

Devonport Regeneration Company

EMPLOYMENT STRATEGY

Strategy

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1 INTRODUCTION

The Purpose of this Strategy

- 1.1 This strategy has been commissioned by the Devonport Regeneration Company with the support of the South West of England Regional Development Agency.
- 1.2 The Strategy is written to assist the regeneration of Devonport generally and specifically to take advantage of the business, employment and economic opportunities offered by the Devonport Development Framework. The aim of the strategy is to:
- Create a vibrant local economy, with quality employment opportunities for local residents and growth opportunities for local businesses; and to remove barriers to the employment of Devonport residents***
- 1.3 The Strategy has three main strands:
- i. Helping Devonport residents into employment - there are too many residents who find it difficult to access training and employment opportunities which allow them to earn a decent wage and look after themselves and their families
 - ii. Assisting the growth of the Devonport economy - helping existing business in Devonport to survive and grow; and creating an environment in which new businesses (including social enterprises) can thrive and provide new employment opportunities
 - iii. Changing the culture and profile of Devonport, so that it is an attractive place to live and earn a living; an attractive place for businesses to locate, and a place where residents believe in their ability to use their talents, develop skills and contribute to the business life of Devonport and Plymouth
- 1.4 These strands are developed through the Priorities One to Ten, set out later in this document.

Devonport Today

- 1.5 Devonport today is a depressed and deprived area. The baseline studies for this Strategy, which are summarised in the Appendices to this document, show that compared to the rest of Plymouth, worklessness is a major issue - hundreds of adults who would normally be in employment are not - and a high proportion of them have not worked for years. The 1,600 residents who are working (out of a total of 3,500 "economically active" adults and a total population of 5,000) are generally in low-skill, low-status, low-wage jobs. Household incomes, being based on benefits or low-wage jobs, are consequently very low.
- 1.6 These problems of the resident community have a knock-on effect on local businesses - local shops compete for the very limited spending of local households, and there are few local services because of limited ability to pay. Local retailers have suffered further as households decanted from Council-owned housing have not yet been replaced in new homes, so further reducing local spending. There are few opportunities for the existing 159 businesses (which currently employ around 1,300 people) to grow in Devonport, or for new businesses to set up, because of uncertainty over the future and a lack of sites and premises to meet modern business needs.
- 1.7 All of these problems are compounded by the depressed atmosphere of Devonport, which inhibits local peoples' aspirations, deters investment by households and businesses and limits the links between Devonport and the rest of Plymouth. Young people go through school with limited ambitions for their futures and do not develop the skills they need to succeed. Adults often suffer the same inhibitions and

many do not access job opportunities which are available across Plymouth. Developments which have contributed to regeneration in other parts of Plymouth have not penetrated through to Devonport and have had only a limited impact on the employment and economic problems of the area.

- 1.8 There is a range of projects and agencies working hard to improve conditions in Devonport, with Devonport Regeneration Company now leading and co-ordinating initiatives, and working with established local projects such as Granby Island and Pembroke Street EMB. Other agencies, for instance Job Centre Plus, are strong supporters of the work of DRC (JC+ particularly has worked hard and allocated substantial resources to support local employment initiatives) and there are good links between mainstream organisations and local initiatives. However, these activities are limited by the development problems of Devonport, by the "cultural" problems of the area, and by the entrenched problems within the local economy and local labourforce. There is a need for new, targeted and different initiatives - not doing more of the same, but adding to existing efforts to achieve a "step change" in employment and economy in Devonport. In particular, the opportunities presented by the release of the Stores Enclave and Mount Wise from Ministry of Defence ownership, in 2005, must not be missed.

The Vision for Devonport

- 1.9 Our vision of Devonport in 2011 is of a neighbourhood with a local economy which has been transformed, supporting thriving businesses, with more, better employment opportunities for local residents and a local labourforce which is better-skilled, better-paid and employed in a range of occupations in Devonport and the rest of Plymouth. A major part of this economic transformation will happen because of development of the Stores Enclave, which will provide new business and employment opportunities in a range of new premises, but it will only happen if a large programme of initiatives is implemented to maximise the value of these opportunities. The redevelopment of the Stores Enclave will make the heart of Devonport a busy, attractive, lively area with new housing, new streets and a mixture of small businesses including shops, cafes and offices, so that there are people around in the area throughout the day and the evening.
- 1.10 We expect to see businesses thriving because existing businesses are helped to survive over the next few years (until the effects of new housing and economic development kick in) and because new businesses will set up and grow in the changed economic climate of the area. Investment will be attracted as the pace of change accelerates, and trade in Devonport businesses increases. New business opportunities will particularly be found in retailing and associated cafes/bars/restaurants, local services, construction, property and environmental maintenance, the marine sector. In some cases, new social enterprises will be established to make the link between local skills, local experience and local delivery. The critical element in the Strategy to help deliver this part of the vision is providing the right economic climate for businesses to survive, set up, and grow - including premises of the right type, offered on the right terms at the right time.
- 1.11 The Vision will include people living in Devonport working throughout Plymouth, taking advantage of the thriving City economy which will grow from recent years through the regeneration plans emerging for the City Centre, Millbay and other areas. These developments will provide new job opportunities in city centre businesses such as retailing, professional services and business and financial sectors; in marine-related, tourism and leisure activities in the waterfront areas; and in other industries across the City. The Vision will ensure that existing Devonport residents have developed the ambitions, skills and confidence to access these job opportunities, and that local barriers to work have been overcome.
- 1.12 The Vision will also see Devonport residents accessing new jobs within the neighbourhood, either employed by the growing businesses in shops, services and other sectors. Major new developments, such as the "extended education" provision and the LIFT Health Centre may not provide large numbers of new opportunities for local residents immediately, but they provide the chance for local recruitment over time, so that by 2011 more local people will be employed in these facilities. The major

opportunities in that timescale will come through construction and building trades, environmental improvements, and the first phases of new shops, services and small businesses. New premises providing managed workspace and business growth units will attract a range of small businesses, and the Vision will ensure that a range of access, guidance and skills development programmes provide the best chance for residents to be employed there.

- 1.13 The Vision will help residents make the most of their talents and abilities through adding value to existing advice and training programmes in fundamental ways - working with individuals to tailor support, advice, training and employment programmes to meet their specific problems and needs; and working with them, as individuals, to raise their aspirations and their confidence alongside their growing skills. By 2011 we expect to see all employable adults working in good jobs, either in Devonport or elsewhere in Plymouth, developing their skills through work and building careers for the future.

People's Dreams

- 1.14 The overall Vision for Devonport has been spelled out in "Devonport People's Dreams" and the "Devonport Development Framework". "People's Dreams" shows how DRC will

"build a community with ample skills and resources, within which residents participate fully in the mainstream economy and society generally and by doing so ensure that the changes we achieve will be sustainable into the future.....we want to create a community where everyone is valued for who they are and be enabled to live to their full potential....."

- 1.15 "People's Dreams" admits that many of the problems and issues identified in the Delivery Plan are deep-seated and there are no easy solutions. We cannot expect all of the area's needs to be met and its problems solved in just ten years (of DRC's life) - but a sustainable future can be built within these ten years. The "Development Framework" shows how the opportunity for redevelopment of the Stores Enclave and Mount Wise sites can be used to create "a place of choice for residents, businesses and visitors alike", so Devonport will come to be home to an attractive, safe, healthy and confident community

"Schools and Colleges will be proud of their success and young people will wish to stay and bring up their families. A range of stimulating jobs will link to training and skills development programmes that offer a choice of routes forward..... The look and feel of the whole area will be radically transformed... A diversity of house types and tenures will create mixed neighbourhoods, where nobody feels excluded and people from different backgrounds live side-by-side."

The Devonport Development Framework

- 1.16 The Development Framework shows how, by the year 2011, Devonport could be physically transformed by:

- Development of the whole of the Stores Enclave, to provide new shops, housing, business premises and community facilities in new, attractive buildings built on a network of busy new streets which link key parts of Devonport back together again - providing over 400 new homes, a new supermarket and other shops, and nearly 3,000 square metres of business floorspace in offices and workshop premises
- Completion of new housing at Cornwall Cannon Street, James Street/Bennett Street, Pottery Quay and Cumberland Block (known as the "Devonport Urban Village" proposals); construction of more new housing through redevelopment schemes at Mount Wise, Bullring, Ker Street, Duke Street, Granby Green, St. Aubyn Street, Granby Street, Raglan Court and Morice Street; and refurbishment of flats at Marlborough House, Ker Street, Duke Street, Tavy/Tamar/Lynher Houses, Devonport Hill, Durrant/Knowland/Porteus Close, Albany/Queen Street - providing 697 new homes (a net loss of 148

homes) and 480 refurbished dwellings and major improvements to the appearance of these parts of the area

- refurbishment and new uses for important buildings including the Guildhall, the Market building, the Old Library and Admiralty House at Mount Wise
- development of a Visitor Centre in South Yard including the ropeworks buildings
- development of new facilities at Brickfields for sports and leisure and a range of other community facilities
- a major programme of environmental improvements, traffic measures and other schemes to improve the quality of the environment in Devonport

1.17 Particularly important for the local economy will be the construction of new business premises:

- an "Incubation Centre" or "Enterprise Centre" providing around 20,000 sq ft of small, flexible units around communal business facilities - this should accommodate around 30 small businesses, in a project to complement the HQ building in Union Street and Millfields.
- small-scale business growth units of between 2,000 and 10,000 sq ft - the exact numbers to be determined by the development agencies and by demand, but probably around 4 or 5 units should be provided in the first instance.
- a small supermarket (10,000 to 15,000 sq ft) within the Stores Enclave, with a number of smaller retail units alongside
- a number of small office premises, particularly in street frontages in the new Stores Enclave development
- possibly - if an occupier comes forward, with a particular need for premises - a public sector administrative office

all of these premises are important because they will add businesses and employment opportunities into the neighbourhood - but also because they create demand for local supplies and services (including property maintenance, security, office suppliers, etc.); and they create local spending as employees use local shops, cafes, etc..

Plymouth Growth Strategy

1.18 These ambitions for Devonport fit within the wider ambitions for Plymouth, which are spelled out in documents such as the Plymouth "Growth Strategy" and the MBM "Vision for Plymouth"; and in proposals for Millbay, East End, etc.. Taken together, all of this strategy work shows how Plymouth will improve throughout this decade, and set the scene for sustained economic growth over years to come. All of these changes provide the opportunity for Devonport's economy to benefit and for Devonport residents to improve their chances of better quality, higher-paid employment.

1.19 The main opportunities for employment of Devonport residents will always lie in the wider economy of the City - jobs in retail, professional services and other service occupations in the City Centre; jobs in manufacturing and other sectors around the City fringe in Marsh Mills, etc.; and jobs in specialist sectors such as marine industries around the waterfront. The vision for the City sees all of these sectors growing, with the opportunity for Devonport residents to benefit if they can develop the right skills, and overcome other barriers such as transport and childcare, which prevent them from accessing these opportunities already.

Devonport Employment and Business Strategy

- 1.20 Over the years to 2011, we must make sure that the businesses which have survived in Devonport can start to grow, serving a growing residential community and benefiting from the improved image of the area. Shops in Marlborough Street, Cumberland Street and George Street should remain, with improvements to their surrounding environment, selling goods and services to local residents. New shop premises on the other side of Granby Green will provide a new small supermarket to provide more of the needs of local residents, with a few new shops alongside it to widen the range of goods available. As the resident population stabilises and starts to grow again, with more households on better incomes, there will be a need for more shops, selling a bigger range of goods again. Measures should be taken to help existing retailers move to the new premises if they wish, and to retain the character and attractiveness of the existing groups of shops.
- 1.21 The other businesses which exist in Devonport at the moment - with the biggest concentration down at Richmond Walk - should not be disturbed, as they are an important part of the local economy and provide some employment for local residents. The character of Richmond Walk should not change, but improvements to business premises should be supported, and it is particularly important that businesses in the marine sector are encouraged to locate and grow in that area.
- 1.22 The Stores Enclave will provide more opportunities for existing businesses to relocate and grow, or for new businesses to set up in Devonport. The vision is for a range of new business premises, from a special managed workspace building, through refurbished buildings such as the Market, to new offices, cafes and other commercial premises to be available in different parts of the Stores Enclave development. Together these will provide accommodation for 50 - 60 businesses in offices, managed workspace, live-work units and "small business growth units", and maybe up to 10 new shops in the area. All of these new businesses will employ people, adding life to the area and increasing spending in shops, cafes, and pubs.
- 1.23 On top of this growth in small businesses in the area, it is possible that a larger office building could be provided in the Stores Enclave, accommodating something like a public sector administrative function, if the opportunity arises - and there are two project proposals in the Development Framework which will make a major impact on the area : the LIFT Health Centre proposal and the "extended education" project. These two proposals are fundamentally important because they will improve the quality of life within Devonport dramatically, and provide residents with the opportunity to access services of a quality so far unavailable to them. The projects will also make a major difference to the appearance and life of the area. However, the projects will also be important for their contribution to the local economy. In their early days, though they will employ well over 200 staff in total, they are unlikely to add new job opportunities for Devonport residents as they will bring their own staff with them. However, over time, it is likely that more staff in these projects will be recruited locally, and that staff employed in them will choose to live locally even if they originally live elsewhere.
- 1.24 This growth in employment in the area, and the massive programme of redevelopment and development will provide important opportunities businesses - initially in the construction and building trades, and subsequently in property and environmental maintenance, business services, and domestic services. As Devonport grows and changes, a range of business opportunities will develop, both serving the needs of the resident population, and trading across Plymouth and beyond. Devonport will be a place where people want to live, and where businesses want to locate.
- 1.25 New confidence in the area will help to attract trade, supporting businesses and adding to the "buzz" of a regenerated neighbourhood and a new face for Devonport. As success builds on success, so Devonport residents will be more confident and ambitious in developing skills and shaping their own careers.

Implementing the Employment Strategy

- 1.26 The Devonport Employment Strategy will require action across a wide range of issues, particularly working with existing businesses and potential new businesses; and working with existing residents to help people into work, raise their skill levels and increase their incomes. This will require a variety of projects - many of them new, targeted initiatives specifically designed for Devonport - and work with a range of existing and new organisations.
- 1.27 Appendix F to this Strategy provides a list of potential projects, envisaged by the consultant team on the basis of the views of DRC and other agencies working in Devonport, and drawing on good practice and lessons learned elsewhere. These project ideas will all need to be fully reviewed, developed and approved by DRC; and DRC, through the Focus Groups, Board discussions and other processes will control all projects. However, DRC cannot be expected to pay for all of these projects, nor should it try to run all of the projects. They will need to be delivered through a range of organisations, commissioned by DRC and the other funders.
- 1.28 The project ideas contained in Appendix F are indicative, and some will no doubt change in the light of new circumstances. However, they do illustrate the immense scale of activity which is required to achieve the changes necessary in Devonport. The details presented suggest that the overall scale of cost involved could be as high as £15m over the lifetime of NDC, if all projects were continued to 2011. However, this figure includes some projects which may not need to work for more than 2 or 3 years; and it includes some capital costs for buildings which could be provided as part of the Devonport Development Framework and may not need to be funded through DRC.
- 1.29 The cost does include at least two major "flagship" projects which are recommended as essential to changing the employment and business situation in Devonport - they are a large-scale, targeted ILM (Intermediate Labour Market) project solely for Devonport residents; and "The Works" an integrated project of business support, enterprise development, and business survival, to provide a range of advice/guidance/assistance and to business development in Devonport over the next 7 to 10 years.
- 1.30 Funding for these projects will need to be drawn from a range of sources outside DRC, including European Objective 2, SW RDA, English Partnerships, and the mainstream public bodies including Plymouth City Council, Job Centre Plus, Learning and Skills Council and others. It is essential that they consider the priorities and support this Strategy. However, it is also clear that DRC's own funding, which is the only way to ensure that new, different and additional projects are added - to achieve the scale of change required. On this basis it is suggested that DRC consider whether a budget allocation as high as 50% of the total cost (ie £7.5m) can be earmarked to implement the Employment Strategy.

Audience

- 1.31 The intended audience for this strategy will include:
- Devonport Regeneration Company
 - Devonport Residents
 - Businesses in Devonport
 - Plymouth City Council
 - South West of England Regional Development Agency
 - The range of education and development agencies that provide actual or potential services in Devonport

Consultation

- 1.32 Throughout the process of preparation of this Employment Strategy, the team has worked closely with the DRC Work Focus Group and DRC officers; and has consulted with a wide range of individuals and organisations working to improve business, employment and training in Devonport. Comments made by the Focus Group have been absorbed into the work and the Strategy. A special Consultation Day was held in May 2004 to review a draft of the Employment Strategy. Various comments were received through workshop discussions and in writing after the event. (No formal comments were received from any agency in relation to the draft).
- 1.33 The Draft Strategy was reviewed in the light of comments made at that stage. Specific issues which have received attention are:
- review and amendments to the presentation of the overall Strategy background and Vision
 - additions to the targets identified for Priorities
 - review of all data used in the Strategy Report, including Appendices A and C, to ensure that only data relevant to Devonport itself is used¹
 - development of the detail of possible projects to take the strategy forward, in Appendix F

Report Structure

- 1.34 The report is structured in such a way as to provide logical connections between issues, actions and solutions. The chief purpose of the Strategy is to inform the development of a programme of project activity that will result in the sustained strengthening of the Devonport economy. A series of priorities are identified that provide the framework for activity. The main strategy report is complemented by a series of technical appendices that provide the background information and rationale for the programme.
- 1.35 The report structure is as follows:
- This Section provides the **Introduction and Vision**
 - **Baseline** information is summarised from Appendix A into Section 2 – and followed by quantification of **Targets** which are needed to guide the Priorities and Action of the Strategy
 - Section 3 provides a structure for **Creating the Strategy**
 - Section 4 sets out **Priority One** - emphasising the importance of **Understanding the Problem** as a precursor for the successful economic regeneration of Devonport
 - Sections 5 - 8 establish a set of **Business Priorities** – providing strategic aims, key objectives and initial action points intended to sustain and strengthen the Devonport business community.

¹ Devonport is now identifiable in 2001 Census data and through the Neighbourhood Profile prepared by Plymouth City Council. This relates specifically to the PL1 4 postcode area and the DRC area and has been confirmed with DRC officers. In one or two cases, where no more detailed information is available, reference is made to the PL1 area. This is much wider than Devonport and so includes other situations which are not the same as Devonport - this is only done where the more detailed information is not available, and is always specifically noted in the text. Otherwise all data used in this Strategy relates specifically to Devonport.

- Following the same structure as preceding sections, a series of **Priorities** to support **Devonport People** is set out in Sections 9, 10 and 11.
 - Section 12 discusses the importance of **Promoting Devonport** to the sustained economic regeneration of the neighbourhood.
 - **Priority Ten : Changing Cultures** – for residents, businesses, service providers and key agencies – will be at the heart of the successful renaissance of Devonport, and this priority is explained in Section 13.
 - Section 14, **Making it Happen**, outlines the key steps required of partners in order to implement the recommendations of the Strategy.
- b. The content of the appendices is as follows:
- Appendix A summarises the **Baseline Position** in Devonport, drawn from socio-economic statistics, research and consultations.
 - Appendix B establishes the prevailing **Policy Context** within which the Employment Strategy will be required to operate.
 - Appendix C reviews the relevant **Current Initiatives** that are operating in Devonport.
 - Appendix D discusses examples of **Good Practice** drawn from the experience of other regeneration partnerships (including New Deal for Communities programmes).
 - Appendix E provides a short summary of the points raised at the Consultation Day organised to review the Draft Employment Strategy
 - Appendix F is a list of possible **Project Proposals** that the Devonport Regeneration Company might wish to consider implementing in making progress towards realising the aims of the Strategy. The comments on the ideas for projects should demonstrate how they could contribute to meeting the strategic aims and key objectives identified later in the report. This approach will enable the DRC to develop and implement a joined up programme of activity that will avoid duplication of effort between agencies and focus resources where they are most needed.

2 BASELINE AND TARGETS

Baseline Conditions

- 2.1 Baseline statistics are presented in Appendix One, but a few selected statistics will provide an overview of conditions in Devonport. These statistics have been carefully prepared using 2001 Census data and other sources to represent Devonport Neighbourhood - the area of responsibility for DRC - and not the wider area which used to be covered by St. Peter's Ward or the PL1 postcode.
- 2.2 The population of Devonport as at 2001 was 4,986 people. This represents a decline from previous figures, which may be due to some problems with the 2001 Census but probably also does indicate a loss of population as people moved out of the area, households became smaller and so on.
- 2.3 The population structure of Devonport is somewhat different from the rest of Plymouth, as Table 1 shows, with more young people coming through school, many of whom will be entering the job market by 2011; and almost exactly the same proportion of adults of working age, but a lower proportion of older adults of retirement age.:

Appendix One, Table One: Resident Population and Age

Age Range	Devonport (Nos.)	Devonport (%)	Plymouth (%)
0 - 4	409	8.2	5.5
5 - 15	810	16.2	14.0
16 - 19	335	6.7	5.6
20 - 29	708	14.2	13.3
30 - 59	1,889	37.9	40.7
60 - 74	550	11.0	13.1
75 and over	285	5.7	7.7

Source: 2001 Census, ONS

- 2.4 Amongst the adults of working age, there are serious symptoms of worklessness – a high unemployment rate, a high proportion of adults “not economically active”. Table Five from the Appendix sets out the picture:

Appendix One, Table Five: Principal groups within the working-age population

Group	Devonport (Nos.)	Devonport (%)	Plymouth (%)
Full-time employees	1013	29	39
Part-time employees	419	12	13
Self-employed	111	3	5.5
Unemployed	233	7	3
Full-time student (economically- active)	88	2.5	3.5
Retired	365	10.5	14
Economically-inactive students	214	6	6
Looking after home/family	406	11.5	6.5
Permanently sick/disabled	431	12.5	6.5
Economically-inactive - Other	205	6	3

Source: 2001 Census, ONS

- 2.5 If we are to move Devonport to an employment situation on a par with the rest of Plymouth, it will be necessary to help at least another 350 residents into full-time employment and another 70 residents into self-employment, thus reducing registered unemployment by 140 people and reducing numbers of people who are economically inactive.

- 2.6 We also need to create business and employment opportunities in Devonport. The baseline study shows that there are around 160 businesses in Devonport at present, focussed in the shopping areas of Marlborough Street, George Street and Cumberland Street, and in the mixture of marine-related and other businesses in Richmond Walk and around the waterfront. If Devonport is to create a thriving local economy it needs to provide premises and take other action to attract a more diverse range of businesses and to assist those 160 businesses to grow.

Comparative Data

- 2.7 The Strategy provides a framework that will set priorities and guide project development activity. The implementation of the Employment Strategy recommendations must enable the DRC to meet the programme-level targets established in the Delivery Plan.
- 2.8 In order to provide a solid basis for actions within the Employment Strategy, and to keep a consistent approach for DRC, this section updates key baseline statistics and translates key milestones into actual figures to be delivered through the Employment Strategy. Table One, below, shows updated baseline information for Devonport and Plymouth.

Table One: Key Delivery Plan and Employment Strategy Baseline Figures

Indicator	DRC Delivery Plan Baseline (2001)		Employment Strategy Baseline (2004)	
	New Deal for Communities area	Plymouth	New Deal for Communities area	Plymouth
% of working age population: ²				
- In full time or part time employment	49.6% (1,684)	66%	46% (1,604)	61%
- In full time employment	35% (1,188)	45%	29% (1013)	39%
- In part time employment	8.7% (296)	12%	12% (419)	12.9%
% of working population self-employed ³	3.2% (108)	7%	3.2% (111)	5.6%
% Unemployment rate ⁴	7.2% (242)	3.3%	6% (210)	2.1%
% Unemployed for 12 months or over as a % of all unemployed ⁵	18.3% (51)	20.3%	15.7% (33)	12.5%
Business floor space	7,500 m ²			

- 2.9 Comparisons between the Delivery Plan figures and the Employment Strategy should be treated with caution due to the change in administrative boundaries and the difficulty sourcing data specifically for

² Sources – 1991 Census (DRC Delivery Baseline) and 2001 Census (Employment Strategy Baseline). 1991 Census figures extrapolated from Keyham and St Peters Ward information. 2001 Census figures based out output areas which correspond to the DRC area.

³ Sources – 1991 Census (DRC Delivery Baseline) and 2001 Census (Employment Strategy Baseline)

⁴ Source – NOMIS Claimant Count for Postcode Sector PL1 4 (Note: includes some residential areas outside the DRC area). The percentage unemployment rate is generated from the claimant count as a % of the working population – Employment Strategy Baseline uses Claimant Count figures for March 2004, expressed as a percentage of the total DRC area working population sourced from the 2001 Census (i.e. the most recent population count).

⁵ Source – NOMIS Claimant Count for Postcode Sector PL1 4

the DRC area at the time of the production of the Delivery Plan. Notwithstanding this caveat, it is clear that the gap between Plymouth and Devonport in many key areas remains constant. DRC milestones are geared to narrowing this gap and, therefore, attention needs to be focussed on meeting these targets.

- 2.10 In order to set robust targets, the 2004 Plymouth figures will be used as the measure against which progress in Devonport can be assessed. Table Two, below, lists the Key and Supporting Outcomes from the DRC Delivery Plan that are relevant to this Strategy, along with their attendant Milestones. These Milestones are quantified as 'Targets' to be met through the regeneration programme.

Table Two: Outcomes, Milestones and Targets

Outcome	Milestone	Target
Increase in level of economic activity (KO2)	<ul style="list-style-type: none"> Gap with Plymouth average closed by 20% by Year 4 Gap with Plymouth average closed by 69% by Year 7 Gap with Plymouth average closed by Year 10 	104 additional Devonport residents economically-active 360 additional Devonport residents economically-active 522 additional Devonport residents economically-active
Reduce unemployment levels (SO5)	<ul style="list-style-type: none"> Gap with Plymouth average closed by 18% by Year 4 Gap with Plymouth average closed by 65% by Year 7 Gap with Plymouth average closed by Year 10 	25 Devonport residents removed from unemployment register 89 Devonport residents removed from unemployment register 137 Devonport residents removed from unemployment register
Increase in adult qualifications (SO3)	<ul style="list-style-type: none"> Gap with national average closed by 8% by Year 3 Gap with national average closed by 40% by Year 5 Gap with national average closed by 90% by Year 8 	34 additional Devonport adult residents with qualifications 168 additional Devonport adult residents with qualifications 420 additional Devonport adult residents with qualifications
Increase in self-employment (SO4)	<ul style="list-style-type: none"> Gap with Plymouth average closed by 18% by Year 4 Gap with Plymouth average closed by 45% by Year 7 Gap with Plymouth average closed by 92% by Year 9 	13 additional Devonport residents in self-employment 32 additional Devonport residents in self-employment 70 additional Devonport residents in self-employment
Increase in business floorspace (SO6)	<ul style="list-style-type: none"> 10% more floorspace by Year 4 37% more floorspace by Year 7 68% more floorspace by Year 9 	650 additional square metres business floorspace created 2,400 additional square metres business floorspace created 6,500 additional square metres business floorspace created
School leavers into Further Education (SO2)	<ul style="list-style-type: none"> 20% increase achieved by Year 4 66% increase achieved by Year 7 National average achieved by 2011 	6 school leavers moving into Further Education 18 school leavers moving into Further Education 28 school leavers moving into Further Education

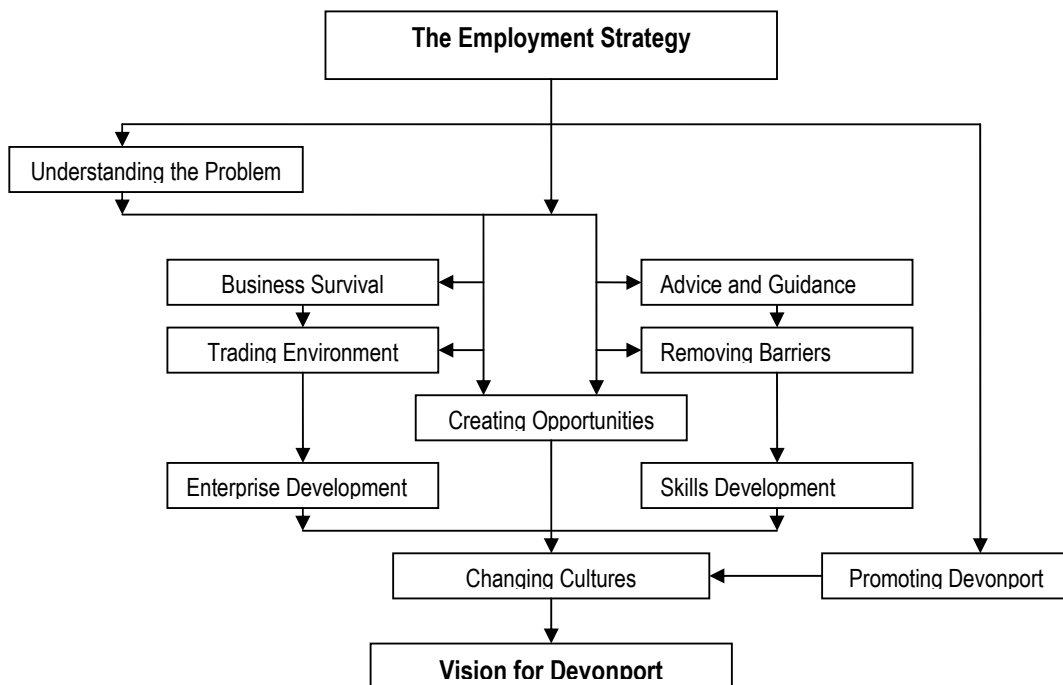
- 2.11 In addition to the targets associated with the DRC core Milestones, a number of supplementary targets have been developed. These targets will assist the partnership in monitoring progress under each of the priority areas (see Sections 4-13) and are consistent with the overall objectives of the Strategy. Resources may be required to implement this system of monitoring (see Section 4 – Understanding the Problem).

3 CREATING THE STRATEGY

3.1 The Vision expressed in Section One requires a range of actions. To help explain the logic of these actions, and to link them through to the targets which we need, the Strategy is set out as a list of 10 Priorities:

- Understanding the Problem
- Business Survival
- Trading Environment
- Creating Opportunities
- Enterprise Development
- Advice and Guidance
- Removing Barriers
- Skills Development
- Promoting Devonport
- Changing Cultures

3.2 These Priorities are inter-linked, and action ideas for each Priority need to be co-ordinated if the Vision is to be achieved. However, they do address key problems and needs for the area, and may be considered as follows:



4 PRIORITY ONE – UNDERSTANDING THE PROBLEM

Why is Understanding the Problem important?

- 4.1 This Strategy sets out the key employment issues that the DRC will need to address – and suggests those measures that can assist in meeting local needs and strategic objectives. Extensive consultations and examination of survey results and other background information sources have contributed to the study. Research was undertaken at the time of producing the original submission for NDC funding, and this Strategy provides a much more detailed analysis of employment issues and problems in the local economy.
- 4.2 There is a clear need to get right to the heart of the issues in detail and to keep the analysis up to date. A clear understanding of the nature of the problems being tackled is critical in ensuring that public funding is deployed effectively and is focused on the issues that matter. However, there are two problems with using existing data :
- Standard sources do not provide a complete and consistent picture of the scale and nature of problems affecting employment and the local economy
 - Standard sources do not provide sufficient information to help target initiatives to address worklessness and the viability of local businesses

Before developing specific projects to deal with some of these issues, it is imperative to understand the exact nature and scale of the problems to be addressed. Other NDCs have shown how detailed local work, including local residents in the survey process, can yield very useful information.

- 4.3 Robust baseline information is required to support funding submissions and can be instrumental in influencing the decision-making processes of service providers and project partners. Establishing the starting point also gives the Partnership a reference point against which to measure success – via interim evaluation or periodic review. This Strategy provides a good review of existing data and includes new research – but there are still some gaps and a need for further work to complete the picture.
- 4.4 Despite the range of agencies involved in the regeneration of Devonport, it is not possible to access consistent and comparable information on the key employment issues being tackled by the DRC. This is partly due to the nature of the different information-gathering systems and requirements of various agencies, and partly down to the nature of the DRC target area itself. The DRC area (now adopted as the Devonport 'Neighbourhood' by Plymouth City Council) does not conform to past or present administrative boundaries and, therefore, an element of interpretation of the available statistical information is required in developing an understanding of the area.
- 4.5 It also needs to be recognised that there are particular questions that need to be answered in order for the DRC to shape a programme of project activity with confidence. There are particular issues that relate to Devonport that should be explored in greater detail as a precursor to developing project responses. The available baseline information reveals the broader socio-economic profile for the area and, in some areas, further research and consultation has defined problems more clearly. However, a further level of inquiry is required to explore some of the key issues in Devonport that are highlighted in the wider profile of the neighbourhood. This will require extensive surveys as well as up-dating existing data sources.

Strategic Aim

Progress towards meeting the key employment objectives of Devonport Peoples Dreams shall be informed by up-to-date information and a clear understanding of the nature and the scale of the problems which the regeneration programme exists to address

- 4.6 It is important that the DRC programme keeps pace with change in Devonport. A rigorous monitoring regime will assist the partnership in measuring progress and impact of project activities. However, in order for this approach to be effective, a robust baseline position – or starting point – is required. The purpose of this strategic aim is to ensure that the DRC and its partners are working to agreed targets – and with the benefit of a shared understanding of the nature and scale of the problem being addressed.
- 4.7 Although the DRC collects and collates data against a number of performance indicators and targets, there is a need to adopt a common approach to data gathering across the wider programme – and this includes project partners. Implementing such a system may require individual organisations to change the way in which they collect data (e.g. by focussing on the DRC area rather than the wider Devonport ward), and this will be a challenging process that may require some time to become fully effective. However, it is absolutely critical that the DRC can demonstrate progress in meeting the needs of the Devonport community – and this requires a consistent and focussed approach.

Key Objectives

- 4.8 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the 'Understanding the Problem' Priority are as follows:
- To achieve a clear and detailed understanding of the economic problems of Devonport based on up-to-date information specific to the neighbourhood.
 - To establish a robust and detailed baseline position against which future project and programme activity can be assessed and reviewed. (this should build on earlier research and survey work, particularly the baseline study for this Strategy and the baseline for the Development Framework).
 - To research the underlying issues of long-term unemployment and understand more clearly the causes of worklessness in Devonport.
 - To encourage project partners and agencies to adopt a consistent approach to data gathering and monitoring which focuses on the Devonport neighbourhood.

Initial Action Points

- 4.9 Progress towards the key objectives will assist the DRC in meeting its strategic aim of achieving a detailed understanding of the economic problems in Devonport. The following is a set of initial action points that should be considered, and that may inform project development activity:
- To consider, with partners, the feasibility of undertaking a comprehensive skills audit in Devonport – to establish the strengths and weaknesses in the local workforce and relate this information to the requirements of key employers. This exercise would be invaluable in informing future project development work.
 - To engage, through intensive outreach work, local residents who are long-term unemployed or workless to help DRC and partners understand the issues that prevent them from becoming economically-active.
 - To convene a working group to discuss a common approach to data collection and monitoring. This process should enable the DRC to establish its minimum requirements of project partners (in terms of performance indicators, frequency of reporting, area of inquiry etc.) and enable key agencies to consider the ways in which their operations could be refined to enable the collection of information specific to the Devonport neighbourhood.

- Within the above action, to particularly ensure that Plymouth City Council are closely involved in this process – in order that information exchange can be facilitated and City-wide tools (such as the 'Plymouth Informed' website) can be readily updated with accurate data for the DRC area.
- To ensure, in all project development work, that due consideration is given to the monitoring requirements that will be associated with individual initiatives. The DRC should provide an example of model claims/monitoring responses during this process to ensure that the required quality of returns is clearly understood. Applicants/project leaders should be aware that failure to comply with DRC monitoring requirements could lead to project approvals being suspended, modified or even revoked.

Targets

4.10 The targets against which progress should be judged for this Priority are:

- set up a survey and local research process within one year, and update research every two years
- train and employ ten local residents (on a temporary or part-time basis) per year to assist in local surveys
- by the end of two years experience, consider establishing a small community research unit as a business trading across Plymouth

5 PRIORITY TWO – BUSINESS SURVIVAL

Why is Business Survival important?

- 5.1 A healthy and diverse local business community is important to the welfare of the whole of Devonport. As well as providing a source of employment for local residents, the services and products of the business community support the day-to-day needs of the neighbourhood, in addition to generating interest and investment from outside the area. In deprived areas, the role of local businesses is particularly important in the regeneration process as the resident population may experience difficulties in accessing services and products further a field due to limited transport options.
- 5.2 It is important to recognise that deprived neighbourhoods can be harsh environments for existing businesses. The social and economic problems that characterise such areas can have a direct bearing on business survival and success. Quite aside from attracting new businesses to NDC areas, it is important to understand the needs of existing employers and work towards improving the overall quality of the business environment – this may involve physical improvements and/or training and skills development initiatives.
- 5.3 Local businesses have made a real commitment to the area. In Devonport, many businesses have invested significantly in their premises and employees over many years and have developed an affinity with the area – which is reciprocated by a loyalty from their customers. Residents appreciate that it is often difficult for businesses to operate successfully in deprived neighbourhoods and, therefore, the commitment shown by established employers and the contribution they make to the local area is particularly valued.
- 5.4 It is our experience that businesses do not seek or expect interventions that affect their core operations – they are more interested in the public sector helping to create the right conditions for business survival and growth. Existing businesses need to know that things are going to get better. At the moment, many Devonport businesses are dissuaded from making further investments in their premises or operations as they see little prospect of a financial return. Some local businesses are not dependant upon the local community for support (i.e. their market is wider or more specialist) – however, even these businesses will experience difficulties associated with the steady decline of the local economy. Confidence needs to be restored in the local business community as a precursor to increased investment and improved vitality.
- 5.5 Increased investment in local businesses – whether from existing businesses in Devonport or from others currently outside the area provides the opportunity for Devonport to redefine itself. The inherent strengths of the area (e.g. waterfront setting, proximity to the City Centre and other business districts and sectors etc.) along with a commitment to improve the townscape and physical infrastructure, provide the realistic prospect of attracting new businesses and jobs to the area. However, this prospect of new investment will be seriously undermined if it is apparent that the existing business community is unable to survive and thrive. Current Devonport businesses provide the foundations for the local economy, and their role within the wider community must be secured if efforts to attract new employers to the area are to be successful.
- 5.6 In order to sustain the activities of existing businesses and stimulate change, focussed and intensive effort will be required by agencies to create a support framework. At the present time, the business community has no real, collective focus and there can be a tendency for approaches to key issues to be somewhat disjointed – this is exacerbated by the geographical distribution of the principal commercial areas and the different priorities of different sectors. There is a need to introduce cohesion to the Devonport business community – and this will involve identifying common themes and links to achieve more effective representation and lobbying.

Strategic Aim

To create the right conditions for Devonport businesses to survive and grow

- 5.7 Simply, this strategic aim is concerned with ensuring that existing businesses are provided with every opportunity to survive and prosper in Devonport. It is not the intention of the Strategy to suggest that there should be any intervention in core operations – instead effort will be focussed on addressing the external factors that inhibit business viability. Realisation of this aim will require a commitment to a meaningful and ongoing dialogue with local businesses in order that a clearer appreciation may be gained of the pressures under which they are operating. This process will provide the opportunity to re-engage the business community in the regeneration programme – and intensive efforts will be required to develop this relationship. Ultimately, businesses will have to be convinced that the regeneration partnership not only has their best interests at heart, but also has the ability to bring about change for the better.

Key Objectives

- 5.8 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the Business Survival Priority are as follows:
- To commence and sustain a meaningful dialogue with the local business community which is committed to understanding the needs of employers.
 - To lobby effectively on key issues that will have a direct impact on the Devonport business community.
 - To seek to convene and sustain a local business forum that will connect Devonport businesses with key initiatives, agencies and sources of support.
 - To proactively engage with Plymouth City Council in order to identify opportunities for Devonport businesses in the wider regeneration priorities for Plymouth.
 - To develop and deliver NDC-funded support packages for existing businesses that are easily accessible and meet the established needs of employers (whilst still enabling progress towards DRC targets).

Initial Action Points

- 5.9 Progress towards the key objectives will assist the DRC in meeting its strategic aim of supporting existing Devonport businesses. The following is a set of initial action points that should be considered, and that may inform project development activity:
- To explore, with key employers, the practicality of establishing a Devonport Business Forum. This work should include consultation with agencies that may be able to support the running of the forum (e.g. Business Link). Issues that will be of interest to local businesses should be identified (e.g. funding opportunities, agency support, redevelopment works etc.) and draft programmes developed.
 - To work intensively with local businesses assist in defining responses to issues that impact upon business in Devonport. This approach can be regarded as 'business outreach' – a process dedicated to successfully re-engaging businesses *on their terms* as a precursor to developing project responses.

- To consider the practicalities and resource implications of establishing a dedicated post aimed at supporting local businesses and lobbying for improvements to support the Devonport business community (a Town Centre Management approach for the neighbourhood)
- To provide adequate support and resourcing for Business Forum activities (e.g. administrative support, equipment, access to transport and venues etc.).
- Within State Aid limitations and other funding scheme constraints, to consider the potential scale and scope of an enhanced package of grant support to local businesses. This work should be carried out with the close involvement of the business community (preferably through an established Devonport Business Forum).
- To consider the practicalities associated with providing support services to businesses (such as book-keeping, property maintenance/improvement, financial advice, marketing support, etc.) that will allow them to concentrate on their core operations – possibly through a dedicated community enterprise engaging local experts.

Targets

5.10 The targets against which progress associated with the actions developed under this priority will be assessed are:

- Increased turnover – up by 20% on average in existing Devonport businesses by 2011
- Stabilised business community – reduced number of business closures

(both targets will need early and regular research to confirm baseline numbers and change over time)

6 PRIORITY THREE – TRADING ENVIRONMENT

Why is the Trading Environment important?

- 6.1 Consultations have shown that local businesses are concerned that the condition and perceptions of the Devonport environment impacts upon their operations. Attempts to increase trade are hampered by a wider perception that the quality and range of local services have diminished in recent times, that the area is generally run-down and unattractive for customers and that there are certain areas where personal safety and security are concerns. Providing a safe and attractive environment is critical to the welfare of existing businesses and will also be instrumental in aiding efforts to attract new employment to Devonport.
- 6.2 Investment in the environment will directly benefit existing businesses – providing a link with Priority Two, Business Survival. Recent consultation exercises (see Appendix B) reveal that environmental issues are considered to be particularly important by local businesses. Even those employers who are not dependant upon customer visits to their premises cite the poor quality of the local infrastructure and public realm as priorities for resolution.
- 6.3 Initiatives planned under the Urban Village and Devonport Development Framework (see Appendix B) will dramatically alter the urban environment within the neighbourhood. These schemes will also take advantage of the release of key Ministry of Defence sites, providing the opportunity for traditional connections and links within Devonport to be re-established – leading to a more cohesive neighbourhood. This process should be regarded as offering a major opportunity to enhance the quality of the business environment – and this Strategy must link into this emerging programme of physical works.
- 6.4 The implementation of the Devonport Development Framework provides additional incentives for a meaningful dialogue with the business community. It will be important to take a long-term view of business viability and competitiveness in the context of the new urban environment. The creation of new linkages within the neighbourhood raises issues about the best locations for local businesses – and a range of options need to be considered in informing future investment decisions. The programme should seek to maximise the opportunities for local businesses to get the most out of the physical redevelopment of the area.
- 6.5 Environmental improvements will help to meet targets established under other DRC themes. For example, measures to ‘design out’ crime will not only improve community safety but will support businesses and potentially encourage new investment. Many of the issues that concern local businesses are actually social in nature rather than economic. Physical improvement works need to be complemented by initiatives that encourage greater social inclusion and promote a sense of community ownership for the enhanced environment.
- 6.6 In Devonport, the principal commercial areas are located adjacent to residential districts. Investment in the trading environment will therefore have a direct, positive impact on the quality of the living conditions of local residents. Ultimately, these improvements can prove instrumental in changing perceptions of the neighbourhood, encouraging new people to live in the area – thereby providing a new source of income for local businesses.
- 6.7 A quality environment is absolutely critical in attracting inward investment. For Devonport to be competitive in its aim to attract new employers to the area, it must create a positive and welcoming first impression with potential investors. At the moment, the poor quality of the local environment dissuades many existing businesses from making significant investment in their sites and premises. This situation results in a spiral of decline which contributes to an air of neglect and decay in certain areas. Public

realm works will help to boost business confidence and encourage employers to invest in their businesses – cementing and enhancing their relationship with the neighbourhood.

Strategic Aim

To create a safe, vibrant and attractive environment in which to do business

- 6.8 Building on the priority to support existing businesses, this strategic aim specifically acknowledges the importance of a quality trading environment to the future health of the local economy. Perceptions of Devonport as a neighbourhood in decline need to be challenged through tangible improvements to the living and working environment – raising confidence in the wider regeneration programme. Investment in this area will not only improve the competitiveness of existing businesses, it will also help to create the right conditions for attracting new employers to the area.

Key Objectives

- 6.9 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the enhancing the quality of the trading environment are as follows:
- To ensure that planned improvements (envisaged under the Urban Village and Devonport Development Framework programmes) create the opportunity to enhance the vitality of the trading environment.
 - To ensure that capital works programmes do not impact negatively upon the operations of existing businesses.
 - In the light of planned developments, to assess the long-term viability of business districts within Devonport and explore a range of options for ensuring the continued and successful operation of established businesses within the new environment.
 - To ensure that the views of local businesses are sought in connection with crime reduction initiatives and other projects that will have an impact on the physical environment. In this respect, to work towards achieving business representation on DRC environment and community safety working groups.
 - To consider priorities for investment in the public realm that will support business activities.

Initial Action Points

- 6.10 Progress towards the key objectives will assist the DRC in meeting its strategic aim of enhancing the quality of the Devonport trading environment. The following is a set of initial action points that should be considered, and that may inform project development activity:
- DRC to liaise with agencies involved in the delivery of Urban Village and Devonport Development Framework proposals to examine the programme and timetable for capital works and to assess, in consultation, the likely impact on businesses. In the light of this exercise, to identify measures that may be required to support business activities during construction works etc.
 - To survey local businesses with the specific aim of establishing their priorities for investment in the environment and infrastructure of Devonport – and to consider the practicalities of implementing a scheme of works in consultation with key agencies (e.g. Plymouth City Council).

- Within EU State Aid limitations, to consider the potential scope of an enhanced package of capital works grants specifically geared towards encouraging private sector support in sites and premises.
- In connection with the above action point, to consider the value of treating key sites and buildings as 'demonstrator projects' – where a range of improvements are implemented using local labour and trainees (thereby broadening the regeneration value of the project). This approach can act as an incentive for other local businesses to invest in their premises.
- To ensure the continued dialogue between local businesses, the new CCTV scheme, the police and other partners involved in crime reduction in order that the security concerns of the business community are taken into account in all relevant DRC project development activity.
- In consultation with local businesses, to encourage private sponsorship of landscaping and planting etc. of key public spaces and areas – and examine the potential for the maintenance of such areas to be carried out via a community/social enterprise.

Targets

6.11 The targets against which progress associated with the actions developed under this priority will be assessed are:

- Increased footfall in retail areas – up by 100% by 2011
- Reduction in number of vacant business premises – down by 25% by 2011

(both targets will require early and regular research to provide baseline figures and assessment of change over time)

7 PRIORITY FOUR – CREATING OPPORTUNITIES

Why is Creating Opportunities important?

- 7.1 Although Devonport residents and businesses are affected by a number of socio-economic problems that are now ingrained in the neighbourhood, there are also a number of particular opportunities that exist in the area. Consultations have shown that there are a number of key employers and sectors where targeted support and assistance (e.g. through the development of new skills within the community) would assist in strengthening the local economy. Special attention should be paid to creating further opportunities in these fields – thereby enhancing Devonport's competitiveness in key areas.
- 7.2 The economic decline of Devonport is linked to an over-reliance on traditional industries (such as shipbuilding, port and dock operations and manufacturing) which now play a less significant role in the regional economy – employing fewer people as a consequence. In Devonport, the established presence of the Royal Naval Dockyard and associated activities has traditionally been regarded as a mainstay of the local economy. The relevance of many traditional skills to other sectors is low – and local people have traditionally aspired to work within the trades that have been historically associated with Devonport.
- 7.3 Despite this structural weakness within the local economy, there are a number of opportunities within Devonport to broaden the economic base and create new employment – an essential precursor to the sustainable rejuvenation of the area. Many of these opportunities are associated with sectors that will be important in the reconstruction of Devonport (e.g. construction and building trades etc.) whereas others will be linked to established locally-significant sectors with the capacity to grow and attract increased investment (e.g. marine sector). The creation of opportunities within these sectors will benefit local people and also support the development of local businesses.
- 7.4 In identifying employment opportunities, it is also important to recognise those that are available across the Plymouth sub-region - Devonport residents should be encouraged to view this wider area as their natural jobs market. For example, in April 2004, it was announced that funding had been secured for the construction of the regions first gas-fired power station at Langage, to the East of Plymouth. It has been estimated that the construction phase of this project could result in the creation of 2,000 local jobs – and the experience of other communities has shown that such major construction projects can result in the creation of new skills and new prosperity within the area. Agencies involved in the regeneration of Devonport must be proactive in identifying these opportunities and addressing the priorities for ensuring that the local community is well-placed to take advantage.

Strategic Aim

To recognise the inherent strengths of Devonport as a business location, support key sectors through targeted assistance and maximise local employment opportunities

- 7.5 This strategic aim acknowledges that there are realistic opportunities to promote growth and job creation within certain sectors – and that these should be prioritised for investment. Building on the established and emerging strengths of the area will minimise the risk of investing in speculative activity and help to generate momentum that will be of immediate benefit to established businesses. It is also very important to demonstrate a link between project activity and job creation.

Key Objectives

- 7.6 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for creating opportunities are as follows:
- To identify potential growth sectors within the Devonport economy and prioritise project development activity to support these sectors.
 - To encourage dialogue with key potential and existing employers aimed at building an awareness of the factors and constraints which affect business within growth sectors – and working together to develop solutions.
 - To maximise the training and employment opportunities associated with the implementation of major regeneration initiatives in the Devonport area, to the direct benefit of local residents.

Initial Action Points

- 7.7 Progress towards the key objectives will assist the DRC in meeting its strategic aim of creating opportunities within locally-significant sectors. The following is a set of initial action points that should be considered, and that may inform project development activity:
- To bring together major project sponsors (e.g. SWRDA, Plymouth City Council, English Partnerships etc.) with training providers to understand the employment opportunities associated with major initiatives – and develop tailored training packages to meet the particular needs of local residents.
 - In partnership with advice and guidance agencies, to raise local awareness of the employment opportunities associated with major project implementation across the Plymouth sub-region.
 - In light of the above, to identify the potential constraints and logistical problems that could be addressed through project activity to enable Devonport residents to access these opportunities (e.g. supporting dedicated transport services to construction sites etc.).
 - To identify planned initiatives within the Urban Village and Devonport Development Framework programmes that will create local training and employment opportunities and maintain a timetable for these works which can inform the training choices of local people.
 - Within the framework provided by Equal Opportunities policy, and building on current practice, to particularly raise awareness of employment opportunities within the Devonport neighbourhood in such a way as to enhance the chances of local people successfully competing for work (e.g. improving dissemination through project partners, provision of jobs notice boards in key locations across Devonport).

Targets

- 7.8 The targets against which progress associated with the actions developed under this priority will be assessed are:
- Increase business floorspace by at least 6,500sqm by 2011
 - Increased number and diversity of local businesses to at least 200 businesses across a range of sectors (including shops, offices, marine-related industries, social enterprises, visitor facilities) by 2011
 - Increase in number of jobs in Devonport by at least 500 jobs by 2011

8 PRIORITY FIVE – ENTERPRISE DEVELOPMENT

Why is Enterprise Development important?

- 8.1 NDC partnerships can do much to create the right conditions for new job creation within their target areas. Ultimately, it is to be hoped that changed perceptions of deprived neighbourhoods will actually result in increased inward investment with new companies and businesses relocating or setting-up in the area. In the meantime, it may be more realistic (and desirable) to concentrate on the organic growth of jobs and businesses from within the existing community. Locally-grown small businesses tend to demonstrate loyalty to their host communities by employing local people and making a long-term commitment to the business location. The nurturing of such businesses can help to foster an entrepreneurial culture and further embed the values of investment and employment within communities.
- 8.2 At the present time, the same factors that combine to put pressure on existing businesses (see Sections Four and Five) also impact upon the business start-up rate in Devonport. It is simply not a conducive environment in which to establish and run a business. Measures proposed under Priority Two, Business Survival, will also support new business – as will more effective targeting of advice and guidance (see Section Eight).
- 8.3 There are significant opportunities to develop social and community enterprises in Devonport – the example of the Pembroke Street Estate Management scheme provides a clear illustration of what can be achieved through such action. Many of the initiatives that could flow from this Strategy would be suitable for implementation as social and/or community enterprises. In this way, the actual delivery of regeneration projects will provide the mechanism by which new skills are developed and the community is empowered to take ownership of the process. Building capacity in this way is critical to the long-term sustainability of the regeneration programme.
- 8.4 There are examples of successful Community Development Trusts operating in the vicinity (Millfields Trust based on Union Street and The Wolseley Trust based at North Prospect). These organisations have significant experience of supporting community enterprise activity in Plymouth and work with a range of organisations to improve skills in this field of expertise – they should be regarded as partners in the development of a framework for social enterprise in Devonport.

Strategic Aim

To foster, within the Devonport community, an entrepreneurial spirit that supports business development and encourages start-ups

- 8.5 The development of an entrepreneurial culture will take time to achieve. There are a number of steps that will be required in order to change the perception of Devonport as a neighbourhood where it is currently too risky to embark on new business ventures. This strategic aim provides the focus for activity that will help to encourage a ‘can do’ attitude within the local community – resulting in new enterprises and creating the right conditions for business start-ups.
- 8.6 As with other priorities identified within the Strategy, there are areas of overlap with other activities. In this respect, the development of an entrepreneurial spirit within Devonport will be indicative of a changing culture as well as a more positive and active community.

Key Objectives

- 8.7 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for enterprise development are as follows:
- To raise awareness of agencies involved in Business Start-up and enterprise development and improve access to information.
 - In consultation with project partners and relevant agencies, to identify the opportunities for social and community enterprise activity associated with DRC-supported regeneration projects.
 - To assess the availability of business floorspace within Devonport to meet the requirements of new businesses and enterprises, in consultation with property professionals and business advisors (e.g. commercial property agents, Plymouth City Council estates department, Business Link etc.).

Initial Action Points

- 8.8 A key proposal for the whole Strategy is the provision of a new "flagship" project (which we suggest could be called "The Works"). This project would provide business incubator/managed workspace, like the HQ project in Union Street, Millbay; with an intensive range of business support and advice services available to all tenants and to other businesses in Devonport. "The Works" would be a "hothouse" for enterprise development in Devonport, with a Manager actively engaged with all businesses in the neighbourhood. "The Works" should provide the first steps of business start-up and early years growth - once businesses have become established they should move on to permanent premises located nearby. A number of Initial Actions proposed under different Priorities are linked to "The Works" proposal.
- 8.9 The following is a set of initial action points that should be considered, and that may inform project development activity:
- To support provision of premises to provide business incubator/hotdesk/managed workspace accommodation and ensure effective management of the premises, linked to business support activities to encourage business start-ups and business growth.
 - In connection with the above action, to assess the feasibility of targeting such facilities on particular sectors/business types in order to encourage clusters and synergies.
 - To monitor business start-up activity and commercial lettings specifically within the DRC area, as a means of assessing the impact of DRC-supported project activity. This information should be sought and collated in an agreed manner and at regular intervals (in line with the principles promoted through the measures associated with the 'Understanding the Problem' Priority – see Section Three).
 - To assess the locally-available capacity to develop and support social/community enterprises in Devonport. This work should include consultation with agencies involved in such work elsewhere in Plymouth, and should consider a range of options for implementation.
 - Working with local training providers, to identify the core skills that are required to develop and manage community enterprises and facilitate access to training for those involved in enterprise development.

Targets

- 8.10 The targets against which progress associated with the actions developed under this priority will be assessed are:
- Provide a new business incubation/managed workspace Centre of around 1,850sqm, with full range of enterprise support initiatives
 - 70 more Devonport residents in self-employment by 2011
 - At least 5 new social/community enterprises by 2011
 - Business start-up rate increased by 20% by 2011 (requires research and monitoring)

9 PRIORITY SIX – ADVICE AND GUIDANCE

Why is Advice and Guidance important?

- 9.1 In order to effect change on the scale envisaged by DRC, it is necessary to devise and implement project responses that are proportionate to the issues being tackled. Because Devonport is experiencing severe deprivation, it will not be enough to merely roll-out more of the standard provision and support. Mainstream services need to be shaped to meet the particular needs of deprived communities – and this is a significant challenge for established service providers. NDC funding is made available to deliver additional services and benefits – not to subsidise current operations. It provides an opportunity to get at the underlying reasons that certain areas are disadvantaged and deliver a measured response. The ways in which different partnerships have responded to the challenge of bending mainstream services and meeting local needs demonstrates the wide range of options available to communities.
- 9.2 In restoring Devonport to a level where it is competitive with other neighbourhoods, the stated intention of key agencies and strategies is to ‘narrow the gap’. This approach requires a clear understanding of the particular problems within Devonport and a willingness to address them in innovative and creative ways. This Strategy will illustrate ways in which service providers can meet this challenge whilst still making progress in meeting their corporate objectives and floor targets.
- 9.3 Many local people simply are not aware of the range of opportunities available to them in terms of advice and guidance. The ways in which service providers communicate with residents can be a ‘turn off’ for many. There may also be a perception amongst certain groups (e.g. the long-term registered unemployed) that mainstream agencies are simply not able to help them. This attitude can result in low expectations and poor motivation within such groups.
- 9.4 NDC support should be regarded as an opportunity to recast services to meet the particular needs of the target community. In this respect, service providers need to recognise that an element of organisational restructuring or revising working practices may be required for those directly involved in supporting the regeneration process. This should not be regarded as a threat to the delivery of core services to a wider client group, but should be approached in the spirit of piloting new community-driven approaches to guidance provision. Equally, the DRC must recognise the operational difficulties that such a shift in emphasis may cause mainstream providers and be proactive in assisting in the process.
- 9.5 The way in which Devonport Jobcentre Plus has supported the DRC programme through the secondment of key personnel should be regarded as an example of how mainstream service providers can accommodate the particular needs of the local community. The role of the secondees has been critical in enabling the DRC to meet its Delivery Plan commitments under the Employment theme. Significantly, staff are able to operate within the DRC structure without being constrained by the normal working practices of Jobcentre Plus – this has been of fundamental importance to the success of the secondments, and has resulted in a greater number of engagements with local residents and businesses than might have been expected through traditional ways of working. This example demonstrates the value of partnership working, whereby locally-available expertise has been redeployed assist the wider regeneration programme – *and the way of working is driven by the needs of the community.*

Strategic Aim

To encourage and assist service providers to ‘bend’ mainstream advice and guidance programmes to meet the particular needs of Devonport residents

- 9.6 This is a key aim for the whole regeneration programme. The way in which large organisations attempt to meet the needs of local communities is often driven by targets and policies that are set at a regional, or even national, level. It is not the role of NDC to subsidise these operations – but to encourage new approaches that will better meet the needs of local residents and businesses. The challenge for mainstream service providers is to accommodate within their working practices an element of advice and guidance provision that is specifically geared to meeting these needs – whilst not compromising their ability to achieve key corporate objectives.
- 9.7 This strategic aim will prove particularly challenging for the DRC to deliver. It will require a re-appraisal of the current value of much mainstream advice and guidance in the context of *what is actually happening* in Devonport. Meeting the performance indicators and floor targets of partners is not necessarily the same thing as meeting the key objectives of the DRC programme – and it is important to recognise this distinction. The DRC needs to be robust in its dealings with service providers to ensure that they have both the capacity and the *flexibility* to meet the needs of the people of Devonport.

Key Objectives

- 9.8 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for improving advice and guidance provision are as follows:
- To ensure that DRC-supported project activity delivers advice and guidance which is driven by the needs of Devonport people and is available through a variety of means that are easily accessible to the local community.
 - To encourage service providers to adopt new methods of delivery and to monitor the impacts of project activity specifically within the Devonport neighbourhood area.
 - To reflect in project design and delivery, the need for focused and resource-intensive methods of engagement in order to successfully meet the needs of 'hard to reach' groups (e.g. long-term unemployed, residents experiencing 'multiple deprivations' – e.g. chaotic lifestyles, substance misuse etc.)

Initial Action Points

- 9.9 Progress towards the key objectives will assist the DRC in meeting its strategic aim of working to ensure that the provision of advice and guidance is driven by the needs of the community. The following is a set of initial action points that should be considered, and that may inform project development activity:
- To assess the impact of current initiatives supported by mainstream service providers in meeting the objectives of the DRC programme and to ensure, where possible, that the operational requirements (e.g. corporate objectives, key performance indicators etc.) of partners are supported by DRC project activity – and vice versa.
 - In consultation with agencies providing advice and guidance in Devonport, to assess the practicalities of streamlining/joining-up activities to ensure that the nature of provision is broadly understood and easily accessed by local residents. This exercise should be regarded as providing the opportunity to identify gaps in provision (particularly in connection with work proposed through the 'Understanding the Problem' Priority – See Section Three), and also to highlight areas of overlap or duplication.

Targets

- 9.10 The target against which progress associated with the actions developed under this priority will be assessed is:
- Reduced unemployment levels by 137 Devonport residents by 2011

10 PRIORITY SEVEN – REMOVING BARRIERS

Why is it important to Remove Barriers?

- 10.1 In Devonport, there are a disproportionately large number of people (in relation to the total population) who are 'economically-inactive'. There are many reasons why people are not economically-active within their communities – some are to do with choice and some are down to circumstance. In deprived communities there are many barriers preventing active participation in the day-to-day functioning of the area and access to training and employment opportunities can be especially difficult. There is a need to develop project responses which *create the opportunity for people to work*. This approach can also be considered to remove excuses *not* to work.
- 10.2 Our research (see Appendix One) suggests that much of the unemployment and economic-inactivity in Devonport is long term in nature and consultations have shown that Devonport residents face a number of particular obstacles in accessing training and employment such as care commitments, low early educational attainment, low aspirations, poor health, care commitments, 'chaotic' lifestyles, cultural barriers, poor access to transport etc.. These personal circumstances prevent many residents from playing a full and active role in the local community and can often be insurmountable obstacles to employment.
- 10.3 NDC provides an opportunity to tackle these ingrained issues which afflict many deprived communities. Three specific priorities identified through consultation are the need for more good quality childcare, with flexible provision to meet the specific personal circumstances and training/employment patterns of parents; the need for flexible provision of transport to help people (particularly young people) access training or employment opportunities; and some form of cash support (for example for tools) to trainees/new employees.
- 10.4 It is important to recognise the particular difficulties experienced by minority ethnic communities in accessing information, services and opportunities. Promoting equality of access and opportunity within Devonport is critical to the development of a balanced and socially-inclusive community. This strategy will build upon the findings of earlier DRC consultation with minority ethnic groups to recommend actions that can lead to the full integration of these groups within the wider community.
- 10.5 It is important to recognise that will be a proportion of people who will not be able to work or train either by inclination or circumstance. However, for others, it is possible that support and intervention would enable them to lead a more active and fulfilling lifestyle. New Deal for Communities should be regarded as providing the opportunity to remove barriers to training and employment.

Strategic Aim

To assist Devonport residents to participate fully in the economic renaissance of their neighbourhood by removing barriers to training and employment opportunities

- 10.6 This strategic aim recognises the importance of encouraging *activity* within the resident community. By addressing the issues that prevent many people from training and working, DRC can create the right conditions for a long term growth in employment. These measures will need to be complemented by initiatives that demonstrate the value of employment to the individual – showing how a more active lifestyle can increase personal fulfilment and lead to greater reward. In this way, the ingrained dependency culture that prevents many Devonport residents from aspiring to change can be challenged.

Key Objectives

10.7 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the Removing Barriers Priority are as follows:

- To understand more clearly the range of issues that prevent local residents from accessing training and employment opportunities, and developing tailored responses that are driven by the needs of the individual.
- To identify the particular needs of the minority ethnic community and develop a framework for support and inclusion that will assist full integration with the wider Devonport business community.
- To develop project responses which are focused on the needs of small, hard to reach groups whose needs are not wholly met by existing activities. In this respect, to recognise the wider value of initiatives that may benefit a comparatively small number of residents – but actually address some of the most ingrained problems in Devonport.

Initial Action Points

10.8 Progress towards the key objectives will assist the DRC in meeting its strategic aim for removing barriers. The following is a set of initial action points that should be considered, and that may inform project development activity:

- In consultation, the DRC to consider measures to establish a 'community chest' for small projects/actions designed to assist individuals to access work or training - this approach to be an 'umbrella', under which a range of specific actions to meet the needs of individuals can be implemented.
- Building on earlier consultation work, to seek to formally engage members of the minority ethnic community in developing project responses to meet the needs of their community – and, where appropriate, to assess ways in which such project activity could ultimately be integrated with mainstream provision.
- To identify the local demand for and availability of childcare services – and, if the need exists, to work in partnership to increase local provision (with associated funding support to facilitate access to training for local residents).
- To consider innovative and flexible ways of connecting people to opportunities – through improved transport provision, dedicated resources to encourage improved access etc.

Targets

10.9 The targets against which progress associated with the actions developed under this priority will be assessed are:

- Reduced unemployment levels to Plymouth average (by 137 people) by 2011
- Increase adult qualifications of 420 additional residents by 2011
- Increased take-up of employment and training opportunities by the BME community – up by 50% by 2011.

11 PRIORITY EIGHT – SKILLS DEVELOPMENT

Why is Skills Development important?

- 11.1 Communities within deprived areas often lack the full range of skills to enable them to compete effectively for jobs and investment. This may be due to structural issues within the local economy – for example, where there has been a disproportionate reliance on traditional industries that are now in decline. In such circumstances, the specialist skills that are abundant within the community may have little or no relevance to the needs of growing business sectors – where the bulk of new employment opportunities are to be found. It is often difficult for communities to adjust to fundamental change – especially where a particular way of life and type of employment has traditionally represented the limit of local ambitions.
- 11.2 Agencies involved in the regeneration of Devonport must seek to equip residents with the skills that are required in growth sectors or that are transferable between jobs. The wider Plymouth sub-region should be regarded as forming the natural jobs-market for Devonport residents, and specialist training support will be required in order for local people to take advantage of new opportunities across the wider City.
- 11.3 Encouraging the development of new skills within the community on a scale that supports the sustainable economic regeneration of the area will be an intensive process that will require a long-term commitment. In the first place, it will be necessary to successfully engage with local residents to ensure that they are aware of the nature of the opportunities available to them. Our research suggests that there are a large number of local people who are economically-inactive for a variety of reasons (see Appendix A).

Strategic Aim

To equip Devonport residents with the skills they need to compete effectively for jobs in the Plymouth sub-region

- 11.4 This strategic aim recognises that particular emphasis needs to be attached to developing skills that are in demand across the wider Plymouth sub-region. Although issues of mobility and transport may restrict certain residents to the immediate Devonport neighbourhood, it is important to raise awareness of opportunities that exist beyond the DRC area and equip local people with the skills to compete in this wider market. In this way, the local workforce will develop a broader skills base that will ultimately assist in attracting new employers to Devonport – in the meantime, residents should have the belief and confidence to look beyond the neighbourhood for the job opportunities that meet their aspirations.

Key Objectives

- 11.5 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the Skills Development Priority are as follows:
- To identify locally-significant sectors that require particular skills and to work with partners to produce tailored packages that will meet the needs of employers by ensuring a supply of adequately trained people within the Devonport workforce.
 - To encourage partners and service providers to identify the long-term aspirations of their client group in order to inform future training provision and project activity.

- To work intensively with those Devonport residents who are marginalised by way of long-term unemployment/worklessness to develop the new skills and aptitudes that will enable them to re-enter the jobs market.
- In programme development, to facilitate access (through new provision and/or signposting) to a hierarchy of training opportunities that will allow individuals to progress to new levels – thereby creating access to new job opportunities.

Initial Action Points

11.6 Progress towards the key objectives will assist the DRC in meeting its strategic aim for developing skills. The following is a set of initial action points that should be considered, and that may inform project development activity:

- Building on an audit of local skills (see paragraph 3.8), to work with project partners and agencies to re-focus project activity to meet the needs of local residents and develop new project responses where gaps in provision (or new opportunities) are identified.
- Within all training activity, to identify ways in which courses/units can be delivered in innovative ways to meet the needs of local people (e.g. evening and weekend sessions, support for day-release study, internet/home based learning).
- In association with the Learning and Skills Council, to examine the availability and take-up of financial support to encourage Devonport residents to access training.
- With the support of training providers, to identify the specific skills requirements of key sectors and employers and tailor programmes to meet these needs (e.g. re-focused ILM schemes etc.)

Targets

11.7 The target against which progress associated with the actions developed under this priority will be assessed is:

- Greater numbers of adults with recognised qualifications.

12 PRIORITY NINE – PROMOTING DEVONPORT

Why is Promoting Devonport important?

- 12.1 For the Devonport economy to become sustainable in the long-term will require a broader awareness across Plymouth and the South West of the opportunities associated with the area. As the regeneration programme becomes established, Devonport should aspire to become a top quality business location – adding a new and distinct offer within the wider Plymouth sub-region. Targeted and focused initiatives such as area branding and marketing will assist established local businesses to raise their profile and will also boost efforts to attract inward investment to the neighbourhood.
- 12.2 The perception of Devonport as a declining neighbourhood needs to be challenged – both within the area and beyond. The opportunity presented by NDC funding and improvements envisaged under associated programmes should be regarded as one which can instil a culture of optimism within the area. The experience of many local businesses is that the regeneration programme has yet to deliver real benefits – and this scepticism needs to be replaced by an attitude that is supportive of the work of the DRC and its partners. While this will only ultimately be achieved through tangible improvements to the area, it is important to publicise positive improvements locally, and to "tell the world" about them.
- 12.3 Devonport needs to become a forward-looking neighbourhood, where there is a positive outlook and a realistic expectation that things are going to get better. This air of optimism is crucial in restoring business confidence and encouraging private sector investment in the area. This strategy seeks to create a framework that will firstly arrest the economic decline of the area and then create the right conditions for growth. It will be much easier to promote Devonport as a good place in which to do business against a backdrop of joined-up initiatives that are systematically tackling the structural economic issues of the area.
- 12.4 The redevelopment and regeneration of the area provides the prospect of Devonport becoming a more balanced and sustainable community. The programme envisaged by the DRC (along with other initiatives) will make Devonport a more attractive living and working environment – bringing new people and new ideas to the neighbourhood. The promotion of Devonport should seek to focus on the competitive advantages of the area – such as proximity to the City Centre and the waterfront – in sustaining the momentum generated by the DRC programme once NDC funding support has gone.

Strategic Aim

To promote the sustainable future of the Devonport business community by raising awareness of local development opportunities, targeting inward investment and publicising change

- 12.5 The strategic aim provides a focus for promotional activity that will support the existing business community and also raise awareness of the potential of Devonport to a wider audience. The emphasis will be on developing a range of tools that is targeted effectively to support the economic regeneration of the neighbourhood. In order to successfully project an image of a confident, forward-looking business environment, there will be a particular commitment to high quality materials and a professional approach to all business communications.

Key Objectives

- 12.6 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the promoting Devonport are as follows:

- To develop an effective strategy for disseminating programme and project progress within the Devonport neighbourhood.
- To develop creative approaches to marketing Devonport as a high quality business environment – both locally and regionally.
- To ensure that communications are effective – dependant on the target audience.

Initial Action Points

12.7 Progress towards the key objectives will assist the DRC in meeting its strategic aim for promoting Devonport. The following is a set of initial action points that should be considered, and that may inform project development activity:

- To consider convening a public relations working group (including representatives from the business community) to take proactive responsibility for co-ordinating the content and production of press releases and other promotional material.
- To consider the production of a Communications Strategy for Devonport – detailing the target audiences, method of communication, resource implications, timing etc. for a focused awareness-raising campaign.
- To consider the practicalities of establishing a programme of Sector Support Grants that will enable key employers to work together to promote their products and services (e.g. facilitating attendance and marketing at trade fairs, exhibitions etc. or the creation of joint marketing tools such as area/sector websites).
- With the involvement of local residents and businesses, to consider the practicalities of staging a programme of events designed to attract people to Devonport and raise awareness of the attributes of the neighbourhood.
- In consultation with local businesses, to identify opportunities for improved signage to raise awareness and the profile of key employment areas (e.g. Richmond Walk).

Targets

12.8 The target against which progress associated with the actions developed under this priority will be assessed is:

- Successful implementation of individual measures/activities proposed under the Communications Strategy.

13 PRIORITY TEN – CHANGING CULTURES

Why is Changing Cultures important?

- 13.1 As well as being a priority in its own right, the need to change cultures can also be regarded as a cross-cutting theme that should shape activity across all priority areas. New Deal for Communities provides a unique opportunity to take a long-term view of the regeneration of deprived neighbourhoods – building capacity and deploying NDC resources over a ten-year period. The 'ring fenced' nature of the funding is unlike other regeneration programmes and is committed to particular areas where the scale of social and economic deprivation is such as to demand intensive and focused corrective action.
- 13.2 In understanding the problems that face Devonport residents and businesses, it is important to recognise that earlier economic regeneration initiatives have not been successful in reversing the fortunes of the area. This is not to say that there have not been examples of projects that have made a real difference to peoples lives – however, it is clear that the scale of the economic problems in Devonport require a greater level of intervention if they are to be resolved.
- 13.3 There is an ingrained air of resignation that is almost tangible in much of Devonport. Local people and businesses have witnessed a spiral of decline that has eroded the social and economic base of the neighbourhood. Skills associated with traditional industries are less in demand and the area has been unsuccessful in attracting significant levels of inward investment. The local economy has stagnated – established businesses are under pressure and many local people are unable or unwilling to compete for jobs in growth sectors in other parts of Plymouth.
- 13.4 This economic malaise has contributed to the proliferation of other social problems. Educational attainment and aspirations are low and local job prospects for young people are bleak – the apparent lack of prospects results in a dependency culture that, once established, is difficult to shake off.
- 13.5 So, in promoting an Employment Strategy for Devonport, it is of crucial importance that an air of optimism can be encouraged locally. A key challenge for the DRC is to replace the fading hope that things will get better with the *expectation* that local conditions will improve. This will not happen over night. It will be a long process that will rely on tangible signs of improvement and the commitment of key partners and organisations. It will also, crucially, rely on the desire of local people to participate in and take ownership of this process of *change*.

Strategic Aim

To challenge perceptions of Devonport by raising aspirations and expectations within the community

- 13.6 This strategic aim reflects the need to create a new culture of optimism in Devonport. It recognises that the long-term success of the DRC-led regeneration programme will be dependant upon the willingness and ability of the local community to take ownership of the process once NDC resources are gone. In this respect, the DRC programme period should be regarded as a time when local residents and businesses are successfully re-engaged by service providers and key organisations. This is a time when the capacity of the community to take control and responsibility for the future of Devonport needs to be developed and enhanced.
- 13.7 The challenge for deprived neighbourhoods lies partly in throwing-off a dependency culture that can become established where aspirations and job opportunities are limited. Changing cultures is a slow and organic process that is assisted by positive and obvious demonstrations of success – communities must *want* to embrace change before sustained improvements in the quality of life can be anticipated.

This Strategy will advocate measures that will act as catalysts for this process – embedding a culture of optimism that will sustain project activity once DRC funding has gone.

Key Objectives

13.8 Progress towards the strategic aim will be made through focussing on key objectives that are deliverable through the DRC 'Devonport Peoples Dreams' programme. The key objectives for the Changing Cultures Priority are as follows:

- To re-engage local residents and businesses through encouraging participation in project activity and demonstrating the value and importance of their input – both to themselves and the wider community.
- To 'champion' project successes – demonstrating positive impacts on businesses and individuals – to inspire others to get involved in the regeneration process.
- To raise awareness of Devonport's assets and potential – building on it's unique heritage and sense of place to restore civic pride.
- To work with service providers and key organisations to encourage methods of working and intervention that meet the particular needs of the Devonport community – and to embed this way of working within the culture of organisations.
- With DRC leading by example, to promote a 'can do' attitude to project development and delivery which supports, at an appropriate level, initiatives that will meet the needs of the Devonport community in a creative and innovative way.
- To strengthen local partnerships between business and education providers – encouraging younger Devonport residents to raise their aspirations from an early age.
- To examine the role of Devonport within the wider Plymouth sub-region and encourage Devonport residents to access training and employment opportunities across the City.

Initial Action Points

13.9 Progress towards the key objectives will assist the DRC in meeting its strategic aim for changing cultures. The following is a set of initial action points that should be considered, and that may inform project development activity:

- The DRC to consider options for simplifying/streamlining the project application/approval process – to encourage more straightforward processing of smaller and pilot projects and to enable the speedy implementation of 'quick win' projects. This process can be informed by the experience of other NDC partnerships that have introduced such approaches whilst maintaining meaningful community input in the project development process.
- Working in partnership, to build on existing links between education and business and seek to introduce a 'raising aspirations' programme within schools (see Appendix F – Project Proposals).
- In consultation, to identify potential linkages with other project activity elsewhere in Plymouth and to seek to develop working relationships that will encourage greater take-up of opportunities across the City sub-region by Devonport residents.

- To work proactively with project partners, service providers and key organisations to promote corporate working practices that focus on the needs of Devonport residents and businesses in all DRC project activity.
- To empower local residents to raise awareness of the impact of the regeneration programme and encourage broader community support for DRC initiatives designed to promote social inclusion and raise the quality of life ('project champions')
- To seek to foster the principles of 'good citizenship' as a precursor to moving residents from hard to reach groups through to training and employment (possibly through the use of mentors)

Targets

13.10 The targets against which progress associated with the actions developed under this priority will be assessed are:

- Increased number of economically-active Devonport residents.
- Greater numbers of school leavers moving into further education.

14 MAKING IT HAPPEN

Focusing Activity

- 14.1 This strategy should be regarded as providing a framework to focus future programme and project activity. The identified priorities are the areas where effort should be concentrated in order to stimulate the *sustainable* economic regeneration of Devonport. Broadly, the priorities fall into two categories – those that will target businesses and those that will assist residents. This division reflects the fact that both groups require support in order to achieve a healthy and balanced local economy.
- 14.2 Devonport people and businesses are interdependent. It is important for local residents that the Devonport business community is viable and successful – as a source of products and services as well as a source of employment. Equally, there are real benefits to employers of having local access to a skilled and motivated workforce. This strategy aims to strengthen the links between business and the community by focussing activity on those issues which require urgent attention in order that Devonport can become more competitive.
- 14.3 Full implementation of the Strategy will be required to avoid a partial and inadequate solution being delivered. That is not to say that all of the individual recommendations or project proposals (suggestions set out in Appendix F) will be implemented *exactly* in the ways suggested. These elements should be regarded as providing the starting point for detailed discussions and project design within DRC, working with partners – however, it is perfectly natural that they may evolve to include new methods of delivery, different partners etc. as they are worked-up in greater detail. It is important, however, that attention is spread across all priority areas – these themes are interlinked and, in many cases, will rely on the success of initiatives developed under other headings (e.g. activities promoted under ‘Trading Environment’ will also assist in meeting the aim and objectives of the ‘Business Survival’ priority). Equally, it is important to recognise that initiatives implemented under other strands of the wider DRC programme can deliver business and employment benefits (e.g. the recently introduced CCTV scheme will address business security concerns as well as meeting the partnership’s crime reduction objectives).

Time for Change

- 14.4 If adopted, this Strategy needs to be implemented quickly. The DRC will need to engage rapidly and effectively with partners and the community to ensure that projects can be fully developed and rolled-out as soon as possible. Our consultations and research suggest that there is a pressing need for support in key areas and activities – notably to sustain the existing business community, which is operating under increasing pressure.
- 14.5 Naturally, the DRC will wish to consider the proposed project activities in consultation with partners and the community – however, it is hoped that many of them can be regarded as ‘quick wins’. Given the critical role of the Devonport community in supporting the regeneration process, it will be important to translate these recommendations into activity as quickly as possible in order to demonstrate progress locally. Certainly, it should be the aim of the partnership to roll-out projects related to this Strategy during the current financial year.
- 14.6 The Strategy is consistent with the overarching themes and objectives set out in the ‘Devonport People’s Dreams’ Delivery Plan. With this in mind, it is to be hoped that a broad consensus and support for project initiatives can be achieved quickly and easily, allowing detailed development work to proceed with a minimum of delay.

Project Delivery

- 14.7 In implementing this strategy, it will be important to identify the most appropriate form of project delivery. The success of the individual initiatives will depend largely on the capacity and ability of partners and delivery agents to adopt an approach which maximises the benefits to the local community. Depending upon the nature of particular projects, this will involve consideration of issues such as the local availability of expertise, access arrangements, hours of operation, staffing and resource implications and the track record of organisations etc.
- 14.8 There are three options available to the DRC in delivering projects:
- Direct delivery by the DRC
 - Delivery through an arms-length organisation/initiative
 - Contract with existing organisations
- 14.9 Direct delivery of the Employment Strategy projects by the DRC is not favoured. The DRC provides a critical resource in terms of coordinating the wider regeneration programme and supporting key initiatives – and it is considered that adding a new project delivery role could interfere with other core functions. The DRC could create new posts to help resource the expanded programme, but this would raise accommodation and operational and management issues – as well as being an extra drain on NDC resources. The specialist nature of some emerging projects might also dictate that they would be better delivered by different organisations.
- 14.10 Setting-up an arms-length organisation to deliver some of the projects on behalf of the DRC would help to keep an element of separation between programme and project management functions. However, establishing such initiatives is likely to be costly and time-consuming – and this will impact on the timetable for project delivery. This approach might also add to the confusion experienced by some residents by adding other agencies/organisations to the many that are already represented in the area. Indeed, many of these existing organisations possess the skills and capacity to deliver elements of the programme without the need to create a new agency.
- 14.11 The approach we recommend will be to contract, where possible, with existing service providers to deliver individual projects within the DRC programme. This approach makes best use of locally-available expertise and resources, as well as strengthening the commitment of partners through the development of meaningful working relationships with the DRC. This delivery mechanism will also facilitate the change in corporate cultures and working methods (see Section 12) which is advocated in terms of mainstream providers ‘bending’ provision to meet the particular needs of the Devonport community.
- 14.12 A crucial consideration in deciding whether or not to contract project delivery to a particular organisation will be the willingness and ability of that body to work in way which is consistent with DRC key objectives. As stated earlier NDC funding is not intended to subsidise or support the current activities of service providers – it is specifically made available to deliver something *new or additional*. This requires mainstream providers to enter into the spirit of the programme and adopt working practices which are geared to meeting the needs of the community. There is no reason why this approach cannot be consistent with other corporate considerations – *indeed, it may be used to pilot or inform changes to normal working practice*.
- 14.13 Where a demonstrable need for project activity has been shown and there is no locally-available partner willing or able to take the delivery role, the DRC may consider the feasibility of contracting with a specialist organisation not already present in the area.

Assessing Impact

- 14.14 This Strategy is intended to assist in setting a revised baseline position against which project progress can be measured. However, there will be a clear need for individual project submissions to incorporate detailed, up-to-date statistical information that identifies the scale and nature of the particular problems to be addressed by each initiative. It is important that such information is collected and presented in a consistent manner in order that the DRC can accurately assess the impact of its programme as it develops and evolves. The importance of establishing a common approach to data collection is emphasised in Section Three.
- 14.15 As well as demonstrating consistency with the aspirations of the Delivery Plan and the framework proposed by this Strategy, individual projects will need to contribute quantifiable benefits that will assist the DRC in meeting its stated objectives for the ten-year programme. Delivery partners will be encouraged to consider the way in which their projects meet these DRC targets and will be required to adopt robust systems for monitoring and assessing progress.

When the Funding Stops

- 14.16 The key measure of the long-term success of the programme will be the extent to which it facilitates the *sustained* regeneration of Devonport. In order for this to happen, there will need to be a commitment to maintain and build upon the success of the DRC programme once NDC resources are gone.
- 14.17 On a project by project basis, applications are accompanied by indications of the 'Forward Strategy' that will be implemented once NDC funding has been spent. In some cases, the initiatives are time-limited or will have realised their objectives without the need for further extension. However, the intensive nature of many projects – and the fact that they are dealing with ingrained problems – dictates that some initiatives will need to operate for a considerable period of time.
- 14.18 It is to be hoped that the value of DRC-supported initiatives will be broadly appreciated by project partners and service providers. Many activities have the potential to be supported as core functions of organisations once NDC funding is gone. However, in order for this to happen, early consideration needs to be given to the way in which agencies adapt to accommodate these initiatives as future elements of their mainstream provision. There is an expectation that individual project applications will set out clearly the stages and measures for ensuring that project activity can be sustained beyond the lifetime of the DRC programme.

Conclusion

- 14.19 The Employment Strategy builds on the aspirations of the 'Devonport People's Dreams' Delivery Plan to provide a framework that will guide project activity over the lifetime of the DRC programme. It highlights the priorities for attention and recommends specific measures that can address the key issues that have emerged through research and consultation. It has also been informed by the experience of earlier and current initiatives – seeking to build on the successes, fill the gaps and promote new thinking on the way forward.
- 14.20 It will be apparent to those involved in the regeneration process – just as it is apparent to local residents and businesses – that turning Devonport around will not be easy. There is a combination of factors present in the neighbourhood which results in ingrained and complex issues of deprivation. However, this should not disguise the fact that there are significant opportunities present in the local area upon which the economic renaissance of Devonport can be grounded. Locally-important sectors and major development projects across the Plymouth sub-region provide the potential to generate new, well-paid jobs in Devonport – and, critically, will also provide the stimulus that encourages people back to (or into) work.

- 14.21 This Strategy performs the dual tasks of identifying the problems to be overcome whilst acknowledging the opportunities that should be embraced. Project activity should be encouraged that will make obvious links between problems and solutions – meeting the most pressing needs of local residents and businesses in a way which encourages their support for the wider programme. In this way, Devonport people will be encouraged to contribute to the regeneration of their neighbourhood through taking action that will improve their lives – and help them to realise their dreams.

APPENDIX A

BASELINE INFORMATION

Baseline information

Introduction

This section highlights relevant baseline information for the Devonport New Deal for Communities (NDC) area.

Boundaries

The boundaries of the study area are those established in the NDC Delivery Plan ('Devonport People's Dreams') and subsequently used in the preparation of the Devonport Development Framework. This area also closely corresponds with the Devonport 'Neighbourhood' area as defined by Plymouth City Council (the only variation being the inclusion of the Pottery Road, Tamar Street and John Street area within the Neighbourhood boundary).

The Devonport NDC area occupies the southern part of the wider Devonport ward (formerly parts of Keyham and St. Peters wards) and is bounded to the South and West by the River Tamar. An arc of parkland and open space delimits the area to the East and North – where Devonport Park runs down to join more dockyard land around Mutton Cove and the Torpoint Ferry crossing. These natural boundaries dictate that the neighbourhood is, to a certain extent, self-contained – although its cohesiveness is undermined by the presence of MoD land holdings which restrict access to large areas within the Dockyard estate.

Data Sources

Some of this information is derived from the 2001 Census. For the first time, this has enabled an analysis of the Devonport neighbourhood on the basis of 'output areas' (neighbourhood units of approximately 125 households) rather than an interpretation of data for the former Keyham and St Peter wards. Ward boundary changes became operative in Plymouth in May 2003, and this saw the creation of Devonport ward – the NDC target area is wholly contained within this ward – and this will allow collection of data specifically for Devonport in the future, but all existing sources must to some extent be interpreted.

Census figures show that the total population of the NDC area in 2001 was 4,986. This represents a dramatic reduction from the estimated figure of 7,000 referred to in the NDC Delivery Plan. Discussions with Plymouth City Council (Strategy Unit) have revealed that there are reservations within the Authority as to the integrity of the 2001 Census information. At the present time, the Authority is contesting certain statistics in the belief that the Census may have underestimated the population of the city by up to 10,000 people. Although the integrity of the Census data is questioned, this apparent disparity might be more to do with the quality of the original survey than any under-reporting in the census. Other factors that contribute to this decrease in numbers are:

- Figures have yet to be released to show the number of personnel resident on MoD land within the area; and,
- Large numbers of residents have been decanted from the NDC area since the original survey was undertaken – and, to date, have not been re-housed in the area.

It is acknowledged that the other explanation for discrepancies could be that mid-year estimates for the 1990's persistently *overestimated* the city's population. In the absence of a more robust, up-to-date data source the 2001 Census still represents the most authoritative statistical base for the target area, and so is used here to describe Devonport.

The information presented has been selected on the basis of its direct relevance to the Employment Strategy. Accordingly, the statistical analysis tends to concentrate on demographics, employment trends and qualifications – all of which can be used to generate a clearer picture of the type of working environment in Devonport.

Devonport People

Age Structure

A comparison of the age structures for the Devonport neighbourhood and Plymouth shows that Devonport has a higher proportion of young people than the wider City – indeed; over 31% are aged under 20 compared to 25% for Plymouth. There is a particularly high proportion of very young children (i.e. aged under 4) – and this would indicate a potentially high demand for childcare services in Devonport. This type of age structure also means that there will be a ready and ongoing supply of local labour when young people enter the jobs market – providing, of course, that there is an adequate supply of local jobs. In actual fact, information supplied by the Local Education Authority for the original 'Devonport People's Dreams' Delivery Plan showed that 17% of school leavers in the NDC area became unemployed in 2000 (Plymouth LEA).

Table One: Resident Population and Age

Age Range	Devonport (Nos.)	Devonport (%)	Plymouth (%)
0 - 4	409	8.2	5.5
5 - 15	810	16.2	14.0
16 - 19	335	6.7	5.6
20 - 29	708	14.2	13.3
30 - 59	1,889	37.9	40.7
60 - 74	550	11.0	13.1
75 and over	285	5.7	7.7

Source: 2001 Census, ONS

The Devonport Labour Force

Of the total Devonport population (4,986), the 2001 Census identified some 3,482 as being within the 'economically-active' age range (i.e. 16 – 74) – this equates to 70% of the total population. The Census further showed that, for this "economically active" proportion of the Devonport population, 46% (1,604 people) were in employment and 54% (1,881 people) were not. Of those in employment, over 400 had part-time jobs. Naturally, not all of those classified as 'not in employment' were actually registered unemployed – there are many other causes of worklessness (see below).

Across Plymouth, 61% of the economically-active population are in employment and 39% are not – this shows that the overall proportion of working people in Devonport is significantly lower than the City average.

Those Devonport residents who are employed work across a number of different sectors. Almost a quarter (23.7%) work in the public sector – either in defence, administration, social work, health services or education. The next most significant groups are wholesale and retail trade and repairs (17.8%) and manufacturing (14.4%). Beyond these, a number of other sectors each account for slightly less than 10% of the total Devonport workforce – see Table Two, below.

Table Two: Industry – Devonport residents jobs by principal sectors

Sectors	Devonport (Nos.)	Devonport (%)	Plymouth (%)
Public Services – Administration, Health, Education, Social Services and Defence	379	23.7	31.3
Wholesale and Retail Trade and Repairs	284	17.8	16.4
Manufacturing	230	14.4	14.9
Real Estate, Rental and Business Activities	157	9.8	8.1
Construction	142	8.9	6.5
Hotels, Restaurants and Catering	138	8.6	5.0
Transport, Storage & Communications	113	7.0	7.8

Source: 2001 Census, ONS

The table also shows comparative figures for Plymouth to illustrate the relative importance of each sector to the wider City economy. Despite the fact that public services account for almost a quarter of the Devonport workforce, the proportion employed in these fields is still significantly lower than the overall City percentage. Beyond this, the employment structure of Devonport can be said to broadly reflect that of the City – with the principal variations being the greater local significance of the construction and hotel and catering trades.

Occupations and Income

Devonport residents appear to experience difficulties in accessing well-paid, senior level jobs. Table Three shows the disparity between Devonport and Plymouth in terms of occupation type.

Table Three: Occupations

Occupations	Devonport (Nos.)	Devonport (%)	Plymouth (%)
Manager or Senior Official	106	7	10
Professional	55	3.5	8
Associate professional and technical	134	8.5	14
Administration and secretarial	150	9.5	12
Skilled trade	215	13	13
Personal services	133	8	8
Sales and customer service	212	13	11
Process, plant and machine operatives	191	12	10
Elementary occupations	408	25.5	14

Source: 2001 Census, ONS

These figures show that a comparatively small number of Devonport residents are employed in senior positions or in professional fields. The managerial, professional and associate professional/technical groups account for 19% of occupation types for Devonport residents, whereas the percentage for Plymouth as a whole is 32%. At the other end of the scale, 37.5% of the Devonport workforce is employed in elementary occupations or as process/machine operatives – the figure for Plymouth is 24%.

The high proportion of elementary and unskilled occupations within the Devonport economy would indicate that average earnings in the area are likely to be below the City average. Indeed, data obtained from the New Earnings Survey (NOMIS, 2000) suggests that average weekly earnings in the former Keyham and St Peters Wards could have been as much as 25% lower than the Plymouth figure (*Note: This figure should be treated with caution due to the limited nature of the original sample*).

Travel to Work

Devonport residents are likely to work across the wider Plymouth area and, as a consequence, not all of these jobs will be based within the NDC target area. Indeed, 45% of the economically-active Devonport population travel to work by car (2001 Census, ONS) – and this suggests that a large number of local people work outside the immediate area. Interestingly, 328 (20%) travel to work by public transport, which is well above the Plymouth average of 12.3%.

People in Devonport travel an average of 13.63km to their workplace – this is almost identical to the Plymouth figure of 13.83km. This figure would support the hypothesis that a significant number of Devonport residents work outside the neighbourhood – the high percentage using public transport would indicate that many work in the City Centre. However, 369 residents (23%) go to work on foot – and it is reasonable to assume that many of these will work within the Devonport neighbourhood.

Qualifications

Table Four (below) shows that over 42% of economically-active residents within the Devonport NDC area are without formal qualifications – by comparison, this figure drops to below 29% for the wider Plymouth area. This represents a major issue for the area and is likely to act as barrier to employment for a number of people. These figures also suggest that the local workforce may not have the full range of skills necessary to attract certain new employers to the area. The number of Devonport residents qualified to degree level or higher was approximately 230 in 2001, some 6.8% (Level 4 and part Level 5, below) of the total population of the area aged 16 – 74. The Plymouth average is 13.5%.

Table Four: Qualifications among economically-active population

Qualifications	Devonport (Nos.)	Devonport (%)	Plymouth (%)
No Qualifications	1,483	42.6	28.9
Level One	636	18.3	18.4
Level Two	603	17.3	21.3
Level Three	275	7.9	10.2
Level Four	235	6.8	13.5
Other Qualifications	248	7.1	7.7

Source: 2001 Census, ONS

(Note: Level 1 = 1+ 'O' Level, CSE, GCSE pass; Level 2 = 5+ 'O' Level, CSE, GCSE passes; Level 3 = 2+ 'A' Level passes; Level 4 = First Degree and equivalent; Other = Other awarding bodies and professional qualifications)

Again, the principal disparities between Devonport and Plymouth are found at the top and bottom of the scale. This would seem to correlate closely with the earlier findings for occupation types and average incomes. Many Devonport residents are being prevented from competing effectively for better paid jobs due to a lack of qualifications.

Unemployment

The 'Devonport Peoples Dreams' Delivery Plan illustrated the unemployment rate within the NDC area as well as for Plymouth as a whole. In November 2000, the Devonport NDC area unemployment rate was 7.2% - the Plymouth figure was 3.3%. Both figures had fallen by approximately 2% over the preceding two year period – indicating that the Devonport economy was mirroring that of the City. However, the Devonport rate was still over twice that of the City – with no evidence of the gap being narrowed.

Recent figures suggest that the unemployment rates for the City and Devonport have fallen further – however the gap between the two remains constant. In March 2004, there was a total of 3,647 people claiming Unemployment Benefit in Plymouth (Source: NOMIS/Claimant Count) - this is an unemployment rate of 2.1% for the City. In the same period, there were 210 claimants in the PL1 4 postcode sector (which corresponds closely to the DRC area), indicating a March 2004 unemployment rate of 6% in Devonport.

Worklessness

There are many causes of worklessness. In deprived neighbourhoods, a wide range of factors can prevent residents from accessing employment. The Neighbourhood Renewal Unit has defined worklessness as involving 'local people who may want to work, or be capable of working, not being able or willing to do so'. Particular groups that are especially prone to worklessness include those experiencing repeat periods of unemployment, former manual workers in manufacturing, males with low/no qualifications, lone parents, some ethnic minority groups and workless households. In addition, those experiencing 'multiple deprivations' (e.g. ex-offenders, homeless people and substance abusers) are particularly vulnerable.

From the above it is clear that there are many barriers to employment – and these are the causes of worklessness. Of those Devonport residents not employed, 700 have not been in employment since 1995 and a further 330 have never worked (2001 Census, ONS) – this equates to more than 20% of the total Devonport population. Not all of these people are registered unemployed – Table Five shows the principal groups within the working-age (aged 16 – 74) population.

Table Five: Principal groups within the working-age population

Group	Devonport (Nos.)	Devonport (%)	Plymouth (%)
Full-time employees	1013	29	39
Part-time employees	419	12	13
Self-employed	111	3	5.5
Unemployed	233	7	3
Full-time student (economically- active)	88	2.5	3.5
Retired	365	10.5	14
Economically-inactive students	214	6	6
Looking after home/family	406	11.5	6.5
Permanently sick/disabled	431	12.5	6.5
Economically-inactive - Other	205	6	3

Source: 2001 Census, ONS

(Note: 'Unemployed' relates to those people looking for work and available to start immediately. The category 'Economically-inactive – Other' refers to those people looking for work, but who are unable to start for at least two weeks)

This table shows that there are marked differences between the make-up of the Devonport working-age population and the equivalent Plymouth population. Plymouth shows greater proportions of people in full-time employment and self-employment – as well as a significantly lower percentage of unemployed people (including those looking for work but unable to start within two weeks). Devonport shows a far higher proportion of people falling into the ‘economically-inactive’ categories of ‘Looking after home/family’ and ‘Permanently sick/disabled’ – almost double the proportion of the Plymouth figures.

Plymouth has a higher percentage of retired people within the 16 – 74 age range, whereas Devonport has greater proportions of those who are permanently sick/disabled or looking after families. Of the 700 residents referred to above, it is not possible to say how many have retired since 1995, but it is fair to say that much of the unemployment in Devonport is long-term in nature. Equally, it is not clear of the 330 who have never worked what proportion are effectively rendered workless by incapacity or care commitments. However, anecdotal evidence and destination statistics suggest that a significant percentage are prevented from working due to lack of skills, opportunity or incentive.

Based on this information, it is possible to make an informed estimate as to the proportion of Devonport residents who are economically-inactive by circumstance rather than by choice. If the total number of retired and unemployed people (i.e. 365) is deducted from those who have either never worked or not worked since 1995 (i.e. 1030), some 665 remain unaccounted for. As well as those that are registered unemployed within this number, it is likely that others are prevented from accessing employment either by ongoing care commitments, the state of their health or other personal circumstances that act as barriers to work. Some residents falling within this group can be regarded as ‘hard to reach’ in terms of advice and guidance provision – and efforts to engage them are likely to be time-consuming and resource-intensive. Overall, it is likely that in excess of 500 Devonport residents are workless and could benefit from targeted support and assistance.

Aspirations

In January 2004, staff at Devonport Job Centre Plus conducted a questionnaire survey among their clients to establish the aspirations of unemployed people. The survey asked whether there were particular types of work that would be of interest to local people, and whether they would be prepared to undertake training in order to achieve this.

Although the sample was small (23 people), the results are interesting. The respondents had a wide range of experience, but chiefly in ‘elementary occupations’ (e.g. cleaning and labouring) or a retail environment. Of those completing the survey, 80% said that they were only interested in the type of work in which they were experienced - only four respondents aspired to do anything different. These findings are consistent with the typically low aspirations that characterise many deprived neighbourhoods.

Notwithstanding the general reluctance to explore work opportunities in different fields, 55% of the respondents acknowledged that additional training would be of assistance to them – and the majority would be prepared to commit a significant amount of their time to this. However, every respondent indicated that they would only undertake such training if they considered that there was a realistic chance of securing local employment at the end of the process. Other issues that were identified as barriers to training were the cost of courses, lack of access to transport, low self-confidence and the shortage of specialist training providers in the area.

Devonport Businesses

Annual Business Inquiry (ABI) data is available for the area – albeit limited to the former St Peters and Keyham Wards (within which the NDC area fell – now wholly within the new Devonport Ward). However, this information is still useful in providing an overview of the types of businesses operating in the Devonport area. This section also refers to data extrapolated from a market research database

(Source: Experian) – and this allows for more accurate profiling of the business community within the DRC area.

Business Location

Despite its natural boundaries (the River Tamar, Devonport Park and Stonehouse Creek), Devonport is not a cohesive neighbourhood. The presence of significant Ministry of Defence landholdings within the area has effectively fractured the neighbourhood and prevents many natural connections between residential and commercial areas. These issues are being addressed through the recommendations of the Devonport Urban Village and Devonport Development Framework - however they have a significant impact on the workings of local business.

The Experian database shows that there are 159 businesses within the DRC area – although this does not account for people working from home. This figure is consistent with our own estimates and data drawn from other surveys. The major concentrations of businesses in Devonport are the following:

- *Richmond Walk* – mixed business area including marine industries (boatyards, brokers, sailmakers, marine equipment supplies, yacht club facilities etc.), motor factors and garage services, builders merchants and other businesses within B1 (general and light industrial) Use Class.
- *Cumberland Street/Duke Street area* – local service centre including retail and commercial premises, public houses and social clubs. The nearby Cumberland Centre is a focus for public health services.
- *Marlborough Street* – local services including the principal concentration of retail and commercial businesses in Devonport as well as offices, public houses, cafés and take-away restaurants.
- *Riverside Business Park* – light industrial units providing accommodation to a range of businesses within the B1 (general and light industrial) and B8 (transport, distribution and warehousing) Use Classes.

Many people are also employed within the Ministry of Defence sites that are found across Devonport – although specific figures are not available to illustrate the exact nature/scale of employment at these locations. Given the operational requirements of the MoD, it is likely that much of the workforce is drawn from outside the immediate area and is only based in Devonport during specific activities and works.

A large number of Devonport small businesses in the retail and service sector are dependant upon local trade – and this customer base has been eroded through the decline in population and decanting of families from Devonport. Other businesses that draw trade from a wider area find that negative perceptions of the neighbourhood impact on their operations.

Businesses on Richmond Walk participated in a questionnaire survey in March 2004. Within this employment area, there is a clearly defined cluster of marine businesses (small employers) that work together and benefit from their particular functional relationship with the waterside setting. These employers perform a different role from the other principal business areas of Devonport – evidenced by the fact that many of them regard their market as being national (or even international). It is interesting to note that, of these specialist businesses, very few employ Devonport residents – and the lack of locally-available core skills in the marine sector is cited as a recruitment problem for these businesses.

Business Size

The overwhelming majority of businesses in the area are 'small' – with well over half employing fewer than four people (2001, ABI). In 2001, there were 652 workplaces across the two wards – of these, 4 employees or fewer were engaged at 401 workplaces.

If the 159 business, 79 (i.e. half of the total) employ fewer than 5 people – and a further 45 are businesses with a workforce of fewer than 25. However, the majority of the larger businesses that are represented in Devonport are companies with branches and headquarters elsewhere – therefore, for many of the businesses in the database, Devonport represents only small part of their wider operations. Notwithstanding this, it is possible to make certain assumptions about the local business community on the basis of the information available.

By assigning an average number of employees to all of the businesses in the database (and giving specific consideration to the larger businesses), it would appear that there are approximately 1,300 jobs (full-time and part-time) in Devonport. This figure also allows for a number of people working from home – although this figure (34) has been set at a level which reflects the historically-low rate of business start-up in Devonport. These figures do not take account of MoD personnel employed in the area.

The estimated figure of 1,300 jobs in Devonport may appear to be higher than expected, but it must be borne in mind that many of these jobs will be filled from people residing outside the neighbourhood – just as Devonport residents also work in other parts of the City. If the split of full-time and part-time employees resident in Devonport is considered representative of the balance of jobs in the neighbourhood, then up to a quarter of the 1,300 jobs could be part-time – others could be seasonal or short-term.

Approximately 300 Devonport jobs are in the education, health and social/public services sector – many of these are accounted for through schools and the concentration of public services around the Cumberland Centre.

Business Type

It is clear that the larger employers in the area are related to the public sector – i.e. schools, health services and other support agencies etc. This balance also reflects the profile of the local workforce with 23.7% of local residents employed in public services. The Experian database also shows that there are a number of voluntary and community organisations that employ significant numbers in Devonport. This would indicate that the social and economic deprivation of the area has actually generated employment that is specifically geared to deal with these problems.

Workplaces in Devonport tend to fall into the following broad categories (figures in brackets show the approximate percentage of workplaces falling into each category):

- Retail (20%) – including general sales (e.g. local shops) and specialist items (e.g. marine equipment)
- Equipment rental, repair, maintenance and manufacturing (20%)
- Education, social services, healthcare and medical (20%)
- General commercial (15%) – including taxi offices, hairdressers and other local services
- Bars, restaurants and catering (10%)

The remaining 15% comprises other workplaces such as professional offices, community and social clubs and other specialist business activities.

Summary

Devonport people require targeted and intensive assistance to help them compete for better paid local jobs. A significant proportion of the local community is economically inactive – and effort is needed to create the *opportunity* and the *incentive* to address this key issue. Particular attention needs to be focussed on the following:

- Reducing worklessness – Devonport shows a significantly higher proportion of workless people than Plymouth as a whole
- Improving competitiveness – greater emphasis on skills development and obtaining qualifications is needed to enable residents to compete for well-paid jobs
- Removing barriers to employment – targeted support is required to assist particular groups (e.g. lone parents, long-term unemployed, repeat offenders etc.)
- Breaking the dependency culture – providing the incentive for residents to access employment through motivation and empowerment

APPENDIX B

POLICY CONTEXT

Policy Context

Introduction

This section sets the context within which the Devonport Employment Strategy will be required to operate. The principal purpose of this review is to ensure that the strategy will be consistent with established policy while meeting identified local needs.

The key elements of local regeneration programmes and strategies are reviewed, and there is a brief acknowledgment of the broader context established by sub-regional and regional policy. The key elements of the City of Plymouth Local Plan are then reviewed to provide the planning framework within which specific initiatives will be required to function.

This section also includes detailed consideration of recent consultation exercises – identifying the views of local residents and businesses in relation to the current situation and the most pressing issues for resolution.

Local Policy

Devonport People's Dreams - New Deal for Communities Delivery Plan 2001-2011

The People's Dreams sets out the aspirations of the community for the regeneration of Devonport. Amongst a set of issues the document identifies a high level of unemployment and worklessness, a relatively small number of self-employed, and a high proportion of residents with no qualifications and low literacy skills. The percentage of the retail units which are vacant is above the city average, and 15% of businesses are considering moving out of the area. Half of the local businesses do not employ local residents because of lack of skills. Fewer young people continue in education and more school leavers immediately register as unemployed.

Opportunities identified for residents includes:

- The regeneration plans noted in the Urban Framework
- The release of MOD land in South Yard
- Employment in the business parks managed through the Wolseley and Millfields Community Economic Development Trusts to the west and east of Devonport
- The continued role of Devonport Management Limited as both a direct employer and as a local purchaser of goods and services with around 400 local companies
- Relocation of large employers to Plymouth
- Proposed retail re-development in the city centre

The document notes an inadequacy of childcare availability in Devonport. While there are some 400 0 - 4 year olds in Devonport, at the time of writing there are only 200 nursery places in the NDC area, plus informal provision through extended family networks.

The document also notes that the public service delivery in Devonport does not adequately tackle social exclusion and the linked cycle of deprivation, including insufficient or inadequate service prioritisation in the areas of environmental services, maintenance of green spaces/play areas and housing services.

There is specific reference to the need to transfer assets to the local community, the important role of credit unions, and the links between local businesses and communities. Intermediate Labour Market (ILM) schemes are noted as an example of the innovative methods needed to assist people back into learning, training and jobs.

The Delivery Plan uses five themes for prioritising regeneration activity. These are:

- **Breaking the poverty cycle**, which discusses the links between education, skills, employment and other constraints on employment (such as child responsibilities or health problems). There are significant groups within Devonport who, with poor qualifications, skills and inhibiting social constraints, will continue to find it difficult to secure and sustain employment even at a time of employment growth in the city. Intervention is required to close the gap between this group and the labour market, and a failure to do this will undermine other parts of the regeneration programme. Intervention is important to stop school leavers joining this group. Solutions include:
 - Improve educational provision
 - Improve provision and access to training for young people
 - Improve childcare and other care services
 - Create alternative supportive employment opportunities (social economy, ILMs, job links, job brokerage, community transport) and support for self-employment and local entrepreneurial activity
- **Building sustainable neighbourhoods** – recognising the importance of housing standards to combating social exclusion, ill health, crime and nuisance. Solutions include:
 - Creations on new local neighbourhood management arrangements
 - The provision of employment opportunities through neighbourhood management solutions for local service delivery
- **Creating a healthy and safe environment** – noting the links between health and healthy living, and neighbourhood management, housing developments, employment and leisure
- **Community involvement** – securing substantive community from the community to help itself
- **Promoting Devonport's young people** – to raise aspirations and opportunities

The implementation of the Delivery Plan will include:

- Strengthened learning networks, with an emphasis on ICT and the use of incentives, plus basic skills, ILMs and local training provision
- Supporting people into work, by over coming constraints such as childcare
- Tackling poverty, through credit unions and affordable financial services
- Routes into employment, through development of the social economy (child care, care services, housing maintenance, environmental improvements), job links/ILMs, and support for enterprise
- Widening the horizons and aspirations of Devonport residents

Devonport Development Framework

The Devonport Development Framework builds upon the principles established in the Devonport's People's Dreams in order to establish an integrated approach to the regeneration process. It establishes a basis for:

- Project co-ordination through providing a reference point for all stakeholders to dovetail development projects
- Guiding investment decisions through demonstration of how they might fit the wider picture
- Planning decisions through its adoption by the City Council as an Interim Planning Statement
- Aiding project promotion through setting out the range of development opportunities for potential investors

Much of the Development Framework discusses the physical changes that are planned for Devonport. It notes that in many parts of the area, buildings, streets and spaces are in poor condition, particularly the public housing stock, that the release of MOD land providing significant development opportunities and that there is a need to improve north-south and east-west links. The Framework sets out plans for different parts of Devonport:

- Core retail focus around Chapel Street/Fore Street to include a supermarket and a cluster of small shops and offices, and a health centre
- The retention of Marlborough Street's central role
- Retention of existing secondary centres around Cumberland Gardens/Cumberland Street, along George Street and around Cornwall Beach; offering small-scale retail, office or leisure facilities
- Provision of flexible ground floor units for community, employment and secondary commercial uses
 - Towards the northern end of Chapel Street and the western end of Fore Street
 - Along the former Tavistock Road
 - Around the new market square
 - Along the new Fore Street extension
- Mixed use development to include employment and live-work units :
 - Within the Stores Enclave
 - Southern side of Ker Street
 - The transitional uses between industrial and other uses, such as the western edge of the Stores Enclave
 - Picquet Barracks
 - HMS Vivid
- The potential for larger employment uses in the Stores Enclave
- Mixed marine-related use at Richmond Walk
- Recreation and leisure uses centred on the Pools and waterfront walkway
- Mixed use at Mount Wise to include offices, sporting facilities and a hotel

The Development Framework also considers employment opportunities. As a result of the regeneration initiatives there is a target of 700 additional full time equivalent jobs (FTEs) to be created, and that this may rise to 1,200 in the longer term if all development opportunities are taken up.

Currently the economy is largely focussed on local shops and services, along with a range of public sector service and administrative functions found in schools, social services, housing, health etc.

The 700 additional jobs will be created mainly through growth in new education, health and retail facilities as well as extended employment and business opportunities in retail, entertainment and tourism. The new office and workspace provision will meet market demand and opportunity. Business income to support this employment will stem from the increased affluence of Devonport residents, and from residents and visitors from outside the area. Elements will include:

- LIFT health centre – up to 68 jobs
- Extended education initiative – around 160 jobs
- Extended retail and service employment through an extra 2,500 square metres of floor space, offering the potential for well over 100 jobs
- Offices – at least 85 jobs
- New managed workspace and live/work units – over 110 jobs
- Civic buildings/restored historic buildings and new community facilities and projects – over 300 jobs
- Visitor-related /heritage projects in the historic dockyard – over 150 jobs

The Framework acknowledges that some of these figures are estimates based on the successful implementation of a number of supporting initiatives. One of these will be an Incubation/enterprise centre in the stores enclave to provide 1,850 square metres of space and support for start-up businesses.

Narrowing the Gap – Plymouth Neighbourhood Renewal Strategy 2002-2007

This strategy focuses on measures to improve access to opportunities and services across the city, with the particular aim of improving the quality of life in the more disadvantaged parts of Plymouth. The strategy focuses on 'neighbourhoods' as being the most cohesive building blocks of the city – and, in this respect, the established Devonport NDC target area is also adopted in this strategy. Action at a neighbourhood level is required to arrest the spiral of decline in areas where deprivation is at its most acute.

The key objective of the strategy to 'increase the prosperity for all Plymothians by reducing worklessness' is consistent with the NDC Delivery Plan. The emphasis on narrowing the gap between the worst wards and the City average (to a point where no single ward is more than 50% worse than the average) implies a particular commitment to address the problems of Devonport's St Peter ward, where the 2001 unemployment rate was significantly higher than the overall figure for Plymouth.

Matching Resources to Locality – An Area Regeneration Framework for Plymouth

This Area Regeneration Framework, commissioned by the Plymouth 2020 Partnership, seeks to inform the decision-making process of the Local Strategic Partnership. It is particularly concerned to address the inequalities within the city and sets out to identify those issues and areas in greatest need of attention. The study is concerned to establish a delivery mechanism that effectively distributes scarce resources to where they are most needed.

The framework identifies development sites that should be regarded as priorities for investment, especially where these have the potential to link new employment facilities to deprived neighbourhoods. One such site, South Yard, lies within the boundaries of the study area for this Employment Strategy. However, the framework does not go on to actually identify the type or scale of development that would be appropriate at such sites – or, indeed, the barriers to bringing them forward for development.

Devonport Urban Village (Urban Framework Plan)

This report was completed in 2000 and is supported by the Devonport Development Framework. As the title suggests, it examines the feasibility of establishing an 'urban village' in Devonport – based on a 'wide range of residential choice, economic development and employment opportunities'. The report notes that the community has become 'fractured' and that there are real issues of deprivation and social exclusion that need to be addressed in the area. The study seeks to apply the principles of good urban design in delivering a more cohesive neighbourhood. The report also acknowledges the need for a delivery mechanism that allows for the co-ordination of the urban village proposals with the emerging NDC programme for Devonport – which broadly shares the same target area. The Devonport Development Framework (see above) was commissioned to facilitate such integration and refines and develops key elements of the urban village proposal.

Sub-Regional Policy*An Economic Strategy for the Plymouth Sub-Region 2001-2004*

This strategy establishes the characteristics of the sub-regional economy of Southeast Cornwall and Southwest Devon, centred on Plymouth. It identifies key factors that impact upon the local economy including labour supply, learning and skills, business structure and deprivation. A number of key objectives are outlined, which are consistent with those over-arching policies set out in the South West RDA Regional Strategy.

The strategy identifies the need to address inequalities and imbalances within the sub-regional economy, including tackling the high levels of deprivation in Plymouth – particularly evident in the Devonport neighbourhood. Implementation of the Strategy will rely on significant public sector funding support from a variety of sources.

The Strategy establishes nine 'Frameworks for Action' as follows:

- Improving Infrastructure
- Business Development
- Innovation and Technology
- Inward Investment
- Skills and Learning
- Regeneration
- Image of the Sub-Region
- State of the Sub-Region
- Partnership

As stated in the Strategy, the "frameworks are intended to help prioritise the activities and investment programmes of regional, sub-regional and local partners". Given that they are consistent with the RDA objectives, projects that can demonstrate compliance with the above frameworks are likely to be favourably considered when bidding for funding support.

The Employment Strategy must have regard to the sub-regional framework - which also identifies the following activities that will be of particular significance to Devonport:

- Supply of sites and premises to meet business start-up and growth needs – including the management and maintenance of workspace units
- Development of key industrial sectors with local ‘strength and potential’ (including engineering and maritime industries’)
- Diversification of ‘mature’ industries facing change (e.g. defence and fishing)
- Investment in the tourism infrastructure of the sub-region
- Development of an integrated and high quality inward investment service (through the Invest in Plymouth Team)
- Support for Intermediate Labour Market projects and the development of ‘social economy’
- Specific support for the comprehensive regeneration of Devonport (through the Urban Village and NDC programmes)
- Development of community enterprise

Plymouth City Growth Strategy (Draft Version – February 2004)

Plymouth is one of seven pilot areas selected for the development of a City Growth Strategy (CGS). CGS aim to stimulate the regeneration of deprived areas by focusing on their economic strengths and competitive advantages, rather than their social weaknesses. The Plymouth CGS is supported by key agencies – including the RDA, City Council and Local Strategic Partnership – and will be instrumental in providing a framework for investing in the economy of the City Sub-region.

The CGS identifies four main objectives, as follows:

- To achieve business growth through the development of clusters and target sectors.
- To increase the rate of business start-ups, by promoting a culture of entrepreneurship and supporting the formation of new businesses.
- To improve the delivery and co-ordination of business support and economic development initiatives.
- To ensure that the right conditions are provided for business growth, by working with partners to enhance the city’s infrastructure, image and environment.

These objectives are underpinned by the cross-cutting principles of improving business engagement, changing cultures, strengthening partnerships, encouraging economic inclusion and promoting sustainability. The CGS Action Plan identifies steps that will enable the City to make progress towards meeting the main objectives of the Strategy.

At the time of writing, the timetable for the adoption and implementation of the CGS is unclear – however, the Devonport Employment Strategy will need to demonstrate consistency with the CGS aspirations for Plymouth. In this respect, the key aims of the two strategies are compatible and it will be possible to show how the Employment Strategy could translate the objectives of the CGS in the specific context of Devonport.

Regional Policy

Regional Economic Strategy for the South West of England 2003-2012

The Regional Economic Strategy (RES) seeks to translate and apply the Government's aim of promoting prosperity in every region to the particular circumstances of the South West. It specifically sets out to improve the competitiveness of the region through encouraging enhanced productivity and inclusiveness. In meeting this objective, the RES identifies the need to 'reduce disparity in economic performance across the region' and recognises that this will require investment in the social fabric of communities as well as the business infrastructure.

A number of 'Strategic Actions' are established, which are intended to enable the RDA and its partners to address those issues which constrain the region's competitiveness. A range of initiatives is identified that broadly seeks to improve skills, encourage entrepreneurship, support existing businesses and stimulate investment. Particular emphasis is placed upon focusing regeneration activity in the areas of greatest need – the concentrations of multiple deprivation in the major urban areas of the South West.

Planning Policy

City of Plymouth Local Plan (First Deposit – December 2001)

The Deposit Local Plan provides support for the regeneration of Devonport – indeed, the Urban Village framework (see above) has been adopted as Interim Planning Policy in advance of the completion of the Local Plan Review process. An Urban Design Concept Plan and key Urban Design Principles will be produced and included in the Revised Deposit Version of the Local Plan to reinforce the City Council's commitment to the type and quality of development proposed by the Urban Village scheme.

Within the strategic framework of the Plan, the following are cited as being particular priorities for the development of the local economy in Devonport:

- Identifying employment sites
- Creating employment through the construction and service sectors
- Creating new Economic Development Trusts and expanding existing ones
- Providing appropriate training
- Establishing start-up work places, and encouraging self-employment

There are a number of specific priorities identified within the Plan that will assist the City Council to realise its strategic objectives. In the context of Devonport, these include the following:

- **Heritage-based regeneration of South Yard (Proposal 45)** – land allocated for tourism and heritage development (employment, training and community uses will be acceptable as part of a mixed scheme). Development proposals should follow a comprehensive Conservation Plan, protect and enhance historic buildings, encourage public access to the waterfront, and stimulate local employment and training opportunities.
- **Mixed use development of land at South Yard/Granby Way (Proposal 46)** – employment and training, residential and community uses will be considered appropriate as part of any mixed use proposals. The scale of the retail function should enable the regeneration objectives of the area to be met and, again operating within the context of a wider Conservation Plan, detailed proposals

should be consistent with the quality encouraged by the Urban Village concept. Any scheme should also show safe and attractive pedestrian links to the established shopping area of Marlborough Street.

- **Mixed use development of the South Yard ‘Storage Enclave’ (Proposal 47)** – schemes combining an element of residential and/or community uses with business uses falling within Classes B1, B2 and B8 will be considered. Proposals should consider the use of the area in an “integrated way” – and the incorporation of active frontages at street level to Duke Street and Chapel Street will be required.
- **Further mixed use schemes at Pottery Quay, Granby Green, Mount Wise, Picquet Barracks and Mount Street/Ker Street (Proposals 48, 49, 50, 51 and 54)** – the combination of residential with business, commercial, health and retail uses will be considered (see individual proposals for detail). In the context of Mount Wise, a range of criteria are stipulated in order to ensure the sensitive and appropriate redevelopment of this site of National significance.

In view of the above, it is clear that there is a presumption in favour of business and community development at several key sites across Devonport. Where this development can be carried out in line with established criteria, and with regard to the overall framework provided by the Urban Village concept, it is likely to substantially accord with Local Plan policy.

Local Consultation

As part of this study a programme of consultation has been undertaken with service providers, local businesses and through the DRC Focus Groups. This part of the study provides both a current view of the main issues faced as well as indications of priority need.

Training and Employment

The programme of consultations has identified:

- A distrust of government initiatives by those who have been out of work or find it difficult to access work or training programmes. A lack of ambition and low expectations about working life results in developments across other areas of Plymouth often being seen as unattainable and irrelevant, particularly when combined with visually high tech locations and exotic job titles
- There is some evidence of a lack of partnership working and this is likely to have a negative effect on those who are ambivalent about participating in employment initiatives, as well as reducing programme benefits. There may be some duplication of services
- Purely getting people off the unemployment register is too blunt a measure – in reality there are stages of progression, each of which are valid
 - There is broad anecdotal evidence that building self belief and confidence increases employability, although little rigorous ‘scientific’ testing of this
 - There is some debate about what aspirations are appropriate for long term out of work – realism about what people are capable of now/immediate future, against what they might be capable of with further development
- The release of the MOD sites present significant opportunity- the expenditure will be large and part of the strategy should be to capture as much of it as possible through opportunities for Devonport residents – from unemployment to skills and work, and from unskilled work to more skilled work. Part of the solution is to use the management and administration of the regeneration process as a

training process for long term out of work residents. However, this needs to be balanced against the need for efficient running of the regeneration organisations

- Some previous successes have been built around taking control of the strategic processes at an early enough stage to ensure that the benefits do flow to local people – e.g. once the blocks of flats were refurbished locals undertook the cleaning before they were handed back to residents, and locals provided the site security
- Some of the target group of long term out of work have no formal qualifications but have a good set of skills. There is also a recognised need for non-accredited training for specific employers' skills (e.g. laminating for boat builders)
- There is an established dependency culture amongst many unemployed Devonport residents (benefits trap):
 - These skilled long-term out of work residents are often able to gain a good source of income from benefits combined with the black economy
 - It is possible for many people to live relatively comfortably on benefits, and this can be perceived as a secure financial base compared to work. Many benefits can take some months to fully set up and people are often unwilling to abandon them for an uncertain working existence. Modern employment practices (i.e. no more job for life) increase this barrier
 - There is some evidence of peer ridicule for those seeking to take up basic skills training
- The various regeneration agencies have long term perspectives – rightly so. However there is also a need for quick wins to demonstrate action and progress, and maintain involvement

There is no identified shortage of schemes (free at point of delivery) to encourage people to work

- There is provision for training
- There is provision for work placements
- There are benefits sanctions which provide some incentive to seek employment
- The network of schemes appears to cover most types of people, and although there is a set of potentially complicated eligibility criteria, there will generally be some scheme(s) that will be able to assist

However discussion indicates that there are some people who have been recycled through a variety of schemes without success. There are also people who are lacking in the motivation and confidence needed to make use of schemes. There is some assistance available which is able to assist these groups of people but the evidence from discussion is that:

- The provision to build the basic skills and confidence needed to get people to the stage where they are able to take advantage of the schemes available is provided in a more patchwork fashion. The view is that further work of this nature would provide a better intake (volume and type) into the mainstream schemes
- This type of assistance is resource intensive, with considerable hand holding and time required. It is likely that identifying the individuals who would benefit from this assistance may be time intensive
- There is a role for a diverse set of approaches for this particularly hard to access work group, including outward bound training etc.
- The attractiveness of this sort of service is increased if clients are paid an allowance and expenses to attend, and also if placement employers are paid

- The location of provision has some impact, with outreach in Devonport more likely to prompt interest from the 'hardest to reach' than locations elsewhere in the city
- Failure to complete training or placements is typically though 'culture shock', with some participants finding it difficult to maintain timekeeping and attendance

The groups of people who are more likely to need assistance are:

- Single parents
- People with English as a second language
- People who are disabled or on long term incapacity benefit
- People with mental health problems
- People with alcohol or drug dependency
- People with debt related issues
- Refugees

It has been identified that part of the cultural problem associated with worklessness stems from a relative lack of successful employed role models. Discussions and the analysis of the census occupational data indicate that Devonport residents are less likely than the Plymouth average to reach high pay/high status employment. As a result, the relative difference in prosperity between employed and unemployed Devonport residents is limited, and offers little in the way of an incentive to work.

Initiatives to move Devonport residents from low pay to high pay employment will have to work in tandem with enhancements to the area to increase its attractiveness as a place to live. Discussion has indicated that successful Devonport residents will consider moving to more prosperous areas of Plymouth once their financial circumstances allow.

There are indications that the need to retrain people in employment is problematic, partly linked to inadequate awareness and support for employers. Furthermore, employers may be wary of educating their workforce for them to then leave and seek better employment elsewhere.

There are also problems of discontinuity of provision once the funding for time-specific projects finishes, or when political pressures change.

While there are issues relating to moving people out of worklessness, action is also needed to stop people joining this group.

Transport to place of work (or placement) outside Devonport can often be an issue. For example Ginsters achieve results through providing buses to Callington, but other employers will or can not make the same provision.

Existing and New Businesses

Business Issues

Local businesses were consulted during meetings held in January and February 2004 to establish issues that impact upon their competitiveness and identify measures that would assist them to survive. As a general point, it is clear that the Devonport business community is sceptical of the ability of the

DRC and its partners to effect change that will improve the local economy. This is chiefly due to a perceived lack of success on behalf of key agencies in meeting the needs of the local community over recent years. Clear signs of investment and the delivery of *tangible* benefits will be required to challenge this ingrained attitude.

Retail businesses are heavily reliant upon local trade. This is particularly the case in Devonport, where the nature of the connections with the wider city do not encourage any appreciable passing trade. Anecdotal evidence presented by local businesspeople at the DRC Work Focus Group meeting of November 2003 suggests that an increasing number of retail (A1) and restaurant/take-away (A3) businesses are operating at the margins of profitability. This problem has been exacerbated by the decrease in the local population – 365 local families were decanted from the area over two years ago, taking a valuable source of income with them.

Further discussions at the November meeting also revealed that Devonport businesses experience difficulty in recruiting and retaining staff – partly due to widely-held negative perceptions of the neighbourhood. Given the relative importance of the retail and hospitality sectors to the local economy, these factors are of particular concern - and illustrate the need for the Employment Strategy to demonstrate an appreciation of broader community needs (e.g. the importance of crime reduction initiatives in establishing a more attractive living and working environment).

It is apparent that the physical and social conditions of the neighbourhood represent the principal concerns for many small businesses. The quality of the local environment is a particular issue, and many businesses consider that public realm improvements would be instrumental in challenging perceptions of the area. However, there is also a recognition that such works would need to be complemented by initiatives to cut down the incidence of anti-social behaviour and criminal activity. The majority of these smaller businesses do not seek assistance with skills and training issues – they are more concerned that the public sector helps to create the right *physical* environment in which they can survive and, ultimately, prosper.

Many businesses have made a significant investment in Devonport and are concerned to see this commitment matched by public sector agencies. Certain policies (e.g. decanting of local families) have eroded business confidence and there is a real risk that further private sector investment in the area will be jeopardised unless employers are able to see improvements in the local environment and economy. This situation threatens to embed decay within the community as properties and premises either fall vacant or into disrepair.

There are a number of businesses within Devonport that do not fall into the local service category, but are still affected by negative perceptions of the area. Businesses on Richmond Walk perform a different function to those concentrated around Cumberland and Marlborough Streets, and have a much wider catchment. In particular, there is an established concentration of marine businesses in the area which has a national market – several were represented at the recent International Boat Show in London. These specialist employers bring a different dimension to the local economy and have the potential to draw significant investment into Devonport. However, a survey conducted among these businesses revealed that they share many of the same concerns as other local employers – particularly citing security concerns as a major local issue.

The programme of consultations has identified that existing businesses are facing severe difficulties as a result of a combination of interlinked factors:

- Many Devonport businesses are serving a local customer base and this has been affected by the decanting of people out of houses due for redevelopment, reducing the customer base. The remainder of this local population base is beset by a lack of prosperity, leaving relatively little room for expenditure

- There is a business perception that people with various problems are being re-housed in some of the Devonport accommodation due to be redeveloped. Many of these problems relate to anti-social or illegal behaviour and businesses view these people as poor customers and undesirable neighbours
- The delayed redevelopment has resulted in a significant environmental health problem centred around rubbish and rats, giving rise to a general poor business environment and specific health problems for businesses. The empty properties scheduled for demolition also attract vandalism and other anti-social behaviour with direct impacts on nearby businesses
- Vandalism and intimidation affect businesses and their customers
- There is some evidence of problems recruiting staff with the right skills and attitude

The significant delays in the housing redevelopment have exacerbated the problems of existing businesses.

The result of these factors has been increased business costs (repairs, insurance, security) and falling incomes, and because of the redevelopment delays businesses have had to face these problems over a long period of time. These increased costs have combined with falling revenues to put existing businesses under severe pressure. Furthermore there are concerns that the rest of the re-development process will exacerbate these problems if, for example, customer parking is temporarily removed or if the business environment is further downgraded.

In terms of new enterprise in Devonport:

- Social enterprise provides a useful model for new businesses
 - The Wolseley Community Economic Development Trust is a model which could be replicated in Devonport. Local community democratic involvement manages two business parks, renting out business space for incubation and start up businesses. The operation provides a trading surplus.
 - In nearby Barne Barton, a community development trust operates a range of initiatives from a recently-appointed community centre (with some assistance from the Wolseley Community Economic Development Trust). Support is focused on the needs of local residents and plans are in hand to offer improved access to a range of services in partnership with key agencies. The Millfields Community Economic Development Trust also provides services for small businesses with 43 business tenants employing over 250 people, providing a model that might be applicable in Devonport
 - Pembroke Street has demonstrated the ability of Devonport residents to set up and operate organisations, including cleaning and security services during the refurbishment of housing
- These social enterprise models required assistance to start up, but are self-supporting thereafter. There are some links between social-enterprise-run incubator facilities and the nurturing of other social enterprises in the units
- Successful enterprise is often dependent on a critical mass in order to increase chances of success
- There is an important role for incubator units for local businesses. The Plymouth City Council business park (Riverside) is not set up as an incubator operation because it has long term leases. To be effective incubator units need to have easy in-easy out contractual arrangements. There is a role for a rent a desk facility, with telephone and computer for some start ups

- Incubation needs to be backed up with mentoring, as well as using public funds to set up start up working capital funds. The amount of payback of this funding might be dependent on the number of Devonport residents employed
- Ensuring that the process of investment in the physical regeneration benefits local residents has implications for enterprise as well as employment. DRC is potentially able to specify the physical regeneration contracts in such a way as to
 - Split large jobs to increase the attractiveness to smaller local firms
 - Build in conditions ensuring contractors from outside use local sub-contractors
- But for this to work to best advantage it will be necessary to set up enterprises with the necessary staff and other resources before the work starts – or the opportunity will have been missed. Discussion has indicated that it is difficult to get people to act beforehand. If this timing issue is unsolvable it may be possible to stagger developments so that the first phase acts as the prompt for action to deliver subsequent phases. Other regeneration initiatives potentially offering opportunities include:
 - Water transportation system
 - Naval museum
 - Brickfields Sports Centre
- Redundant classrooms in schools may provide enterprise/training venues
- Participation in social enterprise can be used as a stepping stone to other employment, with individuals moving along a path from volunteer involvement, building of skills and confidence and then potentially moving to other paid employment. This is combined with the tandem achievement of the enterprise business objectives

The sources of assistance for new enterprises are relatively uncomplicated

- Business Link
- Enterprise Plymouth Limited
- Co-Active
- Prince's Trust

Nationally, the Development Trusts Association aims to bring about a development trust in communities that want one.

In many ways the barriers to developing enterprise are the same as the barriers to employment – lack of entrepreneurship, no role models, perception of risk etc.

There is assistance for start up businesses and small businesses, with limited grant funding city-wide and provision to allow those on benefits to test schemes without losing eligibility to claim. While the provision is there and is taken up by those on benefits, this clearly requires motivated individuals with business ideas.

There is a role for effective mentoring and some evidence that it will need to move beyond reliance on volunteers, and to ensure that the full potential is met (focus for motivation, information and cross agency expertise, plus adequate quality and numbers of mentors), mentors will need to be paid for their time.

Summary

From the above, it is apparent that there is a prevailing policy context that will support the development of a specific Employment Strategy for Devonport. Much has been written in terms of identifying and understanding the nature of the competitive disadvantage that the neighbourhood currently experiences when compared to the rest of Plymouth. There is a consistent message, reinforced at all levels, that effort and investment should be focused where it is most needed. Established policy is concerned to address economic and social disparities within the region – and this is backed up by a raft of initiatives being developed and implemented by a number of key agencies and organisations.

Specific regeneration actions have been identified which have the potential to deliver up to 700 jobs in Devonport. Furthermore, solutions to some of the constraints faced by worklessness residents have been identified in the People Dreams., including strengthening employability through education and training, supporting people into work, development of the social economy, ILMs etc.

It is clear, therefore, that there is already significant activity (either planned or on the ground) designed to tackle the particular problems of Devonport. However, what is equally clear is that a coherent approach to stimulating the local economy is required – and this will need to be adopted by a number of partners and integrated within established programmes. Accordingly, the Devonport Employment Strategy must demonstrate its relevance and value to the initiatives identified earlier if it is to be embraced by the local community. Indeed, recent evidence exists to suggest that elements of this community are becoming disenchanted with the regeneration process and its perceived failure to deliver. Under these circumstances, it will be especially important for the Strategy to act as a practical catalyst for regeneration – enabling the local partnership to translate its aspirations into action.

The issue of worklessness emerges as a priority for Devonport, along with short to medium term measures to support existing businesses.

Devonport businesses need the right conditions in which to survive and thrive. Business confidence needs to be rebuilt and a strong partnership with the community forged. Specific issues for resolution include the following:

- Changing perceptions – investment in the public realm and physical infrastructure is required to create a healthy business environment
- Tackling crime – effort is needed to reduce the opportunities for and incidence of anti-social behaviour and criminal activity – security issues are a major concern for businesses
- Supporting clusters – specific and tailored support needs to be developed to support and promote the activities of key sectors that have the potential to encourage investment in Devonport

APPENDIX C

CURRENT INITIATIVES

Review of Current initiatives

Introduction

This section considers the initiatives seeking to address employment and enterprise issues currently operating in Devonport. These initiatives are split into two broad sections covering

- Programmes to assist individuals into training and employment
- Programmes to assist new and existing businesses.

Review of Training and Employment Initiatives

Programmes assisting individuals into training and employment can be split into advice and guidance, skills development, specialist support, removing barriers and changing cultures.

Co-ordination of Services

Many of the DRC services cut across the training and employment initiatives, through co-ordination and local provision of mainstream services. The Job Centre Plus secondees working within DRC provide the facilitation of partnership working with organisations such as:

- Working Links
- Inland Revenue (business support)
- New Deal For Lone Parents
- Go4
- Plymouth College of Further Education
- Enterprise Plymouth Ltd
- Plymouth Returners
- Work Route
- Young Builders Trust
- Pensions Service
- Care Direct
- Disability Employment Job Centre Plus
- Job Centre/Benefits Bus
- Child Support Agency
- Prince's Trust
- Plymouth City Council Housing
- Devon and Cornwall Police
- DRC Community Outreach
- Granby Island Community Centre
- Pembroke Street

The DRC services are delivered from the office in Marlborough Street five days per week on a drop in basis, supplemented with home visits when required. These services have been valuable in gaining trust and building confidence, as well as overcoming specific problems. DRC work supports the Business and Work Focus Groups, and advise on Job Centre Plus and DRC policies. DRC also act as the secretariat for all work/business related meetings to discuss strategy and projects. Employment and business proposals and projects are all processed and monitored by Job Centre Plus secondees at DRC. This involves monitoring progress, claims administration, capacity building, reporting, generating evaluation briefs, as well as attending focus groups, cross cutting panels and board meetings as appropriate.

Advice and Guidance

Employment advice and guidance relates to assisting individuals into suitable work, reflecting interests, skills experience and constraints. The main public sector advice and guidance services accessible by Devonport residents are through Connexions and Job Centre +, as well as the Devonport Regeneration Company. Connexions will make contact with all people in the 13-19 age range, and Job Centre + will be in contact with all people on the unemployment register (although not all economically inactive people will appear on the register). The Devonport Regeneration Company has assisted over 1,000 Devonport residents over the year 2003/4, including through staff secondees from Job Centre Plus and through provision of Devonport Regeneration Company-based services from:

- Working Links
- Inland Revenue
- GO4
- Prince's Trust
- Job Centre Plus

These mainstream services will also provide a conduit for advice and guidance people in specific groups (different age ranges and those with specific constraints). These services are either provided in house, or will be delivered through referral to other agencies that operate specialised services. For example the range of Job Centre + New Deal services is delivered by both the Job Centre and other agencies. The types of referral services accessible for Devonport residents include provision through:

- Go4 Adults
- Plymouth Returners
- Routeways (delivering New Deal for Lone Parents)

DRC also provide the construction skills register, including liaison with on-site contractor, CITB and other training providers.

The precise scale of the advice and guidance services accessed by Devonport residents is complicated by not all agencies being able to provide indications of where in Plymouth their clients live, and there is also the question of the same individuals appearing in different parts of these services. However in addition to the basic services provided to everybody through Connexions or Job Centre +, around 300 Devonport residents are using these referral services per year on average.

Skills Development

Skills development is the process of addressing the missing skills needed for individuals to realise their employment aspirations. Skills gaps will typically arise through lack of educational attainment, lack of skills gained in the workplace or heavy reliance on declining traditional industries.

Skills development includes both job-specific vocational skills and the basic skills required for any employment (e.g. literacy and numeracy). As well as formal training sessions, skills development can also utilise work experience either through placements, or intermediate labour market schemes (ILMs) which combine formal and on the job skills development.

Skills development through continuing formal education post 16 offers the potential to increase occupation status/wage levels as well as overall employability.

Apart from education up to the age of 16, skills development services for Devonport residents include:

- Plymouth College of Further Education
- City of Plymouth Training and Employment (now part of the College)
- Plymouth Learning Links

Plymouth College of Further Education (PCFE) operate 600 courses both for those continuing with formal education and those retraining for employment. This will, for example, include day-release training for those in employment. PCFE will also run courses off-site where costs can be met. It is unclear how many Devonport residents are accessing PCFE's facilities overall, although potentially the number is very substantial. Other training providers include the Plymouth Skills Development Centre.

City of Plymouth Training and Employment (COPTe) provides training and placements, including ILMs. Around 40 Devonport residents a year use COPTe's ILMs.

Other adult skills provision includes courses at Mount Wise school, Granby Island, Leander House and through the Devonport Regeneration Company Pathway courses.

Specialist Support

Specialist support is typically similar provision to mainstream support but delivered in a way to overcome the difficulties that certain groups have in accessing these sorts of services. Often specialist support is used when some of the mainstream programmes noted above have not proved successful and further work is required. Specialist support requires additional resources and effort to engage people, often at an individual level rather than en masse. Specialist support includes the work by the Devonport Regeneration Company and partners, such as:

- DRC Pathways to Employment programme (advice, guidance and training delivered locally)
- DRC facilitation of locally delivered mainstream and other specialist support services
- DRC ILMs (until June 2003)
- Benefit and tax credit advice, along with in work benefit calculations

The web of referral systems will channel people into specialist support, although it is not clear whether consistent criteria is used to determine the threshold at which someone needs such support. This issue is complicated by subtleties between some of the mainstream support and the specialist support – for example COPTe's mainstream provision is targeted towards disadvantaged sections of the job market.

Specialist support services accessible by Devonport residents also includes

- Young Builders Trust Devonport-specific ILMs
- Granby Island Community Centre training and support
- Pembroke Street Local Repair and Maintenance Service (e.g. through youth placements)
- Tomorrow's People

An important part of the specialist support services provided is the building of confidence in order to allow individual's potential to be realised. The confidence building element of the specialist support programmes is particularly resource intensive and does not easy to demonstrate through targets couched only in terms of employment success.

The Young Builders Trust had provided support for 30 Devonport residents against a target of 50 at the time of writing. These services were mainly for young people. Granby Island Community Centre (GICC) also delivers services on a small scale, with around 15 Devonport residents on courses plus specialist support for skills and training of those using the facilities at the centre (e.g. IT equipment) and through volunteer and paid employment at the Centre. Pembroke Street Local Repair and Maintenance Service also provides small scale specialist services through placement and work experience, with up to 40 placements a year and the employment of two trainees. Tomorrow's People have an outreach office in Devonport and have provided specialist support for around 50 people per year, and Working Links provides services through DRV for groups in particular need of support.

The specialist support services provided by DRC have assisted over 1,000 residents on a one to one basis on issues relating to worklessness and welfare to work, including around 40 people in the Pathway and ILM schemes. DRC services include:

- Benefit advice across the range of all benefits
- In work benefit calculations
- Job search
- Assistance with CVs and assistance with all form filling
- Housing and council tax benefit assistance
- One to one assistance on the range of problems encountered, such as eviction, money issues, social service issues as well as benefits, and the job seeking service. This includes a signposting and handholding service for clients

Removing Barriers

In Devonport (and other disadvantaged areas) there are identifiable barriers that hinder people from taking advantage of training and employment opportunities. Discussion earlier in this document has identified barriers as:

- Childcare problems, especially for single parents
- Lack of English language skills
- Disabilities or long term incapacity
- Mental health problems
- Alcohol or drug dependency
- Debt related issues
- Benefit dependency

Services to reduce barriers include:

- Debt counselling from Tomorrow's People
- Ex-offenders (and those who gained little from formal education) service from Tomorrow's People
- Devonport Credit Union
- Job Centre + New Deal for Lone Parents
- Job Centre + New Deal for Disabled People
- Job Centre + Progress to Work (drug dependency programme)
- Help with English Plymouth-wide initiative

At the time of writing DRC is planning to target those with English language problems for future Pathway programmes. Lack of childcare has been identified as a specific problem in the DRC Positive Options Logical Framework, and steps to address this problem include the provision of childcare for people on training courses

Changing Cultures

Within certain groups of people in Devonport there is an established worklessness culture. This may stem from specific barriers (see above) as well historic reliance on dockyard employment. Once established this culture will typically include:

- Benefits dependency as the social norm
- Lack of confidence about the financial and other implications resulting from employment
- Peer group ridicule of individual's attempts to gain skills or employment

This culture may encompass some unofficial work to supplement benefits income.

Linked to the worklessness culture there is a related culture within Devon port which is best described as limited aspirations. Typically the lack of aspirations relates to a restricted geographical area in which employment is considered, a limited type of company/work environment and aspirations only to the lower occupational levels within a given organisation. As a result, many of the Devonport residents in employment are in relatively low paid jobs, with limited differential between their income from employment and the income they might have got from benefits.

Initiatives to address this culture have been very limited, and in essence restricted to the individual specialist support measures noted above. It is clear that there is however some enthusiasm for replacing these cultures with an appreciation of the individual, economic and social benefits of work, and that to do this, wider measures will need to be taken. The Pathway course provides a model for further action to help changing cultures.

Summary of Assistance to Individuals

The table below provides information on the employment and training initiatives accessible by Devonport residents.

Service Type	Provider	Service	Volume
Advice/training for young people	Connexions	Advice and guidance for 13-19 year olds contacting all in age group. Much work spent tackling difficult to reach groups. 50-60 staff in Plymouth, including one part-time in Devonport providing a presence in Parkside, CFE, Stoke Damerel, COPTE, GICC, Pembroke Street and Welcome Hall. Role is brokerage, with others (e.g. COPTE) delivering.	Contacts all 13-19 year olds in Devonport
	Pembroke Local Repair and Maintenance Service	Work experience with Parkside College and Stoke Damerel Community College, Young Builders Trust and Westcountry Training and Consultancy Service	
Advice for Adults	Go4 Adults	Information, advice and guidance for adults in and out of the workplace, specifically regarding career choices and necessary skills development. Delivery locations include Devonport Jobcentre (Levan Road) and DRC offices. Services include training of advisors.	
	Job Centre Plus	Employment service linked with administration of benefits. Includes targeted programmes such as services for lone parents (25% or unemployed register), sick and disabled, and those with drug dependency problems. Delivers or contracts out services for 18-24 year olds, 25+ year olds	SLA with DRC provides secondees
	Tomorrow's People	<i>Workroute</i> service, for unemployed and about to become unemployed - expertise in assisting those individuals without job seeking skills, including those 'hardest to help'. One to one service which seeks to build confidence, and assist individuals into employment. Includes out reach in Devonport, with over 50% remain in employment for 12 months plus. <i>New Steps</i> service for 15-25 year olds, particularly those who have not been successful with other programmes, ex-offenders and those who have gained little from formal education. Includes an allowance of £55 per week. 30% leave with a job offer. <i>Moneywise</i> service to assist those prevented from seeking or taking work because of debt-related issues Medium to long term funding for Tomorrow's People's programmes is uncertain.	April – November 2003 worked with 121 Devonport residents, of whom 25 were assisted into training and 46 into jobs
	Plymouth Returners	Part of PCFE, providing careers advice, information, support and training to people who would like to return to work. Utilises outward bound training to build confidence as part of service.	50% of client base in PL1 postcode area

		<p>ITC skills course</p> <p>Personal Development course – typically 100 participants per year</p> <p>Job seeking skills - typically 40 participants per year</p> <p>Advice - typically 300 participants per year</p> <p>Information days (outreach) typically 250 participants per year</p>	
	Routeways	<p>Operates the <i>New Deal for Lone Parents</i> for Job Centre Plus (with links to the Quids for Kids tax credit initiative), based in the Marlborough Street Children's Information Service.</p> <p>Strong links with the <i>Plymouth Youth Afloat</i>, providing confidence building outward bound experience for young people. Builds interest in health, responsibility, team working, self-confidence and respect for others.</p> <p>Operates the <i>One Stop Job Shop</i> project with PCT funds. This project assists those moving from medical care into employment.</p> <p><i>All Children First</i> project (Early Years Development Partnership), provides childcare training and recruitment, as well as assistance for nurseries.</p>	
	Plymouth Learning Links	Provides basic skills assistance, as well as operating 18-24 year old New Deal for Job Centre Plus.	
	Young Builders Trust	Assisting young people into training and employment. Priority areas are construction, horticulture, administration, hospitality and retail, also pharmacy and boat building. Typically 70% of those completing schemes remain with employers in apprenticeships. Have links with Princes Trust	30 placements for Devonport residents sorted at time of writing towards target of 50. Forthcoming project targets 227 in Devonport and St Peters
	Plymouth College of Further Education	<p><i>Accredited education</i> with 600 courses over 11 curriculum teams. Majority of students are aged 19 or over, and include those retraining, long term unemployed and those seeking to change careers. Construction courses are over subscribed. There are opportunities to hire tutors to give courses</p> <p><i>Basic Skills in the workplace</i> – Maths, English and ITC training for those in employment, free at point of delivery and to employers</p> <p><i>Small Schemes</i> – courses in childcare, first aid, food hygiene, health/well-being, basic IT. Free for those on benefits, with childcare, locally provided in Mount Wise Primary School</p>	
	Granby Island Community Centre	Low key confidence and skills development of Devonport residents through use of facilities (e.g. IT) and involvement in running of centre.	

		<p><i>Community Support Worker Courses</i> <i>Counselling Courses</i> <i>Mentoring Courses</i></p>	12-15 Devonport residents on <i>Support Workers Course</i> out of 31 course participants
	City of Plymouth Training and Employment	<p>Now part of PCFE, COPTE provides training and placements. COPTE utilises not for profit companies (Community Builders, Computer Recycling, Call Centre/Administration and Plymouth Hosts) for some placements. Work includes ILM's, which are up to 52 weeks (average 24) and financially people are £15 per week better off than on benefits. COPTE's remit specifically covers disadvantaged sections of job market.</p> <p>Across Plymouth COPTE had over 400 completed ILMs in the seven months to November 2003, of which 57% went into employment.</p> <p>COPTE have the franchise for the <i>Princes Trust</i>, with 100 teams undertaken since 1991. Has undertaken a Princes Trust pilot with Routeways for women aged 25 and over, which may be repeated.</p>	5%-7% of ILM's are Devonport residents
	Working Links	The Plymouth Action Team works to help the most disadvantaged people find employment locally – and offers support particularly to lone parents, substance misusers, ex-offenders and people from ethnic minorities. Working Links provides services at Hamoaze and through the DRC	

Review of enterprise initiatives

The review of enterprise initiatives includes the survival of existing Devonport businesses and the support for new business in Devonport (either start ups or re-location)

Business Survival

Discussion earlier in this document has illustrated some of the critical issues faced by existing Devonport businesses, mainly relating to the poor business environment. As a result it is apparent that this business environment has exacerbated the rate of business closures. Amongst other impacts, this has compromised the critical mass of retail and catering facilities in Devonport, throwing further pressures on to surviving businesses. Within this broader picture the specific points include:

- Decanting larger sets of the residents out of Devonport, reducing the customer base
- Delays in the demolition and redevelopment of empty accommodation resulting in a very poor physical environment for businesses as well as specific environmental health problems
- Particular vandalism and anti-social behaviour problems

Initiatives to assist business survival include

- Services from Enterprise Plymouth Limited (EPL), which provides grants and loan assistance for established businesses as well as advice and mentoring services
- DRC Security Grants scheme
- The new DRC small business grants scheme
- DRC facilitated local delivery of services by agencies e.g. Inland Revenue
- DRC funded extra police presence in Devonport
- The Pembroke Street Local Repair and Maintenance Service social enterprise
- The British Volunteer Mentor Association, which has a significant number of Plymouth-based mentors
- The provision of employment premises at Riverside Business Park, owned by Plymouth City Council
- Co-Active support for expansion of existing social enterprises

In addition to these initiatives, there is pressure being brought on Plymouth City Council and developers by businesses and DRC to minimise the impacts of the redevelopment of accommodation through better security at empty properties and measures to address the rubbish and vandalism. However the business frustration at the lack of progress is apparent.

EPL assist some 25 new or existing businesses per year in the PL1 postcode area (although not all of these potential new businesses will necessarily start trading).

Summary of Assistance to Businesses

The table below provides information on the support accessible by Devonport businesses.

Service Type	Provider	Service	Volume
Social Enterprise development	Co-active	Skills development and business planning for start ups, funding applications and company incorporation. Also post establishment assistance with expansion using business diagnostics.	
	Pembroke Street Estate Management Board	Has worked to help assist related enterprises (Security, Cleaning and Skills & Employment Contract/Register). Has the potential to grow, subject to capacity building. Could buy property, expand off Pembroke Street, register as an assessment/accreditation centre, move into other activities (e.g. small appliance testing), as well as further expansion of the Pembroke Local Repair and Maintenance Service.	
Business Start Up	Enterprise Plymouth Ltd	Advice and training to start-up and established businesses. <ul style="list-style-type: none"> • <i>Key business skills</i> training, which results in production of a business plan • <i>Business Rehearsal</i>, with £400 grant and continued eligibility for benefit (approx 75% of participants are on benefits). Includes trial trading, with any profit accruing going to client • <i>Plymouth Small Business Fund</i>, with grants of up to £1,000 for revenue costs (e.g. marketing) and security equipment; and loans of up to £4,000 (7% interest and need to be matched by bank funding). This fund can be utilised for existing businesses and can be approached a number of times • <i>Business Buddies</i>, advice and guidance for growth of existing businesses EPL also operate the <i>Prime</i> scheme, which operates loans for new business support for 50+ individuals. EPL also operate the <i>New Entrepreneur Scholarship</i> . Funded by the LSC, this typically has a group of 12-14 clients in Plymouth each with access to £3,500 in grants and 1 day a week training. The business start up success rate is about 75%-80%	In the year ended May 2003, the EPL schemes assisted 25 new or existing businesses in the PL1 postcode area. This represents 17% of all the businesses assisted in Plymouth
	British Volunteer Mentor Association	40 mentors from the business world, accessible to anybody.	

APPENDIX D

GOOD PRACTICE

Good Practice

Introduction

Creating opportunity and combating economic exclusion in deprived areas is a priority for agencies and organisations involved in community regeneration across the country. Whilst there will be particular problems and issues which affect individual areas, there are a number of common themes which recur in many deprived neighbourhoods.

New Deal for Communities represents a shift in normal regeneration practice by empowering community-led partnerships to deliver significant programmes of public investment over a ten year period. The way in which local NDC partnerships have been constituted ensures that the community retains control of the process – with the support of key agencies and service providers. This approach ensures that local needs are clearly articulated and that appropriate project solutions are developed and delivered within a supportive framework.

This section examines the types of responses that have been developed by NDC and Neighbourhood Renewal partnerships in other areas. Given the nature of this strategy, particular attention will be paid to those initiatives that aim to create new employment and training opportunities and projects that attempt to remove barriers to employment and combat worklessness. The commentary also gives an indication of the level of resource committed to particular projects by other partnerships and the types of agencies supporting these initiatives.

In broad terms, projects can be considered to fall within the following categories (although there are elements of overlap between them):

- Employment Advice and Guidance
- Skills Development
- Specialist Support
- Removing Barriers
- Business Survival
- Enterprise Development
- Changing Cultures

As discussed earlier, there is no shortage of effort and activity within the DRC area to tackle these issues. This section will illustrate alternative project responses and show how activities have been coordinated and integrated to deliver a ‘joined-up’ response. The categories listed above will be considered in turn.

In addition to specific project responses, an examination of good practice can also be extended to consider the way in which regeneration programmes *change cultures*. The final section of this chapter will look at the way in which a successful programme can begin to change attitudes and perceptions – both within target communities and service providers. In this way, good practice can become *normal practice*.

Understanding the Problem

Before developing project responses, it is imperative to understand the exact nature and scale of the problems to be addressed. This may sound like common sense – and, indeed, an element of research will no doubt have been undertaken at the time of producing the original submission for NDC funding. However, there is a clear need to get right to the heart of the issues in *detail*. Robust baseline information will be required to support funding submissions and can be instrumental in influencing the decision-making processes of service providers and project partners. Establishing the starting point also gives the Partnership a reference point against which to measure success – via interim evaluation or periodic review.

This Strategy sets out the key employment issues that the DRC will need to address – and suggests those measures that can assist in meeting local needs and strategic objectives. Extensive consultations and examination of survey results and other background information sources have contributed to the study. However, the Partnership may consider that there is value in conducting a specific survey against which the relevance and efficacy of current project responses can be tested.

In Newcastle, the West Gate Partnership spent approximately £170,000 NDC funding to carry out a Skills Audit of the entire working age population – in the region of 5,500 people. The survey enabled the Partnership to develop projects with the confidence that they would meet local needs. Specifically, the survey set out to establish the following:

- Employment profiles and the present status of the workforce
- Vocational and informal skills within the workforce
- Training priorities and needs of the workforce
- The employment aspirations of the workforce
- The barriers to employment

This was an ambitious undertaking – but it is indicative of the type of initiative and scale of resource that is required in order to simply understand the problem. This initial investment will help to ensure that future spend is prioritised and focussed accordingly.

Scale and Type of Intervention

The fact that certain areas are designated as priorities for NDC or NRF implies that there are particular problems facing those communities that place them at a competitive disadvantage when compared with neighbouring districts. Partnerships make a stated commitment to address priorities by gearing project activity to meet locally identified needs. For example, a regeneration partnership may be successful in drawing down resources in order to enable it to meet key objectives such as reducing fear of crime by 50% or bringing unemployment rates into line with local norms.

To make appreciable progress in addressing the underlying social and economic problems of disadvantaged areas requires a *targeted* response – not more of the same old response. Partnerships must be prepared to commit resources to tackling the issues that have consistently resisted resolution in the past. This may require one or more of the following:

- Focussed response – targeting a particular group or issue
- Long-term response – resources committed over a long period of time to reflect the ingrained nature of the problem

- Well-resourced response – commitment of significant funds in recognition of the scale of the problem

Examples of these different responses will be used to illustrate the approaches adopted by a number of regeneration partnerships.

Employment Advice and Guidance

There are a variety of agencies involved in providing advice and guidance to those seeking employment. Many of these organisations have a general remit to assist in this field, whereas others have a specific focus on a particular target group or offer tailor-made and intensive support to those in greatest need. It is important to recognise that much of this activity would be available in deprived neighbourhoods even without the additional resource provided by programmes such as NDC and Neighbourhood Renewal.

Joined-up Thinking

The pattern of provision can be confusing to potential clients and may result in people being unsure how to access the type of guidance they need. There is a need for service providers to recognise this issue and work together to provide a joined-up service driven by the needs of local people. This may be a challenging process for organisations that are working to meet their own corporate objectives and targets – but it is an approach that will get right to the heart of the community needs.

On one level, better communication and cooperation between agencies will assist in raising-awareness of gaps in provision and areas of duplication. In this respect, forums such as the DRC Work Focus Group perform an invaluable function in bringing organisations together in a common cause. But the real test of the value of such a dialogue is *what happens between meetings*. Where common issues and items for resolution have been identified, agencies should be proactive in developing responses to deal with them.

The West Middlesbrough NDC Partnership developed the 'One Gateway' Project with NDC funding support (£159,000 over four years) to embody 'the principles of joined-up government'. Recognising the benefits of providing a comprehensive information service to local residents, the project established a One Stop Shop providing advice on benefits (including in-work benefits), jobs and other work-related issues. The project is also able to 'signpost' local residents to other initiatives that might benefit them – for example, a job brokering service managed by @work and an Intermediate Labour Market (ILM) scheme.

Skills Development

Developing new skills in established communities requires intensive and focused effort. Standard support mechanisms will be more effective in assisting those who are, by inclination and experience, well-equipped for a return to work. However, those who are long-term unemployed or have difficulty remaining in work are likely to require targeted assistance that will assist in developing new skills.

Intermediate Labour Market

Many NDC Partnerships operate Intermediate Labour Market (ILM) schemes – and, as outlined in earlier sections, COPTE administer such a project in Plymouth. The stand-out statistic in respect of the Plymouth scheme is that only 5-7% of ILM placements are Devonport residents. Notwithstanding the success of the wider programme, this appears to be a surprisingly low level of take-up within Devonport – particularly given COPTE's presence at Picquet Barracks.

The aim of ILM schemes is to provide long term unemployed people with the means by which to achieve sustainable employment. Placements can be with a range of employers/training providers and activities are aimed at equipping trainees with the core skills and abilities that will enhance their overall employability in the long term – many placements can result in full-time employment. Trainees receive a wage that acts as an incentive to participate in the scheme – and also provides the dignity of paid labour, helping to raise self-esteem. ILM schemes can also help to contribute to the delivery of other local regeneration objectives. For example, ILM placements in Hartlepool are coordinated by the Borough Council - who require contractors to engage trainees for certain construction and environmental projects. In this way, local people are developing new skills whilst actively supporting the regeneration programme – this approach also helps to foster a sense of ownership and civic pride among local residents.

The fact that there is low take-up of ILM opportunities within Devonport is interesting. It could be that local awareness of the scheme is low, or that the incentive provided to trainees is not sufficient to attract widespread interest from the long term unemployed. Another possibility is that even this stepping stone to employment is considered to be too great a leap by many people. There are a large number of long term unemployed people in Devonport who may require additional support to prepare them for the commitment of an ILM placement.

There are many ways in which the basic ILM concept can be augmented or made more relevant to local circumstances. For example, in Sunderland the project has been refined to provide the particular vocational training and work experience that will assist residents to secure jobs in Call Centres and the Customer Service Sector – areas in which there is significant growth in local job opportunities. In East Manchester, ILMs are being established in crime reduction and community safety work – thus providing a link between different themes in the NDC programme (Source: Neighbourhood Renewal Unit 'What Works?' Guide).

Specialist Support

The need for specialist support can be considered to be an element of the broader drive to develop new skills within communities. Within deprived neighbourhoods there are likely to be groups that are particularly vulnerable or marginalised from mainstream support. These groups will require intensive support on a number of levels. For example, there will be a real challenge in even *engaging* with disaffected youth – quite aside from the subsequent aspiration of assisting them into training and/or work. NDC Partnerships exist to promote social inclusion – and, in the context of employment initiatives, this can first require intervention to address health, education and crime issues.

In London, the New Cross Gate NDC Partnership has recognised the particular issues associated with encouraging young people back into work. The SABRE project supports young people who face particular barriers to employment – such as poor educational achievement, substance misuse, those who have been convicted and those leaving care etc. The project team helps individuals to map out their futures and match them to job opportunities.

The provision of specialist support implies an intensive way of working – possibly through one-to-one sessions or a series of engagements over a lengthy period of time. In terms of meeting the strategic objectives established in Delivery Plans, this approach may appear to offer dubious value for money – it may be an expensive and time-consuming process to properly support a comparatively small number of people. Given the significant nature of the quantifiable improvements that NDC Partnerships are contracted to deliver, there may be an understandable temptation to focus on projects that purport to assist larger numbers of people. The reality is that this type of approach, however well-intentioned, is only likely to scratch the surface of the serious underlying issues that the NDC programme is designed to address.

Removing Barriers

There are many causes of worklessness. In deprived neighbourhoods, a wide range of factors can prevent residents from accessing employment. The Neighbourhood Renewal Unit has defined worklessness as involving 'local people who may want to work, or be capable of working, not being able or willing to do so'. Particular groups that are especially prone to worklessness include those experiencing repeat periods of unemployment, former manual workers in manufacturing, males with low/no qualifications, lone parents, some ethnic minority groups and workless households. In addition, those experiencing 'multiple deprivations' (e.g. ex-offenders, homeless people and substance abusers) are particularly vulnerable.

In Bristol, the NDC Partnership is providing £1.4 million over a three and a half year period to support an Adult Learning programme. This initiative is delivered at a number of outreach locations to encourage take-up from as many local residents as possible. Building skills is crucial to developing the self-confidence that is required in order for many people to return to/seek work.

In 2001, The Lord Chancellor's Department recognised that poor access to reliable legal information was a contributory factor to social exclusion. This type of specialist advice is critical to people living 'in crisis' and is often required to address housing and social support issues before residents are able to consider accessing employment. In Southampton, the Community Legal Services Partnership mapped local needs and developed a strategic plan to deliver a service that would meet the most pressing demands of local residents. This is an example of a project that may only appear to be tangentially-related to employment issues, but actually provides specialist support that resolves issues that may be barriers to work.

The DRC supports initiatives to provide childcare facilities and PCFE runs courses on childcare training. The nature and availability of these services/opportunities needs to reflect local needs, and research into the take-up of these opportunities by Devonport residents would help to bend provision to deliver the maximum benefit to the community. In Folkestone, the scale of the problem and the demand for specific childcare facilities and training opportunities resulted in a SRB-funded project to establish an Early Years Centre with the support of Shepway District and Kent County Councils.

Business Survival

It may sound dramatic to refer to business *survival* as an issue (rather than support or growth) – but the truth is that many businesses in deprived areas are only just hanging on. It is important to be realistic in developing business support packages – projects must directly address the needs of existing employers. In this respect, it may well be that effort needs to be concentrated in areas other than traditional employment support activities. For example, many businesses cite the negative perception of their neighbourhood as one of their principal constraints - fear of crime can deter customers and clients, as can a poorly maintained and unwelcoming environment. NDC Partnerships, in conjunction with local authorities and service providers, have the capacity – and, indeed, the responsibility - to address these issues.

In recognition of the importance of the local environment to business operations, partnerships have committed resources to promote infrastructure and public realm improvements. In Hartlepool, consultants were engaged to produce a Development Framework for a strategic employment site – producing recommendations on zoning, security improvements, marketing and promotion, grant support to businesses and resourcing. In other areas, the appointment of Town Centre Managers has been instrumental in developing working relationships with existing businesses, coordinating services and promoting initiatives to encourage trade and investment

For many employers, it is fair to say that environmental and security concerns override other considerations. In common with other NDC Partnerships, the DRC have introduced a small grants scheme that will enable local businesses to undertake improvement and security works to their premises. These initiatives need to be complemented by investment in the public realm – including improvements to landscaping, street furniture, lighting and signage, car parking and CCTV (as appropriate).

Enterprise Development

The key to the success of any regeneration programme will be the extent to which it promotes and facilitates *sustained* social and economic development within communities. Earlier sections have considered measures that will prepare people for work – by providing guidance, developing skills and removing barriers to employment. It is also critically important to actually provide the opportunities for residents to apply their new skills in the workplace. In this way, regeneration partnerships are able to demonstrate a logical progression from guidance and skills development into work – this is crucial in providing the ultimate incentive for those who would otherwise be sceptical of the value of training, or engaging with support services in the first place.

However, there are good reasons why business start-up is low and many existing businesses struggle in deprived areas. Access to markets can be poor, perceptions of an area can dissuade customers from visiting business premises, high incidence of crime can add to business costs and a lack of local skills can prevent businesses from expanding. The availability of regeneration funding – particularly over a ten-year period, as with NDC – should be regarded as an opportunity to tackle the underlying issues that constrain business growth and start-up.

In West Middlesbrough, the NDC Partnership provided funding to support the appointment of a dedicated worker to manage the West Middlesbrough Small Business Service. The aim of the project is to provide a range of business support measures to small and medium sized enterprises in the NDC area – and also to individuals *outside* the area. This latter is an interesting aspect of the project as it seeks to promote the attractions of the target area to a wider audience – creating the potential (albeit limited in the first place) for inward investment. The general aims of the project are ‘to increase the competitiveness of small and medium sized companies, support private sector investment and growth, and safeguard and create sustainable employment opportunities for local residents’. The worker co-ordinates the provision of advice, administers a financial assistance scheme for businesses and compiles a business directory. This approach is consistent with the emphasis on joined-up thinking developed through the Partnership’s One Gateway project.

Opportunity Community is a project developed by the New Cross Gate NDC Partnership and managed by the Employment and Enterprise Agency. Tailored support is provided to meet the needs of residents seeking employment or wishing to start-up in business. Advice is available on the feasibility and preparation of business plans as well as support for funding applications – these are the practical measures that will be of real value to those embarking on their first business venture. In Bristol, a Micro Finance Initiative is being piloted to assist local businesses to access grants and loans.

Changing Cultures

NDC funding is intended to make a sustained difference to communities. For this to happen, there needs to be more than just a commitment to spend the money – there needs to be a commitment to *change*.

Residents

Residents of deprived communities are disadvantaged by lack of access to opportunities, facilities and services. However, simply spending money on rolling-out new services in an area where they have not been available in the past may not, in itself, encourage people to access them. Residents must *want* to access them. Providing the incentive to work or improve one's quality of life is crucial to raising aspirations in communities. This is particularly important in Devonport, where there is an ingrained dependency culture – inherited, in part, from the naval tradition of the area (i.e. the armed services will provide for local families).

Local residents need to be encouraged to aim higher. It is difficult for parents to act as mentors to their children when they lack the skills to compete for jobs or the motivation to change. In Northumberland, the Local Education Authority has introduced the 'Raising Aspirations in Society' (RAIS) programme through local schools. This nationally-acclaimed initiative works with children, teachers and parents to encourage a new approach to learning, teaching and parenting based on approaches that promote thinking skills and raise self-esteem. Raising aspirations is a long-term process that challenges the ingrained malaise of deprived neighbourhoods – the approach adopted by RAIS recognises that intervention is needed at an early age and that support is also required by parents and teachers.

Once NDC funding has finished, the aims and objectives of project initiatives should be locally accepted and embedded. Programmes should have developed the core skills and competencies within communities that will ensure the long-term success of what the regeneration partnership has started. In Newcastle, the 'NDC Champions' project (£317,380 NDC funding) aims to recruit 18 local people over three years with specific responsibility for promoting learning and ICT skills within the community. In this way, local people are acting as ambassadors for the programme and the commitment to its core aims becomes embedded within the community.

Business

Businesses in deprived areas need help – but they can also contribute. In return for an improved business environment, local employers have the ability to attract new custom and investment to the area. NDC funding can help to create the local conditions in which businesses can move from merely surviving to prospering.

The development of stronger links between businesses and their host communities is a positive outcome of successful regeneration initiatives. The 'Time Exchange' project in Newcastle West Gate encourages individuals, groups and community businesses to exchange skills and services in return for credits. In this way, residents can develop practical skills and local businesses have greater access to a skilled workforce through a scheme of work placements.

The Bristol Education and Business Partnership (£108,000 NDC over two and a half years) is managed by Business in the Community and encourages closer links between local employers and schools. The project enables young people to visit business premises and gain an insight into the world of work, and business representatives visit schools to help with activities such as literacy and numeracy.

Agencies and Organisations

As noted earlier, one of the greatest challenges for mainstream service providers is their ability to 'bend' provision to meet the needs of local communities. Deprived neighbourhoods require tailored responses that acknowledge the depth and scale of the problems that face them. This approach may present difficulties for agencies that are target-driven or focussed on a wider geographical area. However, the availability of NDC funding provides the opportunity for organisations to assess the way in which they can help partnerships to meet their objectives – and develop responses accordingly. More of the same will not work.

Partnerships

As the channel for NDC funding and the driver for the wider programme (at least initially), the local regeneration partnership has a responsibility to deliver change. Notwithstanding the administrative, monitoring and bureaucratic burden of delivering such a programme, the Partnership must achieve results. The morale of the community will be damaged unless tangible benefits are delivered.

The Partnership must be prepared to be flexible – and to take risks. The approach adopted by Government in rolling-out NDC is to provide substantial sums of funding to areas in clear need over an extended period of time. Many of the requirements of other funding regimes have been relaxed – for example, there is not the same imperative to generate match funding on a project by project basis as with SRB. Partnerships must respond to this framework positively and back projects that they believe are necessary with an appropriate level of resource. For example, in Hartlepool the importance of the Job Brokering service has been reflected in an award of approximately £1.1 million over four and a half years (to be matched by £500,000 from ESF, other public sector sources and café sales – the project is based in a Cyber Café).

The approach – and the *attitude* – outlined above is consistent with the nature of the problem being addressed. Partnerships must be bold enough to commit significant resources to effect real change in deprived communities. A thorough understanding of the problems facing the community will give the Partnership the confidence to allocate funds to specific project initiatives.

Partnerships must also be prepared to make demands of their partners. There may be a temptation to subsidise the increased service provision by key agencies already active within the community – *but this must be on terms that meet the needs of that community*. If service providers are incapable of demonstrating the willingness or the ability to shape their service to meet local needs, they should not be supported with NDC funding.

Summary

The experience of different partnerships shows that there are a variety of project responses that can help to address worklessness and unemployment. Some of these initiatives adopt a ‘broad brush’ approach, whereas others focus very specifically on a particular issue or target group. The reality is that a balanced programme should have some of each – but a greater emphasis on the resource intensive, focussed initiatives is likely to be required in tackling the deep-rooted problems within deprived communities.

It is also interesting to note that some of the projects that are of most benefit to businesses are not really employment projects at all. It is clear that issues of anti-social behaviour, criminal activity, environmental quality and perception are of particular concern to the established business community. NDC resources channelled under these headings will support the employment strand of the programme by helping to create the right conditions for business survival.

Ultimately, the success of the programme will depend on the extent to which it becomes embedded within the community once NDC funding has ceased. In order to achieve this, a process of confidence building within the community and a more effective dialogue with service providers is required. NDC provides the level of support required over a ten-year period to address the most pressing local needs and begin the process of effective community empowerment.

APPENDIX E

CONSULTATION ON THE DRAFT STRATEGY

Devonport Employment Strategy Consultation Event 19th May 2004

Workshop sessions were held in order to systematically collect feedback from participants. The points below summarise the issues raised in these workshops. The process was used as an input for the final strategy document.

Creating Opportunities

Role of existing businesses
Address skill shortages (including capacity development)
Use DRC influence to ensure that public expenditure in Devonport employs local residents
Packages for Start-up businesses
Raise aspirations

Enterprise Development

Use community networks and centres to bring advice and support to local residents
Use social enterprises to deliver accountancy, personnel and payroll support to businesses
Establish community assets as incubators

Advice and Guidance

Two key areas

- Links between service providers
- Communication with service users

Adequate benefits advice still an issue – leaving benefits is still high risk. Easier access to benefits would reduce the risk of trying employment, especially temporary contracts
Advice and guidance needs to be independent of mainstream agencies – trust

Skills Development

Start early in schools
Don't build false expectations
Use ambassadors & champions
Important role of DRC funding to fill gaps in provision

Trading Environment

Existing commercial areas should be a priority
Need for realistic sustainable levels of retail trade

Business Survival

Needs to work together with the Devonport Development Framework
Importance of trade from within the community
Reduce crime and vandalism
Use quick wins
Dedicated business support for small businesses
Scale of response needs to be appropriate to needs

Changing Cultures

Ensure disabilities properly catered for
Build awareness of real opportunities
De-politicise agency cultures
Use champions, mentors and other role models
Build on linked city-wide initiatives and increase the scale of this work
Zero tolerance of discrimination
Community empowerment
Be realistic about likely limited scale of success
Work to change children's attitudes towards parents and through schools
Use voluntary work programmes

Removing Barriers

Barriers identified as:

- Trust
- Basic skills
- Self-confidence
- Childcare
- Finance
- Benefits trap
- Transport
- Discrimination
- Community focus

Use programmes to encourage businesses to employ people affected by barriers – including supported employment opportunities
Use flexible one-to-one delivery
Increase in-work benefits awareness
Raise wage levels to stop black market
Use ILMs
Pay mentors

Promoting Devonport

Role of quick wins
Promote and raise profile of all regeneration activity
Use general media as well as community-based communication
Change physical first impressions
Use professional marketing techniques
Sell Devonport's ability to provide a trained workforce
Quality new architecture in Devonport Development Framework
Opportunities from new housing development
Build tourism role