducing the city's eco-footprint and helping to respond to the key drivers of climate change (energy use, waste and transport). Growth that has as its very foundation a series of sustainable linked communities.</p> <p>In addition, supports the</p>		<p>Delivering Plymouth's strategic role</p> <p>Deliver a vision for Plymouth's strategic role within the South West Region.</p> <p>Delivering the City Vision</p> <p>To see Plymouth established by 2021 as a city of truly international quality.</p> <p>Delivering sustainable linked communities</p> <p>To develop sustainable linked communities throughout the city.</p> <p>Delivering the quality city</p> <p>To capitalise on Plymouth's unique natural and built heritage and create well designed, safe, vibrant, diverse, sustainable neighbourhoods.</p> <p>Delivering Regeneration</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
	delivery of the Vision for Plymouth (Mackay Vision, 2003).		<p>To prepare a series of Area Action Plans for the areas in the city of greatest development pressure or opportunity or sensitivity to change.</p> <p>Delivering the Economic Strategy</p> <p>To set a spatial planning framework through the LDF that supports the Council's Economic Strategy & Action Plan, helping to make Plymouth a place where people, business and an outstanding natural environment converge to bring about sustainable prosperity and wellbeing for all.</p> <p>Delivering Adequate Shopping Provision</p> <p>To promote new shopping development which contributes positively to delivering Plymouth's vision for sustainable high quality growth, making Plymouth a city of</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>sustainable linked communities.</p> <p>Cultural / Leisure Development Considerations</p> <p>To enhance the city's cultural / leisure offer by promoting the development of cultural / leisure clusters in the following locations:</p> <ol style="list-style-type: none"> 1. The City Centre (focused on the University and North Hill area). 2. The waterfront areas (focused on the regeneration areas of Millbay and Devonport and the Barbican). 3. Central Park (the Life Centre). <p>Delivering Educational Improvements</p> <p>To set a spatial planning framework that supports improvements in education to enable everyone to share in Plymouth's growing prosperity.</p> <p>Delivering Adequate Housing</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>Supply</p> <p>To ensure that everyone has access to a decent and safe home within a quality living environment.</p> <p>Delivering a Sustainable Environment</p> <p>To set a spatial planning framework through the LDF that supports the City Strategy goal to maintain a clean and sustainable environment, which benefits social and economic well-being.</p> <p>Delivering Future Mineral Resources</p> <p>To deliver an appropriate balance between the need to safeguard the long term supply of minerals and delivery of strategically important development in the eastern corridor, helping to make Plymouth a place where people, business and an outstanding natural</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>environment converge to bring about sustainable prosperity and well-being for all.</p> <p>Delivering Sustainable Waste Management</p> <p>To establish a spatial planning framework in the LDF that supports the Regional and Council's Municipal Waste Management Strategy, helping to make Plymouth a place where people and businesses produce less waste and are provided with long term sustainable and affordable waste management and treatment facilities.</p> <p>Delivering Sustainable Transport</p> <p>To reduce the need to travel and deliver a sustainable transport network that supports Plymouth's long term growth, improves its connectivity with the rest of the UK,</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
			<p>Europe and beyond, and provides an improved environment and a high quality of life for the city's communities.</p> <p>Delivering Community Well-being</p> <p>To set a spatial planning framework for the improvement of the city's community health, safety and well-being for everyone.</p> <p>Community Benefits / Planning Obligations</p> <p>Where needs arise directly as a result of development, the Council will seek to secure planning obligations or agreements pursuant to Section 106 of the Town and Country Planning Act 1990 that make a positive contribution to creating a city of sustainable linked communities.</p>	

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
A Vision for Plymouth, MBM Architects with AZ Urban Studio, 2003 ⁷	<p>MBM Architects set out a development masterplan for the city. Plymouth City Council (www.plymouth.gov.uk) have summarised this as:</p> <p>The form of the public realm must be of the highest quality and a physical expression of the values of society. Every building forms part of the city and can contribute to the scale of enclosure. The street is a shared space and conflicting interests should be accepted as part of urban living.</p>			

⁷ The Vision for Plymouth has shaped the development of city wide strategies, including the Local Development Framework

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
	It is important to retain a memory of place when creating new places and to draw on the legacy of earlier generations.			
A Third Sector Strategy for Plymouth 2008-2011 (Draft), Plymouth 2020 Partnership, 2007 (p5-7). The Compact forms part of this strategy.	Being one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.	<p>Ensure the role of the Third Sector is understood and acknowledged across all sectors, particularly valuing its contribution through volunteering and campaigning activity to strengthen communities and build civil society</p> <p>Ensure that whole communities are involved in shaping the city's future, including those who traditionally have not played an active role</p> <p>Increase the role of users</p>		<p>Issues and Drivers:</p> <p>An effective Third Sector will bring significant benefits to all the citizens of Plymouth</p> <p>Decision making and resourcing, in some areas, in relation to the Third Sector has been inconsistent, ad hoc, siloed and short term</p> <p>A need to address the lack of understanding about the value and opportunity to utilise the expertise of the VCS in successful service delivery</p> <p>The need to build the capacity of black and minority ethnic groups along with other communities of interest and geography to enable</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
		<p>and communities in commissioning decisions.</p> <p>Ensure that a rolling, cross sector three year funding strategy is in place</p> <p>Facilitate and encourage partnership with the LSP as far as possible making use of existing infrastructure</p> <p>Ensure infrastructure continues to support small community groups</p> <p>Review barriers and incentives to the transfer of assets to aid the development of “community anchor” organisations to promote enterprise, and</p>		<p>effective decision making at both neighbourhood and city levels</p> <p>The need to develop an agreed co-ordination mechanism within the third sector at an infrastructure level</p> <p>Cabinet Office pressure for greater use of the third sector in public service delivery</p> <p>Local Area Agreement mandatory outcomes for increased levels of volunteering and greater involvement of local people in decision making</p> <p>The Justice and Health and Local Government Bills place further duties on statutory organisations to engage with the third sector.</p>

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		<p>sustainable support to local groups</p> <p>Focus on third sector organisations of sufficient scale and capacity to develop and deliver our shared objectives across the city</p> <p>Successfully establish 'community calls for action', as set out in the Justice and Health and Local Government Bill.</p> <p>Strengthen and make effective the working relationships and arrangements between the public sector, business sector and the third sector building on and complying with the principles and</p>		

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		<p>undertakings contained within the Plymouth Compact.</p> <p>Increase the third sector's role in public service delivery particularly through the promotion and stimulation of social enterprise</p> <p>Ensure that the third sector is involved early in policy formation, consultation, service delivery and design, and that its voice is heard and reflected</p>		
Social Enterprise Action Plan for Plymouth, Co-active on behalf of Wealthy Theme Group, 2007 (p33)	To create a vibrant social enterprise economy which is recognised internationally.			<p>Areas of Focus</p> <p>Creating a climate for social enterprise</p> <p>Encouraging new social enterprises</p>

Strategy	Vision/Aim	Goals	Objectives	Priorities/Issues/Drivers
				Improving social enterprises
Local Transport Plan 2006-2011, Plymouth City Council, (p9-10, p29-30)	Contributes to and supports the delivery of the vision set out within the City Strategy Action Plan.		<p>To improve accessibility and social inclusion</p> <p>To reduce the rate of growth of traffic congestion</p> <p>To improve road safety</p> <p>To improve air quality and the environment</p> <p>To support Plymouth's urban renaissance and sustainable growth</p> <p>To improve quality of life</p> <p>To make maintenance more efficient and effective</p>	<p>Key principles:</p> <p>The importance of public transport</p> <p>Improvements to the reliability and capacity of public transport lie at the heart of the strategy, which recognises its role in improving accessibility and broadening travel choice.</p> <p>Meeting current and future needs</p> <p>The strategy is designed to deliver government targets and shared priorities and to incorporate visionary growth for the city. It supports the regeneration of disadvantaged parts of the city and planned developments in the city centre and eastern and northern corridors. It will link in with the plans of neighbouring authorities and deliver safe sustainable</p>

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				<p>transport solutions to take Plymouth into the next decade and beyond.</p> <p>Balanced objective-led allocation of limited resources</p> <p>The strategy involves the implementation of a balanced set of measures within available resources over the LTP2 period (2006-2011) to best address current and short-term transport problems. It sets sound foundations for meeting the longer-term growth aspirations for the City of Plymouth and describes a clear vision of how developments can contribute to this strategy.</p> <p>Collective implementation of measures</p> <p>These measures, collectively, are</p>

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				designed to bring about improvements in accessibility and network safety and efficiency and to encourage more sustainable demand for travel by broadening the travel choices available.

